

**FACING THE CHALLENGES OF AN AGING POPULATION:
SUCCESSION PLANNING STRATEGIES FOR LIBRARIES
AND INFORMATION ORGANIZATION**

by Vicki Whitmell

Principal Consultant, Whitmell & Associates

The issue of succession planning, or replacing the large number of those anticipated to be retiring and leaving professional and non-professional positions in the next few years, is slowly coming to the forefront of the library community. While it is recognized at a certain level that it is an important issue, particularly as we see the members of our profession aging, it has not yet become the planning priority that it should among individuals, our libraries and our profession.

Most organizations, not just libraries, view succession planning as being important only when there is a need to replace someone who has left or is leaving. A job description is updated, a placement ad is written and posted and the wait begins for the 'right' person to apply and accept the job on the terms offered. While traditionally this approach has been the norm, current demographics, shifting attitudes and expectations of work and careers, increasing competition in the labour market and the need for new and more adaptable skills and competencies among those we hire, means that we must take a much more proactive approach to planning for change.

Succession planning is not just for big libraries with human resource departments. If anything, succession planning is more important in small organizations which rely on one or only a few people to keep the library operational. This is best illustrated by the concern voiced by two librarians at a recent conference on succession planning.

Both of the librarians want to retire but are unable to find the right person to replace them. Both are long-term employees who have played a key role in building their library and its collection and services. Because their libraries are small, they have been unable to mentor replacements from within. They have also not found others

outside of their organization who are able to exhibit the skills and demonstrate the commitment needed to provide the services their users rely upon.

Such problems will increase as many more of us reach retirement age and are looking to the same small pool of candidates to replace us. The skills of libraries and library technicians will be in increased demand not just in traditional library settings in Canada and the United States but by others in the vendor and information communities who value the skills of library professionals. We will be searching for the best candidates but so will everyone else in an increasing competitive situation.

This afternoon I would like to talk to you about why succession planning is so important to our libraries and our profession and outline some possible strategies and tools for finding the right people to carry us into the future.

Demographics

Within any profession there are challenges to finding the right people to staff its organizations. Libraries face a large number of hurdles, not least of which is demographics and the necessity of understanding the needs and expectations of the generation of new workers who will follow.

Most of those working in our libraries currently come from one demographic group, the Baby Boomers. The majority of the world's Boomers were born in Canada, Australia, New Zealand, and the United States during the period 1946 to 1964. The oldest of the group is now 56, the youngest 38, only 18 years apart. In Canada more than 25% of the population is in this group. The oldest of this group is thinking about retirement (the average age of retirement in Canada's public sector is 61 years of age) and some have already chosen that route.

The situation in libraries is made more acute by the fact that many of our academic and public institutions grew at a frenetic pace just as many of the Baby Boomers were beginning their careers. Many of them have stayed with the same library for the past 25 to 30 years. Thus since the lean times of the 1990s when the number of new hires was reduced the Boomers have become the predominant age group working.

Unfortunately in Canada we do not have accurate data on the ages of those working in our libraries. The Association of Research Libraries (ARL) has, however, surveyed both American and Canadian academic libraries and has determined that “librarians are, as a group, substantially older than those in comparable professions, and they are aging at a much faster rate.”¹ Anecdotal evidence suggests that the aging trend is similar for those working in public, special and school libraries and reports have been made that up to 48% of Canadian librarians could retire by 2010. (The Canadian Association of Research Libraries has recently undertaken a study in partnership with a number of other library associations to identify more clearly the actual number and potential impact.)

A recent (unpublished) article by William M. Curran, Director of Libraries at Concordia University in Montreal, states that at one Canadian academic library 84% of the professional staff are over the age of 40 and 55% are over the age of 50, with only 3% between the ages of 20 and 30. In another...78% of the librarians are over 40...in a third, 68% are over the age of 50 and 44% over the age of 55. More significantly, there are very few experienced, trained, middle-level managers, supervisors and administrators within the “middle” age group of librarians (40 to 50). These demographics are a result of 15 years of budget cuts to academic collections and staff, with the abolishment of many middle-management positions. This has resulted in few, if any, opportunities for progressive movement into increasingly responsible supervisory positions.² The result of this is clear for our academic libraries seeking to fill senior positions with candidates having management skills.

The trend of cost-cutting and elimination of middle management positions has also impacted our public and government libraries. The long term effects are beginning to show in a lack of needed leadership and management skills and competencies as evidenced by the difficulties now being experienced by some libraries in filling positions.

It is also troublesome that our library school programs at both the professional and technical levels have not increased their enrollment in response to the increased future need, in fact some library technician programs have closed. In addition not all

of those graduating from the library programs will work in traditional library settings. That has been made clear to me both by those I teach at the University of Toronto's Faculty of Information Studies and by the U of T's placement statistics that indicate that in 2001 25% of the graduates of the program work outside libraries, in particular in the computer industry. In addition, some of the graduates go to the US to work. While the numbers range from 2-3% for those graduating from U of T, in 2000 17% of the University of Alberta library school graduates went to the United States to find their first job. We cannot afford to have so many of our graduates choose not to work in our libraries.

Part of this exodus relates to salary levels. While some libraries and some geographic areas can offer fairly decent salaries the low salary levels in libraries are a disincentive both for students to choose library education and for graduates to work in our institutions.

Some libraries will experience more difficulty in attracting candidates than others, particularly those seeking specialized qualifications (such as bilingual candidates or those working with children) or those located in smaller or rural areas. This will put future job candidates in much stronger positions when seeking jobs with higher salaries, greater flexibility and responsibility.

It is not just important that many of those in our ranks will be retiring within the next 6-10 years. The needs and interests of those who are in their latter working years are also changing and must be addressed. As people age their interests and goals shift and our libraries must be prepared to address these changes.

Studies have shown that a gradual change from work to retirement is beneficial so we may see staff seeking more flexible or reduced hours so that they have increased time to develop leisure and volunteer activities. Our organizations must find ways to begin the transition of knowledge from those leaving to those taking on new responsibilities and we should consider changes such as longer vacation periods, making part-time work available to older staff members, and pay and pension incentives to encourage long-term staff to stay longer in order to ensure a more gradual transition.

Just as there are stereotypes for younger workers, older workers (defined as someone over 45 years of age) face similar stigmas. (In Canada's public libraries this group makes up 75.2% of the workforce.) Older workers are often seen as being less productive, more resistant to change, unwilling or unable to learn new procedures and methods, are often sick or accident-prone. On the positive side, they are considered reliable, honest, trustworthy, loyal and committed to the organization.

Conflicts are beginning to be apparent as these older workers come into contact with those of the next generation.

The Boomers vs. Generation X

Much has been written on the differences between Baby Boomers and the generation which follows it, coined in terms such as Generation X, the Rising Generation, and the Echo Generation. This is the group that was born between 1964 and 1981 who are now in their 20s and 30s and are just beginning or are in the early part of their careers. The average age of those graduating from Canadian library school is 32 since many choose librarian as a second or even third career.

The Boomers are a generation which sought change in our institutions yet still put a great deal of stock in their careers and faith in the organizations in which they worked. The younger generation's focus, I believe, will be somewhat different. While careers will be important to many of them, they will strive for a great deal more balance in their lives and will have less allegiance to the organization than has been the case with many who have worked in our libraries in the past.

Many Boomers and Traditionalists (the generation now in their late 50s and 60s who were born before 1946) fail to acknowledge the unique issues and characteristics facing Generation X and many older workers have not had an easy time adjusting to the influx of young people into our organizations. In many libraries this has resulted in miscommunication between staff and increased conflict as Boomers fail to understand the needs of the X'ers.

Generation X is entering the workforce with much skepticism and diminished expectations. Remember that this is the group which saw many of their parents lose their jobs during the downsizing of the early 1990s and came to know first hand the lack of loyalty that many corporations and employers have to their workers. Many of them came from broken homes or homes with two working parents. As a result, a large number of this generation were 'latchkey' kids and had to spend much time alone. This has increased their self-reliance, independence and sense of freedom, making it more difficult for them to rely on one organization, one career path, or one employer for their development.

This is a group that puts a premium on work-life balance and flexibility and its members are willing to sacrifice salary and status for more time for themselves and their families and for more variety in their careers. This group will also put a

premium on results rather than on process. This means that there will be less focus on how the work gets done than on what the results will be; there will be less emphasis on guidelines, procedures, structures and on organizational hierarchies.

Generation X has learned not to put their faith in others and will be slow to commit their loyalty. Again, while this group may believe in the value of libraries and the importance of the services which they provide they will not commit themselves and their careers to one library, but will continue to seek and support those organizations that deliver on what they promise to its community, its users and its staff.

This group is also very aware of the importance of continued and lifelong learning and have high expectations that the organizations that they work in will provide continued and ongoing professional education and training. The members of this group will be quick to capitalize on job opportunities elsewhere if unhappy with their current situation. While Boomers tend to view such movement and changes as disloyal, Gen Xer's see it as being flexible.

The members of this group generally work well with others yet many of them see themselves as an individual contributor, rather than as a member of a team. When in groups they expect to work with others on an equal footing, not within a hierarchy. Quite often this will clash with the current team concepts that have been in vogue during the last decade. Overall this group is characterized as being unimpressed with authority and will treat the chief librarian as they would the receptionist.

We can expect that those of this group entering our libraries will have higher expectations of the profession and its organizations as a whole and will be seeking to work with and for those that value service and keep their promises, provide a flexible work environment, an environment that has fewer levels or hierarchies, that supports continuing education and life-long learning, values self-starters and is willing to try new and creative ideas. Knowing the attributes and characteristics of those who will work in our library, both new workers and those who have been with us for awhile, is important to succession planning.

The Importance of Succession Planning

The goal of succession planning is to ensure that your library will have the needed staff to continue to offer quality and timely service to your users in the future. This is done through the the identification, development and long-term retention of talented and qualified individuals with the needed skills and competencies. It is a long-term process that seeks to ensure leadership in key positions and to encourage individual advancement. It must involve everyone in the library, must be focused on the long-term needs of the library and its users, must be driven from the top and must focus on developing the right people for the organization.

Succession planning is an ongoing process that will evolve as both the organization and the individuals working in it move forward and as their goals, aspirations and expectations change. Since it can take a few years for the plan to achieve the desired results it is imperative that it be started early enough to allow adequate room for training, education and possible recruitment.

Determining Your Library's Strategic Direction

Key to attracting the right people to work in your library is knowing where your library needs to be and is going to be over the next 3 to 5 years. This means having in place a realistic detailed vision or strategy which is based on the realities of the environment you operate in, the needs and wants of your users, and anticipated changes to technology and the delivery of information. The plan must identify needs related to competencies and skills, roles of staff, and the needs of the culture and the impact of technology. It must also include goals and objectives with a definite timetable and clearly identified actions and responsibilities. Once in place, the plan must be continually evaluated and updated.

The Components of a Succession Plan

Your succession plan will be built upon your strategic plan. The succession plan will be different for each individual library and will be based on its size, role within the larger organization or community, resources, and culture. However, there are some key areas that should be identified in any succession plan:

- the positions in the library and how they look now and will look in the future;
- the key/core positions;

- the skills and competencies needed by staff to meet the needs of the library's strategic plan and the needs of its users as they are currently and, most importantly, will be in the future;
- a review of the skills and competencies of current staff and management matched against present and future needs;
- ways to move the skills and competencies of each staff member to meet present and future needs (may include coaching, training, educating);
- needs for external recruitment and the means for attracting external talent;
- ongoing evaluation of the results with change as required.

The succession plan will also look at human resource tools such as job descriptions, salaries, reporting structures, individual career goals and aspirations (remember that only a minority will want promotion), how staff are evaluated, resources for training and professional development, the current environment for hiring and the likely available pool of candidates. The plan must be visible among the library staff and must consider all of the positions and employees, not just those at senior levels.

To be successful the plans must include constant communication among management and staff. Individuals should not be identified for specific positions or advancement without discussion with the individuals involved to be sure that they want the job and are willing to undertake needed training and coaching to get there. The plan must be flexible and adaptable to change.

Effective succession planning strategies could include:

- formal and informal managerial and supervisory training
- job rotation between departments in the organization or in partnerships with other law libraries
- greater funding and support for external training and education
- a list or database of individuals (either internal or external) who have the right experience and skills

- formal and informal feedback to all employees on a regular basis as well as established formal evaluation periods
- a formal mentoring program
- creation of a climate that encourages greater individual input and contribution
- a clear indication from management and supervisors that employees will have moral and financial support to achieve their career goals
- opportunities for advances to other than senior/management positions
- increased communication among all levels in identifying the goals of the institution and of individuals and of the succession planning process
- clear and concise plans for each individual
- clearly delineated responsibility for carrying the succession plan forward.

Benefits of Succession Planning

In addition to ensuring that the right people are available to the library in the future, immediate benefits of succession planning include the retention of staff who see a place for themselves in the organization in the future, improvement of employee morale, the development of stronger groups and teams who have a greater understanding and awareness of the responsibilities of others; and the increased accountability of both the individual and the unit.

Skills and Competencies Needed of Librarians

Work is being done by a number of groups to identify the skills and competencies needed of those working in libraries, both now and in the future. These competency 'profiles' describe the knowledge, skills, attitudes and work-related behaviours that librarians must demonstrate in order to perform their jobs well. In the past many of these skills and competencies focused on technical aspects of the job. It was fairly easy, for example, to determine that a cataloguer would need an excellent understanding of classification, have a good grasp of specific subjects and a thorough knowledge of standard cataloguing codes.

This, has however, changed for most library positions as each of us are called upon to exhibit more leadership, people and management skills, take responsibility for the development of programs, provide electronic access services, negotiate contracts and licenses and demonstrate conceptual skills, analytical skills and innovation as well as using classification schemes, circulating materials and preserving the collection.

Leading libraries such as the Toronto Public Library, the National Library of Canada and the Halifax Regional Library have identified the core competencies needed to serve their organizations and have developed internal competency profiles for their staff. Smaller libraries are more likely to make use of profiles developed by associations or human resource organizations and then customize them for their own situation.

Core competencies are defined as the competencies necessary to make the organization successful. Core competencies may also be developed for specific jobs or roles and these competencies are then used to measure personal and professional

skills and behaviours, develop job descriptions, recruit, identify training needs and evaluate performance.

In 1996 the Special Libraries Association developed a well-received overview of competencies for those working in special libraries available at <http://www.sla.org/content/SLA/professional/meaning/comp.cfm>. Just recently Canada's Cultural Human Resources Council (CHRC), introduced a profile for those working in Archives, Libraries and Records Management. *Competency Profile: Information Resources Management Specialists in Archives, Libraries and Records Management: A Cross-Sectoral Competency Analysis* which is available in print and on CD ROM. (Details at <http://www.culturalhrc.ca/english/index.htm>). The CHRC profile was developed by a working group of librarians, archivists and records managers.

All of these profiles are well worth reading when developing succession plans. Their categories are broad enough to include the technical aspects of library work and information delivery as well as general competencies related to fiscal management, interpersonal skills and the demonstration of personal attributes such as time-management, innovation, awareness of corporate culture and integrity. Other attributes include commitment to service excellence and responsiveness to user needs, adaptability, conceptual and strategic thinking, innovation, leadership and the leading of change, relationship building, fundraising and advocacy, organizational awareness, planning, organizing and coordinating skills as well as problem-solving abilities.

In the future, job descriptions will become much less rigid and defined; and there will be teams of people working in flatter structures with greater authority and accountability. This 'broadbanding' will require library workers of the future to focus even more on developing new skills and to be flexible in how they work and what they do. This will reduce the departmental structures that we now have with expertise and knowledge being much more freely traded and shared. Such movement will also prepare individuals to fit into new positions as required without being tailored for a specific position which may or may not materialize.

What this means is that we will not be grooming people for one particular position in the future since the fluidity of jobs will mean that workers will have to be capable of moving in and out of positions and will have to have a wide variety of skills. There will be a greater emphasis placed on the ability to work well with others and to take a leadership role than on technical skills.

What is also clear that we should not be looking for people just like us to move our libraries forward.

Changing Our Organizations

In order to be attractive places to work in the future libraries have to change their cultures, their organizational structures, their professional development programs and their hiring practices. We must become more focused on coaching our staff, rather than managing them; we must communicate better amongst ourselves; we must flatten our structures, getting rid of departmental hierarchies; we must broaden the duties and responsibilities of each position so that they are more challenging and interesting; we must reduce jobs that are seen as 'dead ends'; we must continually talk with our employees about what their career aspirations and expectations are; we must shorten the hiring process, and we must ensure that our search committees look for people who have attributes and skills that are different from theirs.

Employers must be seen to be supportive of professional development and continuing education. This benefits both for the organization and the employee. The visibility of staff at conferences, training events and in volunteer capacities sends a signal to others that this library is a great place to work.

The Role of Our Associations

Our library associations also need to change. Just as library organizations are facing difficulties in finding, attracting and keeping staff so too library associations are having difficulties in finding, attracting and retaining members. Many of the characteristics which I have outlined for Generation X will impact the way our associations are structured and their continued ability to influence the profession, government and employers.

Many of our associations grew under the dominance of the Baby Boomer generation, many of who took the importance of associations to the future of the profession and the individual as a given. Based on my experience with the Canadian Library Association I do not believe that younger people continue to feel this way and they will join associations for different reasons than intrinsic value or working towards the 'public good.'

According to Donald Belfall, younger members will be difficult to attract to and retain in our associations. They will be less likely to tolerate the established styles of management and administration which underpin most associations; they do not generally favour associations purely for networking opportunities; they are less likely to be loyal to an association; they have increasing demands on their time and rank participating in association activities as a distant sixth or seventh in their list of priorities; they demand instantaneous response to their requests and needs for information and expect associations to respond with appropriate technology and information; they assign less importance to association work in terms of their career; and they expect to know the direct benefits to them of belonging to an association.

Thus our library associations will face even more challenges in the future. Just as they seek to bring more people into the profession they will need to restructure themselves to meet the changing needs of the profession. As libraries will, associations will have to deliver on what they say, will have to be clear on what they stand for and precise in what they deliver. They will have to be proactive in meeting the needs of their members, will have to find a way to prove their value (difficult because much of what they do is often intangible) and they will have to continue to change and find new ways to communicate and accommodate.

Associations must also accept their responsibility and set a priority for playing a key role in recruitment into our library schools and library technician programs. They can do this by increasing the visibility of the profession among students by attending career fairs, by working with governments and other organizations that promote work in the heritage sector. Associations need to help members of the library community to develop interesting summer jobs for students and internship positions. What is needed to a concerted and joint effort by all library associations to

create a vision of libraries that can interest students with the needed skills and personal characteristics.

Library associations must also assist those qualified librarians and library workers seeking to come to Canada, as this group could play an important role in meeting our future staffing needs. They must find a way to provide guidance to employers seeking to evaluate the educational qualifications and experience of those coming from other countries and to assist the new immigrants to acclimatize to the Canadian library community.

The Impediments to Succession Planning

As I mentioned at the beginning of my presentation the issue of succession planning is only slowly becoming a priority among our libraries and our associations. Why is this?

First and foremost with our busy lives it is very difficult to find the time to plan for events in the future that are quite likely to affect our organizations after many of us are gone. In addition, over the last 15 to 20 years most of our libraries have undergone continued cutbacks and downsizing and it is difficult to imagine a different scenario. It is generally assumed by many of our managers and leaders that money will not be available to replace people. While it is true that many libraries may not have funding to replace positions in the short term, over the long term with the large numbers leaving there will have to be much more hiring. What will be the challenge is to identify in advance what the skills are that those hired will need. We must plan for this.

At this point in time, the result of the demographic shift is only apparent in a small number of situations as not all libraries are having difficulty attracting good candidates. Anecdotal evidence suggests, however, that there are a lot of concern among managers about their ability to retain good staff, particularly when so many of them are hired on contract. Lack of planning and the demonstration of at least a sense of commitment to younger employers will only increase this trend. Contract work is detrimental to both the library and its staff as it increases turnover and hiring and training expenses and does not generate loyalty within employees who will continually be seeking some more permanent and stable.

Another impediment is the lack of funding available to fund the development and implementation of succession plans.

In November of last year I hosted a conference on succession planning which was attended by those from the academic, public, government, library education and special library sectors. Most of the attendees were senior managers and leaders in the library community. At the end of the two-day program they voiced their thoughts on the issue of succession planning. Here are some of their concerns:

- We believe that we do not have enough qualified people to fill future vacancies, but we need more data on the staffing situation in terms of retirement eligibility, retention rates, etc. to substantiate this. We know that people will leave, but we need to know when. Once we determine the variables we can consider how to respond
- This is an problem that will last for the next eight to ten years
- We do not know who will lead our organizations in the future: many young people are not interested in taking on leadership roles
- Libraries are not marketing what we do well in order to make the profession of interest to students
- We are concerned that some professional library jobs are being filled by non-librarians
- We need to find ways to identify the changing needs of our users and how to meet these needs. This may require a different set of skills among our staff than currently exists.

Our libraries need the following:

- people with information technology and project management skills
- more flexible terms and conditions of employment to attract and retain employees
- more skills to deal with unions and a way to communicate better with them, seeking mutual best interests for everyone
- to change our organizations to make them less bureaucratic, to encourage the development of and experience in more broad ranges of skills (broadbanding) and the use of management models that will bring younger people into management
- people with fundraising skills
- to consider how we are supporting qualified immigrants to work in our organizations
- increased salaries
- to base our strategic plans on what will be in the future, not on what has happened in the past
- to stop placing barriers (real and artificial) in our way
- to support professional development within our organizations.

There was a recognition by those attending the conference that they had to take these concerns, needs and solutions back to their organizations and their associations to begin discussion and take action.

Much more work needs to be done. However, I am pleased that interest seems to be building, as evidenced by my being asked to speak at six library conferences over the next few months on the topic.

Conclusion

Clearly a great deal of responsibility lies within each of our libraries and the organizations in which we operate to define their future, determine their needs and make themselves an 'employer of choice.' The responsibility also lies within each of us individually, both to make sure that we have the skills we need to move forward, but also to retain and recruit the best people we can into our libraries. Succession planning issues must become important to all of those working in libraries, whether they be one-person libraries in a small company or a large academic, public or government library, and to those whom we work for.

Individuals, especially those in the early stages of their career, can begin by taking responsibility for their career development. They should pay close attention to the competency profiles that have been developed and make sure that they get the training and experience they need to broaden their skill set. This means taking advantage of opportunities available for training through their employer (take a look at the training plan put forward by the Hamilton Public Library for suggestions on what the best employers are doing) and playing an active role in the appropriate library association to gain leadership and management skills. Ask for assignments that will build your understanding of the library as an organization and will introduce you to different people, activities and challenges.

Be wary of moving too quickly and too often between employers and library sectors. This makes it difficult for employers to identify your 'career track' and may limit your opportunities down the line.

Each of us must also take the responsibility of encouraging students to choose the profession and mentor them whenever we can.

Libraries and those who work within them and govern them must take responsibility for developing a succession plan for their organization NOW. They must commit to the plan for the long term and find adequate funding to support the plan. Libraries must also take responsibility for making our organizations ones that listen, mentor, provide feedback and training, that know where they are going and have a good idea of how to get there and encourage everyone to get involved.

We need libraries that work with other libraries not just to deliver and provide information but to develop the next generation who will take our important institutions forward.

We also need managers in our libraries who are able to look beyond their day-to-day concerns and activities to develop strong libraries with proper and qualified staff who will carry on after they leave. The future is getting much closer and we must be prepared.

It is clear that in order to attract and retain the next generation of workers libraries must recreate themselves. They must reduce their departmental, functional and hierarchical divisions, they must create opportunities for staff to learn what they want when they want it, they must provide opportunities for people to move and advance within the organization and they must be willing to listen, respond and follow through on their promises. It is the library that can make these changes and begin to make them now that will be competitive in hiring and retaining the staff they will need in the future. Libraries must also undertake to train both young and older workers on how to understand each other better and how to work together in a more positive way.

Our library associations must take the responsibility for the overall growth of the profession, for working with the schools to develop recruitment programs and to provide ongoing formal and informal training and continuing education programs, to flatten their structures and spend their available money on the moving the profession forward rather than on the management and governance of the

association, to provide easy ways for new members to become involved and work to develop a commitment to the importance and value of libraries in our communities, universities, corporations and governments.

Succession planning is a big picture activity which must be developed in concert with the library's overall strategy and planning and must include those who work in and govern our libraries, the wider library community, our education training programs and a great deal of commitment. I urge everyone in the profession to get started and to prepare for our future.

For those who are interested in learning more I am hosting a second conference to discuss issues of succession planning. It will be held on April 25 and 26, 2003 in Ottawa, Ontario.

Footnotes:

1. Wilder, Stanley. "The Changing Profile of Research Library Professional Staff," *ARL* 208/209 (February/April 2002): p. 4

2. Curran, William M. "Succession: the next ones at bat." (Unpublished, 2002).

3. Information taken from University of Toronto Faculty of Information Studies website
(<http://www.fis.utoronto.ca/resources/JobSite/GradSurvey/SalarySurvey.htm>)
and University of Alberta School of Library and Information Studies
(<http://www.slis.ualberta.ca/report00.htm>) websites.

4. Bridgland, Angela. "To fill, or how to fill - that is the questions. Succession planning and leadership development in academic libraries." *Australian Academic Research Libraries*, volume 30, no. 1, March 1999, p. 21.

5. Belfall, Donald. *Associations in Canada: Future impact and influence*. Toronto: CSAE, 1998.