

8Rs REDUX: CARL LIBRARIES HUMAN RESOURCES STUDY



BY

Research Team

**KATHLEEN DeLONG, PHD
MARIANNE SORENSEN, PHD
VICKI WILLIAMSON, Ed D**

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WHY REPLICATE THE 8RS?

- Original 2003/2004 8Rs aimed to generate baseline data about Canadian library landscape
- 2013/2014 Redux aimed to measure over-time change, identify emerging issues, and build evidence via replication
- Measure effects of factors such as 2008 recession, retirements, new information technology

SURVEY METHODS



Institutional Surveys

**STAFFING
COMPLEMENT
SURVEY**

**26
Libraries**

Measures staffing numbers: Over-time comparisons made only among libraries responding to both original and Redux studies

**WEB
SURVEY**

**24
Libraries**

Measures HR practices / policies from organizational perspective: High percentage change threshold required to conclude meaningful change.

Practitioner Survey

402

Librarians

301

Paraprofessionals

62

Other Professionals

Measures experiential view of 8Rs from the perspective of those working in CARL libraries.

RESEARCH METHODS COMPARABILITY



- Primarily **same methods** allows comparisons between findings from 2003 / 2004 and 2013 / 2014.
- Most **survey questions** the same to permit comparisons, but judiciously changed only when improved measure, provided further detail, or reduced respondent burden.

Notable Differences

	2003 / 2014	2013 / 2014
Practitioner Populations →	Librarians & Paraprofessionals	Librarians, Paraprofessionals, & <i>Other Professionals</i>
Practitioner Sampling Strategy →	Random sample supplemented with open invitation via list servs	Open invitation via CARL library list servs
Major Unit of Analyses →	Library sector	Survey year

Further Analysis

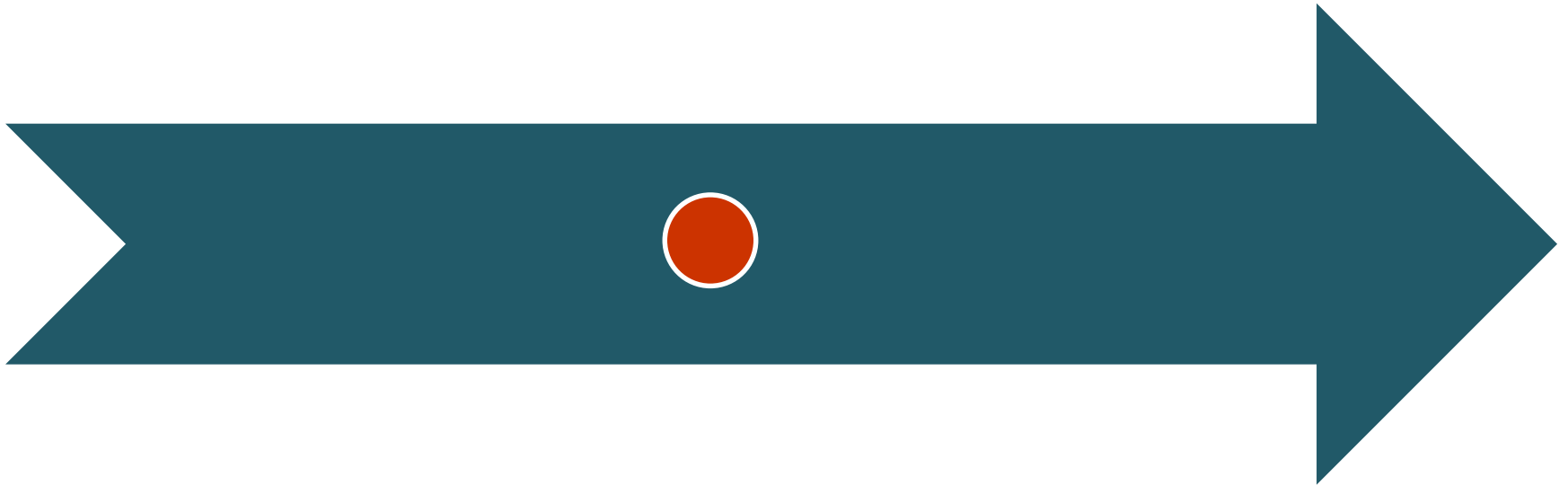


630
Variables

E.g., No existing analysis of librarian responses to open-ended questions asking why chose profession (compared to 2004 practitioners)

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

Librarian Retirements in Past 10 Years (2003 to 2013)

(n=24 Libraries)

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

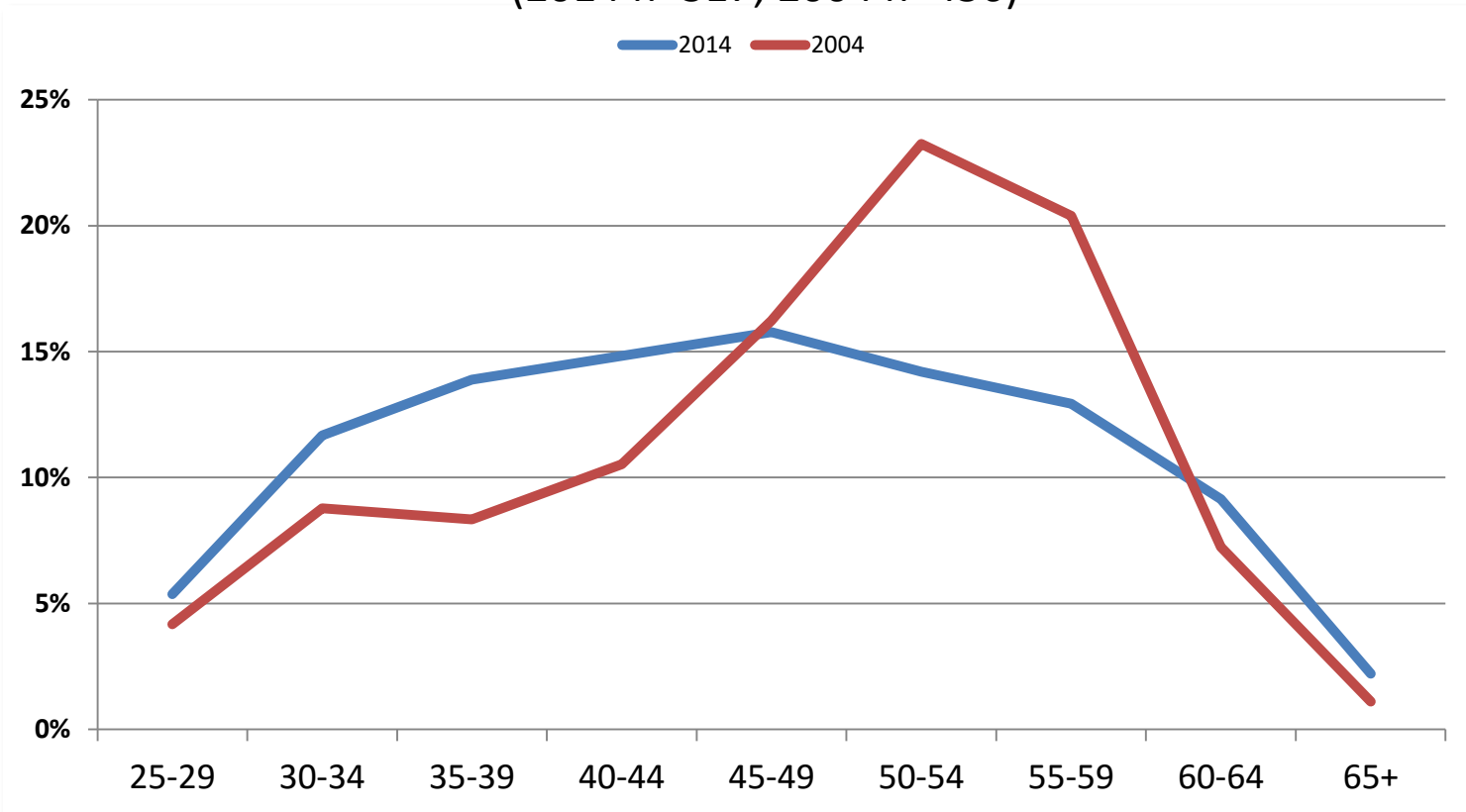
Source: 8Rs 2013 Institutional Survey

LIBRARIAN “YOUTH” MOVEMENT



Age Distribution of Librarians by Survey Year

(2014 n=317; 2004 n=456)



Sources: 8Rs 2014 and 2004 Practitioner Surveys

LEADERSHIP, MANAGEMENT & BUSINESS ROLES



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."

EDUCATION

Librarian Non-MLIS Education by Career Stage and Survey Year

(2014 n=379; 2014 n=512)

		Percent Librarians						
		2014			2004			
		Career Stage			Career Stage			
Non-MLIS Education	Total	Recent Grad.	Mid-Career	Senior	Total	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.

EDUCATION

Recent Graduate Evaluations of MLIS Program by Survey Year

(2014 n=78; 2004 n=70)

Program provided me with . . . ¹	Percent Recent Graduate Librarians	
	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



Skill Development & Training Opportunities and Job Preparedness among Librarians (by Career Stage¹), *Other* Professionals, and Paraprofessional by Survey Year

(2014 n=724; 2004 n=867)

Statement ²	Percent 2014 Respondents Agreeing					
	All Librarians	Recent Graduates	Mid-Career Librarians	Senior Librarians	<i>Other</i> 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 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.

² 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

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 Satisfied

	2014			2004		
	Total Satisfied	Very Satisfied ²	Satisfied ³	Total Satisfied	Very Satisfied ²	Satisfied ³
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 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.

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



Retirements, alongside the restructuring of some roles and the attrition of others, has resulted in a noteworthy turnover of CARL library staff that is younger and more highly educated, that is performing fewer middle management and more specialized roles, that is working as hard or harder than ever in challenging and interesting roles that increasingly require training and decreasingly involve routine tasks, and that engender comparatively high levels of job satisfaction.