

The future starts now.

An analysis of the current library workforce in Victoria
to help us plan for the next decade

A/Professor Gillian Hallam



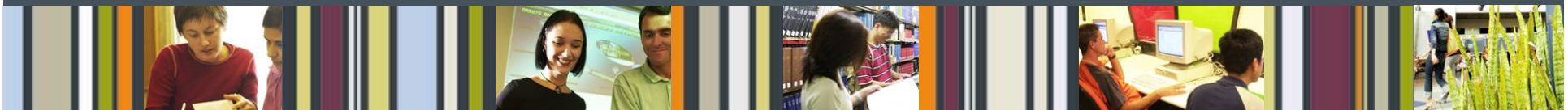
State Library of Victoria
29 March 2007

Today's paper ...

- Discusses the importance of workforce planning as a key component of education and professional development in the LIS sector –
- Or should that be the importance of education and professional development as a key component of workforce planning?
- Introduces the workforce research activities themselves
- Presents some of the key preliminary findings, with a specific focus on the public library sector in Victoria
- Asks what it might all mean in terms of workforce planning issues

- And it is just the start...

Gillian Hallam, SLV, 29/03/07



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Skills shortage forces capital works review

The severe skills shortage gripping Western Australia has forced the State Government to review its \$1.8 billion infrastructure spending program.

Treasurer Eric Ripper says while WA's economy has surged by 1.4 per cent in the past year, the shortage of skilled construction workers is causing major problems.

Mr Ripper says the Government's current capital works program is proving difficult to implement, with major cost blow-outs and lengthy delays in several important projects.

He says the Government's infrastructure spending will need to be revised in the lead-up to next year's state Budget.

"It is difficult to get the entire program implemented within the originally envisaged time line, simply because of operational constraints out there in the economy," he said.

Mr Ripper says while he cannot specify which projects will be affected, those that are considered low priority are likely to be deferred.

"Financially we can do it, but industry can't really do what we want to do as well as all of the projects that the private sector is putting up," he said.

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"I wish my everyday banking account had NO monthly fees"

Home > National > Article

Skills shortage prompts increase in migrant intake

By Joseph Kerr
 April 15, 2005

Working visa holders will be able to stay in Australia for an extra year if they have spent at least three months picking fruit or other seasonal harvest work, under a federal plan allowing in an extra 20,000 skilled migrants next year.

The Federal Government will also give state governments and regions extra sway in bringing desirable skilled migrants to their area and widen the pool of sought-after occupations to fill growing skills shortages.

Bricklayers, cabinet-makers, cooks, dentists, nuclear medicine technologists, plumbers, podiatrists and speech pathologists will all join the list of desired occupations that receive faster processing and bonus points on applications to migrate.

Those on working holiday visas who have particular skills will also be able to apply for a skilled visa without having to leave the country, as is currently the case. That could ultimately lead to permanent residence.

But family reunion tests will be harder to meet, with the Government saying some categories, like the partner reunion visa and relationship breakdown visas involving domestic violence, have been open to abuse.

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Skills shortage leads to short fuses

By Kate Southam

The skills shortage has well and truly hit the headlines, which has left some of you hitting the roof. For those looking for work, the words "skills shortage" makes them see red.

I understand the frustration. However, a skills shortage is just that - a shortage of a certain set of skills. The Australian Industry Group says it's a shortage of 21,000 skill sets to be exact in the trade and manufacturing sectors they cover. When companies advertise, yes, they do get applicants but according to the AIG, in many cases the candidates do not have the skills required.

Another example is the high demand for auditors with experience in helping companies comply with a raft of local and international legislation. The demand followed the string of corporate collapses here and in the US because companies were not paying attention to issues of corporate governance. There might be accountants looking for a new job, but that does not make them suitable for an audit role.

It's a tough one because however willing people are to take on a new challenge and learn, it takes years to become an experienced boilermaker or electrician, engineer, auditor, specialist nurse and so on.

Economists and recruiters say the skill shortage will continue whether we go through good or bad economic times. Contributing factors include early retirement since the 1970s, a declining birth rate and not enough skilled migration. Another cause is school leavers pursuing careers and study that mismatch the roles in demand.

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News September 19, 2006

Skills shortage solution challenged

THE SHORTAGE of appropriately skilled labour across Australian industry has emerged as a significant and increasing problem in recent years, with a number of solutions put forward on how to address the issue.

The Australian Industry Group, for example, recently released a strategy for address the skills crisis facing Australian industry.

The strategy, which recommends providing direct encouragement and incentives to employers to address skill shortages, sets a challenge for business to increase commitment to training and for State and Federal governments to accelerate reform to vocational education and training.

"Skill shortages together with new patterns of employment, new kinds of work and work organisation and new ideas concerning skills, knowledge and learning in industry, dramatically increase the need for further reforms to the VET system," said Heather Ridout, chief executive of the Australian Industry Group.

"A reformed VET system, delivering the skills required by industry in a flexible responsive manner, will play a significant part in addressing skill shortages. Reforms will increase the skills of individuals and the productivity of industry."

She said the Australian economy as a whole needs to work smarter if it's to meet the challenges and benefit from opportunities posed by China and India and by Free Trade Agreements with countries such as the United States, Thailand and Singapore.

However the Construction, Forestry, Mining and Energy Union (CFMEU) said the strategy, which seeks further income support and wage subsidies to address declining rates of trades apprenticeships, wouldn't solve a looming skills shortage in the building and construction industry.

While the CFMEU welcomed some of the Australian Industry Group's proposals, it was strongly critical of any proposals relying on government funding to substitute for low wages paid by employers.

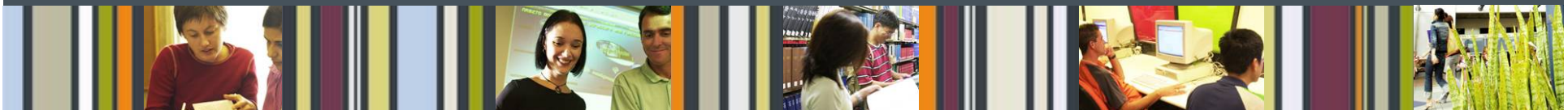
"The disincentive for young Australians stems from the scandalously low wages currently paid to building trades apprentices in the building and construction industry," said

Skills shortage leads to higher pay

(Nine MSN, 22 March 2007)

- Employers are more likely to pay their own staff more before looking to buy outside talent amid a lack of skills in the jobs market, a survey shows.
- This is consistent with tighter labour market conditions, with the unemployment rate steadily falling from 5.3 per cent in January 2006 to the current low level of 4.6 per cent.
- Low unemployment levels have reduced the size of the jobs market making it more difficult for businesses to find skilled staff.
- The trend in higher pay increases for incumbents showed that businesses were focused on building and retaining staff, rather than paying higher rates to attract new talent.
- This indicates that employers are managing rising costs by segmenting the workforce and offering a premium to retain those who hold critical skills or are the best performers.

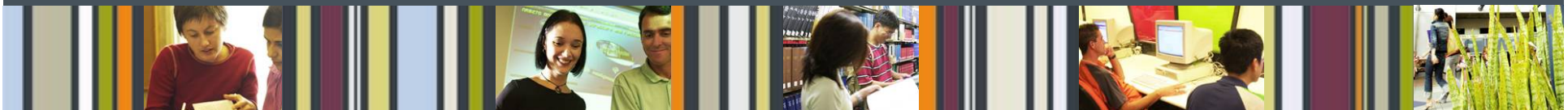
Gillian Hallam, SLV, 29/03/07



Quantity, yes – – but what about quality?

- “Skills shortage a worry for building industry”
 - *There are plenty of ‘tradies’ out there, but it is hard to find good tradies*
- “Falling standards a worry as skills shortage continues to hurt”
 - *IT employers are struggling to fill vacancies and to attract additional skills for new projects*
 - ACS Foundation: 200 scholarships worth more than \$2m in 2006

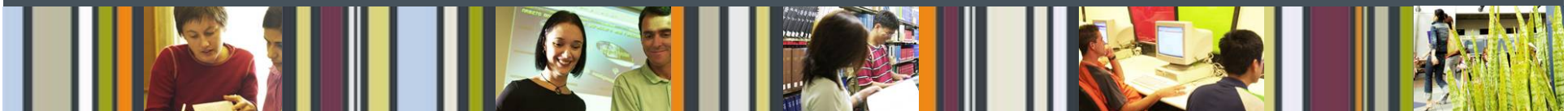
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What about...

- “Skills shortage a worry for the LIS sector”
 - *There are plenty of librarians out there, but it is hard to find good librarians*
- “Falling standards a worry as skills shortage continues to hurt”
 - *LIS employers are struggling to fill vacancies and to attract additional skills for new projects*
 - ALIA Foundation: 200 scholarships worth more than \$2m in 2008

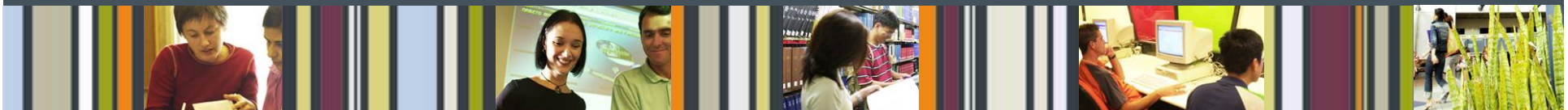
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The state of play

- Skills shortages in key professions
 - The shortage of doctors and nursing staff makes (regular) front page news
- Skills shortages in the trades
 - The critical need for more apprenticeships
- Skills shortages in the defence forces
 - Spending \$10m on recruitment
- Shortage of unskilled labour
 - eg in the agricultural, hospitality, transport sector

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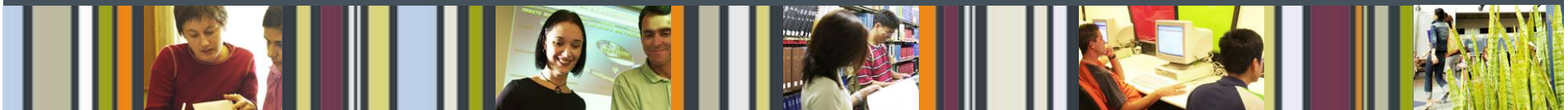
Problems on the horizon

- Unemployment dropping below 5%
- Ageing of the population
 - the baby boomers are all retiring (early)
- Lower levels of fertility
 - fewer children = fewer workers in the future

“Demographic change will develop into the challenge of replacing skilled older workers from a much smaller pool of younger workers”

Professions Australia, 2005

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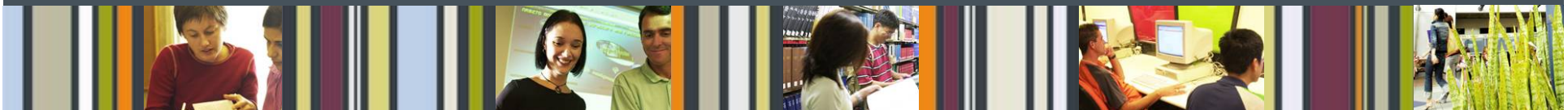


“It seems that skilled workers in their 20s, otherwise known as Generation Y, are either in short supply or have other options. After all, they are forever tossing in their job and heading to some other place. This is a very different world to the workforce that you entered as a graduate 30 years ago. You were grateful for a job. You were respectful of, and even somewhat intimidated by, your boss. You understood that in order to progress through the organisation you had to work hard over an extended period (which meant years, not weeks).”

Bernard Salt

The Australian, 7 March 2007

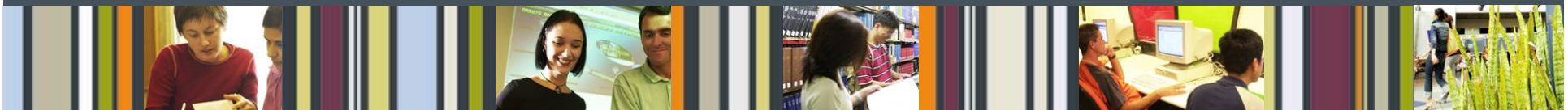
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Here's the problem:

- In 1975 the number of workforce "leavers", then aged 46-61, comprised 16% of the population whereas "enterers", then aged 16-31, was 23%
- What management bliss: the young-worker population exceeded the old-worker population by 7 percentage points
- In 2007, lots of boomers leaving the workforce (20%) are being replaced by a slightly smaller number of Ys (19%) entering the workforce
- Where "leavers" exceed "enterers" there is a skills shortage

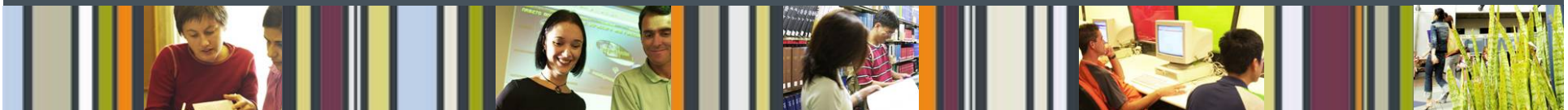
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Survey of chief librarians in England in July 2005

- 29% of library staff to retire in the next 10 years
- Vacancies at that time: 7.5% of jobs available
- 59% reported difficulties recruiting staff, especially qualified staff and managers
- 10,800 new recruits needed in the next 10 years

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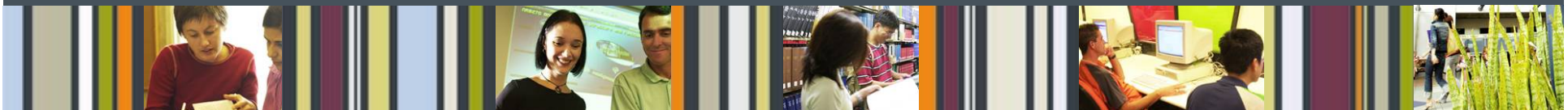
Libraries of the 21st Century Symposium

SLV, February 2006

“For those of us left in the profession, collaborative research and development is key to our future. Workforce analysis, especially around public library and academic library personnel is needed. We also need to undertake a current workforce skills audit and plan recruitment and education strategies for the library workforce of the 21st century.”

Dr Vicki Williamson

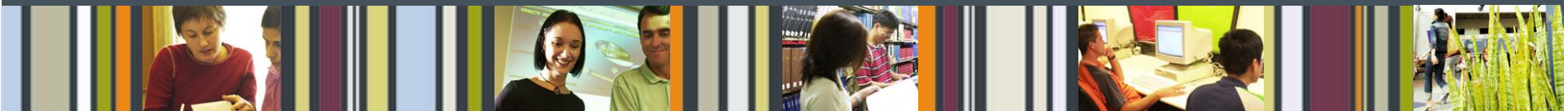
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Some international LIS workforce studies

- *The 8Rs Study (Canada)*
Canadian Library Human Resource Study
- *Recruit, retain and lead (public libraries)*
University of Sheffield (UK)
- *Learning for change: workforce development strategy*
Museums, Libraries and Archives Council (UK)
- *A national study on the future of librarians in the workforce*
Institute of Museums & Library Services (USA) plus
a number of universities and professional associations
- Other studies: eg ACRL, Colorado Association of Libraries

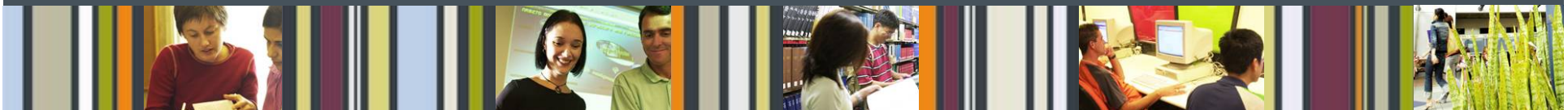
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Some Australian initiatives

- Libraries of the Australian Technology Network (LATN)
 - *Workforce and succession planning*
- State Library of Victoria
 - *Workforce sustainability and leadership project*
- A number of anecdotal reports of workforce planning activities in individual organisations
- Primarily internal focus
 - Risk of duplication of effort
 - Lost opportunities to develop models of best practice to inform and guide workforce planning in the sector as a whole
- The *neXus* project

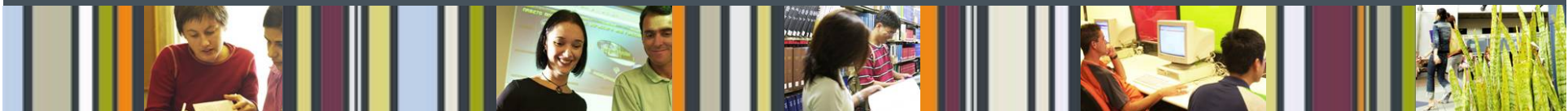
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The *neXus* project

- To respond to the need for a major study to capture data on:
 - Demographics
 - Education
 - Employment
 - Employment policies and practices
- To endeavour to develop “a comprehensive overview of the [LIS] professional resource issues, challenges and opportunities” (Professions Australia, 2005)
- To understand the issues that represent the nexus between **education, curriculum, recruitment, retention, training and development** to potentially sustain - and develop - the LIS workforce in Australia

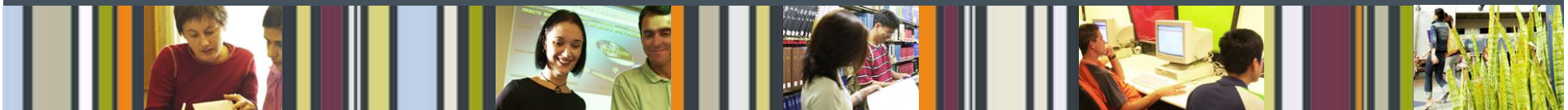
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The research project

- Three different, but interrelated, studies
- Key stakeholders:
 - Queensland University of Technology (QUT)
 - Australian Library and Information Association (ALIA)
 - CAVAL Collaborative Solutions
- Stage One: online survey of individuals
- Stage Two: workforce policies and practices in institutions
 - a pilot study with CAVAL
- Study tour(s) to learn about the ‘bigger picture’ dimensions of LIS education and workforce planning:
 - Universities, professional associations, government bodies etc

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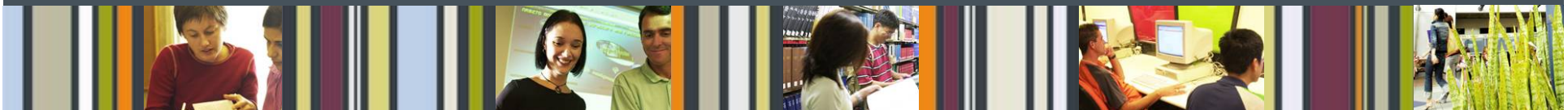
Stage One: online survey of individuals

- Launched at ALIA Click06 conference, Sept 2006
- Self-administered online questionnaire
- Demographic, educational and employment data
- 2346 valid online responses + 8 paper-based responses

- Click06 paper

http://conferences.alia.org.au/alia2006/Papers/Gillian_Hallam.pdf

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The neXus Census to examine the current library and information services workforce in Australia

The Australian Library and Information Association (ALIA), Queensland University of Technology (QUT) and CAVAL Collaborative Solutions are currently undertaking a major collaborative research project to examine the library and information services (LIS) workforce in Australia: the neXus census project. Project leader is Associate Professor [Gillian Hallam](#) (*please remove '.nospam' from address*), past president of ALIA and chair of the ALIA Education Reference Group.

The goals of the neXus census are to develop a demographic, educational and employment picture of the library and information profession today and to identify the diverse workforce planning activities currently being undertaken in the library and information services (LIS) sector in Australia. The research project is aligned with similar projects undertaken in Canada, the United States of America and the United Kingdom, to enable a comparison to be made between the situations in Australia and in other countries.

The project involves two parts:

1. Individual survey
2. Institutional survey

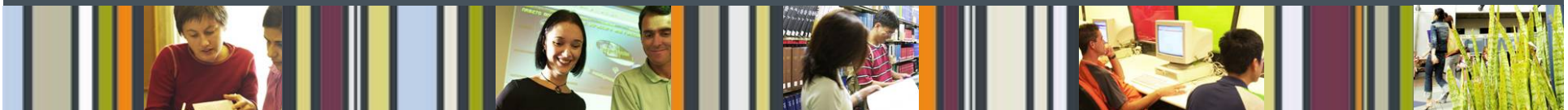
Further information about the institutional survey will be available soon.



Stage Two: institutional survey

- Instrument developed in conjunction with the Staff Development Coordinators (SDC) Committee of CAVAL
- Updates earlier studies into training and development practices
- Four main foci:
 - General staffing information
 - Recruitment and retention processes
 - Staff development
 - Succession planning
- Run as a pilot with the 13 members of CAVAL in Nov-Dec 2006, academic libraries in Victoria and NSW
- Hoped to be reviewed and refined to be used in a wider study of policies and practices in Australian libraries

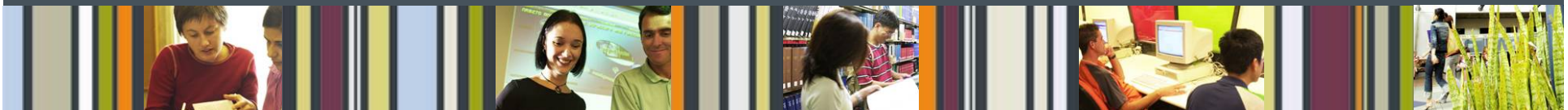
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Developing a picture of the LIS profession in Australia

- An important first step in the process of understanding our professional future is to develop a clear picture of:
 - who is currently in the profession, and
 - where they think they are heading
- The demographic, educational and employment data could potentially be updated every five years to track changes and emerging trends, cf census

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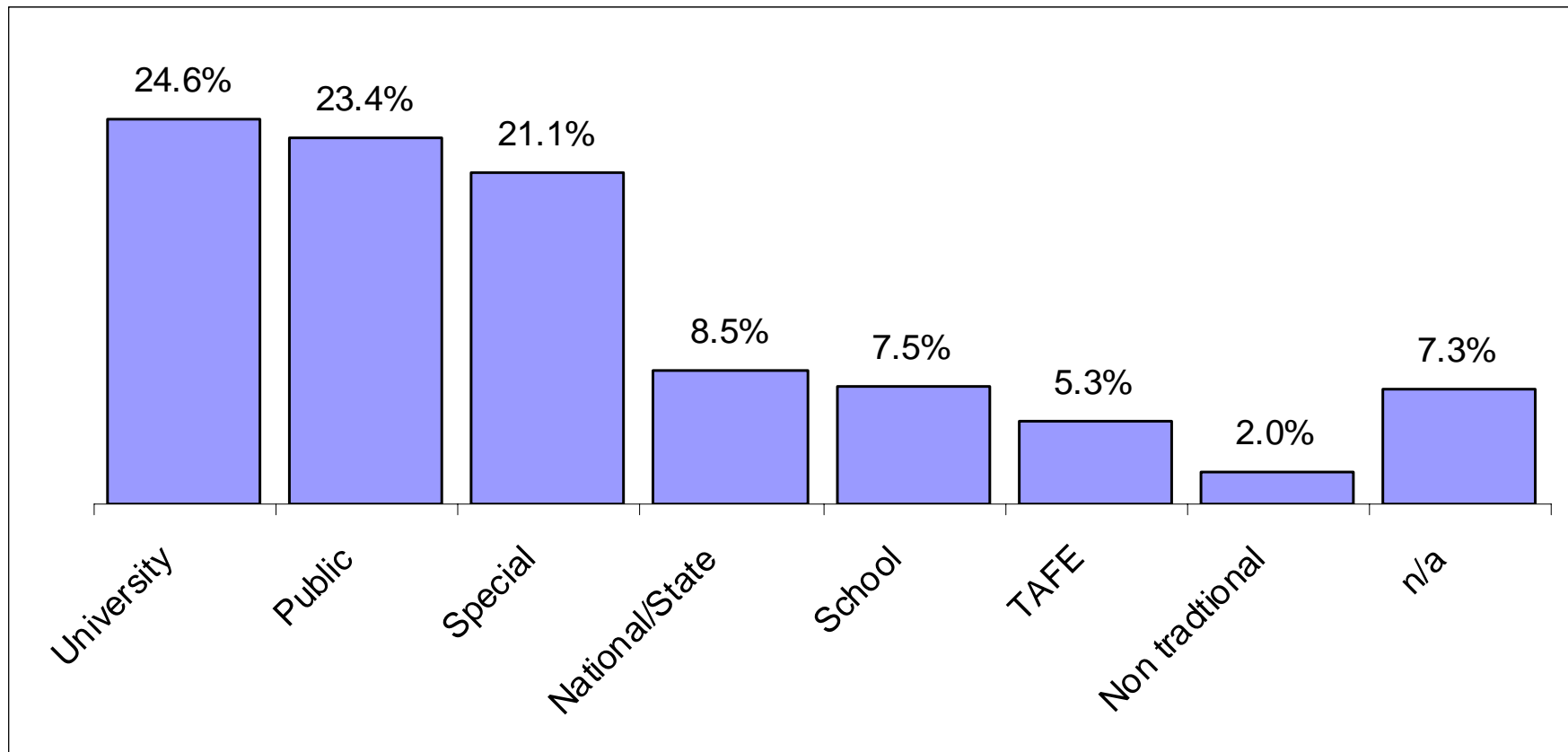
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A1.03_CulturalBackground		A3.03_LeftLISWhen		A3.21c_TechBib_Binary		A3.27_WhyLeave_DissatDuties	
A1.04_AboriginalTSI		A3.04_WhyNotInLIS		A3.21c_TechBib_Circ		A3.27_WhyLeave_DissatJob	
A1.05_State	VIC	A3.04_WhyNotInLIS_Other		A3.21c_TechBib_DBMan		A3.27_WhyLeave_DissatLISBoard	
A1.06_Region		A3.05_LookingLISJob		A3.21c_TechBib_Interloan		A3.27_WhyLeave_DissatPeers	
A2.01_QualificationStatus		A3.06_HowLongLooking		A3.21c_TechBib_Repair		A3.27_WhyLeave_DissatSuperiors	
A2.02_QualificationType		A3.07_HowManyLISApplications		A3.21c_TechBib_SortShelve		A3.27_WhyLeave_EndContract	
A2.02_QualificationType_Other		A3.08_HowManyInterviews		A3.21d_IT_DBMan		A3.27_WhyLeave_FoundBetter	
A2.03_NewGrad		A3.09_ReasonNotFindingPosition		A3.21d_IT_LISys		A3.27_WhyLeave_FoundHigherPos	
A2.04_EnrolmentStatus		A3.10_HowLongRetired		A3.21d_IT_Tech		A3.27_WhyLeave_GeoLocation	
A2.05_AttendanceType		A3.11_RetiredReturning_BetterWage		A3.21d_IT_Web		A3.27_WhyLeave_GeoPersonal	
A2.06_WhyThisOne		A3.11_RetiredReturning_DifPosition		A3.21e_Admin_Budget		A3.27_WhyLeave_InsuffPay	
A2.06_WhyThisOne_Other		A3.11_RetiredReturning_DifService		A3.21e_Admin_Facilities		A3.27_WhyLeave_InsuffPromo	
A2.07_HowLongBeforeEnroling		A3.11_RetiredReturning_LessHrs		A3.21e_Admin_FundRaising		A3.27_WhyLeave_Other	
A2.08_DescribeYourselfAs		A3.11_RetiredReturning_MoreHrs		A3.21e_Admin_HR		A3.27_WhyLeave_OtherReason	
A2.08_DescribeYourselfAs_Other		A3.11_RetiredReturning_Noway		A3.21e_Admin_Marketing		A3.27_WhyLeave_PersonalReasons	
A2.09_HighestEducation		A3.11_RetiredReturning_Other		A3.21e_Admin_OrgPlan		A3.27_WhyLeave_PoorTreatment	
A2.09_HighestEducation_Other		A3.12_WhatLISWorkArea		A3.21e_Admin_Policy		A3.27_WhyLeave_Redundant	
A2.10_HighestDisipline		A3.13_NumPaidStaff		A3.21e_Admin_Super		A3.27_WhyLeave_Stress	
A2.10_HighestDisipline_Other		A3.14_CurrentLevel		A3.21e_Admin_Train		A3.27_WhyLeave_Study	
A2.11_OtherQual_Degree		A3.15_JobTitle		A3.21f_ProfDev_Conf		A3.27_WhyLeave_WorkLifeBal	
A2.11_OtherQual_GradCert		A3.15_JobTitle_Other		A3.21f_ProfDev_Infomal		A3.28_ReasonStay	
A2.11_OtherQual_GradDip		A3.16_WorkStatus		A3.21f_ProfDev_ProfOrgs		A3.28_ReasonStayComment	
A2.11_OtherQual_Honours		A3.17_HowLongInPosition		A3.21f_ProfDev_Research		A3.29_HowLongContinue	
A2.11_OtherQual_Masters		A3.18_HowManyHours		A3.21g_Other		A3.30_ChangehitBy	
A2.11_OtherQual_None		A3.19_WouldLikeToWork		A3.22_HowLongAtCurrentOrg		A3.31_WorkRural	
A2.11_OtherQual_Other		A3.20_GrossSalary2005		A3.23_TotalLISOrgs		A3.31_WorkRuralComment	
A2.11_OtherQual_PhD		A3.21a_Collections_CollectionDev		A3.24_HowLongInLISSector		A3.32_WorkOS	
A2.11_OtherQual_TAFECert		A3.21a_Collections_CopyrightClr		A3.25_ReasonLISRank1		A3.32_WorkOSComment	
A2.11_OtherQual_TateDip		A3.21a_Collections_Digitisation		A3.25_ReasonLISRank2		A3.33_RetireAge	
A2.12_OtherQual_Arts		A3.21a_Collections_eLicensing		A3.25_ReasonLISRank3		A3.34_HowLongRetire	
A2.12_OtherQual_Bus		A3.21b_PubServ_InfoLit		A3.26_IfYouKnew		A3.35_RetireEarly	
A2.12_OtherQual_Edu		A3.21b_PubServ_Liasion		A3.26_IfYouKnew_Comment		A3.35_RetireEarlyComment	
A2.12_OtherQual_Eng		A3.21b_PubServ_Reference				A3.36_DelayRetire	
A2.12_OtherQual_Hlth		A3.21b_PubServ_SpecPop		Extra Filters		A3.36_DelayRetireComment	
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Current Selections - Returns 576 records.

Fields Values

SurveyComplete Complete

Respondents by LIS sector



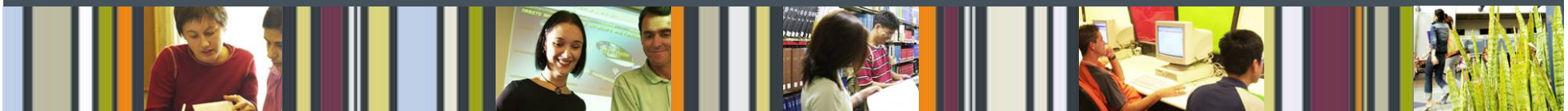
576 respondents from Victoria (24.6%)

230 respondents from SLV and public libraries (39.9% of the Victorian respondents)

Regional distribution

	Capital city	Regional city/town	Non-metro/rural
Total	71%	23%	6%
Victoria	74%	18%	8%
Vic pub libs	69%	20%	11%

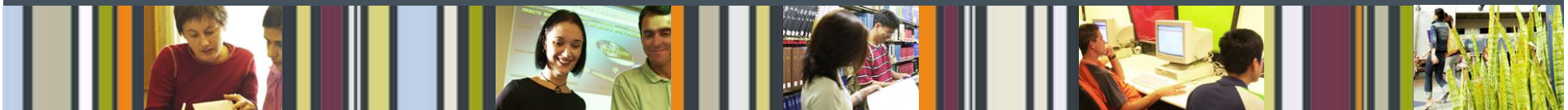
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Gender breakdown

	Female	Male
Total	85.5%	14.5%
Victoria	86.3%	13.7%
Vic pub libs	88.3%	11.7%

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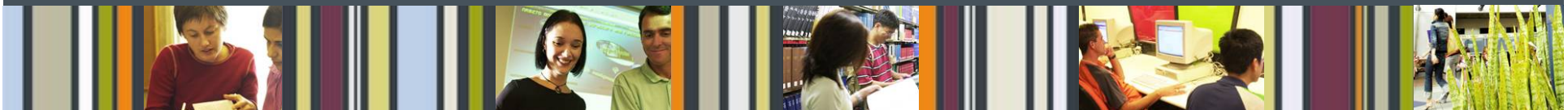


The respondents

- Qualified/studying
 - 85% (84%) [77%] had completed their studies in LIS
 - 8% (7%) [7%] still enrolled in a course
- Of those who had qualified or were studying
 - 79% (74%) [71%] 'professional' qualifications (librarians)
 - 17% (21%) [26%] 'paraprofessional' (library technicians)
 - 4% (2%) [1.5%] no formal LIS qualifications
- 18% (17%) [16%] were 'new graduates'
ie gained qualifications in last 5 years

(Victorian figures) [Vic public libraries]

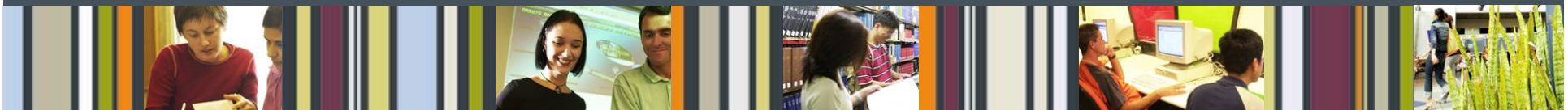
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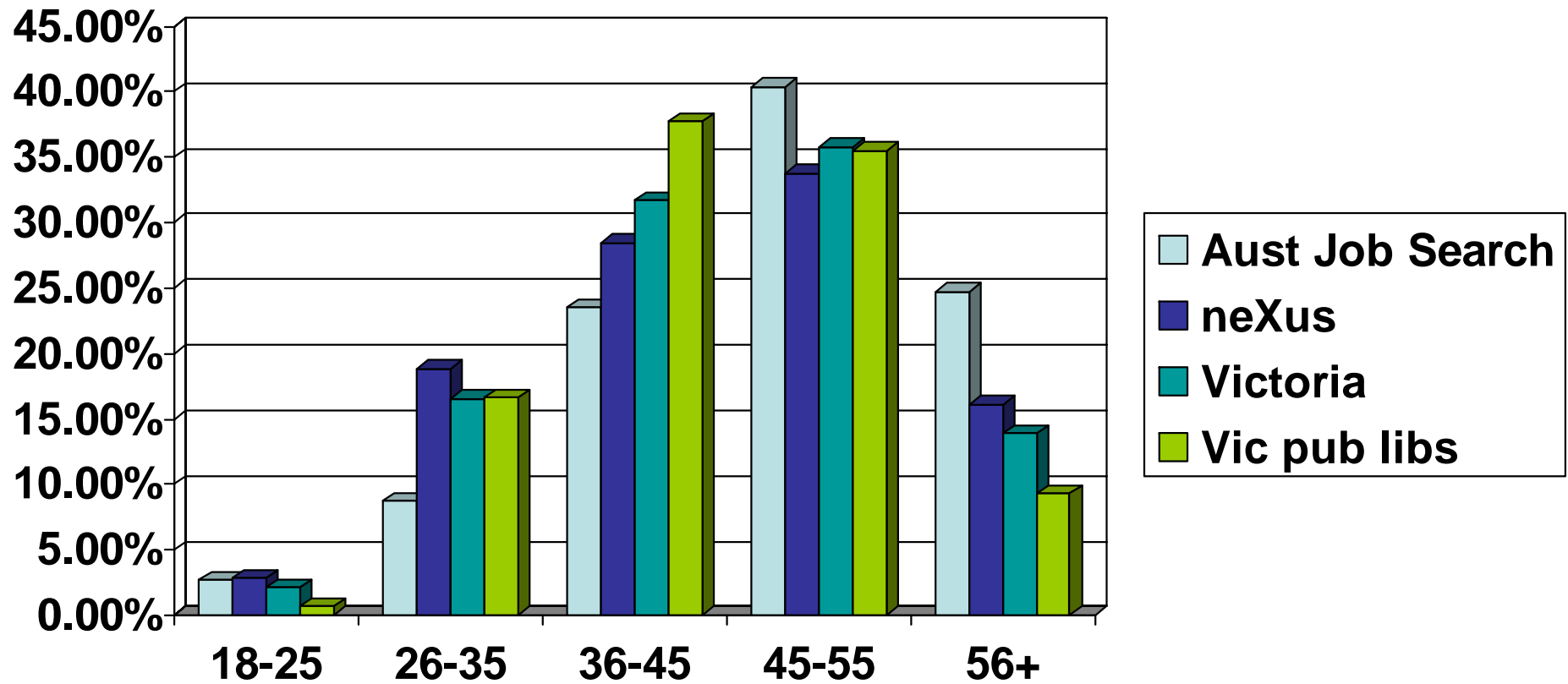
Age profile of respondents

	All	Victoria	VPL
18-25 years	3%	2%	2%
26-35 years	18%	16%	17%
36-45 years	26%	29%	30%
46-55 years	34%	38%	37%
56-65 years	17%	15%	14%
66 years +	2%	1%	1%

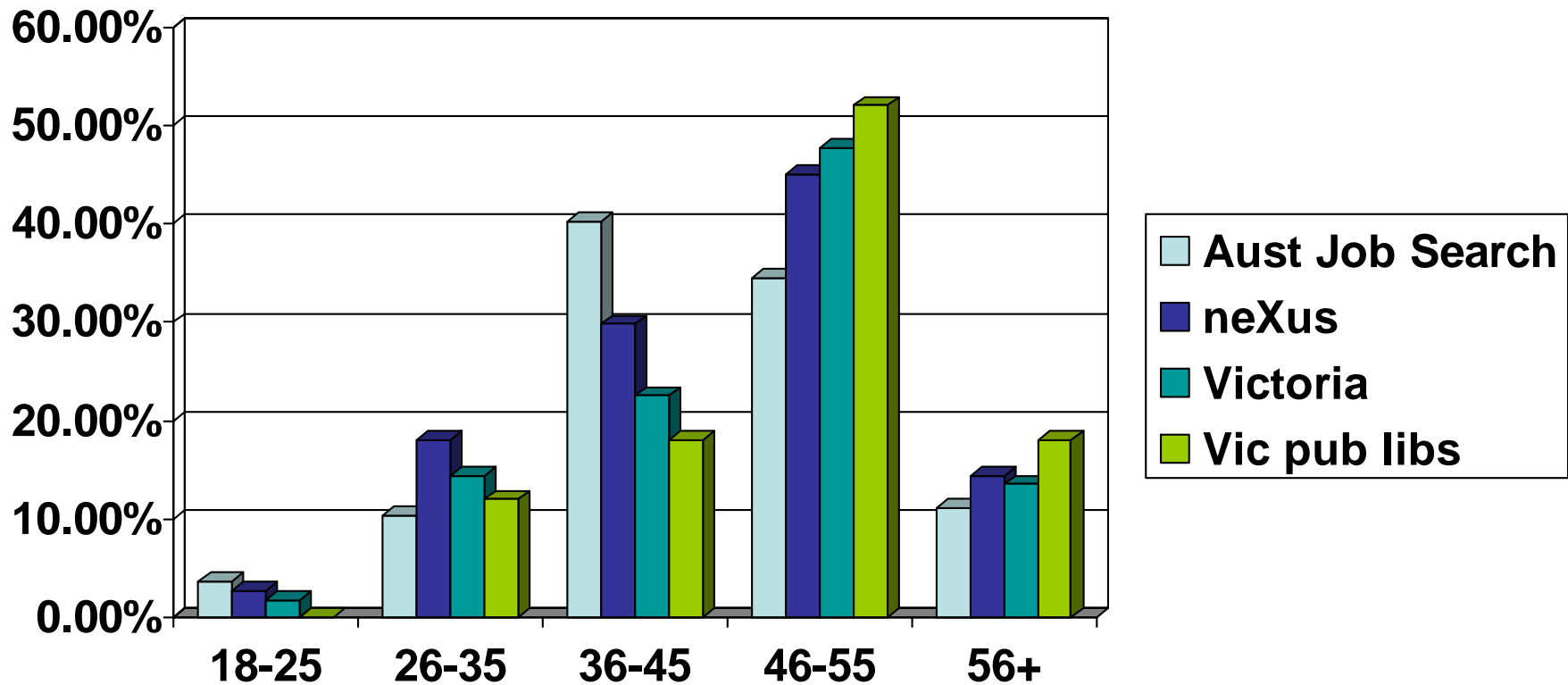
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Age profile of librarians



Age profile of **library technicians**



Career age of respondents

	All	Victoria	VPL
• Recent entrants (< 5 years in sector)	17%	14%	16%
• Mid career workers (6-15 years)	32%	33%	38%
• Senior career workers >16 years)	44%	46%	46%

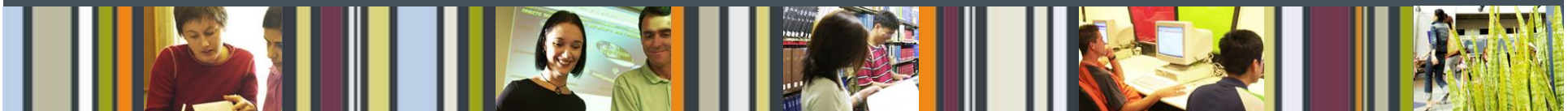
- Correlation chronological age : career stage
- Career change = older 'recent entrants'

40% (39%) [39%] of new grads indicated career change

44% (50%) [61%] of new grads were over 40 years old

37% (40%) [33%] of 'recent entrants' were over 40 years old

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Impact on workforce planning through interplay between

- New entrants who may wish to gain variety of experience and diverse employment opportunities

53% (51%) [53%] in *current job* for less than 5 years

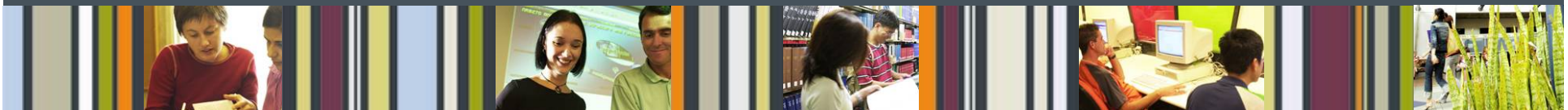
29% (25%) [24%] in *current job* for less than 2 years

42% (38%) [30%] with *current employer* for less than 5 years

20% (17%) [15%] with *current employer* for less than 2 years

- Means more frequent hiring and induction
- Stable workforce in mid to late career stages
20% (22%) [23%] in *same job* for more than 10 years
- Means little change in personnel but significant changes to tasks/functions

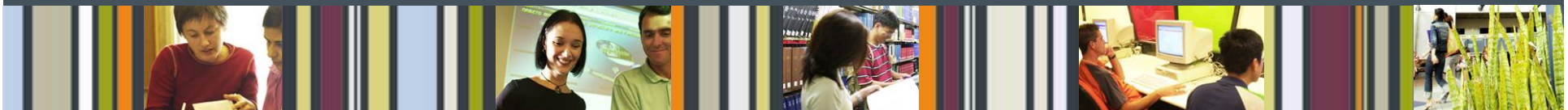
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Will there be a dramatic exodus of workers?

- Loss of older workers is directly related to the skills debate:
 - The ability to attract and retain a skilled workforce
 - The critical importance of succession planning
 - The need to introduce more flexible employment options
 - All in a highly competitive labour market

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Retirement plans

- At what age do they wish to retire?

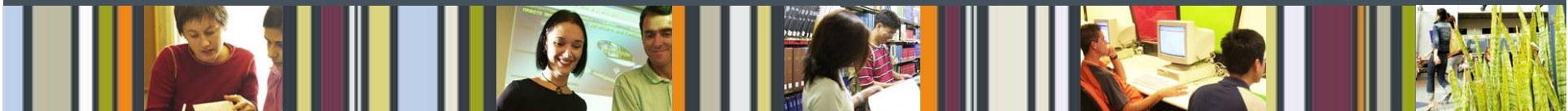
	All	Victoria	VPL
< 55 years	5%	6%	8%
55-60 yrs	28%	28%	29%
61-65 yrs	18%	20%	24%
At 65 yrs	14%	8%	14%
> 65 years	14%	14%	10%

- Anticipated time until retirement

	All	Victoria	VPL
1-3 years	7%	6%	5%
3-5 years	9%	8%	9%
6-10 years	16%	17%	19%

	All	Victoria	VPL
Total 2006-2015	32%	31%	33%
cf 56 years and over	18%	16%	14%

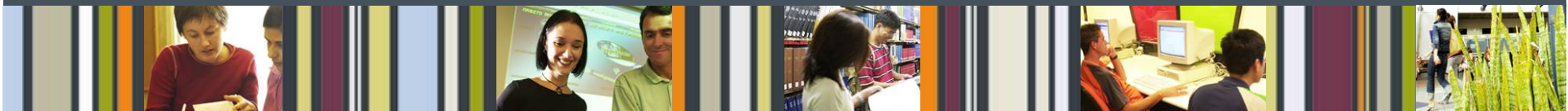
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What skills will be lost through retirement?

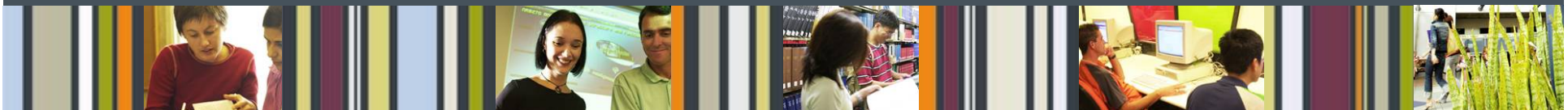
- Concerns about the quality of future management and leadership skills
- Of those planning to retire in the next 5 years
 - 40% (35%) [31%] at middle management level
 - 21% (15%) [13%] at senior management level
 - 11% (6%) [9%] at supervisor level
 - 36% (44%) [47%] at non-management level
- Examined according to tasks performed 'often' or 'very often'
- Senior managers
 - 90% (75%) involved in organisational planning activities
 - 88% (75%) involved in budget and financial activities
 - 84% (75%) involved in policy development
 - 82% (58%) involved in management of training/staff development

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- Middle managers
 - More involved in discipline-specific activities
 - 66% (69%) involved in collection management
 - 59% (72%) involved in reference, research, info services
- But differences in managerial responsibilities between:
 - Those who would retire within 5 years, and
 - Those who would be employed for 6 years or more
- Those who would be working longer already had higher levels of managerial responsibilities

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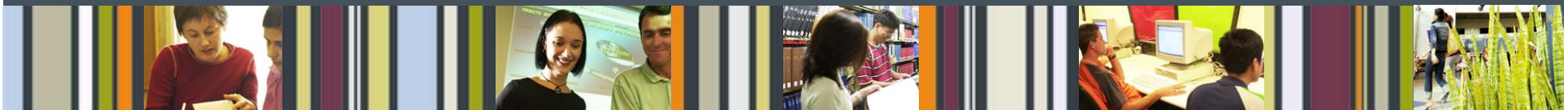


Comparative levels of managerial functions performed by middle managers retiring within 5 years and those planning to work for 6 years or more

Professional functions	Middle managers retiring within 5 yrs	Middle managers working 6+ years
Marketing & public relations	38%	53%
Space, facilities & buildings management	42%	50%
Managing training & staff development	49%	65%
HR planning & management	49%	59%
Policy development	53%	64%
Budgeting & financial management	60%	65%
Supervision & evaluation of staff	66%	77%
Organisational planning	67%	78%

- All those planning to retire within 5 years were > 46 years
- 33% were 46-55, so retiring before 'normal' retirement age
- Those planning to work longer were considerably younger,
53% < 45 years
30% < 40 years
- The comparison between chronological age, career stage and professional functions performed augurs well for the future
- Evidence that progress is being made in succession planning
- Younger middle managers are acquiring greater responsibility for a wide range of managerial activities
- Far less the case with their older, pre-retirement colleagues
- But further analysis required!

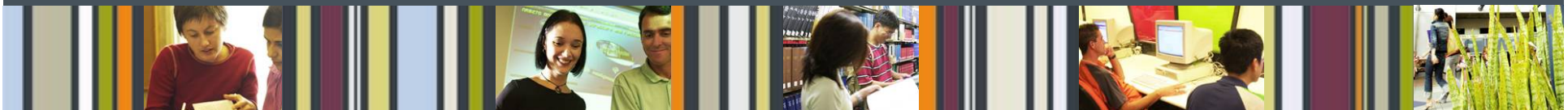
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What about training and development?

- Questions posed about:
 - How often people participated in formal and/or informal learning activities
 - The areas of professional practice where training had been received
 - The type of learning activities
 - The extent to which training had contributed to improved work performance

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Participation in training

Training	Very often or often	Sometimes	Rarely or never
Formal activities	32% (23%) [16%]	44% (46%) [47%]	23% (26%) [38%]
Informal activities	42% (38%) [44%]	33% (42%) [34%]	15% (17%) [19%]

Professional/paraprofessionals

59% (61%) [59%] felt they had *sufficient* training opportunities

17% (14%) [17%] felt they had *insufficient* training opportunities

49% (52%) [68%] felt they spent *too much time* in training

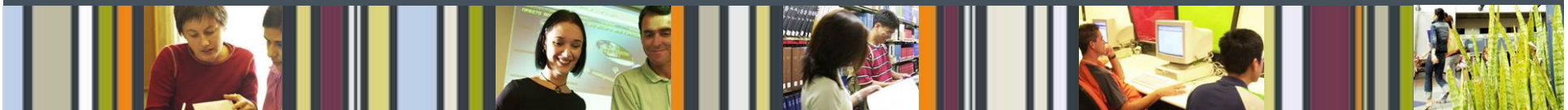
23% (21%) [12%] felt they didn't spend *enough time* in training

Impact of training on work performance

Perceived positive impact
on work performance

Technology training	57%
Job-oriented skills training	53%
Library issues, subject specific	43%
Customer service	33%
Management skills	27%
Leadership skills	26%
Mentoring	11%
Job rotation	10%
Job share	7%
Job swap	6%

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Areas of training that would benefit career

	Professional	Para-professional
Technology training	54% (55%) [55%]	55% (56%) [54%]
Management skills	56% (57%) [65%]	40% (34%) [30%]
Business skills	48% (59%) [55%]	33% (31%) [28%]
Leadership skills	3% (2%) [3%]	3% (2%) [2%]

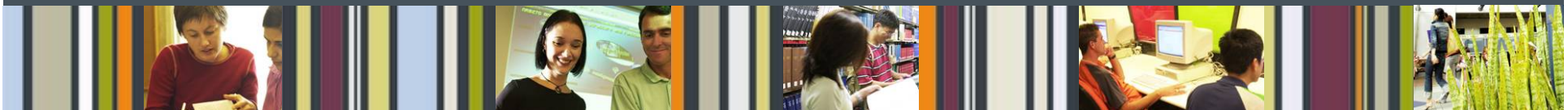
BUT... in an open-ended question, when asked what type of skills would be most important to the individual's future career, 20% included leadership or advanced leadership development as one of the most critical areas for their own career advancement

What represents 'management skills' and what represents 'leadership skills'?

Managerial aspirations

- Retirement by 2015
64% (69%) [50%] of senior career/senior managers - 25% (31%) [22%] by 2010)
53% (48%) [43%] of senior career/middle managers - 29% (25%) [23%] by 2010)
- Ambitions for senior management roles within 10 years:
 - 26% (19%) [13%] of senior career/senior managers to continue the role
 - 14% (22%) [17%] of senior career/middle managers
 - 29% (24%) [17%] of mid career/middle managers
 - 11% (9%) [0%] of mid career/supervisors
 - 9% (13%) [7%] of new entrant professionals

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Perceptions about qualifications and experience

- Senior career/middle managers
 - 62% believe they are overqualified for their current role
 - 36% of these believe they could be promoted*

58% believe their career would benefit from management training

4% believe their career would benefit from leadership skills training

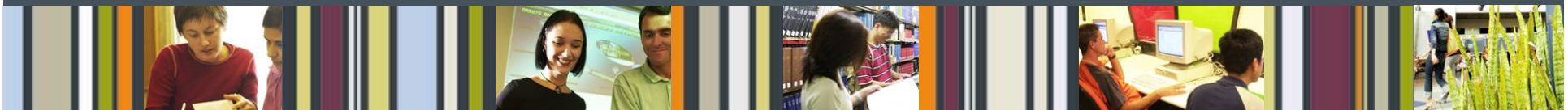
Only 6% have those * ambitions to be a senior manager
- Mid career/middle managers
 - 62% believe they are overqualified
 - 24% of these believe they could be promoted**

61% believe their career would benefit from management training

3% believe their career would benefit from leadership skills training

Only 13% of those ** have ambitions to become a senior manager

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Further academic study

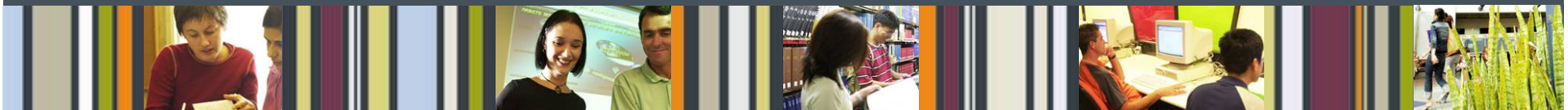
21% respondents expressed interest in further study

2% considering Master of Business Administration

0.1% considering a Master of Public Policy

...BUT 55-60% of professionals stated their career would benefit from management training

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Research studies

3% considering PhD studies

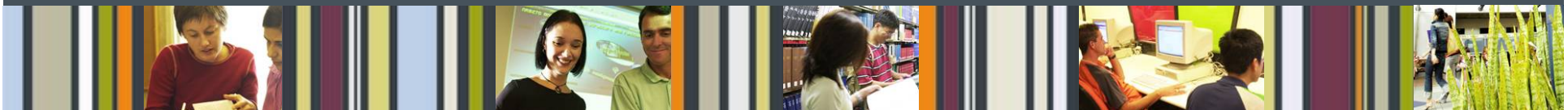
3% considering a research Masters

5% of all respondents

9% of senior managers

are involved 'often' or 'very often' in research
and publishing within the discipline

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Involvement in professional activities

42% (34%) [21%] of respondents were currently members of ALIA
10% (12%) [12%] planned to join in next 12 months
23% (24%) [26%] lapsed members

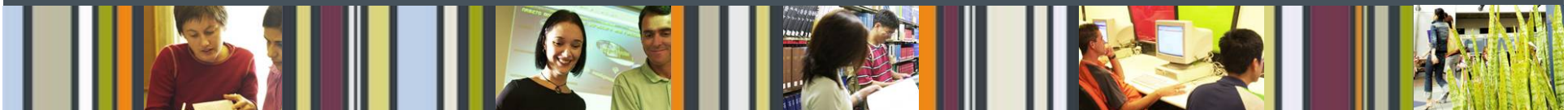
Other memberships

Australian Law Librarians Group	4.6%
Australian School Libraries Association	4.4%
Public Libraries Australia	2.5%
Australian Institute of Management	2.1%
SLA	1.4%
Records Management Association of Australia	1.3%

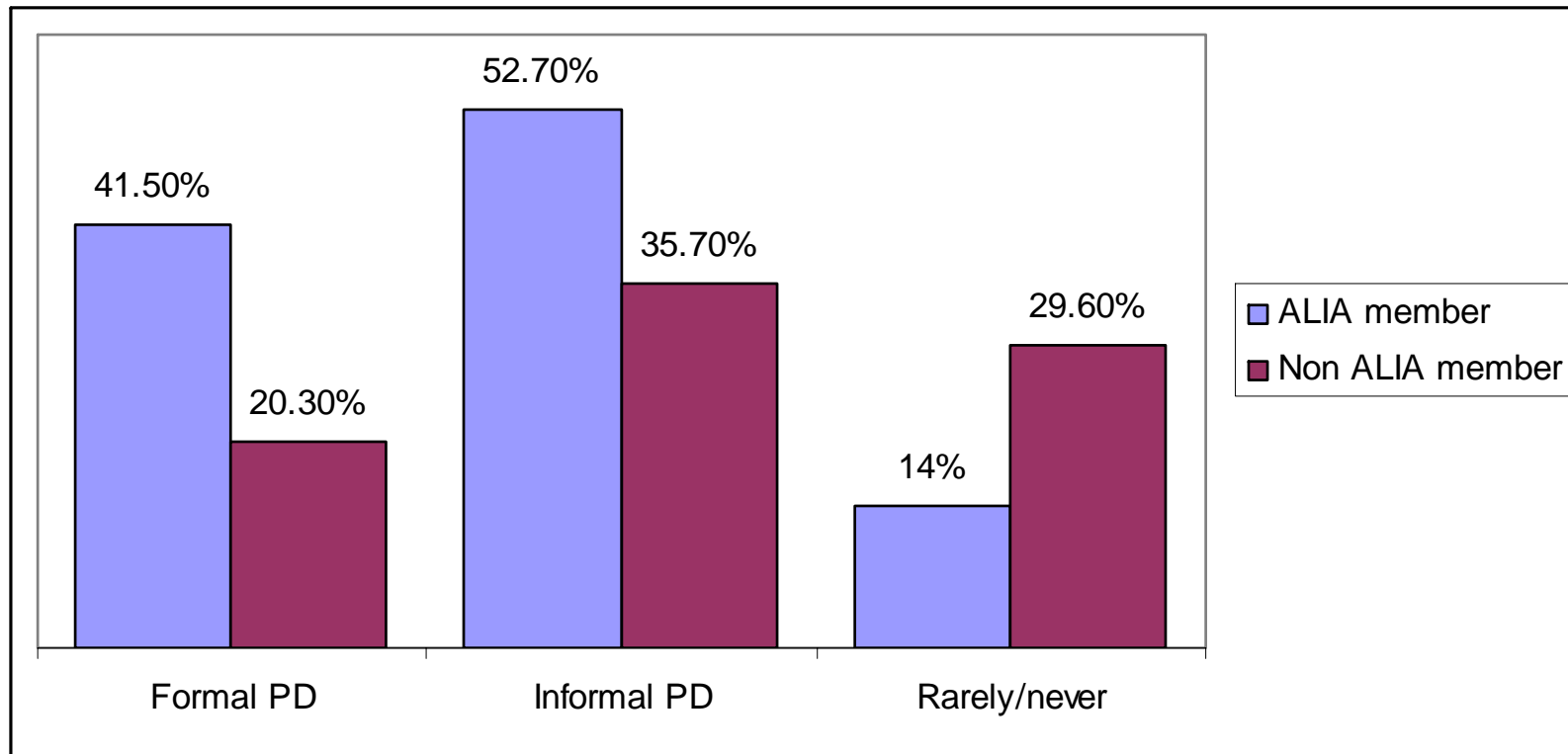
Professionally active

28% 'often' or 'very often'
25% 'sometimes'
47% 'rarely' or 'never'

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Professional engagement as determinant for interest and participation in training and development activities

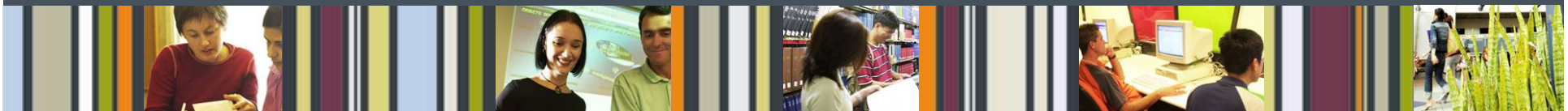


Correlation between membership of ALIA and participation in continuing education events

Things that keep me awake at night

- How to maximise our relationship with ICT developments
- How to productively work with the growing awareness amongst IT people that it is all about the user, with the softening of the hard techno angles
- The need for academic leadership
- The need for professional leadership
- The lack of clarity about the profession itself

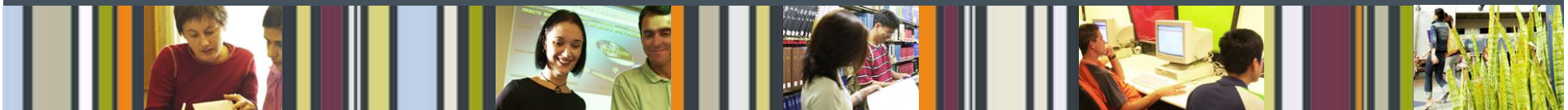
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Confusion within the profession...

- The profession is confused about its educational pathways
 - Bachelor, Graduate Diploma, Masters
 - Associate Diploma, Diploma, Advanced Diploma, Graduate Diploma
 - From both sides – the prospective student and the prospective employer
 - Where we fit in the global education context (Bologna and beyond)
- Confusion over the core knowledge, skills and attributes for the profession
- Confusion over what employers are looking for and what they say they are not getting
- The lack of interest and support for new people entering the profession
 - Very few openings for new graduates: graduate programs, internships etc
- The brain drain – and the potential brain siphon
- Confusion amongst professionals about options for a career path

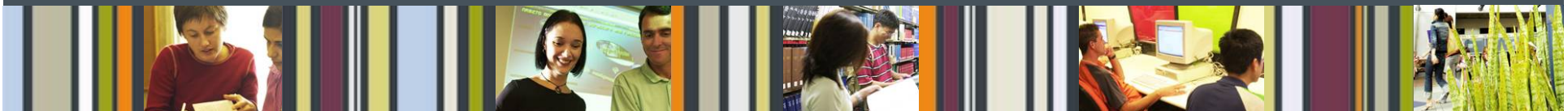
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HOW DO WE TURN THIS INTO SOMETHING MEANINGFUL?

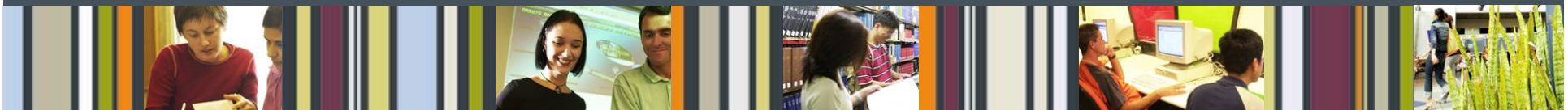
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Making sense of it all

- The individual perspective is one side of the coin
- We have so much data – while it is very rich, it is still monochrome, one-dimensional
- The organisational perspective is the other side of the coin – we need to better understand the policies and practices to build a multi-dimensional, technicolour picture of our profession
- Can we identify best practice to inspire and encourage continuous improvement within the whole sector?
- Can we build on the preliminary analysis of Stage Two of the project and to move forward from the pilot to a mainstream study?

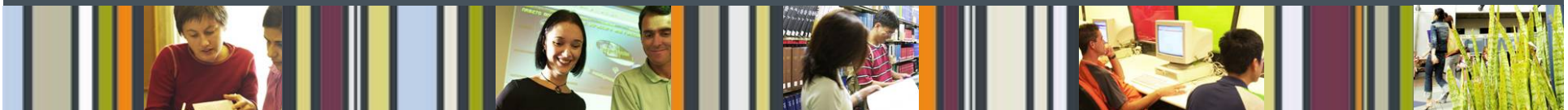
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Where to from here?

- An overview of the current research in Australia
 - Some of the preliminary findings relevant to Victoria and to the public library sector in Victoria
 - The importance of sharing the data with the specific stakeholders
- How do we get the data out of the database and make it usable?
- How do we apply this research?
- The Canadian 8Rs study has called for submissions to determine ways that the data could become meaningful information
- How can we use the data to develop strategic activities?

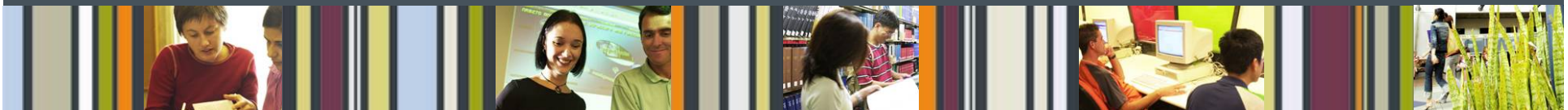
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Our journey into the future

- The LIS sector cannot ignore the reality and the impact of its own dynamic environment
- The faster the pace of change, the greater imperative for staff development
- LIS professionals – and LIS institutions – should not be allowed to stagnate; they must be given the opportunities for ongoing growth and stimulation
- How do we shrug off the past and reinvent ourselves?
- Are there parallels with our environment – do we need to change behaviour?

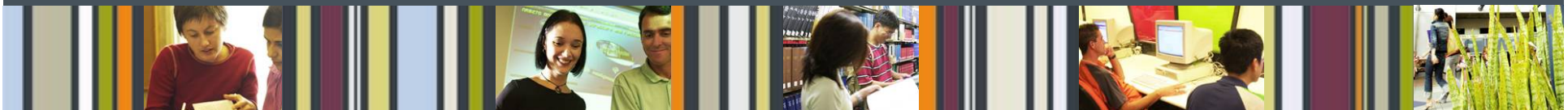
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The future starts now...

- If our goal is to sustain and develop a highly skilled LIS profession in Australia... (in Victoria...) [in public libraries in Victoria...]
- If we are to attract and retain good staff – or even the best staff...
- How *do* we plan for the future?
- How *do* we create the (internal and external) image of the profession as being dynamic, engaged and in a state of perpetual growth?
- How *do* we motivate and challenge individuals to work keenly and productively in a career – not just a job?

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My own future continues next month...



The Future of LIBRARIANS in the Workforce

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[Press Releases and Endorsements](#)
[Groups Involved](#)
[Results](#)
[Researcher's Login](#)

Featured links

[IMLS](#)
[University of North Carolina](#)

Here is a link to the promotional advertisement for the study:

[The Future of Librarians in the Workforce - What will it look like?](#)

Study Overview

This is a two-year study sponsored by the Institute for Museum and Library Science (IMLS) that will identify the nature of anticipated labor shortages in the library and information science (LIS) field over the next decade; assess the number and types of library and information science jobs that will become available in the U.S. either through retirement or new job creation; determine the skills that will be required to fill such vacancies; and recommend effective approaches to recruiting and retaining workers to fill them. The study will result in better tools for workforce planning and management, better match of demand and supply, and improved recruitment and retention of librarians. The study is led by Dr. José-Marie Griffiths, Dean of the School of Information and Library Science at the University of North Carolina at Chapel Hill and includes researchers from the University of Pittsburgh, Syracuse University, the Special Libraries Association (SLA), the Association of Research Libraries (ARL), and the American Society for Information Science & Technology (ASIS&T).

The Institute of Museum and Library Services is an independent Federal grant-making agency dedicated to creating and sustaining a nation of learners. The Institute fosters leadership, innovation, and a lifetime of learning by supporting the nation's 15,000 museums and 122,000 libraries. The Institute also encourages partnerships to expand the educational benefit of libraries and museums. To learn more about the Institute, please go to <http://www.ims.gov>.

For more information on the project, please see the information below:

[National Research Study](#)

Feedback, comments and ideas...

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