Multitype Library Board Public Relations Committee
Report to the Board
November 22, 2002
Regina, Saskatchewan

The mission of the Multitype Library Board expresses the philosophy that working together can take advantage of our strengths to reduce our weaknesses: "Libraries in Saskatchewan will work together to maintain and enhance a cooperative interdependent information network which will ensure a consistent and high quality of information service through a multitype library system."[1] If people are not aware of this system, it will not be used, so one of the objectives of the Multitype Library Board states that "promotion will ensure the multitype library system will be used and valued by the people of Saskatchewan."[2]

In the spring of 2001, the Multitype Library Board Public Relations Committee (MLBPRC) was struck to develop strategies for promoting the value of libraries to Saskatchewan residents. The first step that the members of the Committee undertook was to discuss the issues surrounding promotion as they related to the library sectors each member represented. As with other Multitype Library Board committees, there were representatives from special libraries, public libraries, school libraries, post-secondary libraries and Saskatchewan Provincial Library.[3] The research of the

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[1] *Think Globally…Search Locally: A Strategic Plan for the Implementation of a Multitype Library System in Saskatchewan. The Minister's Multitype Library Development Advisory Committee. 1996.* **p. 15**
[2] **Ibid. p.17**
[3] See Schedule A.

Committee uncovered a number of common areas of interest among the sectors. These included the promotion of libraries to library clientele, promoting Saskatchewan libraries and their accomplishments and value to the wider public, and promotion within the library's organizational structure. Along with these expected areas of concern the Committee also uncovered an area of unexpected need: promoting work in Saskatchewan's libraries to prospective employment candidates.

Eventually four points of focus were adopted:
- ♦ the need to market libraries internally to one's parent organization,
- ♦ the need to market library services to to the public and other appropriate clients,
- ♦ the need to encourage people to work in libraries, and
- ♦ the need to inform the rest of Canada and the world about Saskatchewan achievements.

In our case, these concerns have been broadly restated as **the necessity to promote that working in libraries is a good thing, that Saskatchewan libraries have value, and that this value is enhanced when one makes the commitment to pay for professionally trained staff.**

In Saskatchewan, it is important to recognize that the need for promotion is often greater than in other locations across the country. In many professions, including library work we pay less than other markets in the country for salaries, and often have fewer professional development opportunities and benefits. The Saskatchewan Labour Force Development Board lists the following factors as elements in "Saskatchewan's Productivity Challenge

- • Demographics—aging population
- • Slow population growth
- • New labour supply relatively small
- • Decline of rural Saskatchewan
- • Expensive and difficult to deliver education and training in some areas
- • Out migration
- • Low Aboriginal completion rates in high school and post-secondary education"[4]

For Saskatchewan libraries the small pool of qualified professionals often means that institutions are in competition for staff and "poaching" is common.

Another consequence of the lack of financial resources is that institutions and individuals have had to curtail travel to other provinces and countries to participate in professional congresses and symposiums. Consequently, our reputation for having an impact nationally is losing ground thereby deterring people from applying for work in

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[4] "Economic Costs of Labour Shortages," *Saskatchewan Labour Force Development Board Newsletter*. January 2001, p. 5.

Saskatchewan where they might be limited in their future opportunities. As an example of the importance of this factor, 73% of faculty surveyed at the University of Regina stated that the importance of the U. of R. in the field was of great consequence.[5]

The *Report of the Task Force on Recruitment, Renewal,and Retention of Faculty and Academic Staff* of the University of Regina states "the struggle to recruit and retain quality staff is rapidly becoming an issue for all Canadian companies and organizations and the matter is now particularly relevant at post-secondary educational institutions."[6] The challenges experienced here are also reflected in other reports. *Recruitment, Retention & Restructuring: Human Resources in Academic Libraries* has an excellent summary of the factors affecting employment in libraries all over North America.

Among the primary factors identified are:
1. the aging of the general labor supply and of the library profession leading to an increasing number of retirements;
2. one of the lowest unemployment rates in U.S. history;
3. the flat or declining number of Masters of Library and Information Science (MLIS) graduates;
4. increased competition from other career sectors (e.g., private sector, corporate libraries, technology and dot.com companies);
5. less than competitive salaries; and
6. a lingering negative image of the profession.[7]

"The increasing demand for library professionals coupled with the changing nature of librarianship is beginning to impact the recruiting environment, which is likely to change dramatically and become increasingly competitive. Shortages of MLIS degree holders, increasing retirements, and low salaries make the supply/demand gap even greater for academic libraries."[8]

In the case of Saskatchewan, this is true of all libraries, not just academic.

On developing our action plan, many themes recurred within the four topic areas:

- **Our needs assessment identified that diversity of libraries and barriers to co-operation are global library community barriers to library promotion.**
- **Our needs assessment of libraries has indicated that the lack of PR expertise, inconsistency of message and image agreement, the lack of motivation, time, financial resources, and a generally limited view of marketing are all internal library barriers to promoting libraries.**

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[5] *Report of the Task Force on Recruitment, Renewal, and Retention of Faculty and Academic Staff.* Regina: University of Regina, [2001], p. 25.
[6] Ibid., p. 3.
[7] *Recruitment, Retention & Restructuring : Human Resources in Academic Libraries*,.George Bynon and Pat Hawthorne, Co-Chairpeople (http://www.ala.org/acrl/recruit-es.html, 2002), p. 1.
[8] Ibid. p.1

- **Our needs assessment identified that internal PR challenges, indifference, and a rapidly changing external environment are all client barriers to the promotion of the value of library services. .**
- **Our needs assessment suggested that Saskatchewan libraries need to find ways to increase the pool of qualified candidates for jobs within Saskatchewan.**

The Committee established the following goals:
- ✧ **The value of libraries will be recognized and they will have a positive image in their communities.**
- ✧ **A province-wide network of resources and expertise in the area of library promotion and public relations.**
- ✧ **To have a pool of qualified applicants, both professional and paraprofessional, for each library job.**
- ✧ **To have Saskatchewan libraries staffed by motivated library workers, productively engaged and competitively compensated for their work.**

This report will be organized according to the recommendations that resulted from discussions surrounding these themes and goals. More details and reasons for these recommendations are provided in the detailed action plan in Schedule B.

Recommendation #1: New Staff

Public Relations is a broad topic. There is so much that the Committee feels needs to be done, that there is a requirement for a permanent motivator to ensure that the actions suggested are pursued. **The recommendation of the Committee is that a new position be created at Saskatchewan Provincial Library to co-ordinate and promote public relations, recruitment and educational opportunities for the province.** Why locate this person at Saskatchewan Provincial Library? This recommendation meshes with the government's interest in promoting employment and investment in Saskatchewan and with the Department of Learning's involvement in the public, school and academic library settings.   By being a part of the government library systems, this position would also have connections to special librarians in government and could work with government departments to liaise with special librarians outside government.. Locating this person within Saskatchewan Provincial Library, provides the means to work directly with web specialists to create and update relevant websites on the Saskatchewan libraries website.

What are some of the potential responsibilities for this position ?
- ✤ Keeping the recruitment website up-to-date and expanding it to include testimonials and other relevant material.
- ✤ Conducting research on recruitment and adding that information to the website. This would include keeping and interpreting statistics on the recruitment website usage. It would also comprise surveying Saskatchewan employers for their recruitment success and gathering

other material on the current library employment situation. Scanning for similar research in other jurisdictions would be included.

- Liaise with library schools to promote and facilitate hiring of graduates in Saskatchewan.
- Establishing and co-ordinating a mentorship program.
- Liaising with high school, college and university counsellors to have input into the career education programs including distributing materials to promote library education.
- Co-ordinating meetings of public relations staff. .
- Co-ordinating attendance at career fairs, including matching people to events.
- Create a collection of library career promotional materials in Adobe Acrobat and put them on the recruitment website.
- Set up and manage a speaker's bureau.
- Investigate the viability of work experience programs, co-op programs, summer placements, job shadowing and practicums for library students with the goal of promoting and co-ordinating similar programs for Saskatchewan. This would include investigating the implications of collective agreements on such programs, and the availability of these programs through library schools.
- Investigate the current situation regarding succession planning.
- Promote the availability of web resources in library association newsletters, listservs and other media of interest to library staff.
- Work with library associations to promote membership in provincial library associations as a form of networking for employment.
- Monitor education opportunities for library staff and include these on the recruitment website as a comprehensive list of available courses, conferences and congresses.
- Conduct research regarding the educational status of employees in Saskatchewan libraries, add this information to the training website and alert interest groups to courses in their area of expertise. Use information to determine the value of continuing education to an organization versus the cost of recruitment.
- Conduct research regarding the compensation of library workers in comparison to similar occupations, including an examination of the cost-of-living factors.

These roles could be done in piecemeal fashion by other people and organizations; however, a dedicated position would ensure that the tasks are accomplished in a focused, comprehensive and efficient manner.

Recommendation #2. Plumb the Expertise Available Locally

Even though the members of our Committee brim with enthusiasm and energy, we admit that we are limited in our knowledge of the realm of promotion, marketing and advertising. This is why there are marketing and public relations professionals. We

have an understanding from the survey of our constituents a general idea of the needs; however, we do not know the most appropriate solutions. We have developed some suggestions, as witnessed in this document, but we realize there are many more and that the work has just started. **The recommendation of the Committee is to host a one-day symposium to bring together key library people working in the area of promotion.** The ultimate goal of this symposium is to identify advertising and promotion needs, and set up a means of using existing expertise for the creation of the content of a promotion website, support tools design and development, and a formal network of expertise. The new staff member at Saskatchewan Provincial Library, suggested above, could be the keystone of this symposium and its consequent results.

Recommendation #3. Training

Further training for library staff is required. These training suggestions are just to start education library staff in the areas of promotion and recruitment.   As some of the other recommendations are completed, we expect other areas will be identified where more training is necessary. Different organizations are capable of offering these workshops to their members and others. The library associations could offer sessions on these topics at their conferences or workshops. **The recommendation of the Committee is that the following training areas be addressed:**

- ⊕ Public speaking techniques.
- ⊕ Set up a bursary program in partnership in the Saskatchewan Library Association. [This was established before the end of this research.]
- ⊕ The value of succession planning and techniques.
- ⊕ Partner with library schools to design distance education programs for library science that meet the real needs of students. Encourage all institutions to do market research for distance education.
- ⊕ Use symposium to determine a series of workshops for promotion skills development.

It would ensure that the tasks are accomplished if one person such as the new staff member, referenced in Recommendation #1, could co-ordinate training to ensure that these sessions would be available to library staff in all types of libraries (including Saskatchewan Provincial Library itself).

Recommendation #4. Website Development

Many of the actions discussed suggested using websites to communicate ideas. **The recommendation of the Committee is that the following websites be created and maintained on the Saskatchewan libraries website**:

- 💻 Recruitment web pages. One goal is "*to have Saskatchewan libraries staffed by motivated library workers*". Given the small supply of potential qualified employees in the province, it was agreed that promotion of librarianship as a career would be very important. Several suggestions of how to make this possible focus

on high school and post-secondary students as a target group.
Various methods of communicating the details of librarianship
training were discussed. A website promoting recruitment was
developed during our discussion period by James Skelton, a
student hired for the summer of 2002 by Saskatchewan Provincial
Library. It has been designed to appeal to several targets. For
high school students, it leads them to descriptions of what library
staff do in the different types of libraries, the route to take to
achieve the education level they want, and connects to job sites.
This site needs to be maintained and expanded.

⌨ Education and training webpages. [These could be a subset of the
recruitment webpages.]

⌨ Promotion webpages to include key messages, tools, list of experts
and a communication space.

For the sake of consistency and the continued growth and maintenance of these
sites, it would be most efficient if these were included in the job description of the new
staff member at Saskatchewan Provincial Library.

Recommendation #5. Support Tools Development

How can a person working alone in a library meet service demands yet develop
the promotion tools necessary to improve their situation? One person cannot. Few
libraries in Saskatchewan can afford to hire a commercial company or set up a public
relations department to create the resources needed to improve the situation in the
province and all libraries could benefit from such a set of resources. **The
recommendation of the Committee is that the following tools be created and
mounted on a promotion website .**

✎ Create a "canned" presentation in multiple formats for career day
speakers aimed at different levels of audience.

✎ Create a "canned" presentation in multiple formats for speakers
promoting mentorship aimed at different levels of audience.

✎ Other promotional tools and templates mounted on a central website,
that can be easily adapted for the type of library and circumstances
found in each institution.

Our expectation is that the participants in the symposium would direct the
development of these tools using their expertise and experience to create them.

Members of our Committee tested some new tools during our deliberations. One
was a free discussion space on the web at http://www.quicktopic.com. This was a
bulletin board, administered by Melissa Bennett on behalf of the Committee, where the
action plan sheets were mounted as they were developed. Members could review the
sheets and add comments as desired. This was a partially successful way to work,
depending on the self-discipline of the member. Face-to-face meetings were the best
way to do brainstorming. We attempted to use the Chat feature for discussion. This

was not successful. Most of our members speak in substantial paragraphs, and Chat sessions are more appropriate for quick comments.

Finally, as Chairperson of this Committee, I would like to thank all the members for their hard work and enthusiasm. They were outstanding in their vision and ability to articulate reflections and build on each other's ideas. There was not a single non-contributor in this group. In fact, strict methods were required to guide the project kayak down the white-water of the stream of consciousness expressed so volubly by the members of the Committee. The adoption of a "speaking sheep" named Ewey was one such tool. Thank you, also, to the Multitype Library Board, for recognizing this need for promotion and supporting the Committee's recommendations during the process.

Schedule A
Multitype Library Board
Public Relations Committee

Representing Public Libraries
Audrey Mark (Chairperson)
Director
Pahkisimon Nuyeʔáh Library System

Provincial Library Support Staff
Julie Arie
Saskatchewan Provincial Library

Provincial Library Support Staff
Melissa Bennett
Saskatchewan Provincial Library

Representing School Libraries
Colette Fischer
Coordinator of Learning Resources
Saskatoon Catholic School Board
(Sept. 2001-2002)
(replacing Janet Merkosky
Apr. - Sept. 2001)

Provincial Library Support Staff
Marilyn Jenkins
Saskatchewan Provincial Library
(2001-April 2002)

Representing University Libraries
Julie McKenna
Associate Librarian,
Emerging Services
University of Regina Libraries

Representing Special Libraries
Carol Shepstone
Research Officer/Librarian
Centre for the Study of Co-operatives
University of Saskatchewan

Ewey
The "Talking"
Sheep
and
Parliamentarian

Promotion Action Plan

ISSUE: Image of libraries and the perception of their value

GOAL: The value of libraries will be recognized and they will have a positive image in their communities.

OBJECTIVE #1: To develop a province-wide network of resources and expertise to support a collaborative approach which builds the capacity of individual libraries to communicate the value of libraries.

ACTION #1			
Multitype Library Board work with library community to identify key people to participate in province-wide support network.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Draft call for participation for individuals and institutions interested – with expertise and the capability (support of their libraries) to participate.	**MLB**	**MLB PR committee, SLA, SALT, SLTA, SHLA, SSLA**	**Nov 2002**
Measure:			
Review Date:			

ACTION #2			
Host a one-day symposium to pull together key library people with expertise working in promotion.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Identify core working group to organize symposium from call for participation.	**MLB**		**Dec 2002**
Coordinate working group.	**Provincial Library Promotion position**		**Oct. – Mar.**
Identify areas of development	**Working Group**		**Oct. – Mar.**
Prepare logistics for meeting: date (possibly in June), place, participants, speakers, activities, prizes, food.	**Working Group**		**Oct. - Mar.**
Evaluation and follow up.	**Working Group**		**June**
Measure: Common themes, key messages emerging from symposium, evaluation form at symposium			
Review Date: Within 2 weeks of symposium			

ACTION #3			
Host ongoing workshops to develop skills at the individual level.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
At symposium identify desired topics and local expertise.	Working Group		June
Plan dates and times for sessions to happen.	Provincial Library Promotion position	SLA, SALT, SLTA, SHLA, SSLA	July-Aug
Conduct sessions throughout fall 2003 to spring 2004.	Provincial Library Promotion position		2003 - 2004
Measure:			
Review Date:			

ACTION # 4			
Create a centralized electronic space to host promotion materials including key messages, tools, expertise list, and a communication space.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Create promotion space on SK Libraries web site.	Provincial Library Promotion position	Working Group	Dec.
Create a submission form for promotion best practices content to go on web space.	Provincial Library Promotion position		Dec.
Create SK Libraries Promotion discussion list and provide spot on web space for people to sign up.	Provincial Library Promotion position		Dec.
Measure:			
Review Date:			

ACTION #5			
Host think-tank to bring together key players in the cultural sector.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Draft call to participate.	Working Group	Archives, Museums, SaskCulture, SWG, SPG, SBA, SAB, Willow Awards, etc	June 2004
Coordinate think-tank committee.	Provincial Library Promotion position		July-Aug 2003
Identify areas of development	Think-tank committee		Oct. – Mar. 2003
Prepare logistics for meeting: date (possibly in June), place, participants, speakers, activities, prizes, food.	Think-tank committee		Oct. - Mar. 2003
Evaluation and follow up.	Think-tank committee		June 2004
Measure:			
Review Date:			

ISSUE: Promotion

GOAL: A province-wide network of resources and expertise in the area of library promotion and public relations.

OBJECTIVE #1: To collectively identify needs and issues relating to library promotion and develop a strategic approach to address them.

OBJECTIVE #2: To provide assistance and create connections so that library staff province-wide can share expertise regarding promotion.

ACTION #1
Create a centralized electronic space to host promotion materials including key messages, tools, expertise list, and a communication space.

WHAT	WHO	RESOURCES	WHEN
Create promotion space on SK Libraries web site.	Provincial Library		Dec.
Create a submission form for promotion best practices content to go on web space.	Provincial Library		Dec.
Create SK Libraries Promotion discussion list and provide spot on web space for people to sign up.	Provincial Library		Dec.
Identify areas of development at symposium.	Working Group		June
Measure:			
Review Date:			

ACTION #2
Host a one-day symposium to pull together key library people working in promotion.

WHAT	WHO	RESOURCES	WHEN
Identify core working group to organize symposium.	PR Committee	Via web board	Sept 2002
Coordinate working group.	Provincial Library (Julie and Melissa)		Oct. - Mar.
Prepare logistics for meeting: date (possibly in June), place, participants, speakers, activities, prizes, food.	Working Group		Oct. - Mar.
Evaluation and follow up.	Working Group		June
Measure:			
Review Date:			

ACTION #3
Host ongoing workshops to develop skills.

WHAT	WHO	RESOURCES	WHEN
At symposium identify desired topics and local expertise.	Working Group		June
Plan dates and times for sessions to happen.	Either working group or alternate group identified at symposium.		July-Aug
Conduct sessions throughout fall 2003 to spring 2004.	Either working group or alternate group identified at symposium.		Fall 2003 - Spring 2004
Measure:			
Review Date:			

ISSUE: Recruitment

GOAL: To have a pool of qualified applicants, both professional and paraprofessional, for each library job.

OBJECTIVE #1: To increase the promotion of employment opportunities in Saskatchewan to library school graduates.

ACTION #1 – Identify library school graduation dates in order to allow libraries to post their job vacancies to the schools well in advance of graduation dates (potentially two months in advance).			
STEPS	**RESOURCES**	**RESPONSIBILITY**	**DEADLINES**
Create a list of all library schools in Canada and neighbouring states with their contact information (including job placement officers). (See also Objective 2, Action #6)	Time	Provincial Library	February 2002
Contact the library schools to determine graduation dates for the coming two years.	Time Long distance	Provincial Library	May 2002
Create a Web resource page with all of this information.	Time	Provincial Library	May 2002
Post the page on Saskatchewan Libraries web site	Time	Provincial Library	June 2002
Promote the availability of the Web resource in SLA Forum, on Saskatchewan library listservs and through the SLA listserv.	Time	Provincial Library and SLA	June 2002

MEASUREMENT/EVALUATION: Track web traffic on page to determine activity around this resource. Perform an annual survey of job placement officers to determine the interaction that they have had with Saskatchewan Libraries over the past year and what would assist in their contact with Saskatchewan opportunities.

QUESTIONS/COMMENTS: Provincial Library will need to commit to keeping the page up to date and running the survey of job placement officers.

ACTION #2 – Make personal contacts with job placement officers of library schools (See Action #1).
See Action 1.

ACTION #3 – Create a partnership with library schools to promote Saskatchewan employment opportunities. In turn we will promote career oppportunities in librarianship.
See Objective 2, Actions #1, 2 and 3.

ACTION #4 -- Promote membership in Saskatchewan Library Association.

STEPS	RESOURCES	RESPONSIBILITY	DEADLINES
Contact library schools to promote the Saskatchewan Library Association to students.	Time	SLA – Membership Committee	September 2002
Contact library schools to promote institutional memberships in the Saskatchewan Library Association to the school itself.	Time	SLA – Membership Committee	September 2002

MEASUREMENT/EVALUATION: Membership statistics for SLA should rise as a result of this initiative.

QUESTIONS/COMMENTS: SLA will be looking at institutional memberships category in coming year and will possibly have a membership package that will appeal to Library Schools.

ACTION #5 -- Tap into existing mentorship networks to get the word out about Saskatchewan. – Covered by Objective #7, Action #2 and Objective #2, Action #3 (Below taken from Objective #7, Action #2 Draft)

STEPS	RESOURCES	RESPONSIBILITY	DEADLINES
Identify and contact Saskatchewan mentorship programs	Time to gather list of partner organizations. Long distance calls.	?	April 2002
Create printed information and details of mentor program and speaker's bureau.	Time to prepare and distribute material. Cost of material. Time to co-ordinate speakers / mentors.	Provincial Library	Distribute materials by June 2002.
Recruit interested mentors and speakers	Time Long distance	MLB / SLA	April 2002
Provide training for mentors	Time Training costs	MLB	May 2002

MEASUREMENT/EVALUATION: Track statistics of inquiries, speakers, mentors and number of information packages distributed. Review these statistics annually, contact program coordinator to discuss improvements, and update materials. Conduct a major review of program after 3 years. Evaluations of speaker sessions and feedback from mentors and mentored.

QUESTIONS/COMMENTS: The created for undergraduate career promotion and employment centres can be easily adapted to suit the needs of these professional development employment centres. Organizations include Saskatchewan Women Business Development Centres, etc.

ISSUE: Recruitment

GOAL: To have a pool of qualified applicants, both professional and paraprofessional, for each library job.

OBJECTIVE #2: To promote attendance at library school to Saskatchewan undergraduates, so that by 2005 library school enrollments will show a 50% increase of students originating from Saskatchewan and a 50% increase of applicants for jobs.

ACTION #1 Attendance at career days/fairs at universities and colleges by library schools; use alumni network to do this.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Contact SK universities and colleges -- get career day dates -- get cost & requirements to participate.		Phone Time	2003
Contact library schools. Find out their interest, pitch our idea, and explore possibilities. -- phone or send letter		Phone costs or mailing costs	2003
Identify librarians in Saskatchewan who are willing to speak at career days. - Survey SLA membership - Post an announcement on the SLA web site. - Advertise in library school newsletters or mailing lists: "if you are willing to be part of an alumni group"			2003
Determine who will coordinate on ongoing basis	Should be the Multitype Library Board or another provincial agency. Check into possibility of EcDev coordinating.		2003
Measure: On a yearly basis, get statistics from library schools regarding the number of SK student enrollments. Keep a running statistics sheet. Distribute a questionnaire to library school students to identify how they learned about library school.			
Review Date: Obtain ongoing feedback from alumni attending booth. November 2005 -- Evaluate enrollment levels. Fall 2002-2005 - Distribute questionnaire.			

ACTION #2 Make sure that library school information is available at university and college career counseling centres and job placement centres.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Compile a contact list of university and college career counseling centres in Saskatchewan, as well Canada-Saskatchewan Employment Centres.		Phone Time	
Contact the career counseling centres to express interest and find out more about their operations and partnership opportunities.		Phone or Travel for site visit Time	

Create a collection of library career promotional materials in Adobe Acrobat and put them on a web site (i.e. see Action #7 - #8). Send these materials, as well as information about the web site, to the career counseling centres and libraries, as well as to any other institutions that want them.		Mail costs	
Contact library schools. Pitch our idea and ask them if they would be willing to send brochures, etc. to job placement centres. Send letter or phone.		Send a letter	

Measure:
Find out if counseling centres have distributed the library materials.
On a yearly basis, get statistics from library schools regarding the number of SK student enrollments. Keep a running statistics sheet.
Distribute a questionnaire to library school students to identify how they learned about library school.

Review Date:
November 2005 -- Evaluate enrollment levels.
Fall 2002-2005 - Distribute questionnaire.

ACTION #3 Establish a mentoring program using library school alumni within which a "Speakers' Bureau" could be created.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Contact HR departments of libraries and ask them if they would be willing to participate.		Mail official Letter Follow up phone calls	2003
Create a sign up mechanism on the recruitment web site that enables librarians willing to mentor people to volunteer and that enables people who would like some mentorship to sign up; e.g. "do you want to mentor?" "do you want to be mentored?"			
Add a field to the Saskatchewan Library Directory that indicates a person's willingness to participate in the Speakers Bureau.			
Organize workshops on public speaking for librarians who have volunteered for the Speakers Bureau.			
Create "canned" presentations in multiple formats for the speakers. There should be three main talking points. There should be different versions for different audience groups.			
Link mentors to people who want to be mentored.	Recruitment employee		

Measure:
Monitor usage of the Speakers' Bureau. Distribute a questionnaire to library school students to identify how they learned about library school.

Review Date:
Ongoing monitoring of usage. **Fall 2002-2005 - Distribute questionnaire.**

ACTION #4 Have students work in libraries for work experience programs, coop programs, summer placements, or two week practicums.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
This action is difficult because the collective agreements of many libraries prevent them from taking on placement students. **Find out if any library has researched how to address this issue.**			

ACTION # 5: Establish a bursary/scholarship program and information advertising existing funding opportunities			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Establish a partnership with SLA	**Bursary Committee**		**In process**
Find fund donors	**Bursary Committee**		**In process**
Set up operation of bursary	**Bursary Committee**		
Create promotional materials about bursary and distribute to educational institutions, such as schools, colleges, and universities.	**Bursary Committee**		
Put promotional materials on the web.	**Provincial Library**		

ACTION # 6: Create a web list of all library school programs within proximity of SK and also all distance learning programs available			
WHAT	**WHO**	**RESOURCES**	**WHEN**
There is a list of library schools in Canada on the SK libraries web site at: **http://www.lib.sk.ca/staff/professional/schools.html** **Adapt this list to include distance learning programs.**	**Provincial Library**	**Time** **Web connection**	**Feb. /02**
Create value added content including: - **List of bursaries and awards** - **Links to online calendars for the programs** - **Testimonials** - **Blurbs about various types of jobs** - **Graduation dates** - **Placement officers.**			
Create web material to work with web site created in item			

#7 (advertising career opportunities in librarianship)			
Measure: Keep statistics on web site usage. Survey SK library school students asking how they heard about library school; include "web site information" as an option.			
Review Date: Ongoing			

ACTION #7: On recruitment web page, create a web page advertising career opportunities in librarianship. Install on the recruitment web site and make a link to SLA's job web page. Encourage all college, university, public libraries, etc. to make links to it from their web sites.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Measure:			
Review Date: Ongoing			

Action #8: Research current library employment situation.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Recommend to the Multitype Library Board that they allot a contract position to do background research on the current library employment situation. It should be a librarian position.	Chair of Public Relations Committee		
Research should include: - How many library jobs have been available over the last few years? - How many people have applied for these jobs? - How many job searches have been successful? How many job searches have failed? - What research has been done in the United States? This person could also develop recruitment materials on the web and pull data together for a Speakers Bureau.	Contract position		
Ask library directors what they would like to know from this kind of a research process.			
Investigate successful programs in other provinces or in other sectors (ALARM has done some work).			
Investigate with Economic and Cooperative Development what they would need to see in order to designate the library profession as an "at risk" profession.			
Measure:			
Review Date:			

ISSUE: Recruitment

GOAL: To have a pool of qualified applicants, both professional and paraprofessional, for each library job.

OBJECTIVE #3: To make youth aware of a library career

ACTION & RESOURCES	RESPONSIBILITY	MEASURE	DEADLINE	REVIEW DATES
Establish a Website ∃ **Stats on % of jobs that the library sector currently holds and/or numbers of individuals in Saskatchewan currently employed in jobs in the library sector (MLS, technicians, clerks, teacher-librarians)** ∃ **Brief description of different types of jobs** ∃ **Educational opportunities for training for these positions** ∃ **Further contacts should be listed** ∃ **Could be under jobs@yourlibrary**	**Research - project for marketing students?** **Website - whose responsibility?**	**Website functioning**	**September 2002**	
Have Input Into Career Education Programs ∃ **Embedded in K-12 curriculum** ∃ **Mention of website** ∃ **Employment fact sheets to Career Education consultants at school division offices who can distribute them to school counsellors** ∃ **Contact with Sask Ed as to best method of distributing information** ∃ **Career Bulletin published once a week by Student Services in each high school** ∃ **Job opportunities posted in high schools, universities** ∃ **Scholarships could be offered** ∃ **Post-secondary information** ∃ **Volunteer programs to encourage awareness** ∃ **Career area capsule - blurb where work, money earned, etc.**	**Secondment?**	**Information in the hands of students**	**Sept. 2003**	

ACTION & RESOURCES	RESPONSIBILITY	MEASURE	DEADLINE	REVIEW DATES

Be Represented at Job Fairs for Senior High School Students
 	
∃   **Spotlight on Careers (November) - Every two years**
∃   **Career Expo - every two years - (November 25-29, 2002)**
   Σ   **22 spotlights**
   Σ   **2 glimpses   on site job (SIAST)   program prepares for job**
   Σ   **Conference type (45 minutes)**
   Σ   **Students sign up**
   Σ   **Will be 5 sessions per day/runs for 5 days**
   Σ   **For 5 school divisions - Saskatoon and area**
   Σ   **All sessions repeated**
   Σ   **Cost is $400. for a week - or static display $500. a week - booth materials**
∃   **SIAST (Kelsey)**
   Σ   **Spend-a-day program**
   Σ   **High school students shadow SIAST in program they are interested in for a whole day**
	Secondment?	**Information in the hands of students**	**September 2003**	

Be Involved in Work Ed Placement ∃ **In what ways could we make this work? Some locations have refused to take Work Ed students. They fear it may replace employees.** ∃ **GETT - Girls exploring trades and technology - Grade 7** Σ **One day camp with SIAST in trades & technology**	**Secondment?**		**September 2003**	
Be Involved in GO FOR I.T. **GIRLS: Information Technology Careers** ∃ **Friday, December 14, 2001 - Conference at Place Riel, University of Saskatchewan** ∃ **Careers in I.T.** ∃ **Targeting Grade 10 girls** ∃ **Library Services could be included**	**Secondment?**		**September 2003**	

ISSUE: Recruitment

GOAL: To have a pool of qualified applicants, both professional and paraprofessional, for each library job.

OBJECTIVE #4: To promote succession planning in Saskatchewan libraries.

ACTION & RESOURCES	RESPONSIBILITY	MEASURE	DEADLINE	REVIEW DATES	ACTION & RESOURCES
Ask within each library sector: Why aren't you promoting succession planning and library education for your staff? What are the barriers? **Identify current succession planning.** – **Activity in libraries?** – **Determine needs, opportunities & barriers.**	– **Questionnaire**	**U of R & U of S**		**before June 2/02**	
Conduct a workshop for library administrators and human resource staff on the value of succession planning and how to do it.	– **Contract facilitator**	**Library Directors 6 + 1**		**after June 2/02**	
Partner with CLA. study of the needs of the profession. – **Needs assessment survey.** – **Attend CLA Think Tank in Halifax.** – **Update SLA Conference from CLA.**	– **CLA Resource Person**			**Dec 2001 to Dec 2002** **Monday, June 24/02**	

ISSUE: Recruitment

GOAL: To have a pool of qualified applicants, both professional and paraprofessional, for each library job.

OBJECTIVE #5: To encourage distance education for library courses.

ACTION	RESOURCES	RESPONSIBILITY	MEASURE	DEADLINE	REVIEW DATES
Create a list of distance education programs for library science. Host on SLA web site.	**- library schools - continuing education departments - Internet websites of library schools for librarians, teacher / librarians, library technicians**	**- Summer Student (initially) - SLA Continuing Education Committee (maintenance) - Education Coordinator at Provincial Library**	**- Web site lists**	**Sept. 2002**	**Oct. 2002**

Create a mentor support system with contracts to help students who undertake distance education programs.
  - **Investigate who would be interested in being a mentor**
  - **Pass names of potential mentors to educational institutions. (Verify the need for this first.)**
  - **Provide contacts to students via the educational institutions**
	**- graduates of library and library technician programs
	- library educational institutions admissions**
		**- Summer Student (initially)
		- SLA Continuing Education Committee (maintenance)
		- Education Coordinator at Provincial Library**
			- survey of mentors and protégées (spring 2003)	**Sept. 2002 for initial set-up**	

Establish an Education Coordinator. **- To survey the industry magazines and newsletters for announcements of courses, conferences and congresses.** **- To maintain contact with educational institutions and monitor the offerings of library courses.** **- To create and maintain a comprehensive list of available courses, conferences and congresses on the recruitment web site.** **- To alert interest groups to courses in their area of expertise.** **- To conduct surveys from time to time regarding the educational status of employees in SK libraries.** **- To maintain a list of bursary funds.**	**- Department of Learning - salary for a position - memberships in all provincial, national and international associations for libraries, archives, museums, ALARM - educational institutions**	**- Provincial Librarian - SLA Continuing Education Councilor**	**- a new employee - regular updates on the web site and to association newsletters - survey**	**March 2003**	**August 2003**
Establish bursaries/scholarships, co-sponsored with Dept. of Learning, and with stipulation for returning to the province or presenting training to the	**- Multitype Library Board - SLA - SK Provincial Library - Department of Learning**	**- Joint committee of representatives of the SLA Continuing Education Committee, the MLB, the**	**The bursary announcement**	**In process**	

		Dep't			
Show value of education to the organization; i.e. Cost of distance education sponsorship vs. cost of recruitment. **- Survey the existing literature.**	**- library organizations** **- economic factor databases** **- costing programs**	**Education Coordinator**	**Report to the MLB of findings (with permission for that information to be shared built into the contract for work)**	**2003**	
Partner with library schools to design distance education programs for library science that meet the real needs of students. **Discuss the stat of the art of distance education with library schools.**	**- Education Coordinator** **- SLA, SSLA, SALT Continuing Education Committees** **- library employers in SK** **- library educational institutions** **- Dep't of Learning**	**MLB**	**Entries on the Education web page of the Recruitment web site**	**2003-2004**	**SLA AGM, SALT AGM, SSLA AGM 2004**
Identify the real needs of students and libraries through the succession planning workshop.	**- Management training departments of the Universities** **- Dep't of Economic Dev't** **- SLA** **- MLB** **- Dep't of Learning**	**Education Coordinator**	**Announcements of the workshop** **- Report on the results of the workshop**	**SLA AGM Day 2003**	**May-June 2003**
Encourage institutions that offer library training to do market research for distance education.	**- Education Coordinator** **- SLA, SSLA, SALT Continuing Education Committees** **- library employers in SK** **- library educational institutions** **- Dep't of Learning**	**Coordinated by Education Coordinator**	**Increase of courses on the Education page of the Recruitment web site**	**2002-2003 (pressure to build)** **2003-2004 (courses to be available)**	**Annually**
Work with other institutions to develop a communication strategy for distance education courses.	**- libraries represented by the MLB**	**Education Coordinator, MLB PR Committee**	**The strategy**	**2002-2003**	

ISSUE: Recruitment

GOAL: To have a pool of qualified applicants, both professional and paraprofessional, for each library job.

OBJECTIVE #6: Increase general public awareness of career opportunities in librarianship in order to increase interest in the information profession, in library paraprofessional opportunities, and in libraries and information centres in the province. A general public awareness campaign will also have spin off results for the value of information professionals and information services of all sectors throughout the province. The results of this objective will be measured through pre- and post-program surveys of the general public.

ACTION #1 -- Create partnerships with local job banks and employment centres.			
STEPS	**RESOURCES**	**RESPONSIBILITY**	**DEADLINES**
Contact Saskatchewan employment Centres and review the present material and designation of librarians and library techs.	**Time Long distance**	**Provincial Library**	**February 2002**
Provide appropriate printed information and contact names for those interested in more information. Include list of mentor programs in action #2.	**Time to prepare and distribute material. Cost of printed material. Time of co-ordinating speaker and mentor list.**	**Provincial Library**	**Distribute materials by June 2002**
Post all library positions on job banks	**Time**	**SLA**	**February 2002 - ongoing**
Post all materials on SLA web site	**Time**	**SLA**	**June 2002**
MEASUREMENT/EVALUATION: Track statistics of inquiries and number of packages distributed. Review these statistics annually and update materials. Conduct a major review of program after 3 years, measuring number of postings, inquiries, SK grads from MLIS programs.			
QUESTIONS/COMMENTS: The package created for undergraduate career promotion can be easily adapted to suit the needs of these employment centres. Do we want to focus on MLIS only or also include lib. Technicians.			

ACTION #2 -- Create partnerships with existing employment mentorship programs.			
STEPS	**RESOURCES**	**RESPONSIBILITY**	**DEADLINES**
Identify and contact Saskatchewan mentorship programs	**Time to gather list of partner organizations. Long distance calls.**	**?**	**April 2002**
Create printed information and details of mentor program and speaker's bureau.	**Time to prepare and distribute material. Cost of material. Time to co-ordinate speakers / mentors.**	**Provincial Library**	**Distribute materials by June 2002.**
Recruit interested mentors and speakers	**Time Long distance**	**MLB / SLA**	**April 2002**

Provide training for mentors	Time Training costs	MLB	May 2002

MEASUREMENT/EVALUATION: Track statistics of inquiries, speakers, mentors and number of information packages distributed. Review these statistics annually, contact program coordinator to discuss improvements, and update materials. Conduct a major review of program after 3 years. Evaluations of speaker sessions and feedback from mentors and mentored.

QUESTIONS/COMMENTS: The created for undergraduate career promotion and employment centres can be easily adapted to suit the needs of these professional development employment centres. Organizations include Saskatchewan Women Business Development Centres, etc.

ACTION #3 -- Create PR kit to help information organizations initiate and maintain local promotion programs.

STEPS	RESOURCES	RESPONSIBILITY	DEADLINES
Gather information about needs of community (focus groups, surveys, etc.)	Time to needs assessment Cost of materials Focus group costs	MLB and SLA	Sept. 2002
Gather and review existing materials (Library Advocacy Now, Sp. Lib. Association, etc.)	Time	MLB and library community members	June 2002
Create and distribute pr materials package/kit	Time to develop pr packages and promote their use. Cost of package materials and distribution.	MLB PR subcommittee and SLA	Launch materials / challenge Nov. 2002

MEASUREMENT/EVALUATION: Have each institution or individual keep track of pr activities and submit these to SLA annually. Annual review of submitted pr materials.

QUESTIONS/COMMENTS: Make the approach easy, using templates, practical suggestions etc. Have a mail out go to each library in province and each SK SLA / CLA / SpLA member. May want to link program to the 60th anniversary of SLA in 2002/03. Might be an initiative for SLA to wide promote, say a yearlong challenge. Could also be source of Forum issue or material or possibly linked with a contest. Perhaps a library calendar with key library "day" dates and targets for PR.

ACTION #4 -- Promote profession to general public – as a career option and a value to province.

STEPS	RESOURCES	RESPONSIBILITY	DEADLINES
Conduct research into perceptions of libraries and profession. This will inform PR campaign and provide an initial benchmark to measure results following program.	Time to review literature and develop research questions and techniques. Preparation and distribution of survey materials. Cost of results analysis.	MLB PR subcommittee and interested researchers.	- By July 2002, develop questionnaires and focus group questions -Distribute surveys Sept. 2002

			-Hold focus groups in Oct/Nov.2002 - Analyse results by Jan. 2003
Use a professional advertising agency to develop image campaign.	Time - quote for cost of developing a project. Time for consultation on creation and launch project. Financial resources - $$$	Coordination and consultation through MLB PR subcommittee on behalf of MLB	-Quote cost of campaign Feb. 2002-Provincial campaign research March 2002. -Launch of campaign Sept. 2003

MEASUREMENT/EVALUATION: Initial research provides benchmark basis for measuring program results and for directing image campaign. Review success of campaign Sept. 2004, using pre-survey as post-survey measure. If approved run campaign for another year and evaluate results.

QUESTIONS/COMMENTS: Might be able to break initial research in perception of libraries/librarians project into segments to different researchers. May also employ professional polling agencies to gather some of the information. This may also be part of PR/marketing agency work. Pre and post questionnaires to library users, board members, students and other groups. Perhaps create a simple survey for each sector that could be distributed by each library. This could be a national campaign taken on by CLA or other provincial organizations as professional service – should check to see what other programs might be happening in other provinces and coordinate if possible. Can we ask for additional funds from MLB sectors? Like DB licensing? Should we seek other large funding bodies?

ISSUE: Retention

GOAL: To have Saskatchewan libraries staffed by motivated library workers, productively engaged and competitively compensated for their work.

OBJECTIVE #1: To encourage library workers to remain in the province and to work with employers to achieve this. The results of this objective will be measured through pre- and post-program surveys of the employers and library workers.

ACTION #1 – Develop more continuing education and skill training opportunities.			
STEPS	**RESOURCES**	**RESPONSIBILITY**	**DEADLINES**
Look at distance education partnerships and possibilities, inventory existing programs and costs of virtual projects, e.g. SCN, virtual seminars, as well as other partnership opportunities	Time National Library Co-ordinate with SLA, SSLA, SALT, SSTA, Archives, Records Managers, IM sector	Education Co-ordinator (PL) if it comes through MLB then we may get more funding	
Create travel bursary for library workers to access continuing education programs.	Money Willing administrator Guidelines for use Management of funds Application/ application process	SLA?	
Access results of SLA continuing education survey	Time	Committee (maybe a liaison on the SLA continuing education committee)	ASAP
Highlight existing local educational opportunities for various groups	Time	Education Co-ordinator	
MEASUREMENT/EVALUATION: Create survey mechanism to track continuing education needs and interests, access program evaluation forms for existing programs.			
QUESTIONS/COMMENTS:			

ACTION #2 – Examine/research issues of job satisfaction for library workers.			
STEPS	**RESOURCES**	**RESPONSIBILITY**	**DEADLINES**
Look at existing salary surveys and compare with other provinces in various sectors	Time for research		
Encourage employers to provide opportunities for staff to participate in extra-provincial organizations by promoting the value of these opportunities for both the employer and employee	Time to develop campaign Research & development fund Multipurpose pooled fund Travel compensation		
Conduct campaign to show the value of	Time to develop campaign		

national and international networking			
Promote job sharing, exchanges and flexibility among SK libraries in order to promote collegial attitudes between libraries	Research Union contacts	Summer student	May 2002
Research the reasons for those leaving the province and for those who choose to stay. Produce "good" news stories for those who choose to stay. Look as establishing a look term	Time Questionnaire tools Library school student – in advanced research methods courses Business Administration students	Education Co-ordinator	
Create a research and development fund for research projects, travel for professional development, costs of training, etc	Funders – City Councils - RMs		

MEASUREMENT/EVALUATION:

QUESTIONS/COMMENTS:
ACTION #3 – Examine and implement methods for orienting employees.

STEPS	RESOURCES	RESPONSIBILITY	DEADLINES
Examine orientation programs in other provinces and locations, particularly those provided in northern and remote areas – in both libraries and other sectors – nurses, teachers, etc.	Time	Provincial Library	
Adapt a cultural orientation and mentor package for new library workers in SK	Time to prepare and distribute material Cost of printed material Other mentor programs U of R Resource creating template	Provincial Library – ties in with a recommendation from the MACLSSAP	

MEASUREMENT/EVALUATION:

QUESTIONS/COMMENTS:

ISSUE: Retention

GOAL: To have Saskatchewan libraries staffed by motivated library workers, productively engaged and competitively compensated for their work.

OBJECTIVE #2: To examine current levels of compensation for library staff in SK, as well as national levels of compensation.

ACTION #1 Research and disseminate the value to the public, employers, library boards and students of trained library staff.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Compile recent research on value of trained library staff	**Committee member, paid researcher?**	**Provincial Library collection, University collection**	
Divide research into audiences (public, employers, boards, students)	**Committee member, paid researcher?**		
Create feedback form for discussion/input – to audiences	**Committee members to approach their sectors**		
Measure:			
Review Date:			

ACTION #2 Research and disseminate information about compensation of library workers, comparative with similar occupations.			
WHAT	**WHO**	**RESOURCES**	**WHEN**
Specifically look at benefits (health, vacation days, etc), pay equity, continuing education – overall compensation research	**Committee member, paid researcher?**		
Create strategy for dispersing information	**Committee member, paid researcher?**		
Examine cost-of-living factors with a focus on Saskatchewan	**Committee member, paid researcher?**		
Measure:			
Review Date:			