

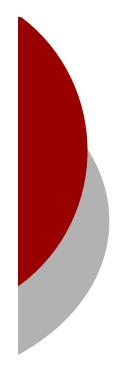
The Future of Human Resources in Canadian Libraries

8Rs Canadian Library Human Resource Study

#### Council of Federal Libraries

Allison Sivak Research Associate

October 20, 2005



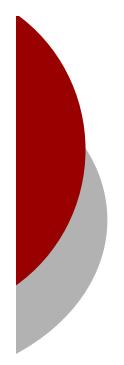
# **Starting Question**

 Will there be a shortage of <u>librarians</u> in the next 5 to 10 years due to mass retirements?

• A 'simple' question, no simple answers

• In the process we learned:

- No clear succession crisis
- Urgency in other areas of library human resources:
  - Competencies, particularly management and leadership
  - Education and training
  - Workloads and quality of work, work-life balance
  - Role overlap between librarians and paraprofessionals



# Study Scope

 Investigation of 8 human resources issues in Canadian libraries:

- Recruitment
- Retention
- Rejuvenation
- Repatriation
- Remuneration
- Retirement
- Reaccreditation
- Restructuring



# Study Scope

- 3-year study of unprecedented breadth and depth
- o Over 900 variables
- o 275-page report
  - 167 data tables
  - Analyses of data by library sectors and sub-sectors



### Methods

- o Institutional Survey
  - o 1,357 surveys sent to libraries, June 2003
    - o Libraries reported on 2002 data
  - o 34% response rate overall (461 respondents)
    - o 36% response rate for public libraries
    - o 50% academic libraries
    - o 26% special libraries
- o Individual Survey
  - Web survey sent to 8,626 library workers, June 2004
  - Response rate of 36.5% (3,148 respondents)
  - Additional 1,545 responses through listserv
  - Total of 4,693 responses

# Government Response Rates

- Institutional sampling frame included federal, provincial, municipal government libraries
- Individual survey
  - Government respondents 10% of all respondents
    - 61% of librarian government respondents federal
    - 52% of paraprofessional government respondents federal



# **Data Limitations**

- o Broad view
- Sub-sector representation
- Numerical retirement predictions not authoritative



# Librarian Age Categories

	< 45	45-54	55+
Gov't	37%	37%	26%
CARL	32%	39%	29%
Nat'l	35%	40%	25%

# Paraprofessional Age Categories

	< 45	45-54	55+
Gov't	42%	47%	11%
CARL	33%	42%	25%
Nat'l	38%	41%	21%

# Estimated Age of Retirement

Librarians: o before age 60 o between 61-64 o at age 65	Gov't 59% 18% 19%	Average 41% 30% 23%
<ul> <li>Paraprofessionals:</li> <li>before age 60</li> <li>between 61-64</li> </ul>	62% 14%	43% 25%
o at age 65	12%	25 <i>%</i>

 Note: respondents indicate flexibility on age of retirement

# Past and Predicted Retirements

#### o Between 1997-2002

- 22% of government libraries experienced retirements (34% national average)
- 8% experienced paraprofessional retirements (23% national average)
- This totaled 9% of the government librarian workforce, 3% of paraprofessionals
- Predicted Canadian librarian workforce (based on age of retirement of 62 years):
  - 2009: 98% of current workforce
  - 2015: 89% of current workforce
  - Paraprofessional workforce estimates similar

### Predicted Retirements by Career Level

#### o By 2009:

- 14% of all librarians in government
- 15% of government librarians in management

#### o By 2014:

- 38% of all librarians in government
- 45% of government librarians in management

#### Replacing Competencies from Current Pool

- Pool inadequate to replace lost skills and knowledge from retirements
  - Gov't: 61%
  - CARL: 23%
  - National: 40%
- Pool inadequate to replace lost leadership competencies
  - Gov't: 57%
  - CARL: 35%
  - National: 46%

### Barriers to Replacing Competencies Lost with Librarian Retirements

- Budget restraints: 71%
- No ID of leadership ptnl. when hiring: 68%
- No succession plan: 64%
- Inadeq. ldrshp/mgmt training by org: 60%
- o Hiring freeze: 58%
- Small size of library: 56%
- Inability to fast track candidates: 56%
- Inadeq. qualified candidate pool: 52%
- o Inadeq. pay: 52%
- Inadeq. MLIS leadership training: 50%
- Elimination of mid-level positions: 50%



# Recruitment

- Gov't libraries hiring less, less likely to have problems recruiting
  - 17% have increased recruit. need vs. 5 years ago
  - 17% recruited in 2002
  - 17% have poor current ability to recruit
- Compare with CARL libraries:
  - 73% have increased recruit. need
  - 85% recruited in 2002
  - 8% have poor current ability to recruit
- 6 in 10 librarians applied for special libraries as first job
  - 7 in 10 to academic libraries

# **Library Staff Demand**

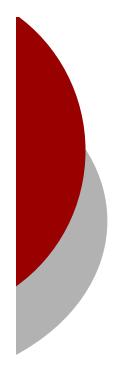
o Increased libr. demand over past 5 years

- Gov't: 58%
- CARL: 96%
- National average: 76%
- Predict increased libr. need next 5 years
  - Gov't: 70%
  - CARL: 96%
  - National average: 77%
- Predict increase para. need next 5 years
  - Gov't 72%
  - CARL & National: 81%



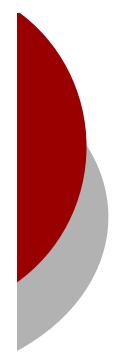
# **Recruitment Barriers**

- o Budget restraints: 83%
- Small library size : 66%
- Org. hiring freeze: 60%
- Need for bilingual staff: 52%
- Ext. hiring restrictions: 50%
- o Inadeq. pay: 46%
- Canadian competition: 44%
- Inadeq. interested pool: 37%
- o U.S. competition: 35%
- o Inadeq. qualified pool: 33%
- o Geographic location: 30%
- Inadeq. MLIS education: 26%



# Most Important and Difficult to Fulfill Competencies When Recruiting

- o Innovativeness
- Leadership potential
- Managerial skills
- Ability to handle high-volume workload
- Ability to respond flexibly to change
- People skills
- Communication skills
- Ability to deal with a range of users
- Years of experience\*
- Generalist skills\*
- Noted by other sectors: entrepreneurial and technology skills



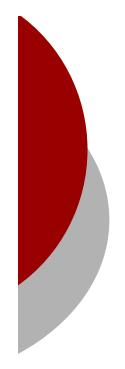
# **Promotional Opportunities**

Librarians agreeing job offers career advancement opportunities:

	New	Mid-car.	Sr.
Gov't	58%	60%	74%
CARL	66%	81%	81%
National	65%	74%	76%

Institutions agreeing they offer good/excellent career opportunities:

Gov't:	18%
CARL:	62%
National:	35%



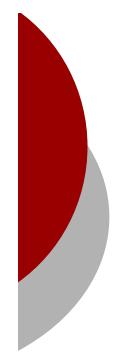
# **Future Career Aspirations**

	Non-Mgmt.	Supervis. / Mid-Mgmt.	Sr. Admin.
Gov't	50%	19%	6%
CARL	26%	41%	16%

# Management and Leadership

- Government librarians are more likely to be interested in:
  - seeking out new project opportunities: 68%
  - performing a leadership role: 54%
  - motivating others: 52%
  - than they are to be interested in:
  - managing a service/dept.: 37%
  - supervising others: 28%

 50% or less of gov't librarians have the opportunity to perform these roles



#### **Retention and Organizational Mobility**

 Librarians interested in spending remainder of career at current institution:

	New	Mid-Car.	Sr.
Gov't	28%	47%	58%
CARL	55%	56%	77%
National	40%	47%	70%

# **Retention and Organizational Mobility**

• Librarians departing institutions:

- Gov't: 14% (8 / 10 voluntary)
- CARL: 58%
- National: 25% (7 / 10 voluntary)

# Top Reasons for Staying at Job

- o Like job: 87%
- o Like co-workers: 81%
- Like workplace: 79%
- Loyalty to patrons: 61%
- Spouse works here: 53%
- Loyalty to employer: 51%
- Couldn't get job at similar salary elsewhere: 50%
- Want to stay in community: 47%

### Satisfaction with the Quality of MLIS

- Recent librarian entrants satisfied with their programs
  - Gov't: 71%
  - CARL: 53%
  - National: 64%
- Government librarians more positive about their MLIS programs and ability to apply what they learned to their jobs
- Also more likely to state that the program provided a realistic depiction of the job

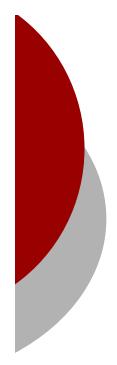
# Employer Suggestions to Improve the MLIS

- o Core technical skills: 41%
- Practical experience: 23%
- Soft skills: 23%

• More management skills:

- Gov't: 18%
- CARL: 61%
- Average: 37%
- More business skills:
  - Gov't: 18%
  - CARL: 6%
  - National: 31%

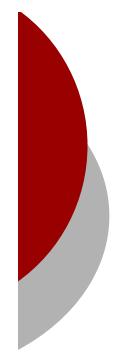
o More leadership skills: 14%



# Library Technician Satisfaction with Education Quality

 Library technicians less likely to be satisfied with the quality of their education (60% vs. 81% average)

- Technicians believe their education gave general skills (95%) and IT skills (70%) necessary for their jobs
- Technicians less likely to believe they were provided necessary skills in:
  - Management: 29% (40% average)
  - Leadership: 29% (38% average)



# **Professional Development**

Government libraries stating librarians require significant training:

	New	Mid-Car.	Sr.
Gov't:	63%	35%	26%
CARL:	89%	54%	40%
National:	72%	43%	36%

# **Professional Development**

• Gov't librarians agreeing adeq. training opps:

New libr.	Mid-Car.	Sr.
51%	61%	58%

• Types of training taken (individual survey)

	Gov't	CARL	Nat'l
Job skills:	81%	85%	82%
Technology skills:	78%	90%	84%
Customer service:	35%	50%	56%
Management:	51%	58%	51%
Leadership:	31%	34%	28%

How are training needs determined & training assessed?

# **Professional Development**

- 48% of gov't paraprofessionals agree they have adequate opportunities for training
- Paraprofessionals participated in training for:

	Gov't	CARL	Nat'l
Technology skills:	78%	90%	83%
Job skills:	66%	77%	74%
Customer service:	30%	55%	52%
Management:	14%	20%	16%
Leadership:	8%	8%	10%



# Competencies

- Evidence of ongoing role shifts between librarians and paraprofessionals
- 82% of government libraries state that they will need librarians to perform both a wider variety of tasks
- 85% say their library will experience an increased need for specialists
- 73% state they will need librarians to perform more management functions over the next 5 years
- 79% say they will need librarians to perform more leadership functions over the next 5 years

# Workload, Stress, Remuneration

- o Librarians
  - 47% say workload manageable
  - 29% little job stress
  - 63% job allows work-life balance
- Paraprofessionals
  - 49% say workload manageable
  - 39% little job stress
  - 78% job allows work-life balance
- o Remuneration
  - Government librarians earning average median incomes (except Sr. Admin)
  - Paraprofessionals earn slightly higher salaries than average

- o Somewhat younger staff
- Staff estimate younger retirement age
  - Some flexibility
- Gov't sector experienced some shrinkage (retirements, departures)
- Anticipated retirements of 45% of managers by 2014
  - Increased environment of competition (CARL)
- Less org. confidence in current staff's ability to replace skills, knowledge, leadership from retirees
- Structural and environmental barriers to recruitment
  - Room for improvement: identification of leadership potential, succession plans, leadership training
- Institutions predict some increased need for librarians (less than average)

#### • Libraries looking for:

- Innovativeness, leadership, managerial skills, adaptability and flexibility
- Fewer promotional opportunities
- Staff more interested in nonmanagement positions
  - Gap between org. need for management / leadership and staff interest
- Staff less interested in spending career at current institution
  - However, positive retention factors

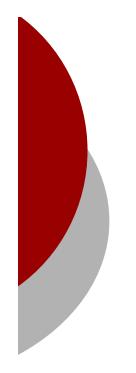
#### Base education satisfaction

- Higher for librarians
- Lower for technicians
- Libraries less likely to believe that librarians need significant training
- Gap between organizational and staff perspectives on training opportunities
- More positive about workload / stress

- Definition of core government library competencies?
  - Adaptability / generalist orientation
  - Depth of knowledge / experience in targeted positions

o e.g., information management

- How to support these competencies?
  - How does this work with Community Renewal?



# **Overarching National Issues**

- Role shift between librarians and paraprofessionals
- Fulfilling necessary and lacking management and leadership competencies
  - Defining how these function and are encouraged in the workplace
  - Hiring new staff with attention to management / leadership potential, even at entry level positions

# Needs at the Institutional Level

- o Succession planning
  - Understanding institutional demographics
  - Predicting institutional retirement rates
  - Mapping new / desired competencies for librarians and paraprofessionals
  - Determining training gaps and where they can be addressed
  - Addressing promotional opportunities
     / potential to work on new projects?

# **Association Implications**

- Most of the work must be done at the organizational level
- However, some needs, such as those for management / leadership competencies could be developed through some potential initiatives:
  - increasing access to leadership education
  - ongoing management education programs
    - o Entry-level, mid-career, senior level
  - national internship program?

# Getting the Information Out

 Study report available for free download from:

http://www.ls.ualberta.ca/8rs

 Keeping informed of other work around the 8Rs to promote convergence / avoid duplication

CLA President's Council

 CLA study of library schools (MLIS and library technicians)

# Study Sponsors and Supporters

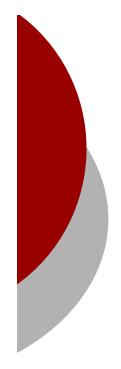
- o University of Alberta
- Canadian Association of Research Libraries
- Canadian Urban Libraries Council
- Library and Archives Canada
- Alberta Community Development, Government of Alberta
- Canadian Library Association

# **Steering Committee**

- o Ernie Ingles, Chair, U.Alberta
- o William Curran, CARL
- Kathleen De Long, U.Alberta
- o Julia Goodman, LAC-BAC (to Jan. 2004)
- o Chuck Humphrey, Data Library, U.Alberta
- Carrol Lunau, LAC-BAC (from Jan. 2004)
- Gerry Meek, Canadian Urban Libraries Council
- o Dr. Alvin Schrader, SLIS, U.Alberta
- Allison Sivak, U.Alberta

Methodologists: Tandem Social Research

- o Dr. Marianne Sorensen
- Jennifer De Peuter



### **Questions?**

Allison Sivak Research Associate 8Rs Canadian Library Human Resource Study

780.492.8329 <u>allison.sivak@ualberta.ca</u>

http://www.ls.ualberta.ca/8rs