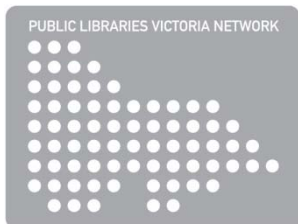


Workforce Sustainability and Leadership: an Australian study

**Conducted by:
Public Libraries Victoria
State Library of Victoria**

**Presented by:
Debra Rosenfeldt
State Library of Victoria
May 2009**





Victorian public libraries





Perceived issues of concern

- Current workforce ageing rapidly and inadequately skilled to meet today's demands
- Difficulty attracting younger, appropriately skilled staff, especially librarians, of high standard
- Difficulty retaining talented younger staff
- Looming leadership vacuum
- Without strong leadership, where will public libraries be in 15 years time?

A three-stage approach

Stage 1 (2006): **Scoping study**

Stage 2 (2007): **In-depth survey and analysis**

Stage 3 (2008): **Planning of initiatives**

With the assistance of **Workplace Research Centre**, University of Sydney

In-depth survey and analysis

Qualitative data:

- One focus group with library managers
- One focus group with new graduates

Quantitative data:

- Online survey of senior managers
- Online survey of all other staff
- 484 responses (18% of the workforce)

In-depth survey and analysis

Looking for hard data about:

- Demographics of the workforce
- Aspirations of the workforce
- Factors contributing to stay or go decisions
- Existing skills; current tasks
- Development areas; skills shortages -

Identification of the gaps between the skills of the current workforce and future skill requirements

Key survey findings (1)

- Significant areas of understaffing –librarians; children’s, multicultural, virtual, ICT and outreach services
- An impending workforce exodus – 64% turnover within 10 years
- Lack of role clarification between library officers, library technicians and librarians:

There is almost no distinction between who does what. We had a librarian who didn’t last three months because she was expected to do CSO and technician work.

Key survey findings (2)

- Mismatch at the lower skill level between tasks staff **want** to do more frequently and tasks they are **needed** to do
- Limited opportunity and even less support for career progression:

There's no room to progress or change so I won't stay in public libraries. I want to see what it will be like in a specialist library.

I want to be given more to do... Public libraries are Maeve Binchy and nothing else.

24 recommendations in five categories

1. Establish a Workforce Development Team
2. National initiatives to be promoted
3. Standardisation and revision of position descriptions
4. Develop a tailored performance management system for public libraries
5. Invest in succession planning and career development

Some follow-up actions

Formation of an ALIA Careers group to promote working in the library and information sector as a 'sexy' career choice. Activities include:

- DestinationLibrary wiki
- Library careers promotional postcards
- Annual Victorian Library and Information Careers Evening

VIEW EDIT

FrontPage

last edited by marion.slawson@... 2 mos ago

Page history



Librarians are more than just sexy. They are interesting, knowledgeable and mysterious. Read on...

Gone are the days of cardigans, pearls and sensible shoes.
(actually, we still wear all of those things, but in a cool ironic sort of way).

This wiki is a resource for everyone considering a career in the library and information industry.

Win a Nintendo Wii!

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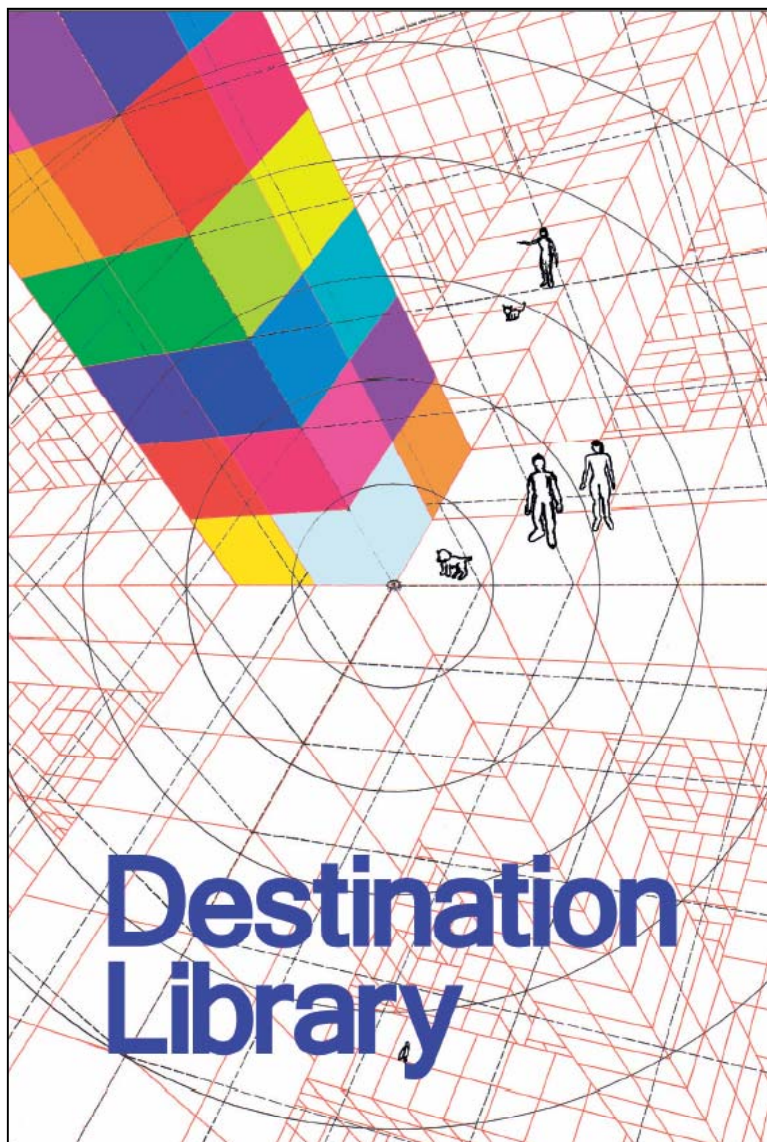
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LIBRARY CAREERS

FREE INFORMATION EVENING

TUESDAY 26 MAY 2009, 5.30-7PM

Experimedia
State Library of Victoria
328 Swanston Street
Melbourne

Bookings: Call 03 8664 7099 or email bookings@slv.vic.gov.au
(Please book by Friday 22 May.)

For more information, visit destinationlibrary.pbwiki.com.



MONASH University

slaw

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Significant investment (1)

- Mentoring program for staff identified as future leaders
- A website about secondments

The screenshot shows the homepage of the Victorian Public Library Mentoring Program. The header is blue with white circles and the text "victorian public library mentoring program". The main content area is white with a blue sidebar on the left containing navigation links: Home, Role of the mentee, Role of the mentor, Mentoring program streams, Mentoring relationship guidelines, and Eligibility criteria. The main text describes the program's purpose and provides details about the pilot program, including its start date (second quarter of 2007) and the two streams: one-to-one and group mentoring. Logos for the State Library of Victoria, VICKLINK, and Victoria are visible. The footer contains contact information and a privacy policy link.

The screenshot shows the homepage of the Victorian Public Library Secondment website. The header is green with white circles and the text "victorian public library secondment". The main content area is white with a green sidebar on the left containing navigation links: Home, Background information, Pay and conditions, Tips for a successful secondment, Personal accounts, International exchanges, and Further information and resources. The main text explains the purpose of the website and lists the types of secondments: another job within the library, a job in a different branch, a job within the local government area, a job at a different library, and a job in a different country. Logos for the State Library of Victoria and Victoria are visible. The footer contains a "Top of page" link and the website URL.

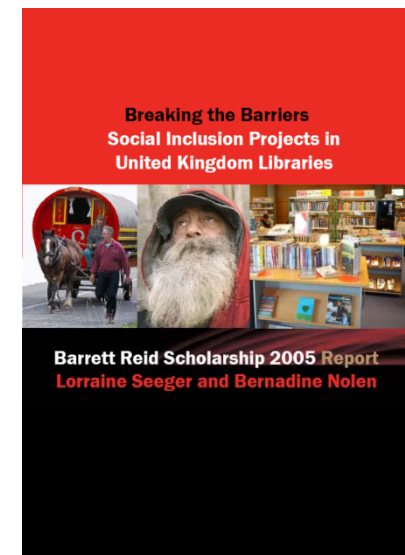
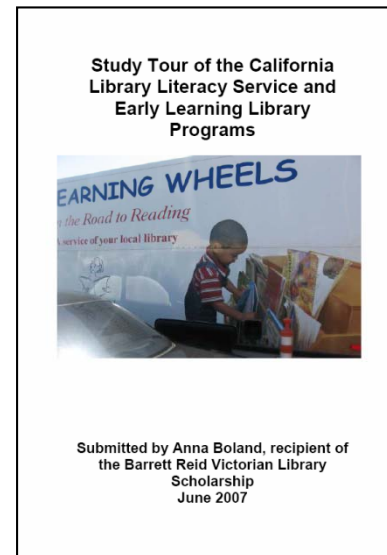
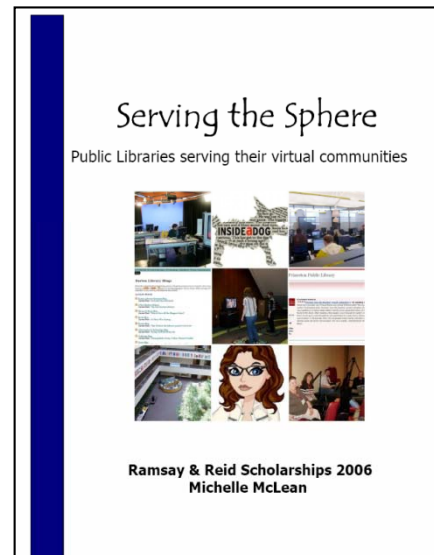
Significant investment (2)

- Subsidisation of leadership development opportunities, e.g. places in Aurora Leadership Institute and the recent study tour of Great Public Libraries of the World



Significant investment (3)

- Two scholarships (A\$30,000 each), enabling recipients to pursue a development opportunity of their choice
- Shared Leadership program in 2009/10 and 2010/11



Shared Leadership program for Victorian public library staff

- 40 participants in two programs
- Future industry leaders
- Ten days over six months
- Residential workshops
- Action learning projects in syndicates
- 4 modules: Self Awareness; Leading Change; Achievement Through Teams; Leadership and Influence

**Workforce Sustainability and Leadership:
Survey, analysis and planning for
Victorian public libraries**

**[http://www.libraries.vic.gov.au/cgi-
bin/infonet/org.cgi?detail=1&id=60](http://www.libraries.vic.gov.au/cgi-bin/infonet/org.cgi?detail=1&id=60)**

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