

8Rs REDUX: CARL LIBRARIES HUMAN RESOURCES STUDY



BY

Research Team

KATHLEEN DeLONG, PHD

MARIANNE SORENSEN, PHD

VICKI WILLIAMSON, Ed D

Canadian Association of Research Libraries

May 2015

INTRODUCTION



Why replicate 8Rs study now?

- Original 8Rs aimed to generate baseline data
- Measure over-time change and identify emerging issues
- Measure effects of multitude of factors such as 2008 recession, retirements, new information technology, scholarly communication and publishing changes

RESEARCH METHODS



Primarily same methods as original 8Rs allows comparisons between:

- Institutional Surveys conducted in 2003 and 2013
- Practitioner Surveys conducted in 2004 and 2014

Differences between original (2003 / 2004) and Redux (2013 / 2014):

- Survey Instruments: Most survey questions the same to permit comparisons, but revised, removed, or added when improved measure, provided further detail, or reduced respondent burden
- Practitioner Populations: Librarians and paraprofessionals in both, 2013 / 2014 involved more fulsome examination of other professionals
- Practitioner Sampling Strategy: 2004 primarily random sample (supplemented with open-invitation), while 2014 all open-invitation via CARL Library internal list serves
- Analyses: 2003 / 2004 library sector major unit of analysis, whereas Redux results examined by type of staff, career stage of librarians, and year of study

RESEARCH METHODS

DATA INTERPRETATION



Institutional

Staffing Complement Results

- Represents 26 CARL libraries
- Over-time comparisons among libraries responding to both original and Redux studies only

Web Survey Data

- Represents 24 CARL libraries
- Care when interpreting over-time percentage change: Threshold higher than typical Practitioner

Practitioner Results

- 837 respondents; mostly librarians (n=402) and paraprofessionals (n=301)

Redux data sets include more than 630 variables (report includes 112 tables / figures)

MOST PRESSING HUMAN RESOURCE ISSUE

**To continuously develop a skilled and resilient
workforce that can flexibly respond to the changing
demands and roles of the
academic library.**



RETIREMENT

- 16% of CARL librarians retired between 1997 and 2002.

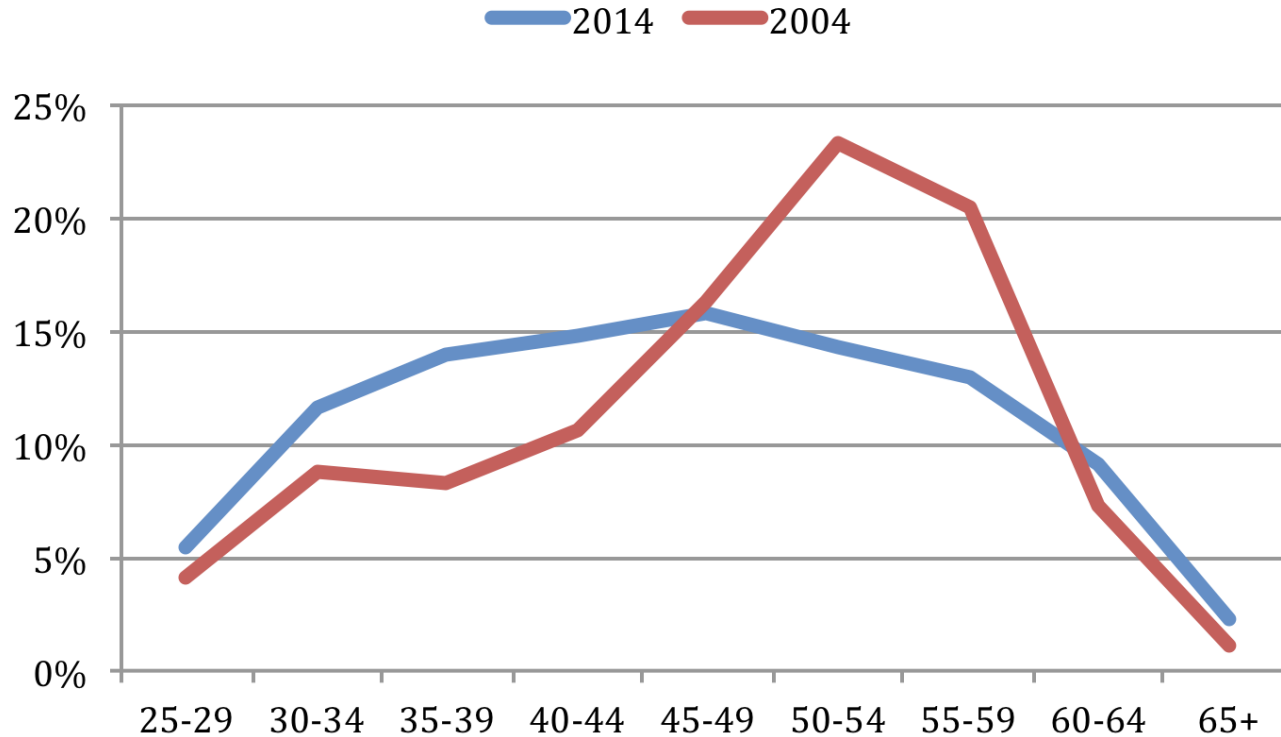
Table 11: Librarian Retirements in Past 10 Years (2003 to 2013)
(n=24)

Librarian Retirements (FTE)	330
Retirement rate (based on 1,083 librarians in 2003)	30%
Average # retirements per library	14
Range of retirements per library	3 to 47

Source: 8Rs 2013 Institutional Survey

LIBRARIAN “YOUTH” MOVEMENT

Figure 20: Age Distribution of Librarians by Survey Year
(2014 n=317; 2004 n=456)



Sources: 8Rs 2014 and 2004 Practitioner Surveys

PREDICTED FUTURE RETIREMENTS

- Between 24% and 33% of librarians retiring in next 10 years

Table 16: Predicted Library Retirements Within the Next 5 and 10 Years
(n=317)

Minimum Retirement Age	% Librarians Retiring¹	
	Within 5 Years	Within 10 Years
60 Years	27	38
62 Years	20	33
65 Years	11	24

Source: 8Rs 2014 Practitioner Survey

¹ Based on current age

STAFFING COMPLEMENT POPULATION CHANGE

Table 21: 2003 to 2013 Population Change¹
Librarians, *Other* Professionals and Paraprofessionals
(n=24)

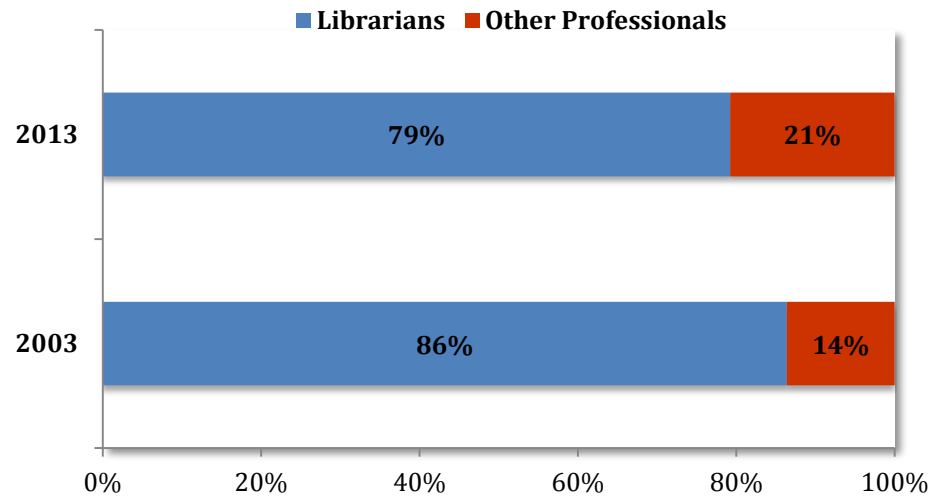
	All Staff	Professionals & Paraprofessionals			
		Total	Librarians	<i>Other</i> Professionals	Para-Professionals
2003 (FTE)	4,716	1,954	1,092	172	690
2013 (FTE)	4,365	2,167	1,125	295	721
Change (FTE)	-351	213	33	123	31
Change (%)	-7%	11%	3%	72%	4%

Sources: 8Rs 2013 and 2003 Institutional Surveys

¹ To improve across time comparability, in a few instances, CARL official statistics (Table 8) are used when 8Rs data are missing. Data are only included if there is information for the number of staff of a library for both 2003 and 2013, thus explaining the different n sizes than is shown in Table 2. Given that CARL does not track the number of paraprofessionals and we are unable to make substitutions, the number of paraprofessionals is provided for just 17 libraries. Otherwise, data are provided for 24 libraries.

PROFESSIONAL STAFF POPULATION DISTRIBUTION CHANGE

**Figure 23: Librarian and *Other Professional* Population Distribution
by Survey Year**
(2013 n=24; 2003 n=24)



Sources: 8Rs 2013 and 2003 Institutional Surveys

PAST AND FUTURE INCREASED DEMAND FOR STAFF

Table 25: Past and Future Increased Demand for Professional and Paraprofessional Staff by Survey Year
(n=22)

	Percent	
	2013	2003
Libraries reporting increased need over the past 5 years to a moderate / great extent¹		
For more librarians	86	96
For more <i>other</i> professionals	90	n/a
For more paraprofessionals	84	81
Libraries reporting need will increase over the next 5 years to a moderate / great extent²		
For more librarians	77	96
For more <i>other</i> professionals	90	n/a
For more paraprofessionals	57	81

Sources: 8Rs 2013 and 2003 Institutional Surveys

¹Based on responses of 3, 4, or 5 on a 5-point scale with 1 meaning "to no extent" and 5 meaning "to a great extent" to the question, "To what extent have the following changes in staffing needs of your library occurred in the past 5 years?"

²Based on responses of 3, 4, or 5 on a 5-point scale with 1 meaning "to no extent" and 5 meaning "to a great extent" to the question, "To what extent do you think the following changes in staffing needs will occur at your library over the next 5 years?"

LIBRARIAN AND *OTHER* PROFESSIONAL ROLE OVERLAP

- *Other* professional roles do not seem to be highly differentiated; they relate to a broad range of roles and functions.
- New librarian positions and new *other* professional positions exhibit a large amount of overlap and both relate to specialized skills sets.

LIBRARIAN COMPETENCIES

Table: 30: Extent to which Librarian Competencies Important by Survey Year

(2013 n=22; 2003 n=24)

Competency¹	Percent Libraries Reporting Competency Important / Very Important¹	
	2013	2003
Communication Skills	100	96
Interpersonal or "people" skills	95	96
Technology skills	95	92
Problem-solving skills	91	n/a
Ability to flexibly adapt to change	90	100
Leadership potential	86	88
Innovative	86	88
Ability to learn new skills	86	100
Ability to deal with a range of users	82	96
Specialized skills	77	38
Commitment to organizational goals	77	83
Reliable	77	80
Teaching skills	73	n/a
Managerial skills	73	68
Logical	73	64
Interest in prof. development / cont. ed.	73	80
Research skills	64	n/a
Ability to advocate for library	64	n/a
Entrepreneurial skills	59	50
Other non-MLIS education	45	52
Ability to handle high volume workload	41	76
Generalist skills (can work in diff. areas)	38	63
Years of experience	38	33
Business skills	27	n/a

Sources: 8Rs 2013 and 2003 Institutional Surveys

¹ Based on responses of '4' and '5' on a 5-point scale with '1' meaning "not at all important" and '5' meaning "Very important" to the question: "Rate how important the competency is when you are making recruiting decisions about librarians."

SPECIALIZED COMPETENCIES

Table 34: Librarians Performing More Specialized Tasks by Survey Year
(2013 n=22; 2003 n = 25)

Statement	Percent Libraries Reporting to a Moderate or Great Extent	
	2013	2003
The need for librarians to perform more specialized functions has increased in the past 5 years ¹	100	92
The need for librarians to perform more specialized functions will increase over the next 5 years ²	95	96

Sources: 8Rs 2013 and 2003 Institutional Surveys

¹ Based on responses of 3, 4, and 5 on a 5-point scale with 1 meaning "to no extent" and 5 "to a great extent" to the question "To what extent have the following changes in the staffing needs of your library occurred in the past 5 years?"

² Based on responses of 3, 4, and 5 on a 5-point scale with 1 meaning "to no extent" and 5 "to a great extent" to the question "To what extent do you think the following changes in the staffing at your library needs will occur at your library over the next 5 years?"

LEADERSHIP, MANAGEMENT & BUSINESS ROLES

- 48% librarians in management positions; 53% in 2003

Table 35: Increased Past and Future Demand for Librarian Leadership, Management, and Business Functions / Roles by Survey Year

	Percent	
	2013/2014	2003/2004
Libraries Reporting that need for librarians to perform has increased in past 5 years¹		
	(n=22)	(n=25)
Leadership roles	86	100
Managerial functions	95	100
Business functions	67	n/a
Libraries Reporting that need for librarians to perform will increase in next 5 years²		
Leadership roles	95	100
Managerial functions	82	96
Business functions	57	n/a
Librarians Agreeing "Compared to 5 years ago, I am currently required to . . . "³		
	(n=304)	(n=368)
Perform more managerial functions	50	51
Assume more of a leadership role	58	54
Perform more business functions	41	32

Sources: 8Rs 2013 and 2003 Institutional Surveys and 8Rs 2013 and 2003 Practitioner Surveys

¹ Based on responses of 3, 4, and 5 on a 5-point scale with 1 meaning "to no extent" and 5 "to a great extent" to the question: "To what extent have the following changes in the staffing needs of your library occurred in the past 5 years?"

² Based on responses of 3, 4, and 5 on a 5-point scale with 1 meaning "to no extent" and 5 "to a great extent" to the question: "To what extent do you think the following changes in the staffing at your library needs will occur at your library over the next 5 years?"

³ Based on responses from mid-career and senior librarians of 4 and 5 on a 5-point scale with 1 meaning "strongly disagree" and 5 meaning "strongly agree" to the question: "To what extent do you agree / disagree with the following statements about how your job has changed in the past 5 years."

RESEARCH COMPETENCIES

Table 39: Librarian Participation in Specific Research-Related Tasks by Career Stage¹
(n=363)

Task	RESEARCH COMPETENCIES Total	Percent Librarians Performing Task at Least Sometimes ²		
		Recent graduates	Mid-Career	Senior
Research-Related Tasks Total	42	36	45	41
Conducting literature reviews	53	49	55	52
Analyzing data	48	47	49	48
Presenting research results	46	43	48	44
Conducting quantitative or qualitative research	44	29	47	40
Writing research proposals	38	30	40	40
Publishing results of research	38	23	47	42
Developing methodology for a study	31	32	34	23

Source: 8Rs 2014 Practitioner Survey

¹ Allocation to career stage is based on year graduated from the MLIS program. Recent graduates are defined as librarians who graduate less than 6 years ago, mid-career librarians graduated between 6 and 24 years ago, and senior librarians graduated more than 24 years ago.

² Based on responses of 3, 4, and 5 on a 5-point scale with 1 meaning "never" and 5 meaning "frequently" to the question "How often do you perform each of the following job functions?"

EDUCATION

**Table 44: Librarian Non-MLIS Education
by Career Stage¹ and by Survey Year**

(2014 n=379; 2014 n=512)

Percent Librarians								
2014					2004			
Non-MLIS Education	Total	Career Stage			Total	Career Stage		
		Recent Grad.	Mid-Career	Senior		Recent Grad.	Mid-career	Senior
Library tech. cert./ dip.	4	9	3	2	2	3	3	0
Other Master's	32	27	35	30	26	28	28	23
Ph.D.	5	1	5	7	2	0	3	2

Sources: 8Rs 2014 and 2004 Practitioner Surveys

¹ Allocation to career stage is based on year graduated from the MLIS program. Recent graduates are defined as librarians who graduated less than 6 years ago, mid-career librarians graduated between 6 and 24 years ago, and senior librarians graduated more than 24 years ago.

¹ Allocation to career stage is based on year graduated from the MLIS program. Recent graduates are defined as librarians who graduated less than 6 years ago, mid-career librarians graduated between 6 and 24 years ago, and senior librarians graduated more than 24 years ago.

EDUCATION

**Table 46: Recent Graduate Evaluations of MLIS Program
by Survey Year**

(2014 n=78; 2004 n=70)

	Percent Recent Graduate Librarians	
Program provided me with . . . ¹	2014	2004
Generalist skills	69	51
IT skills	42	42
Management skills	33	23
Leadership skills	25	16
Business skills	16	6
Research skills	51	n/a
Problem-solving skills	47	39
Realistic depiction of academic librarian	37	33
I can apply what I learned to my job	51	52
Satisfied with overall quality of education²	50	53

Sources: 8Rs 2014 and 2004 Practitioner Surveys

¹ Based on responses of 4 and 5 on a 5-point scale with 1 meaning "strongly disagree" and 5 meaning "strongly agree" to the question: "To what extent do you agree/disagree with the following statements the education you received in your Master of Library and Information Studies program?"

² Based on responses of 4 and 5 on a 5-point scale with 1 meaning "very dissatisfied" and 5 meaning "very satisfied" to the question: "Overall, how satisfied are you with the quality of education you received in your MLIS program?"

TRAINING

Table 50: Skill Development & Training Opportunities and Job Preparedness¹ Among Librarians (by Career Stage¹), Other Professionals, and Paraprofessional by Survey Year

(2014 n = 724 ; 2004 n = 867)

	Percent 2014 Respondents Agreeing					
	Career Stage					
	All Librarians	Recent Graduates	Mid-Career Librarians	Senior Librarians	Other Professionals	Para professionals
Job provides opportunity to grow & develop skills (2004)	81 (83)	78 (82)	78 (83)	88 (82)	74 (n/a)	61 (63)
Sufficient training opportunities (2004)	60 (70)	59 (77)	58 (68)	65 (70)	59 (n/a)	44 (49)
Sufficient education, training, & experience to perform job effectively (2004)	81 (82)	80 (79)	79 (83)	85 (82)	93 (n/a)	81 (86)

Sources: 8Rs 2014 and 2004 Practitioner Surveys

¹ Allocation to career stage is based on year graduated from the MLIS program. Recent graduates are defined as librarians who graduate less than 6 years ago, mid-career librarians graduated between 6 and 24 years ago, and senior librarians graduated more than 24 years ago.

¹ Based on responses of 4 and 5 on a 5-point scale with 1 meaning "strongly disagree" and 5 meaning "strongly agree" to the question: "To what extent do you agree/disagree with the following statements about your training, career development, and organizational commitment."

JOB SATISFACTION

**Table 52: Overall Job Satisfaction Among Librarians (by Career Stage¹),
Other Professionals, and Paraprofessionals**

(2014 librarian n = 355, *other* professional n = 62, paraprofessional n = 301;
2004 librarian n = 447, paraprofessional n = 420)

Percent Staff Satisfied

	2014			2004		
	Total Satisfied	Very Satisfied ²	Satisfied ¹	Total Satisfied	Very Satisfied ²	Satisfied ²
Librarians	80	39	41	82	47	35
Recent Graduates	81	38	43	75	32	43
Mid-Career	78	32	46	83	48	35
Senior	81	52	29	83	54	29
<i>Other</i> Professionals	88	41	46	n/a	n/a	n/a
Paraprofessionals	76	31	45	74	33	41

Sources: 8Rs 2014 and 2004 Practitioner Surveys

¹ Allocation to career stage is based on year graduated from the MLIS program. Recent graduates are defined as librarians who graduate less than 6 years ago, mid-career librarians graduated between 6 and 24 years ago, and senior librarians graduated more than 24 years ago.

² Based on responses of 1 on a 5-point scale with 1 meaning "very satisfied" and 5 meaning "very dissatisfied" to the question "Overall, how satisfied are you with your current job?"

³ Based on responses of 2 on a 5-point scale with 1 meaning "very satisfied" and 5 meaning "very dissatisfied" to the question "Overall, how satisfied are you with your current job?"

SUMMARY OF MAJOR FINDINGS

- Recruitment of new librarians has offset retirements and flattened age distribution
- Retirements occurring at predicted rate and without great deal of difficulty replacing / restructuring. Next 10 years roughly the same as past 10 years.
- Professional and paraprofessional population growth likely to continue (budgets permitting)
- Biggest shift in librarian roles:
 - Pre 2003: Management & leadership roles; although still important in 2013
 - Post 2003: Specialist roles important & most difficult to fulfill

SUMMARY OF MAJOR FINDINGS

- High degree of overlap between librarian's roles and other professional roles.
Specialist roles for librarians and other professionals particularly noteworthy.
- Staff more highly educated
- Most library staff are satisfied and like challenge, varied work, and growth opportunities