Emerging trends in
New Zealand special libraries

Paul Szentirmay

Special Librarianship Scholarship

Report

Gillian Ralph and Julie Sibthorpe

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Paul Szentirmay Special Librarianship Scholarship Report

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Acknowledgements

AC Neilsen Award

We would like to thank AC Neilsen Ltd, for their support and interest they have shown in the discussion of special library closures as part of the overall survey of *Emerging trends in New Zealand special libraries.*
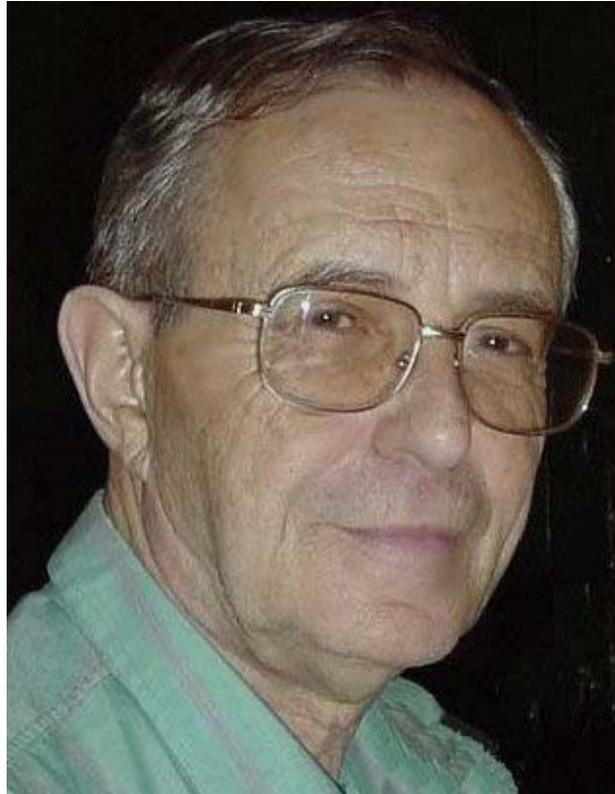
Paul Szentirmay Special Librarianship Scholarship Award

We would like to acknowledge the support of the Paul Szentirmay Panel (Thiam Szentirmay, Klara Szentirmay) and also Jennifer Klarwill, Stephen Lulich and Anna O'Connor; and our scholarship sponsors, Janet Copsey, University Librarian, University of Auckland ; Sue Cooper, Collection and Content Planning Manager, Auckland City Libraries.

New Zealand special librarians

We would also like to thank the special librarians without whose help, comments and suggestions this project would not have been possible. We acknowledge special thanks to Janet Upton, Treasury Librarian, for hosting the focus group, all the special librarians who have been interviewed and the many others who have replied to our many questions. Our thanks also go to the anonymous librarians who replied to our online questionnaire.

Paul Szentirmay

Paul Szentirmay 1928 – 2002, FNZLA*, MNZM** Tisztikereszt***

"A life of vision, a life of contribution".

Paul touched the lives and hearts of many people during his lifetime. Born in Szeged, Hungary in 1928, Paul graduated in theology. In 1956, he fled communist rule after a daring escape across the Hungarian border. In 1957, he arrived in New Zealand, speaking no English, but by 1960 had completed the one-year postgraduate diploma at the New Zealand Library School .

Throughout his career, Paul was an innovative and dedicated librarian. In 1973, Paul became Chief Librarian of the Department of Scientific and Industrial Research (DSIR). At DSIR Paul pioneered the innovative use of information technology in information management. The Vax network in those days was leading edge. Minicomputers had just started to make their mark in information technology. It was another 15 years before personal computers were on everyone's desktop.

After 10 years in the DSIR, Paul returned to the National Library as Director of Reference and Interloan Services. In 1985, he was promoted to Deputy National Librarian until his retirement in 1988, when he was awarded the Fellowship of the NZLA.

He founded, and was the first chairman of SLIS (Special Libraries and Information Services), a Special Interest Group (SIG) of LIANZA (Library and Information Association of New Zealand Aotearoa).

As a Library School lecturer, Paul had a formative influence on many librarians who came into the profession at that time. He enjoyed the challenge of imparting and sharing the importance of information and knowledge, of how information had to be collected and indexed, before it could be disseminated. He shared his vision of success: the need to take on challenges in order to be innovative and to be "ahead of your time".

One of Paul's enduring legacies to New Zealand librarianship is provided by the Paul Szentirmay Special Librarianship Scholarship, which is intended to improve knowledge about and the development of special libraries and information services in New Zealand.

Working tirelessly in his retirement for the growing Hungarian community spread throughout New Zealand, he became the first honorary Hungarian Consul in New Zealand. He built an extensive collection of Hungarian material, much of which has been donated to the Alexander Turnbull Library. In 2002, he was awarded the Hungarian Order of Merit, Officer of the Cross.

Notes:

*FNZLA   Fellow of the New Zealand Library Association
           (Now Library and Information Association of New Zealand, Aotearoa)

**MNZM   Member of the New Zealand Order of Merit

***Tisztikereszt   Order of Merit (civilian) - Officer Cross (Hungarian)

About the authors

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Julie Sibthorpe has been a business librarian for 25 years. She is currently Accounting & Finance Subject Librarian, at the University of Auckland General Library. Prior to that, she was the Manager of the State Library of Queensland's Business Information Service, (BRISQ). Before leaving for Australia, she managed the Business Information Service at the Auckland City Central Library and has worked in small special libraries and with special librarians for most of her career. Julie is an Associate of LIANZA and is at present Convenor of SLIS North. She is also a member of SLA (Business & Finance Division), and is currently responsible for the Auckland programme and maintaining the website for the SLA Australia and New Zealand Chapter.

Gillian Ralph

Gillian Ralph's background in special libraries covers thirty years. Firstly in the Department of Scientific and Industrial Research (DSIR), which later became a Crown Research Institute (CRI), Industrial Research Limited. She has also worked on specific contracts in special libraries and more recently in the Business and Economics team at the University of Auckland General Library. Gillian is a Fellow of LIANZA, and has been actively involved over the years with LIANZA as a member of Council, the Credentials Committee, and the SLIS Committee. In 2008 Gillian was President of the Special Libraries Association, SLA Australia and New Zealand Chapter and as Immediate Past President is co-ordinating the 2009 Information Professional of the Year award.

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Executive summary

The research was carried out to determine emerging trends in special libraries in New Zealand.

A further objective was to study special library closures since 1990 and to discover possible causes of those closures.

We found that special libraries in the commercial sector suffered job losses, staff reductions and closures over the period of the study.

Special libraries in the non commercial sector, however, experienced growth in numbers and staffing levels over the period studied.

Although total numbers of special libraries did not change significantly, we discovered a shift from Auckland based libraries to Wellington based operations.

We found that some groups of librarians within the broad heading of special librarians operated within strong cohesive professional groups. It is within these groups we found well developed support and networking, whereas in other groups the networks were hardly established leaving librarians in professionally isolated and vulnerable positions.

We found evidence of librarians taking on new roles as knowledge managers as well as embracing new technologies that enhanced their skill sets.

New opportunities are developing for both Maori and Pasifika librarians.

We concluded that special librarians could develop more as a cohesive professional group in order to enable its members to enhance their technical, managerial and business skills.

Of particular interest is the need to demonstrate the value of the profession and improve its image within the general business community.

Our research on closures found, that during times of review when a library is facing a threat to survival, resources and services are available from the profession. Often these are not taken up because there is no convenient forum. (See paper *Special librarians without special libraries* http://opac.lianza.org.nz/cgi-bin/koha/opac-detail.pl?bib=386)

As a result of our study we have established a website as a first step to offer resources to special librarians, particularly those in sole charge positions. This site is being developed through SLIS groups nationally and can be found at http://www.lianza.org.nz/community/special_libraries.html

Introduction

This report discusses research carried out for the inaugural Paul Szentirmay Special Librarianship Scholarship. The research was designed to describe New Zealand special libraries and to find out what emerging trends can be identified. The research was initiated because various libraries, especially in the corporate sector, were closing down. A study was made of those special libraries which have closed down recently, to find out the possible causes. It was also decided to lay down a foundation for other researchers and to include special library closures over the last 20 years, back to 1990.

The results of a comprehensive literature review are provided first, followed by a chapter on the current state of special libraries in New Zealand, and the issues they are facing. The next two chapters discuss libraries in non-commercial and commercial settings in depth, and identify the different issues these two areas of special librarianship face. Arising from the literature review and research conducted by interviews, is a listing of what can be perceived to be emerging trends in New Zealand special libraries.

The conclusions and recommendations have been listed, for both individuals and professional groups, to use to meet the challenges during what is a transitional time for special librarians or information professionals.

The first appendix is a report called *Closures: special librarians without special libraries*. It is a report of the research into the closures of special libraries since 1990. Most of the research was gathered using an online questionnaire. The findings from this research were presented at the LIANZA Annual Conference for 2008 are also included in this report, *Emerging trends in New Zealand special libraries*. Other appendices include lists of those libraries which closed between 1990 and 2008.

Methodology

The Paul Szentirmay Special Librarianship Scholarship research set out to find the *'Emerging trends in special libraries in New Zealand'*. As part of the AC Nielson scholarship, which we were awarded at the same time as the Paul Szentirmay Scholarship, we investigated the closures of special libraries in New Zealand since 1990. The research covered three areas, a worldwide literature review, interviews and a focus group, and a questionnaire specifically on library closures, to reach the people who remember the special libraries – the special librarians or information professionals of New Zealand.

Literature review

A literature search was conducted to review the activities of special librarians throughout the world. Countries such as Australia and the United States of America, Europe, Canada and some Asian countries, which are English speaking and have similar library communities to our own, were chosen. In general the focus was on material from the year 2000, but in some cases books and articles of major importance dated further back.

Chapter for an IFLA publication

During the research process we were asked to write a general description of special libraries in New Zealand for the following IFLA publication due to be published in 2009, edited by I. Abdullahi, called *Global library and information science : a textbook for students and educators. Chapter on special librarianship... New Zealand...* (Abdullahi, 2009)

Interviews

Personal interviews were carried out with twenty senior librarians, working in all types of special libraries, including government departments, corporate, engineering, legal, financial special libraries, representatives from the parliamentary library, tertiary education instructors and a representative from LIANZA. We interviewed senior librarians to gather a senior management perspective and were able to range across broader issues than those covered in the online questionnaire on closures. A template of questions was used to achieve consistency in the interviews. A copy of the interview template is attached as an appendix.

Focus Group

A focus group consisting of nine senior special librarians was held in Wellington in March 2008. The researchers were based in Auckland, and wished to gather a balanced view of the

whole New Zealand situation, by talking with a range of Wellington special library managers, working in the government and corporate sectors and in not-for-profit settings.

Discussions were based on the interview checklist and concerned collaboration, physical space and virtual resources, changing roles, staff issues, the ageing workforce, technology, professional image, among other topics.

Questionnaire on the closure of special libraries

The questionnaire was constructed specifically about special library closures and called upon New Zealand special librarians to remember back to 1990. The questionnaire was sent out online to *nz-libs* and SLIS mailing lists.   - 3

There are approximately 787 people working in special libraries, many as part time and assistants, so we expected about 50 responses. A response of 74 exceeded our expectations, making a response rate of 9.6%. There were 290 special libraries in the *Contacts Unlimited* directory. (Contacts Unlimited (Ed.), 2006).

Issues of reliability and validity of the data.

The Survey Monkey (http://www.surveymonkey.com/) was chosen as our software. Replies were anonymous, but we asked for an email address to remove any duplicate replies. This provided an IP address list on which we could sort.

The questionnaire was advertised widely throughout the library community through listservs, emails, and was announced at the LIANZA Conference 2007, to call upon the support of the special librarians for their assistance and collective memory. The data received from the 74 responses to the questionnaire was checked against published data for example the *Directory of New Zealand libraries, Contacts Unlimited, Directory of information and library services in New Zealand,* and the *Standards finding list*, to confirm the existence of any library or information service. There were only twenty named libraries that were not substantiated. The combined memory of the librarians can recall those twenty libraries having been in existence, although the closure dates are not definitely confirmed. (Contacts Unlimited, 2006, *Directory of New Zealand libraries, 1990, 1995, 2000, 2002, 2005, 2005, 2007, 2008),* National Library of New Zealand, 2007, Szentirmay, 1988, White, 1994, Williams, 1990)

The 16 questions used were a mixture of both open ended and closed questions to elicit as much information as possible. The details in the open questions provided us with much in the way of comments, suggestions and quite candid comments which have been generalised to protect privacy. We used closed questions as we required total numbers as well.

Data security was addressed by using a reliable survey programme, (Survey Monkey), which provided data security with passwords and methods to download and analyse the results. The privacy statement was in accordance with the Survey Monkey policy, and participants were reminded that they would not be named.

Limitations regarding this study would be that we used a survey mechanism for what was a questionnaire, rather than a survey. Also we were requesting respondents to cast their minds and experiences over twenty years and some of the responses were understandably vague. We did not detect any bias in the design of the survey and the results obtained, as we were asking for specific details. The gaps we identified were in the question concerning those libraries that decreased in size, as some of those processes were gradual and quite complex, involving mergers, acquisitions, name changes and eventually closure. Next time it would be a good idea to ask about staff numbers, as this would have helped with assessing total numbers of librarians affected. The sample questionnaire is attached as an appendix.

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Literature review

This comprehensive literature review covers mainly English speaking countries, with library systems similar to New Zealand's. The most recent articles on special library practice were collected, but also some articles which are too important to leave out and of particular interest which date further back. For countries such as United States and Australia, there is a wealth of information for all aspects of special library management, while for other countries there is little available. For the study of special library closures we found little in the way of statistics or trends, except from the United States. Some 1981 research from the United States was the main resource on closures and the author, James Matarazzo, continues publishing on the topic of better practice to avoid closures. It is sobering to think that he identified the main strategies to avoid closures 25 years ago. These have come through strongly as theory in the literature but need to be embedded into everyday practice and library education for special librarians, by both professional organisations as well as individuals.

The literature review has been organised by country under the following main country headings: United States, Australia, and Other. Under each country is a discussion of the main professional organisations for the country, followed by aspects of interest such as statistics and employment, marketing, measuring the value of the library and closures in that country. All references are listed at the end of the literature review, organised by country.

United States of America

The predominant United States source of information on special libraries, with a growing global influence, is the Special Libraries Association (SLA). SLA celebrates its 100th anniversary in 2009. There are many ways in which the SLA takes care of members, through 58 regional chapters internationally and 49 subject divisions, which cover specialist subjects (e.g. Law, News, Chemistry etc). These groups offer lively discussion lists, web sites, bulletins and events. The training needs of the members is taken care of by seminars, and chapter events as well as the Click University, an online resource for training, using web broadcasts and pod casts etc. All SLA members receive a monthly journal called *Information outlook*.

The SLA *Competencies for special librarians of the 21st Century*. (Special Libraries Association, 2003) is a tool which can be used to specify key activities carried out and the personal skills needed to provide library services in organisations.

> *"of key importance, managers who are responsible for hiring library and information professionals as full-time employees, contract employees or as information brokers can use this document to inform themselves about the knowledge and skills of special librarians and the value that they add to the*

organization or to the particular task at hand." (Special Libraries Association, 2003, p. 1).

In a recent pod cast presentation by Jose-Marie Griffiths, Dean of the School of Information and Library Science, University of North Carolina (UNC) Chapel Hill, it was found that there are currently 9,181 special libraries in the United States. This compares with 10,452.in the years 2002-2003. However the findings reveal that not only are the numbers of special libraries falling but also the average number of librarians per library is falling. (Griffiths, 2008).

The 2008 SLA salary survey indicated that higher salaries were commanded by those information professionals with a speciality, such as competitive intelligence or business research and analysis.

> *"The 2008 study includes for the first time a full chapter focusing on the functions of CI and online/business research and analysis, growing areas of responsibility and interest for information professionals. Nearly 20 percent of all survey respondents are now in positions covering these functions. These findings reflect the changing roles of information professionals across the enterprise. The median salary for CI professionals and others in this category is US$ 69,000, compared with US$ 66,000 for all respondents."*

The Past President of the SLA is Stephen Abram, is an inspirational writer and speaker on the positioning of special librarians to take advantage of the many changes occurring in the field. Stephen Abram charts the impact of technology on the profession, and advocates marketing and the creation of an online presence. He publishes articles and produces his blog, Stephen's Lighthouse. (Abram, 2009).

Another notable writer in this area is Guy St Clair, a former President of SLA. St Clair looks at ways in which information professionals could broaden their range of skills and proficiencies to include all the information management functions of a learning organisation. (St Clair, 2002). These include knowledge management, records management, archives and external information needs. This is a vision of new profession which he names *knowledge services*. St Clair urges those involved in library education and information professionals to train and promote this vision back to the organisation, as it implements the principles of the learning organisation.

A 1990 survey "*Valuing corporate libraries: a senior management survey*" consisted of 164 US companies. (Prusak & Matarazzo, 1990) Most companies have no methods to evaluate the productivity of librarians. Few think of librarians as *"mission critical. Most writers on external information for a firm do not even mention a corporate library."* (Prusak & Matarazzo, 1990, p. 2).

Senior managers need to be

> *"newly convinced that company librarians/information managers bring unique, value-added services to the firm"* (Prusak & Matarazzo, 1990, p. 3).

and

> " *not to seize the opportunity information management presents will only hasten the further decline of what is fast becoming an insecure, undervalued and underpaid position at most businesses in the United States"* (Prusak & Matarazzo, 1990, p. 3).

The article also describes the many methods of measuring value and its importance to senior managers who manage organisational libraries. The article identified emerging trends, and the authors interviewed people to whom librarians reported, usually managers in finance and administration, marketing and information services. They found staff numbers to be very small, 5 FTEs or fewer and noted that librarians are rarely seen as having the skills to be information analysts. (Prusak & Matarazzo, 1990, p. 3).

No one asks *"how good is the library?"* When asked which special library services add most value to the company, managers did not know or did not answer. Library managers should conduct studies on value and convey the results to their managers. The most significant reason given for development of an outstanding corporate library was upper management's belief that information is important to the company (Prusak & Matarazzo, 1990, p. 3).

The survey findings were that librarians are on the whole highly rated but that generally, there are no procedures are in place for measuring library effectiveness. Matarazzo and Prusak quoted Stephen Abram:

> " *A library's output has to be measured…in terms of how, and to what extent, the actions of others are made more productive or their decisions successful. Following this reasoning a library must be measured in value in user terms* "(Prusak & Matarazzo, 1990 p. 5).

Emerging trends they foresaw in 1990 were:

- The importance of IT.
- No increased size of the library or library staff increases.
- End-user searching desirable.
- They saw the obvious place for librarians to be allied with computer and IT people or records management areas.
- Marketing should create a greater impact to attract new users
- Opportunities were there to increase value-added functions such as problem analysis, report writing, internal consulting, problem evaluation, synthesis, advanced research, evaluation of information services and end-user products, high level analysis using models and spreadsheets.
- Consider who else provides information in large firms? (Prusak & Matarazzo, 1990, p. 7.)
- Special librarians – "think about renaming yourself"
- Special librarian's work is seen as a development service but salaries are low relative to those of other specialists in the SLA surveys e.g. SLA data processing professionals.

Advice and benchmarking for United States special libraries is available (Wilson, 2008) which offers comparisons across the sectors – corporate, government, education and healthcare and includes staff time commitments, budgets, digital resources, top 5 services, and top 3 information management challenges (keeping up with technology, budgeting and staff constraints).

Rebecca Vargha is another former SLA President who publishes articles and resources on the website called *"The Future of Special Librarians in the Workforce"* (Vargha, 2005) which includes a literature review on special libraries.

There is growing interest in evidence based librarianship for better decision-making. This uses specific scenarios, and tried and tested methods are stored for future use, having been proven. (Fisher and Robertson, 2007).

Employment

A study of the New England (US) job market was limited to for-profit companies and restricted to the period 1997- 2005. There was a pronounced decline in the number of advertisements between 2002 and 2003 and private firms posted more jobs than publicly listed ones: Matarazzo & Clarke noted,

> ."v*acancies posted by publicly listed companies have been in downward trend for the whole nine years covered by this study*" (Matarazzo & Clarke, 2008, p. 12).

The March 2008 issue of the *Journal of business and finance librarianship* was a special issue on employment. One article details how in May 2006 *US News and world report* lists corporate librarianship as one of the best careers for 2007. *Special librarianship as a career* published by the SLA (1995) and *Knowledge and special librarians* (Matarazzo, 1999) as well as the *Libraries career guidebook* by Shontz (Shontz, 2004) all cover special librarianship as a career, (Rimland & Masuchika, 2008). Another article has a discussion of job advertisements. Employers find it difficult to find qualified business librarians but the authors feel that although this is improving, it could result in a shortage of skilled librarians. (O'Connor & Marien, 2008, p. 198).

In the same issue Judith Nixon reports that soon there will be many retirements, leaving positions vacant. There is a shortage of younger mid-career librarians in the United States and this is even more pronounced in Canada. There is also a high dropout rate of graduates mainly due to the perception that there is not enough opportunity for them to advance. The article suggests a succession program, to build competencies. (Nixon, 2008, p. 253).

The report of a panel discussion focused on the disruptive aspect of the internet and its impact on the industry players including authors, publishers, vendors, intermediaries, and libraries. Libraries are experiencing difficulties with vendors and the spectre was raised of mergers into a single vendor creating the One Big Vendor phenomenon. Since 2003, there have been mergers of vendor companies and the consolidation of many resources into the holdings of single vendors which means libraries struggle to have a chance of negotiating

flexibility in product, quality of content and price. Consumer groups and consortia of librarians are an important idea. (Plosker, 2003).

In *Moving in with your clients*, Solomon (Solomon, 2008) describes how the centralised offices at Merrill Lynch Canada's corporate library experienced moving in with clients and working alongside them, to the mutual benefit of staff and librarians.

Traditional information skills (finding, analysing, and synthesising information) are less of a competitive advantage unless they are presented in ways that

> *cut through the noise*

and

> *depict insights for decision making, sense making or knowledge creation.* (Kennedy, 2008).

Information skills are being further shaped by the alignment with organisational objectives and core processes, especially in competitive intelligence, strategy, competitive advantage and value measurement. (Kennedy, 2008).

Amelia Kassel writes on "Mentoring independent information professionals- a case study" (Kassel, 2005) and finds that some SLA Divisions, such as the Business & Finance Division, have mentoring programmes, as does ALA.

The March 2008 issue of the *Journal of business and finance librarianship* also contained several articles on mentoring. Diane Zabel suggests that offering mentoring can enhance the sale of memberships to professional associations, especially as people entering the profession now may not all be graduates of MLIS training programmes. Mentoring is also ideal to bridge the gap in the ageing library profession. The American Association of Law Librarians (AALL), has a mentoring scheme, including a Quick-Mentor service for short term professional guidance to members. Professional associations give rise to much informal mentoring too, and this is critical, but most associations make little of this in their marketing. (Zabel, 2008).

In "*When mentors and mentees switch roles*", the role switching is not the traditional idea of older experienced workers coaching newer ones, but rather the opposite. The author identifies the four generations now working together. (Wagner, 2008). A Conference Board report discussed which points out the complementary skills each generation brings to the organisation. (Pikitalis & Greenes, 2008).

Measuring value

An important SLA publication is *"Valuating information intangibles: measuring the bottom line contribution of librarians and information professionals"*. (Portugal, 2000) which discusses the intangible value of libraries and information centres. It is hard to

determine using accounting systems, on which aspect to focus, tangible or physical assets. This workbook presents four different approaches: return on investment and cost benefit analysis, knowledge value-added, Intranet team forums and intellectual capital valuation.

William Edgar describes the theory of evaluation of the special library. Part 1 reviews the literature on the topic of measuring the impact of the library and the four classes of research: field research, surveys, statistics, and experiments. He discusses how information is turned into knowledge in a knowledge society and William Edgar explores the role of core competencies in a corporate library and the role they play in generating wealth (Edgar, 2007), (Edgar, 2004).

Lewis Davis (Davis, 1998) comments:

> *"The corporate library has long been a backwater of modern business, an underused service department offering research assistance, reference information, and historical archives. But now, mushrooming technological capabilities coupled with insatiable business needs for information are propelling libraries to a much more visible and more strategic role in corporate operations. Librarians themselves, retooled as information management specialists, serve an increasingly important function by providing access to essential information, lurking both inside and outside their organisations"* (Davis, 1998, p. 2*).

and

> *"In defining the value of library and information services to their organisations, analysts find themselves in much the same position as appraisers."* (Davis, 1998, p. 7).

Technology

 Current trends in web applications are discussed by various authors. Stephen Abram is always abreast of developments and his blog Stephen's Lighthouse (Abram, 2009) is disseminating technological information to libraries on a daily basis. He emphasises the importance of social networking sites like MySpace and Facebook and highlights their potential in reaching young people.

Because within libraries there is a huge discrepancy between staff members in their ability to use new technology and to get up to speed in a timely manner, Seeger advocates the setting of departmental goals and minimum technological competency requirements. (Seeger, 2007).

Businesses have been slow to adapt to social networking media such as My Space and, social book marking, blogs and wikis. These can transform corporate intranets and enable collaborative environments for remote disconnected teams.

> *"Motorola now has 4,400 blogs for its 71,000 employees, accessible via their smartphones. Cisco has Ciscopedia for employees to build their own libraries of information. They can also see text and video blogs, discussion groups and problem banks."* (Revolutionizing knowledge work, 2008).

Closures – United States of America literature review

James Matarazzo is a prominent writer on the subject of closures and why they occur. There is much rationalization now occurring along the lines of "everything is available on the internet so why bother having a library?" However Matarazzo indicates new roles and activities to be undertaken by special librarians to ensure that organisations do not leave themselves vulnerable to missing key information, by ensuring they actively collect what they need, and that they are able to effectively access relevant information.

Since his first study of special library closures in 1981, (Matarazzo, 1981) Matarazzo has also been advocating a better system of reporting the value of the library back to the organisation, in measurable terms. His 1981 study of factors in the closures of libraries produced these conclusions:

- Decision-makers are not affected personally by the loss of the special library
- Users of the library are at the operational level
- **Failure to evaluate the library services regularly is evident by decision-makers and librarians**
- There is a high impact of a single individual on the future of the library (especially a CEO or senior manager)
- The librarians studied seldom provided information that closing the library was an error – none provided reports, to tried to save it and they were passive or accepting.

In a later article called "*Corporate score"* (Matarazzo & Pearlstein, 2007) the authors say

> *"In the sixth consecutive year, we hear that corporate libraries are losing both space and staff, closed by management who believes that any needed information is freely available on the web. While no official tally is kept, the magnitude of the problem can be estimated by reviewing SLA membership data and our own experience. We calculate a more than 20% decline in SLA membership since 1997 (a figure SLA confirm) roughly when the Internet began having an impact on the lives of librarians and information science professionals and their clients. Even if only half the special librarians in the United States and Canada belong to SLA, and even if this represents only a portion of closures, reductions to voluntary or involuntary early retirements, it is clear that to help themselves, company librarians must find a new path to success"* (Matarazzo & Pearlstein, 2007, p. 1).

They speak of the importance of aligning the service fully with the parent organisation as,

> *"Value becomes somewhat easier to demonstrate because the library's benefits are designed and implemented to enhance larger corporate objectives"* (Matarazzo & Pearlstein, 2007 p. 2).

They advocate using SLA competencies for 'managing down' and the Balanced Scorecard for 'managing up'. This translates strategy into measurable objectives. The Scorecard can help design measures and items to track, set goals and focus your discussions with decision makers.

> "*Views vary widely about the causes of downsizing and closures of corporate libraries. Corporate libraries and librarians have been affected even in environments where a strong library foundation has been traditional. But as traditional library services are vanishing, so are its traditional practitioners.* "(Matarazzo & Pearlstein, 2007, p. 2).

> *"What should alarm us is that more companies don't recognize the utility of their library during times of downturn. Rather the library is often seen as a handicap. Whether as a result of consolidation, outsourcing or just plain naiveté about the web's capabilities, there is no question that the closure of many corporate libraries and attendant job losses are having an effect on corporate librarians. Minds won't be changed without us. It is our job to show companies we work for, why our services are essential.*" (Matarazzo,& Pearlstein, 2007 p. 3).

Much of the literature from the United States focuses on improving daily practice and there is little literature reporting closures, except as notices or brief discussions after the event. Notable recent closures of special libraries in the United States include the following :

- The Environmental Protection Agency (EPA) maintained 26 branches in a network which was threatened with an 80% cut in budget in February 2006. After much public and union criticism including lobbying by the SLA this resulted in a "Government accountability report on EPA library closures" (Schatz, 2008) and (Ojala, 2007).
- IBM, in a global reorganisation of the company in May 2005, closed several data enters. (Hamm, 2005).
- Time Warner AOL in 2001 decentralised the company, and all 30 staff members of the library were let go or sent to two smaller libraries at Time and Fortune magazines.   (DiMattia, 2001).
- Sandia National Laboratories (Albuquerque, NM.) closed in order to "*go virtual*" losing 60,000 volumes in 2007, as the result of a consultant's report. However management sees this as a transitional time to obtain online access (SLA, 2007) and (Schatz, 2007).
- Military library Fort Huachuca Library in SE Arizona was closed in 2007 as it

> "*did not meet community and Army standards*" (Walz, p.2)

and will enter into a municipal partnership with nearby Sierra Vista Public library. The tone of the article is that this

> "*sets an ominous precedent*"

which is being tested also at Falls Church Virginia Army Surgeon Medical Library. (American Libraries Association, 2007) and (Walz, 2007).

- Rick Mullins talks about the closure of Pfizer libraries due to outsourcing. Rohm and Hass has also downsized (Mullins, 2008).
- Dollars and not analysis of value led to the closing of the Marriott corporate library and the librarian was not consulted. "*What can managers do?*" Sometimes nothing and sometimes it is the proactive work years before any threat of closure that avoids the decision to shut the library. (Schachter, 1999).

And when libraries were thought to be moving to virtual services:

- The Engineering Societies Library closed its doors in June 1998. This extensive case study explains why after thirty-nine years, the collection was broken up and moved to two new libraries, one of them the New York Public Library. (Cohen, 2000).
- In 1998 the Kellogg library closed and Apple Computers too. The question in the longer term is "*how does this affect a company with its core research tasks?*". Monica Ertel (former head of library research at Apple Computers) says today that:

> "*… if the Apple Library had adopted the model of …sending the librarians into the business units, maybe the Apple library staff wouldn't have become the temptingly large target for cutting*".

Monica Ertel believes

> the old central library role will be an outdated one that librarians will have different roles to play, working in business units" (Helfer, 2000, p. 3).

- The Wall Street Journal closed its news library on March 23, 2009. The shutdown was the result of a cost cutting exercise. The news staff in future will be doing their own research. (Strupp, 2009).

Debbie Schachter advises in an article called "*Special libraries in transition: what to do if the axe is falling*". (Schachter, 2007) that decisions to close a special library are frequently the whim of a new CEO or manager and seldom approved of by the library's users. Closures often go unnoticed by the library professional community and still represent a "*clear target*" for reduction in costs.

> "*Many individuals believe they are capable of finding all the information they need themselves, from free and fee-based end-user systems*".

> "*If this is the new reality then addressing this perception is the new focus for the manager of every special library.*" (Schachter, 2007, p. 43).

Huge changes are underway. There may be a need to specialise, to deepen research or subject expertise. The strategy of integrating research staff into and alongside research areas in the company is echoed here too.

> *"The age of the information intermediary may be over, but the role of the special librarian is merely evolving." (*Schachter, 2007, p. 43*).*

and

> *To prepare yourself for difficult times, you need an awareness to see both the day to day and longer term picture, analyse and be proactive. Being attuned to the trends in your market is essential as business conditions can change at a moment's notice. Combining the on the ground changing experience with the more reflective and thoughtful analysis and review helps to craft the most effective strategy.* (Schachter, 2007a).

> The pain of a library closure as it affects an individual dedicated staff member is detailed in an article by Phillip Barnett. It details the nature of the closure and his own reaction to the closing, the disruption to his professional life and the adjustments he made. (Barnett, 1992).

Australia

According to the Australian Bureau of Statistics, the Federal Department of Education, Employment and Workplace Relations (Australian Government Department of Employment and Workplace Relations, 2005), and *Australian Job Search 2005*, (Australian jobs, 2005) the library and information sector in Australia contains a total workforce of 28,000 with 13,000 being librarians (46%), 5000 (18%) library technicians, 7000 (25%) working as library assistants, 3000 (11%) archivists or allied professionals. The library workforce is highly feminised, and 60% of workers are over 45. (Hallam, 2008, p. 3). There are the National and State Libraries plus 1800 public libraries, 38 University libraries and 70 TAFE libraries. The total number of Corporate and government department libraries was 1128 in 1999. (Smith, 2001).

The Australian Library and Information Association (ALIA) is the professional organisation for the Australian library and information services sector. Various ALIA Groups cover special libraries, especially ALIA Special Libraries (VIC), and ALIA Specialist Information Group (SA). A special libraries national coordinator is expected to be appointed in 2009.

The ALIA website is the source for the *Guidelines for Australian Special libraries* covering management, staffing, finance, resources, services and work environment. The ALIA site also includes, *The library and information sector: core knowledge, skills and attributes,* which were adopted in 1998 and amended in 2005. Australian library publications include

inCite, Australian Library Journal and *AARL* (Australian Academic and Research Libraries).

An article by Eric Wainwright (Wainwright, 2005), who is a key contributor to Australian library literature, discusses the fact that more people are engaged in research and are researching more widely than in the past. The rise of Google has helped people obtain a "sufficing" level of information (Wainwright, 2005, p. 128). Elsevier, the publisher, now allows an author to publish on open access sources. There is more government publishing especially on websites, but there is still a digital divide in society (Wainwright, 2005, p. 129). So the implications for librarians and special librarians are more multidisciplinary research and more research going on generally.

Employment

A key writer in the future of library workforce planning is Gillian Hallam. An extensive census of library employment and education information is being compiled. Called the *Nexus* project, it has been planned to collect data which will relate to similar censuses around the world, especially from Canada, United Kingdom and United States of America, to find out how to plan for future workforce needs in Australia. Under investigation are workforce planning issues, and the ageing workforce, but also the need for changing skill sets throughout the library workforce. (Hallam, 2008).

> *"60% of workers are aged 45 years or over."*
>
> *700 LIS students graduate each year, and a declining number of lecturers are available "with the number of LIS university staff decreasing literally by 50% over the period 1996-2005, from 130 to 64 teachers Australia wide."* (Hallam, 2008, p. 3).

Gillian Hallam (Hallam, 2006) says that there is despair noted in the United Kingdom , at the calibre of people applying for MLIS training

> *"…with an increasing awareness that the sector is failing to attract the best and brightest employees."* (Hallam, 2006, p. 8).

There is

> *"… also a need to rejuvenate middle level staff, which due to downsizing and hierarchical flattening of the organisation structures in the library workplace, have not had the opportunity to develop managerial or leadership skills.* "(Hallam, 2006, p. 8).

The report "*Australian jobs 2005*" (Department of Employment and Workplace Relations, Australia, 2005). predicted that the

> *"future growth prospects for librarians were declining (1 on the scale of 1 to 5, where 5 is high), while the employment growth prospects for archivists and competitive intelligence professionals will reflect extremely strong growth (5 on a scale of 1 - 5)."* (Hallam, 2006, p. 9).

The NEXUS research, (Hallam, 2008) is being undertaken between QUT/ALIA/CAVAL. One interesting aspect of the research will be to investigate attributes of students and graduates which would provide a comparison with the article by Teece, (Teece, 1997) in "*inCite*", ALIA journal, and data published ten years ago. The final Nexus report is now out. (Hallam, 2008).

Helen Partridge and Gillian Hallam (Partridge & Hallam, 2004) have previously identified the skills and discipline knowledge needed by the 21st century information professional and have listed professional and personal skills for example,. generic competencies and discipline skills as the

> *"double strands of the DNA of information professionals*". (Partridge & Hallam, 2004., p. 6).

There is also a list available at the ALIA website, *The library and information sector: core knowledge, skills and attributes.* (ALIA, 2005).

Principles of workforce planning can be obtained from an article by Jenny McCarthy (McCarthy, 2005) of Queensland University of Technology (QUT) Library. McCarthy discusses the future impact of senior staff leaving and outlines strategies that have been used at QUT Library These techniques are also relevant to special libraries. In Australia the data indicates that 52% of Australian librarians are older than 45, with 20% being over 55 years old. This is the situation being faced at QUT, and is mirrored throughout Australian libraries. The concern is that most of these staff are currently at senior levels in the organisation and often have worked continuously in the same library. Lean times in the 1990s also meant that there were few new people hired and many mid-career jobs disappeared as middle and senior positions were merged. Over the last 15 years, the rate of change in libraries has been rapid. The impact of information and communication technology has been significant and continuous.

The ALIA Core Knowledge Statement (ALIA, 2005) recognises a very similar set of generic and discipline-specific knowledge, skills and abilities. The library profession in Australia has no specific strategy to manage this transition in workforce planning. In 1995 Australian librarians founded the Aurora Institute to develop future leaders. The academic library group Librarians of the Australian Technology Network (LATN) formulated a range of activities that librarians, including special librarians, could use to establish a strategy for planning future workforce needs, such as:

- Develop a written plan
- Change recruitment hiring and retention practices
- Recognise good work and attributes
- Encourage professional development and higher education

- Work with the library education community.

A study of the Sydney Morning Herald jobs advertisements from 1974 to 2004, (Kennan, Willard & Wilson, 2006) covered a period of thirty years. The study considered jobs only for new library and information graduates. Over thirty years there was an increase in the need for behavioural and interpersonal skills, with qualifications becoming less important (Kennan, Willard & Wilson, 2006, p. 25). Experience was preferred and it was not clear how new graduates could get work to gain this experience. Contract work increased. There was a lower number of positions and fewer jobs were advertised in information literacy and the reader education area than the authors expected. (Kennan, Willard & Wilson, 2006, p. 28).

Advertisements became more complex over time.

> *"It is one of the few professions suffering the appearance of a decline, with a great deal of questioning from within as well as externally about the ongoing need for, or viability of the profession. This is despite the fact that in today's information rich society the LIS skills and competencies of organising and managing information and providing people with the information they need when and where that require it, have never more been necessary"*.(Kennan, Willard & Wilson, 2006, p. 35).

The paper contains lists of skills and competencies and other analyses by employer, qualifications and experience, as well as cluster analysis of the results.

> *"By 2004 only 44.7% of positions advertised asked for established LIS skills"* (Kennan, Willard & Wilson, 2006, p. 34).

Mary Anne Kennan also worked with others to compare the two countries, Australia and United States, and found in a short survey between August and October 2004, using the same analysis methods as the above article, that for all library positions, good communication skills, and flexible and adaptable qualities are the most often specified.(Kennan, Willard & Wilson, 2005).

Finally moves to give accreditation to special libraries are discussed in *Accountability and accreditation for special libraries : it can be done!* (Glockner, 2004). This is an area which is of interest. The article advises how to set up accreditation in Australian special libraries.

Heather Carine discusses mentoring as a form of support (Carine, 2007)**.** It is hard to find articles measuring the value of mentoring and Carine has reported her experiences as both "mentor and a mentee" at different times. She worked as a freelance information professional and was mentored through Amelia Tassel's programme in the USA. This helped her expand her knowledge and understanding of library practice especially in career planning. It is a way to get honest and constructive feedback and help raise your confidence etc.

Measuring value

To help special librarians perform well, there is a wealth of advice from consultants and practising librarians like Sue Henczel. Henczel has produced articles which contain practical advice and support for librarians in organisations and companies such as *Measuring and evaluating the library's contribution to organisational success* (Henczel, 2006). Data is gathered from users, but also non-users how they go about finding the information they need. Surveys are difficult to create and need plenty of promotion to achieve satisfactory levels of response.

An information audit will provide an inventory of information requirements, and it will rate their relative importance. Henczel has written a book on this audit process (Henczel, 2001). She defines an information audit as

> "*a systematic evaluation of information use, resources and flows, with verification of reference to both people and existing documents, in order to establish the extent to which they are contributing to an organisation's objectives.*" (Henczel, 2000).

This is a useful first step into knowledge management too.

An excellent article by Ian McCallum and Sherry Quinn (McCallum & Quinn, 2004) provides advice on how to prove the special libraries' value to the organisation (McCallum & Quinn, 2004, p. 510).

Jennifer Cram (Cram, 1999) discussed value measurement and provision, based on measures such as customer satisfaction, impact measurement, bias, accountability and defining value.

Trends

Information literacy and training

There are many articles discussing the opportunities special librarians in Australia have to help make their libraries more relevant to the organisation during changing times. For example, an article by Jennifer Kirton and Lyn Barham discusses the difficulties of providing information literacy in the workplace but this represents an opportunity. (Kirton & Barham, 2005).

An interesting research study by J Kirk, (Kirk, 2004) uncovered

> "*the variety of ways in which senior managers use information in their work.*" (Kirk, 2004, p. 1).

The author suggests that teaching managers how to organise their personal information is a newly available opportunity. This important detailed study investigates the role of

information professionals/special librarians in teaching information literacy in corporate settings.

Broadening the scope of products and services offered

The opportunities for information professionals as stated by Sue Henczel (Henczel, 2004) are:

- providing the products and services tailored to the needs of the organisation
- educating people in the use of those products and services
- facilitating sharing and knowledge of these
- shifting the focus from process to people and from providing service to being part of core business
- reading the information politics of the company, thus to be part of them (Henczel, 2004, p 7).

Henczel also suggests further new opportunities :

- teaching managers how to organise their personal information
- strategic use of organisation's intranet and website and other technologies to help managers.
- advice on access routes to higher quality information (prepare and present packages, products etc)
- alerting and current awareness services including competitive intelligence
- personalised and closer working relationships.

Knowledge management

Stuart Ferguson makes the point that special librarians have a tenuous claim to the knowledge management (KM) area in his article from 2004 (Ferguson, 2004). This article challenges the commonly held idea that information professionals "*belong*" in knowledge management. What is commonly seen and encouraged as a possibility for special librarians is not necessarily an opportunity which awaits them. Dr Ferguson argues that the knowledge management role is much wider than the information management role and encompasses different tasks, especially deep IT knowledge and a different position description.

> *"… the more senior knowledge enabling tasks…require a level of leverage that very few librarians enjoy, although many may aspire to it."* (Ferguson, 2004, p. 4).

In other words special librarians do not work at the advanced managerial level required to effect knowledge management systems. Ferguson thinks that librarians do have a role to play in KM and would like to see more research

> *"on the changing job market at the interface of information and knowledge management…If librarians are to make a grab for KM it needs to be a well-informed one."* (Ferguson, 2004, p. 5).

He also adds

> *"we should be asking whether the KM principles that some see as integral to librarianship are actually practiced in our libraries. I would maintain –and I am very much open to contradiction – that there is no empirical evidence to suggest that library managers practice better KM than any other type of manager"* (Ferguson, 2004, p. 5).

Martin, Hazeri, and Sarrafzadeh (Martin, Hazeri & Sarrafzadeh, 2006) ask the question Can we afford not to try this field? in their 2006 article. Librarians must be able to take the risk of self promotion in the field of knowledge management and compete for the KM jobs.

ALIA has launched a project called LISEKA (Library and Information Science Education for the Knowledge Age), to develop an education framework for the new opportunity for LIS students. (Martin, Hazeri & Sarrafzadeh, 2006, p. 19). The authors discuss the range of skills required for information management people to go into Knowledge Management (KM) areas. Threats and opportunities exist. The typical view is that LIS professionals with the relevant information management skills

> *"have the potential to be significant players in the KM programme"*. (Martin, Hazeri & Sarrafzadeh, 2006, p. 15).

The promotion of information literacy is just one area where librarians can make a contribution to KM. In KM "*a few heroic examples may not necessarily constitute a long-term trend*" (Martin, Hazeri & Sarrafzadeh, 2006, p. 17) in the **profession. The authors advise that LIS professionals must**

> *"also address any existing and potential gaps between their current and future needs for education."* (Martin, Hazeri & Sarrafzadeh, 2006, p. 17).

Within institutions, there is a need to obtain better systems than library catalogues. **The authors discuss the need to capture the tacit knowledge of reference librarians and advance** IT skills as technology is the enabler of KM systems. The Royal Melbourne Institute of Technology (RMIT) School of Business Information Technology has noted

> *"the need among other things for the department to amend its recruitment strategies in order to recruit students who were more commercially and technically oriented, in comparison with its traditional entrants"* for LIS entrants. (Martin, Hazeri & Sarrafzadeh, 2006, p. 21).

Sue Henczel also discusses moving into knowledge management (Henczel, 2004). After carefully defining the meaning of knowledge management, Henczel looks at a possible future for the information professionals within this field. These include a new term

"*knowledge services*" coined by Guy St Clair in his book "*Beyond degrees*" (St Clair, 2003), which suggests an amalgamation of information management, knowledge management, and organisational learning in the knowledge focused learning organisation.

Archives and records management

Magia Ghetu (Ghetu, 2004) discusses the close relationship between records managers and archivists in companies in Australia. In a world survey referred to by Ghetu (Chaudry & Higgins, 2003) it was found that there is a different focus on what is taught between the information management side and the IT side. (Ghetu, 2004, p. 23). Some points arising from this author's study of the literature are: that knowledge management has much to offer to the management of libraries and the advancement of the LIS profession. This move is

> "*likely to entail the cultivation of new attitudes and the learning different kinds of skills; and opening up to new ways of thinking.*" (Ghetu, 2004, p. 24).

Closures – Australia literature review

The skills special librarians have would seem directly relevant to the information age. In 2001 eight special libraries closed in Australia according to the Kinetica membership numbers. In 1997 a survey of top Australian companies found that only 47 of 83 companies had a library or information service, with a quarter of companies feeling that the service was not meeting the information needs of the company (Walsh, 1988). There are no good statistics in Australia for library activity and it is hard to know actual numbers (Bundy, 2000) but many were downsized in the 90's decade.

J. A. Gawne asks why information professionals are not more keenly sought after. During the l990's, many libraries were lost or downsized. Several political social and economic changes occurred:

- The "market" became the main player in financial and economic decision making.
- Free meant "lacking value" (Gawne, 2001, p. 2)
- The introduction of accrual accounting and cost recovery meant that collections were now taking valuable floor space and became liabilities
- Government departments were reorganised into businesses, where the technical people and professional personnel were overtaken by the importance of managers and accountants who did not use the library
- Frequent management changes marked this era
- Accountability – justifying the existence of the library became a major pastime, and for others in organisations too
- IT came into its own, and the perception that it would solve all was common.
- Everyone called themselves researcher and librarian

Gawne referred to a United States survey by Ainsbury and Futornik (Ainsbury & Futornik, 2000) and found that the following were identified as explaining why the information professional or special librarian was not on the top of the information world.

- Lack of competence and confidence with technology
- The public-service tradition – librarians did not know how much they know
- Librarians are users and not creators of information

They also ask whether

There is an opportunity to change now?

Some businesses are realising they are not getting the information they need. Some computer and IT people realise special librarians have data organisation skills and some companies are picking up librarians for the knowledge management function.

Gawne concludes:

"Perhaps this is the time to examine our skills in light of the present, examine the past to work out what happened, and go out into the "brave new world". Perhaps there is a place in it for special library people, but not special libraries. "(Gawne, 2001, p. 1).

United Kingdom, New Zealand, Africa, Asia, Canada, Europe, and Scandinavia

United Kingdom

The Chartered Institute of Library and information Professionals (CILIP, formerly ASLIB), provides training, continuing professional development and online media training to nearly 700 members in the UK. An annual free training day and training vouchers are available to members. (Poynder, 2005).

Specific statistics for the United Kingdom and Europe are difficult to obtain. LIBECON 2000 was a survey which observed that since the 1990s the number of service points or special library units, has dropped around -2.0% on average. (Ramsdale & Fuegi, 1999). Anecdotal evidence suggests plenty of downsizings in corporate information services especially in the financial sector during the early 2000s. The CILIP membership figures from the Industry and Commerce section have shown the biggest decrease of any sector. (Allen, 2003).

The Business Information Survey is in its nineteenth year of surveys by Allan Foster, (Foster, 2009). It provides an excellent insight into corporate business information services. The survey, using a small sample, focuses on addressing the key strategic and management

issues that face these services, and they impact on their users and parent companies in the current environment. It highlights the key findings each year: this year, in the economic climate, the survey respondents were concerned with global corporate information management networks, efforts to establish very tight cost control, a way to add more value to the business and staff losses. (as 75% had or are expecting staff losses in the near future). (Foster, 2009).

A paper by Spiller (Spiller, 2000) discusses the difficulties encountered in obtaining statistics for special libraries, due to confidentiality and the very low response rate to surveys. In the UK advertised positions asked for skills or experience as knowledge managers or information architects and required digitisation skills, knowledge of standards and quality, a user focus and team working and leadership. This article stresses the need for personal responsibility for a career. Certification schemes are seen as

> "*assuring information users of the integrity and currency of the workforce.*" (Fisher, 2004, p. 4).

and

> *ongoing training is best if acknowledged by the professional organisation.* (Fisher, 2004).

Another United Kingdom (UK) study of job advertisements was conducted in 2007 (Orme, 2008) which found the key requirements for information professionals was still professional experience. These qualities are still highly regarded by stakeholders. This aspect was discussed also in an article which describes how UK educators can design programmes which emphasise these qualities and the economic value of the professional activities they carry out. (Sturges, 2005).

Changes in the UK special libraries scene include major economic, political, technological and social change over the last 6 years. (Winston & Quinn, 2005). Well-known UK special librarian recruiter Sue Hill finds employers are calling for an increased variety of roles such as document and records management system experience. (Hill & Franklin, 2007).

Some notable closures include the Financial Times Research Centre in 2007 which has 12 staff and has operated for 40 years, which will close for 'strategic reasons'. This was most likely an outcome of the takeover of FT's main rival the Wall Street Journal by News Limited in 2007, and there are other organisational changes happening to enable the Financial Times Research Centre to stay competitive. (Smith, 2008).

In the United Kingdom as elsewhere, there is plenty of discussion of a special librarian's role in knowledge management. (Duckett, 2004), (Loughridge, 1999) and (Corrall, 2004).

From Scotland is a positive article on using periods of restructuring or refurbishment as a good time to meet changing needs for delivery of library services. (Evans, 2007).

Helen Day explains how to acquire new skills, roles and responsibilities, initially within a corporate environment, while still remaining fundamentally a business information professional. She emphasises the need to seize opportunities. (Day, 2006).

Ninety-nine percent of all UK enterprises are small and medium enterprises (SMEs) and they can benefit from web 2.0 technologies, for better internal knowledge sharing, better external communication and more marketing to prospective customers. (Saulles, 2008). In the United Kingdom, *Tap the Wire survey,* 80% of respondents thought a business intelligence strategy would significantly improve a company's ability to react quickly to market changes, but only 15% have adopted best practice in this area. Web 2.0 can assist with information sharing although management of a growing volume of content is now a challenge. (Morris, 2005).

A survey by TFPL Ltd, an established information and knowledge management company, reported by Anne Morris (Morris, 2001), found that a significant proportion of new jobs focused on project management, information architecture and supporting end-users. This involved internet strategy, enterprise information architecture, information governance, content creation and acquisitions, communications, and publication and information exhibition and use, for example,

> *"they found employers were looking for people who were flexible/co-operative, persuasive, tactful and creative. The agencies stressed that they were looking for flexible and adaptable candidates."* (Morris, 2001, p. 5).

and Morris commented that

> *The opportunities are there and are expanding; these must be taken, if not, they will go to other disciplines*. (Morris, 2001, p. 8).

One way in which the library can raise its profile and earn some revenue at the same time is to market products to the client group. A case study is included in this article describing the "*Know Before You Go*" series of publications, which are produced for members of the London Business Link, who are going out to visit new or potential clients. The article talks about the branded product which is a prepared and packaged series, and its popularity with the library's clients. (Nutting, 2008).

Finally an article on the professionalisation of health librarianship discusses the development of medical libraries between 1909 and 1978. (Ferguson, 2005). A survey of medical libraries in the UK is also available (Truccolo, Vidale & Menghi, 2006) and an article outlining suggestions that the future of the hospital librarian needs to include close knowledge of technology. (Rothman, 2007).

New Zealand

In New Zealand two recent articles, Amanda Cossham and Alison Fields discuss continuing professional development (CPD) for New Zealand librarians. The key is balancing individuals' expectations and organisational requirements for continuing professional development. It is difficult to provide professional development services to New Zealand special librarians, because of the small numbers. Personal responsibility is so important, for example a library assistant will rely on their manager putting them forward for training. A professional registration scheme is essential to improve CPD and is now in place. Perceptions vary between managers and librarians as to what is needed (Cossham & Fields, 2006, p. 243). Surprisingly little or no results are expected from training by employers. ICT skills and information literacy training are seen as key training needs. Private training providers could play a larger role, for example CAVAL. (Cossham and Fields, 2006 and 2007).

According to a 2003 article, New Zealand has a small group of consultants and contractors working within the fields of records management, librarianship, archives, information management and knowledge management. Members of this group usually find, negotiate and manage their own work, as well as develop their own businesses and support networks. This article reflects a more positive time. (Fields, 2003).

Kathlyn Turner studied whether special librarians use research in library journals and what they use it for. Academic librarians are the most likely to use research in connection with attending conferences. The second most cited reason to use it was

> "*to assist with managerial activities…such as problem solving, decision making, planning and / or evaluation.*"

which indicates a potential opportunity for evidence based management. (Turner, 2002).

An important article on measuring the impact of libraries in New Zealand examines ways of assessing the economic value of library services and their social value imputed by users and non users of libraries. (Poll, 2003).

A recent newspaper article talks about the new National Government's promise to '*cap*' bureaucracy through upgraded computer systems. The

> '*number of back-office public servants is out of proportion*' *said Tony Ryall, State Services Minister.* (Collins, 2009).

Africa

In Africa special libraries have been in existence for some time with ancient repositories in Mali (Timbuktu), Egypt and Ethiopia but their development has been reactive rather than proactive, which has hampered their growth. Stronger growth has been observed in Kenya, Nigeria and South Africa particularly in the government ministries and departments, nongovernmental organisations and corporate sectors. Benchmarking of the libraries in Africa is an essential practice and improving overall literacy levels and basic adult education through libraries is vital. (Van Rooi & Snyman, 2006).

South Africa

The South African Special libraries and Information Services group SLIS was established in 1947. There are eleven official languages, although English is the business language. Knowledge management is not seen as a priority and more fundamental building blocks need to be established first. (Walker, 2006).

SLA representatives comment on the South African special library profession having leadership and literacy issues. One success story is the Centre for Business Knowledge at Ernst & Young South Africa, which is actively involved in its company's knowledge-sharing and development activities. The company has been awarded the "Global Most Admired Knowledge Enterprise Award (MAKE)" by Teleos on numerous occasions, for its ability to transform the knowledge of its professionals into value for its clients. (Ernst & Young, 2007). (St Clair & Vargha, 2007).

Since 1947 LIS organisations have been formed and are still fragmented throughout Africa. The organisations are dealing with an ageing workforce, the need for continuing education, the need to add value to their information services, and provide training in information literacy. There is a lack of statistics and exact details cannot be quantified. In South Africa several corporate libraries have been closed, downsized or outsourced during the past few years due to lack of financial or managerial support. By leveraging the capabilities of electronic communication channels special libraries can reach a large audience. Like New Zealand, South Africa has become a 'branch office' nation. (Bothma, 2007) .

More and more organisations in South Africa have adapted the principles of a learning organisation and the challenge is to provide information literacy to the clients. This will emphasise the special librarian's own skills and competencies and add value to the organisation by empowering staff. Finally a lack of access to affordable broadband capacity is a huge problem in South Africa. (Chindlund, Chochrek, & Scanlan, 2005).

Knowledge management is a new field in South Africa and an added dimension to multiculturalism. Little research has been carried out in this area. The process is seen as expensive and top managers must support the concept and the knowledge manager in creating the work climate that supports the knowledge management process. (Finestone & Snyman, 2005).

Canada

In the Canadian study "*8Rs – Future of human resources in Canadian libraries*", (Ingles, 2005) the discussion sorted workforce challenges into 8 "R"s: Recruitment, Retention, Retirement, Remuneration, Rejuvenation, Restructuring, Repatriation, and Re-accreditation,

In Canada, one enterprising blogger called Amanda Etches-Johnson, on *Blogwithoutalibrary.net* (Etches-Johnson, 2008) surveyed special library use of Web 2.0 applications in July 2008. From the sixty-eight replies she received she found that wikis and blogs are popular, RSS is used

> "*but little understood*." (Etches-Johnson, 2008).

People were using delicio. for their bookmarks and instant messaging was popular too. The main problem identified with experimenting with these new tools was objections from the organisation's IT departments who forbade the uploading of anything to their own servers. The article led to discussion on how to navigate this common situation. (Etches-Johnson, 2008).

Library IT departments are under pressure to cope with an increasing proliferation of systems, services and technologies.

> "*Canadian library schools are not adequately preparing librarians for systems work.*"

and this article proposes a one year IT Diploma. (Goddard, 2003).

Asia

India

Special libraries are situated in government departments and research institutes, for example the CSIR. The biggest challenge for Indian librarianship is to bring about attitudinal change by both library staff and users. It is necessary to play the role of information managers by utilising the new technology, to give access to the rich resources available in libraries. (Dasgupta, 2000).

Taiwan

In Taiwan a survey was carried out to assess corporate libraries in the top 2000 companies in Taiwan. It reported that services are relatively basic and conventional and there is insufficient participation in corporate knowledge management projects and corporate information service units. (Chen & Chiu, 2005).

Europe

The LibEcon survey, in Chapter 9, provided commentary on special libraries in Europe, including Belgium, Czech Republic, Estonia, Germany, Hungary, Ireland, Latvia, Lithuania, Netherlands, Norway, Poland, Portugal, Slovenia, Spain and United Kingdom. Statistics were collected from many European countries but:

> "*The statistics emphasise the need for further research work and for a broader appreciation of the scope of special libraries, as different criteria had been used.*" (LibEcon, 2000, p. 185).

Few respondents were able to supply a full breakdown and it is possible that any figures supplied for special libraries in the past may not have covered the whole sector. (Libecon, 2000). There were 2,817 staff members in special libraries in Germany in 1994. (Laux, 1997).

Claudia Lux (Lux, 2003) discusses and reviews the German library system, since the unification of East and West Germany in 1990. She comments:

> "*... reduction of staff [has] changed the role of many special libraries and one-person-libraries became a new topic in Germany.*" *(*Lux, 2003, p. 119).

Italian initiatives in the field of user training for online government information are outlined. The Italian library association, Associazione Italiana Biblioteche (AIB), hosts the data on their website, which is known as the *Documentazione di Fonte Pubblica (DFP) in rete (*Italian government information on the net) to make government information more readily available. Training is also provided to librarians including special librarians, who have little formal training, (Della Seta & Venturini, 2003).

Low library expenditures apply to many of the Baltic States. In Latvia numbers include 108 research or special libraries in 1998. (Segbert, 1998). Some state funding is provided to assist in strategic developments. In Hungary special libraries numbered 434 in 2002 (Balogh, 2004). This number included the libraries of state research institutes (including the Hungarian Academy of Sciences), as well as libraries owned by companies, medical libraries, libraries of museums, and church libraries. The Ministry of Cultural Heritage provides funding for strategic developments to cross-sector libraries, such as document supply, and database access.

Scandinavia

Helge Clausen describes the activities of business libraries and information centres in Denmark in terms of the long tradition of service to business and industry practised by Danish academic and special libraries. Business information libraries in Denmark are listed together with an outline of the provision of business information by public libraries, information brokers and consultants, and other business information suppliers. (Clausen, 1999).

In Nordic economics and business libraries there is cooperative information exchange, including online networking projects and an online system called SCNAP. (Ruokonen, 1990). In Sweden, companies are now aware of the fact that information specialists have a variety of important skills and competence that is important for them. In Talay's thesis, job advertistments from the journal *DIK-Forum,* for 2003-2004, were examined to see positive and negative forecasts by experts about the role of information specialists in the labour market. Fewer information specialists were required in 2004 than in 2002, but the author expects this to turn round. (Talay, 2006).

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Special libraries in New Zealand

This chapter provides an overview of the New Zealand special library sector and discusses statistics, employment and the training of special librarians in New Zealand. The second part deals with some issues currently facing special libraries, and is followed in the next chapter by more in depth discussion of libraries in non-commercial and commercial settings.

Background

Definitions

Special Libraries:

In a paper entitled "*Literature Review on special libraries*" by Rebecca Vargha, "*special libraries*" is defined thus:

> "*A special library is typically a unit within a public or private corporation, government agency, or a non-profit organisation. Within the academic world, libraries with specialised collections such as engineering or computer science also fit under the specialised classification. There are also public libraries with specialised units like a business library which fit into this category. These special libraries or information centres support the mission of their parent organisations. The units excel at providing highly specialised information and value added data with a very specific focus on the internal customers*" (Vargha, 2005),

Another definition from the founder of the SLA:
> A special library

> "*exists within an organisation to support business goals and interests of the organisation*" (Dana, 1914)

For the purposes of the specific research it was intended to focus on the first category i.e. those libraries which are "*a unit within a public or private corporation, government agency, or a non-profit organisation*". Academic or public library settings were not investigated.

Statistics

> "*More than 200 specialist libraries and information centres serve government departments, business and other organisations in New Zealand*"
> (Statistics New Zealand, 2006a, p. 241).

In *Informing New Zealand* (Fields, 2007 p. 141), Paddy Plunket states "

> *There is no exact data available on the number of special libraries in New Zealand in 2007; however the EPIC Governance Group, which organises a New Zealand wide electronic purchasing group, estimates there are about 250. About twenty per cent of these are in the private sector and the rest are libraries in public or not-for-profit organisations.*"

Total libraries by our count of the two directories used (*Contacts Unlimited* 2000 and 2006) was 292 total libraries in 2006 compared with 290 in 2000.

Statistics for special libraries are hard to obtain, as has been found elsewhere, notably by David Spiller who conducted three separate surveys in the United Kingdom. He observed that this is an area of library and information work which is hard to identify and define and about which, for a number of reasons, least is known. (Spiller, 1998, p.1).

These reasons include the fact that there is a huge variation in

> "*size, subject matter and type of the different special libraries and information centres – not to mention a natural unwillingness of commercial organisations to make information about their activities publicly available*".(Spiller, 1998, p. 1).

Distinctions between commercial and non-commercial are also hard to make. In surveying special libraries it has been noted by Spiller that "*it was difficult to achieve returns of more than 35% in surveys of German special libraries*" (Spiller, 1998, p. 4) as in the United Kingdom. Other reasons for poor survey response are that special libraries have often only 1 or 2 members of staff. Libraries in commercial organisations may not be willing to reveal information of a useful nature to their competitors.

Classification

Spiller discusses a classification scheme for "libraries in the workplace" which was devised by Pamela Berridge and John Sumison in their paper *UK special library statistics.* (Spiller, 1998, p. 3)

We have modified Berridge and Sumison's schedule by organisation type for New Zealand. Using the directory, *New Zealand contacts in libraries*, (*Contacts Unlimited*, 2006) and the *Directory of special libraries in New Zealand 2007*, (National Library of New Zealand, 2007), we have sorted special libraries into the following categories.

Commercial organisations	2000 Number of Libraries	2000 FTE staff numbers	2006 Number of Libraries	2006 FTE Staff numbers
Agriculture/primary produce	13	24.50	9	17.50
Pharmaceutical/food /chemical, plastics and building materials	2	3.50	2	3.00
Energy	14	25.00	9	13.00
Manufacturing, engineering and architects	18	30.00	18	24.50
Financial	20	50.72	13	36.40
Legal	25	80.74	29	77.15
Information consultants	4	4.00	8	8.00
Media/publishing	17	35.50	17	37.75
Tourism/ telecommunications	2	7.00	2	10.00
Lotteries/Standards	3	6.40	3	3.50
Total commercial organisations	118		110	
Total commercial staff numbers (FTEs)		267.36		230.80
Non commercial organisations	2000 Number of Libraries	2000 FTE staff numbers	2006 Number of Libraries	2006 FTE Staff numbers
Science/Environment	25	54.56	24	51.80
Central government	46	195.10	52	213.90
Local government	6	14.50	6	7.50
Health and medical	48	104.50	51	110.40
Theology	13	23.25	13	23.25
Museums and galleries	20	87.80	19	108.30
Industry and professional organisations	1	2.00	3	3.00
Other organisations including embassy, fire, military and voluntary	13	31.50	14	37.50
Total non-commercial organisations	172		182	
Total special libraries	290		292	
Total non commercial staff numbers (FTEs)		513.21		555.65
Total Staff numbers (FTEs)		780.57		786.45

Table 1: New Zealand special libraries and staff numbers 2000 and 2006

The bottom line of Table 1 does not indicate the major changes happening within the special libraries sector in New Zealand. The total number of libraries has only changed by 2, and the total FTEs (Full Time Equivalent staff members) are up 5 from 2000 to 787, representing 2.69 FTE staff per library. 60% of special libraries in New Zealand are in the non-commercial sector.

Non commercial sector

Ten new libraries in this sector have opened since 2000 totalling 182, compared with 172 in 2000, a rise of 6%. Total FTEs are up from 513.21 in 2000 to 555.65 in 2006, which represents 3.05 FTE per library from 2.98 per library in 2000.

The largest New Zealand special library is the Parliamentary library with 102 FTE staff members, whereas the next largest is the Ministry of Economic Development with 11 FTE at 2006.

These larger libraries have an impact on the FTE figures per library and the bulk of special libraries are staffed by significantly fewer than that. The average staffing numbers for about 80% of special libraries is 1 FTE, the range being between 0.4 FTE and 3 FTEs

There has been growth in the non-commercial governmental sector. The majority of these are in the departmental head offices which are usually situated in Wellington, the centre for government and the capital of New Zealand.

Commercial sector

What Table 1 does tell us is 8 libraries in the commercial sector closed between 2000 and 2006 (a drop of 6.9%) . Library staff is spread thinner now. FTEs in all commercial libraries were 267 in 2000, but 230 in 2006, or a drop from 2.2 FTE per library in 2000 to 2.10 per library in 2006.

There has been a definite decline in commercial sector special libraries over the past six years both in the number of special libraries and in the number of people staffing them. The decline may reflect the restructuring and movement of companies endeavouring to survive in the current economic climate, as these small libraries are very vulnerable in times of economic constraints.

Employment in Special libraries

Statistics

The 2001 Census publication *Employment in the cultural sector*, notes that there were 3,627 librarians in total, 78% of whom were women. Business services and government administration employed 15% of the librarians. (Statistics New Zealand, 2006, p. 23).

In the 2006 Census the total number of employees working in libraries is 4,410, an increase of 17.76%. (Correspondence with Sue McGeough, Statistics New Zealand, November 2007).

Training

The LIANZA website lists the main providers for library and information qualifications in *Library qualifications: a summary of New Zealand library qualifications*.

- The Open Polytechnic of New Zealand provides undergraduate qualifications such as Certificate, Diploma and Bachelor's degrees.
- Victoria University of Wellington offers postgraduate qualifications (Masters and PhD) as well as continuing professional development through the School of Information Management.
- Te Wananga o Raukawa offers Bachelor of Maori and Information Management (BMIM), IT Management (PHP) and the Diploma in Maori and Information Management.
- The University of Auckland Faculty of Education offered training for school librarians until 2006.

Desirable skills

In a survey by Kate Innes which investigated the types of qualifications, desired skills and personal qualities New Zealand employers required of prospective library staff, 76.3% of the surveyed job advertisements from December 2004 – January 2005, required a formal qualification from the previously mentioned providers or from relevant other institutions overseas, as a minimum.(Innes, 2007, p. 91). In addition other skills are seen as desirable for hiring such as:

- a formal library qualification
- special library experience
- knowledge of the subject matter
- knowledge of sources
- research skills
- general and specific IT skills
- strong client focus or customer service orientation.

Personal qualities looked for were;

- good communication skills
- ability to deal with people at all levels of the organisation.
- ability to work well in a team
- organisational skills such as time management

A further study of job advertisements has been conducted. We studied job advertisements appearing on the Library and Information Association of New Zealand Aotearoa (LIANZA) mailing lists *nz-libs* and the Special Libraries and Information Services (SLIS) mailing list between August 1st and October 5th 2007. This yielded 30 positions for which special librarians could apply. The jobs were advertised under four main job titles:

- Librarian – and variations such as reference librarian, library assistant, research librarian, liaison librarian, reading services librarian.
- The second category was records management and included job titles such as records librarian, records manager, knowledge manager, records officer.
- The third category included information analysis, asking for information specialist, information advisor, information and advice coordinator, research consultant, document and knowledge management analyst, strategic research analyst.
- The final category of job advertisement asked for specific skills, oral historians, systems librarian, online content publisher, law librarian, interloan librarian.
- Further details of this research will be published soon.

The geographic spread confirms an emerging trend we have identified in that from 30 advertised positions, Wellington based jobs totalled – 19, Auckland – 8, and Hamilton and Waikato – 3. In the case of one job, Wellington was preferred, but the work could be done "from any location" (Professional development manager for LIANZA). Most jobs were advertised directly by the employer (23) and the rest through consultants and employment agencies. (7)

Skills specifically mentioned have not varied much from Kate Innes' 2005 survey. (Innes, 2007). Desired practical skills were reference, research and analysis skills and database searching experience. A focus on customer service and the ability to communicate effectively were requested, and being organised and able to work well under pressure were important personal skills. Finally, specifically mentioned were patent searching, experience with EDRMS and filing systems, oral history experience, specific IT programmes such as DBTextworks, general systems experience, and Content Management Systems.

Maori and Pasifika special librarians

According to Statistics New Zealand the 2001 Census showed 1% of total librarians were Pasifika, and 2% of all library assistants. Total numbers of Maori and Pasifika library staff are detailed in Table 2 from 2001 and 2006 Census statistics (Statistics New Zealand, 2006, p. 23) and (Correspondence with Sue McGeough, Statistics New Zealand, November 2007).

Not all are trained librarians, but many are working towards library qualifications, such as the Diploma in Maori and Information Management from Te Wananga o Raukawa as well as the Master of Library and Information Studies through Victoria University of Wellington.

Maori librarians can join *Te Ropu Whakahau*, an incorporated society in partnership with LIANZA. *Te Ropu Whakahau* was formed in 1992 as a formal network and Special Interest Group (SIG) within LIANZA, which in 1995 entered into a formal agreement with LIANZA and became an incorporated society in 1996. This group promotes librarianship as a career for Maori, the care of Maori cultural materials and supports national bibliographic efforts such as the Maori Subject Headings project. Because of the commitment to biculturalism, there is a growing need for bilingual ability to reflect the Maori heritage of New Zealand. (Butts, 2000).

Pasifika librarians are not as yet represented by a LIANZA Special Interest Group (SIG), but there is research underway in 2008 to identify Pacific Islanders within libraries and to create a network for them. (Lilley, McCaffery and Marsters, 2008). The Pacific Information Management Network is a new New Zealand wide initiative, which has attracted 52 Pasifika librarians working in all kinds of libraries including educational, polytechnic, archives, schools, and education centres, as well as Te Papa and with other notable collections of Pasifika materials such as the Auckland War Memorial Museum. Public library systems around New Zealand, especially Manukau City Libraries have Maori and Pasifika staff to serve their constituent areas. The Pacific Information Management Network works primarily through a mailing list and gathers regularly for meetings of Pasifika library staff.

	2001		2001 Total employment in New Zealand	2006		2006 Total employment in New Zealand
	Librarian	Library Assistant	All categories	Librarian	Library Assistant	All categories
Numbers of people employed	3,627	2,400	**1,727,268**	3,948	2,388	**1,985,778**
Percentage change from previous census	10%	1%	8%	8%	-0.5%	13%
European	89%	84%	80%	78%	72%	69%
Maori	6%	6%	10%	6%	6%	11%
Pacific peoples	1%	2%	4%	2%	3%	5%
Asian	3%	(7?)8%	5%	5%	11%	7%
Other	1%	1%	<1%	9%	8%	8%

Note: Error in table for library assistants
(Statistics New Zealand,   2006, p. 23)
Other: 2006 Census provided additional ethnic categories for European and Eastern
Europe, which have been included into Other instead of European
(Statistics New Zealand)
Individual figures may not add up to totals, and values for the same data may vary in different tables
(Ministry for Culture & Heritage).

Table 2: 2001 2006 Census of librarians and library assistants

The ageing workforce

As found in the literature search, like other countries, New Zealand's workforce is ageing. People aged 45+ will "account for 42% of the labour force in 2011, against 35% in 2001 and the 27% it was in 1991." (Drake, 2005, p. 1). This report from Drake International:

> *"uncovered lots of Australian government policy on these issues but highlighted a lack of corresponding policy and guidance in New Zealand around the impacts of an aging labour force"*.

and

> *"As well as the average age of the labour force increasing and more people retiring at a younger age, the fertility rate in New Zealand is below the replacement rate of 2.1 births per woman (currently 2 births per woman) and predicted to drop further to 1.8 births per woman by 2011. This means that the permanent labour shortage will not go away as the number of young people entering the workforce is reducing from year to year."* (Drake, 2005, p. 3).

Four key areas need addressing:
- Recruitment
- Orientation
- Training and development
- Employee retention and rewards.

The age of librarians in the 2001 Census publication *Employment in the cultural sector* reminds us that "7 out of every 10 female librarians (70%) were over 40 years old." (Statistics New Zealand, 2006, p. 24).

Support from professional bodies

The major professional library organisation in New Zealand is the *Library and Information Association of New Zealand Aotearoa : Te Rau Herenga O Aotearoa*, (LIANZA) formed in 1910, which has a Special Interest Group for Special Librarians

- Special Libraries and Information Services Group (SLIS). This group provides a forum for special librarians and is divided into SLIS Wellington region and SLIS North for the northern region.
- Not all librarians are LIANZA members. LIANZA membership statistics for special librarians are:

LIANZA members	2005	2006	2007
Special librarians Auckland	148	166	88
Special librarians Wellington	78	91	145
Total member for special libraries	226	257	233
Total number of librarians registered as LIANZA members	**1,703**	**1,702**	**1,776**
Percentage of special librarians	13.2%	15%	13.1%

Table 3: Professional membership

13% of librarians who belong to LIANZA work in special libraries. Looking at these figures, it is clear to see that the majority of special librarians, who are members, work in Wellington (62 %) and that the number of Auckland based librarians who are members has dropped significantly from 148 members in 2005 to 88 currently.

Prior to 2006, total numbers of member special librarians remained constant but fell from 2006 when there were 257 members in special libraries, to 233 this year in 2007. In 2006 LIANZA membership fees dropped significantly so this is hard to explain. However the drop in numbers of members might be explained by the recent loss of some special libraries, which will be covered in a later section.

Other New Zealand associations which provide for specific aspects of special librarianship are:
* Te Ropu Whakahau (TRW) : Maoris in libraries and information management, formed in 1991, and is affiliated to LIANZA.
* New Zealand Law Librarians' Association (NZLLA) established in 2000.
* School Library Association of New Zealand Aotearoa : Te Puna Whare Matauranga a Kura, (SLANZ) launched in 2000.
* Local Government New Zealand (LGNZ) established in 2004.
* Archives and Records Association of New Zealand (ARANZ) established in 1976.
* Auckland Heritage Librarians and Archives Group (AHLAG) is a network that meets quarterly to discuss a standing agenda of common issues. These include storage; preservation; digitization; disaster management; events, including training opportunities; exhibitions and cooperative initiatives. Membership is open to librarians and archivists working in the heritage field in the wider Auckland region. Membership is restricted on a regional basis to assist with local networking and collection development.
* Records Management Association of Australasia (RMAA) New Zealand Branch, established in 2002.
* Galleries, Libraries and Museums group (GLAM) is a group of directors of galleries, libraries and museums staff with an interest in preservation, which meets regularly in Auckland. It was formed in 2007.
* Special Libraries Association (SLA) Approximately twenty five special librarians have joined the Special Libraries Association, the global organisation based in

Alexandria, Va. This organisation has a large membership and offers further worldwide networking opportunities. There are twenty six subject divisions which cater for specialised interests such as Business & Finance Divisions, or the Chemistry Division. Mailing lists, and a dynamic annual conference are offered and these are considered highly useful to special librarians in New Zealand.

- Special librarians also belong to ALIA and other organisations.

Professional registration

LIANZA developed a professional registration scheme during 2006. This has focused attention on the need for more formal processes of training and quality control. It is extremely important also that support is given by special groups (SLANZA, NZLLA, SLIZ, RMAA, and ARANZ) to promote skills and professional identity especially for people who work in isolated situations. Under the scheme each qualified individual librarian has a responsibility to ensure that their skills and competencies develop and grow through experience and a programme of ongoing training:

> '*The challenge is to ensure that services, collections and the skills and competencies of information professionals are all relevant to the communities that they serve'* (Fields, 2007, p. 218).

Issues facing New Zealand special libraries

There are some factors to investigate in this report, which are impacting on the success of special libraries, especially those in the commercial sector.

The impact of technology on special libraries

Technology has had a huge impact on our profession as with all professions. This impact is ongoing. Librarians see communication technologies as another tool and have quickly adapted to using technology to find new ways of offering service. Throughout the research it is seen that librarians have been proactive and early adopters, using and developing sophisticated IT solutions such as EDMS for records management, and networking software such as Lotus notes or Share point. Information professionals are involved daily with Web 2.0 applications such as RSS feeds, alerts, blogs, wikis. Changes in technology have produced end user products, and made user-friendly searching a reality. Networked virtual collections for desktop access are seen as desirable and are in place in most corporate settings. In addition the corporate librarian has moved into managing intra and internet web sites. (Abram, 2008). The perception that everything is available on the internet, is still prevalent in corporate settings, even though virtual collections and new web 2.0 technologies make it easier to use and network subscription databases and information of a higher quality.

Current business conditions in New Zealand

> "*Firms, faced with shrinking demand, a much more uncertain business environment and tougher financing, are cutting employment and investment.*" (OECD, 2009, p. 3).

Statistics indicate that there is a loss of libraries and library staff in the commercial sector, possibly due to some or all of the following factors:

- Currently the world is in a financial crisis, caused by the failure of the sub-prime mortgage market in the US and the UK. Around the world repercussions are being felt in all institutions, particularly financial companies. This situation will be brought to the forefront during 2009 as the effect moves into Australia, where jobs are being lost currently, and then New Zealand. The recent worldwide credit crunch, based on the falling United States dollar, has resulted directly in the loss of two financial libraries in Auckland, involving the loss of three jobs in October 2007. Since then, six jobs in Auckland and one other have been lost, as well as two people not being replaced in 2008 as far as we are aware. In addition four librarians are currently justifying their positions, or have been told they will not be replaced when they retire shortly.
- Globalisation is having a strong effect on the companies and organisations employing special librarians. New Zealand has become a branch office nation. (Story, 2002). High tech and manufacturing companies are also moving offshore, (such as Fisher & Paykel the appliance manufacturers, with the loss of 446 jobs in Auckland in 2007-2008). (Basham, 2007. p. 1.) "Foreign ownership of the top 100 firms increased to 19 companies compared with 13 the previous year" (New Zealand Herald, 2007). Many companies are Australian-owned or have regional Head Offices in Australia.

> "*An increasing percentage of our large enterprises report through Sydney or Melbourne or direct to foreign-owned and operated multinational head offices in cities like Singapore, San Francisco, New York, London, and Paris.* (Story, 2002).

There are a number of factors which are driving company head offices and plants offshore:

- High tax rates and compliance costs.

> '*At the beginning of the 1990s, New Zealand's corporate income tax rate was well below the OECD average (including Australia) and similar to the average of a group of ASEAN countries. Because of reductions in the company tax rate in other countries since then, New Zealand's company tax rate is no longer relatively low*' (Edlin, 2006, p. 14).

However New Zealand's corporate tax rate in 2008 has dropped to 30%. There is a Business Roundtable proposal for a reduced corporate tax rate of 25% and a personal tax rate drop to 28%. (Edlin, 2006, p. 14). New compliance costs currently include implementing four weeks holiday legislation, carbon credit trading schemes and other aspects of the "*onerous regulatory environment*" which also scares foreign investors away (Story, 2002.).

- High exchange rates have affected overseas earning power for the main export earning industries such as meat and forestry. Changes have occurred in the type and size of businesses in the past 20 years. At one time companies were involved with primary industries and manufacturing. Much of this manufacturing is now off shore.

The size of business and investment in R&D

- Enterprises are very small.

> *"In most countries the SME (Small to Medium-sized Enterprises) sector makes an enormous contribution – in New Zealand, our 350,000 or so SMEs make up more than 99% of all businesses and account for about 60% of employment. The SME sector (Small and Medium sized Enterprises) broadly covers micro-enterprises (fewer than 5 staff), small enterprises (6 – 49 staff) and medium enterprises (50 -100 staff)."* (Massey, 2009, p. 53).

- New Zealand's research and development spending is low. In OECD comparisons, for 2005 it was 1.16 % of GDP compared with USA 2.62 and UK 1.76. (OECD, 2009).

The response to conditions

- Strategic rationalisation/organisational change is an ongoing response to changing business conditions. An example is that of Fisher & Paykel Appliances in Auckland, to move a significant part of its production to Thailand, with the loss of 446 jobs in 2007. This was a move to gain closer access to large Asian markets and to obtain huge tax concessions and incentives offered by the government of Thailand, (Basham, 2007.)
- Restructurings and merger and acquisition activity is also making a difference to employment opportunities for special librarians working in the commercial sector. There is stability in the health and medical libraries area, and also law libraries, but a reduced number of librarians working in the corporate sector in Auckland. The commercial sector has lost at least nine libraries in commercial organisations and one in the non-commercial sector in the last eight years to 2007, all from the Auckland region.
- Meanwhile the non-commercial or government sector is experiencing growth.

> *"The number of public servants – and that probably doesn't include employees in state-owned enterprises- has increased 27 percent compared to a 20 percent rise in employees in the private sector".* (Hunt, 2006, p. 4).

and

> *"Government spending in 1999 was $33 billion, now (2006) it is $46 billion. ...*
> *In recent years the mandarins have been centralising staff back to Wellington in an attempt to improve efficiency.* "(Weir, 25 June 2005, p. 1).

The expansion of this sector is reflected in our count of non-commercial special libraries noting an increase in the number of libraries 172 in 2000, and 182 libraries in 2006.

- There are some rationalisations occurring however, such as the AgResearch reorganisation, and government centralisation of resources, resulting in the loss of libraries and positions. An important example is Industrial Research Ltd, a Crown Research Institute library moved to Wellington from Auckland in 2006, with the loss of 3 FTE staff.

Other factors

- Existing legislation has already had an effect, such as the new *Lawyers and Conveyancers Act 2006*, which has changed the composition of services to the New Zealand legal community. The *Public Records Act 2005*, has led to an immediate requirement for trained records managers.
- There is an ageing workforce as well as a net outflow of skilled migrants to Australia and the United Kingdom. These skilled workers are being replaced by less skilled immigrants. (Story, 2002). The migration of New Zealand residents traditionally has been to the United Kingdom and Australia. The numbers for the United Kingdom have remained steady over the past five years, but the migration to Australia has been at its highest in 2006 (34,764) and 2007 (34,717) since 2002 (Statistics New Zealand website, 2007). However migration is slowing as job uncertainty in Australia becomes apparent. (New Zealand Herald, 20 March 2009).
- With the change to a new National government, former policies of centralisation of government services to Wellington may well change and affect those in that sector, along with promises of staff cuts in Government.

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Government, health and medical, theology, museum and art gallery libraries

Government and Parliamentary libraries

"To survive in any environment - government or corporate - know who your clients are. Get out there and talk to them, demonstrate your value and be willing to take a lot of risks"

(2008 questionnaire comment)

Currently in New Zealand the largest group of special libraries is that of government libraries, both central and local (19.8%). Included in the government sector is the Science and Environment group as these include the Crown Research Institutes (8.2%) which are also funded by government grants, (28% altogether). Since 2008 there has been a change in government from Labour to National and plans for National to 'cap' the bureaucracy of the public service and although there was no target numbers for staff reduction,

'the number of back-office public servants is out of proportion.' (Collins, 2009).

Staff numbers in New Zealand Government libraries

Libraries represented in the focus group (which was held in Wellington to discuss the issues and trends pertaining to special libraries in the Wellington area) had staff numbers from two to twelve, the average being three full time equivalent (FTEs). Parliamentary Library with a staff of approximately 102 FTEs was excluded from this calculation. Many of the focus group members had been in their positions for five or more years, providing staff stability. In the 2006 New Zealand census, over 65% of librarians were over 45 years of age. Therefore during the next ten years there will be many people leaving the profession and taking with them skills and knowledge which will be very difficult to replace. (Statistics NZ, 2006).

Comparison Australia, United Kingdom and United States

The Government sector percentage of special libraries in New Zealand in 2006 rates higher at 28% than17% in Australia. In the United Kingdom in 2000 government libraries accounted for 18.6% (439) of special libraries (learned associations 8.4% (210), legal and commercial 66% (1,611), energy and pharmaceutical 7% (176)) Total special libraries in the United Kingdom in 2000 numbered 2,436. (Spiller, 1998).

In Australia, Government department libraries at both Federal **and State level are affected by** election cycles and budgetary restraints, and over recent years have experienced considerable mergers, restructures and closures.

The 2007 review of 9,181 special libraries and 18,535 staff in the USA commented on the reduction in numbers of special libraries. It is a similar proportion in New Zealand. The percentage of special libraries in government and not-for-profit organisations was not provided. (Griffiths, 2008).

Country	Percentage of special libraries defined as Government and not for profit	Total number of libraries	Staff numbers FTE	Notes
New Zealand	28%	292 (2006)	786.45 (2006)	
Australia	22%	2,425 (2007)		
United Kingdom	18.6% (2000)	2,436 (2000)		
United States	Data not provided	9,181 (2007)	18,536 (2007)	*Average librarian per library / unit 2.084 (2002) 2.019 (2007)*

Table 4 Country Statistics (collected from available years)

Description of the Sector

Government libraries

Government libraries can be grouped into various sectors; Government Ministries and Departments, Crown Research Institutes (CRIs), State Owned Enterprises (SOEs), Crown Entity Companies, Parliament, Regional and local government authorities.

Government Ministries and Departments

There are 62 New Zealand Government Ministries and Departments that have many more branches situated throughout the country. Examples of reduced, merged, closed or opened special libraries follow:

The Department of Conservation reduced library staff, but left the collections in the regions. It is a decentralised organisation with a head office and library situated in Wellington with two regional and thirteen Conservancy offices located throughout New Zealand.

The Ministry of Health now has one central system where the library in Wellington provides information to regional offices. There are twenty separate District Health Boards

which employ their own librarians and are linked to the health and medical sector (discussed in the health and medical section).

Since 2002, the Ministry of Education has incorporated all sectors of education from early childhood to tertiary and special education services and now the library situated in Wellington serves all Ministry staff. The library also provides services to staff at such educational organisations as Tertiary Education Commission, New Zealand Qualifications Authority, Teachers Council (New Zealand Government, 2002).

The Treasury library has moved out of its centralised library environment and the information staff has moved to the particular department for which they are providing information, becoming an integral part of the department. Although they are still library staff, their first affiliation is towards the Treasury department for which they are working, linking their work to the goals of Treasury through the department.

Crown Research Institutes (CRIs)

On 1 July 1992, ten CRIs were established out of former government departments. These departments included the Department of Scientific and Industrial Research (DSIR); MAF Technology out of the Ministry of Agriculture and Fisheries (MAF); Forest Research Institute out of the Ministry of Forestry; part of the Meteorological Service of the Ministry of Transport; and the Health Service Laboratories of the Ministry of Health.

Of the original ten CRIs, one CRI, the Institute for Social Research and Development Ltd, was closed in August 1995 due to its failure to establish commercial viability. On 1 December 2008, two CRIs merged (New Zealand Institute of **Crop & Food Research Ltd (Crop & Food Research) and the Horticulture & Food Research Institute of New Zealand Ltd (HortResearch) merged to form New Zealand Institute for Plant & Food Research Ltd (Plant & Food Research). This was the first merger** between CRIs since their creation. All eight CRIs are monitored by Crown Company Monitoring Advisory Unit (CCMAU).

In 1992, the Meat Industry Research Institute of New Zealand (MIRINZ) and the Department of Agriculture sites at Ruakura (Hamilton), Grasslands (Palmerston North), Lincoln (Christchurch) and Invermay (Dunedin) were merged into AgResearch. In 2005 AgResearch took over the textile research company, Canesis Network Limited. There is a planned merger in 2009 with Lincoln University to create a substantially enhanced organisation, with a specific focus on land utilisation and environmental issues. The outcome for AgResearch or Lincoln University librarians is not certain at this time and at present the status quo remains. (Weddell, 2008).

In 2003 the libraries at AgResearch came under the direction of the Chief Information Officer, which in 2005 they merged to become Information Services Group. Sue Weddell (Weddell, 2008) has published a case study outlining the development of a new reference service model, discussing each stage of the development from planning, building the team, developing the processes, convincing the clients and the future. The improved information service aim is to support company goals as well as acknowledge the changes required of

both the information professionals and the clients. The process is not new as organisations in many parts of the world, predominantly corporate organisations since 1990's have embedded their staff in this way. Three key requirements for a successful implementation are management support and direction, committed staff and allocated time and appropriate resources (staff and systems).

In 1992 the establishment of CRIs effectively dissolved the DSIR Central Library and Information service that had been operating since 1926, together with the cooperation that was the strength of the DSIR. The combined DSIR libraries were considered the basis of a New Zealand science library. In the competitive economic climate of the day, each CRI was to apply for government funding, and work independently from the other CRIs. In fact they were often in competition with each other. The Government funding was allocated on a project basis for a specific time from one to three years. The CRIs were vying for short term funding rather than long term projects so they could produce the scientific results required by the Government. Industrial Research Limited gained the bulk of the DSIR Central Library's materials and for a short time was by default the source to which the other CRI libraries applied. There were discussions that a combined electronic library system should continue, but in the new sensitive and competitive environment each CRI library chose to have their own database management system. As an example, Industrial Research Limited migrated to Liberty. Although other CRI libraries chose the same system, they were not linked.

Industrial Research Limited has sites in Christchurch, Wellington and Auckland, with the Head Office in Auckland, but the largest number of staff is situated in Wellington. The Christchurch and Auckland libraries were closed and information services were provided from the online information systems subscribed to and from the Wellington Information Service. The Wellington Information Service staff were unfamiliar with the work carried out in Christchurch and Auckland and found that to overcome the additional workload their 'can do' attitude paid off. Their services have expanded from traditional library services to include contributing to company strategy and archives and records management, to become a total information management service for the organisation.

State Owned Enterprises (SOE's) libraries

A group of fourteen state-owned enterprises (SOEs) was established in 1987. The SOEs were created out of former government departments and statutory trading corporations. State-owned enterprise libraries now cover a variety of sectors: Energy (6), Land and environment (6), Services and infrastructure (3), Communications (2).

When Telecom became an SOE the library opted to become totally electronic in the provision of information to their users and library staff members were allocated specific areas of company interest to which to provide information.

The Energy Library went through many metamorphoses from its traditional role, to providing information to the six energy providers under agreed contracts. New Zealand Railways had a staff of five in the Library which was closed and reopened under different

company names over the past fifteen years to arrive at only one part time librarian in the organisation, which is now called KiwiRail.

Crown Entity Companies libraries

The Government has ownership interests in 7 commercial companies that are created under specific legislation which outlines their objectives, while still subject to the *Crown Entities Act 2004* and the *Companies Act 1993*. This legislation can contain a mix of social, cultural, public policy and commercial objectives, in organisations such as Radio New Zealand and Pacific Forum Line.

Parliamentary Library

In New Zealand the Parliamentary Library is the largest special library in the country with 102 FTE staff members and exists to support the122 Members of Parliament as well as parliamentary staff. The library staff produces publications including *Bills Digest* (containing summaries of legislation before the house), *Background Papers*, *Current Issues Briefs*, *Research Notes*, *Research Papers*, electorate profiles and media monitors to keep MPs up to date. The Parliamentary Library has large specialised and historic collections to serve the immediacy of questions received. The staff is also responsible for the Parliamentary Library website and intranet which provide access to a range of online library resources, key internet links, and links to other sources of Parliamentary information and seminars.

 The Parliamentary Library tailors its opening hours to those of the Parliament's sitting hours, and tailors services to the specific, and usually urgent, needs of their user group of MPs.

Local authority libraries

In New Zealand, there are eighty-five local authorities comprising twelve regional councils and seventy-three territorial authorities (city and district councils). Five councils have the roles of both a territorial and a regional council, and are sometimes called unitary authorities. Local authorities maintain or participate in maintaining local public libraries. The larger local authorities also have a special library for use by local authority staff, for example, Wellington Regional Council, and Hamilton City Council. There has been change in this area as councils look to economise; for example, Auckland Regional Council previously had a librarian, but now has a reading room for staff.

Trends affecting the government sector

Until the 1990s, government libraries were widely distributed, as many departments had offices situated in towns throughout the country, for example the Department of

Conservation. The libraries were maintained by usually one or two librarians, who provided information to the staff at those offices. Since the late 1990s, there has been a move by Government to centralisation in Wellington, and the establishment of government libraries. There also has been a growth in staff numbers at the Parliamentary library from 78 in 1990 to 102 in 2008.

Our survey of job advertisements gathered over the past year illustrates the number of positions advertised in the Wellington area was 59%, (in Auckland 27%, and 14% over the rest of New Zealand), where the majority of Government department head offices are located.

The cost of library space was a factor, especially in the central business district (CBD) of Wellington where space was at a premium and the costs for space were rising ($150 to $400 per square metre in the five years (2000 to 2005). (Weir, J, 2005). Library material has been moved to less expensive areas and sometimes this was offsite, at a distance from the users. Online access became a viable option in these situations.

During the 1990s, the New Zealand government established a department to administer an E-government programme, in consultation with representatives from many government departments to provide access to government information electronically

Similarly this happened in the United Kingdom, Australia, United States and Canada to facilitate the delivery of more effective and efficient services through improved infrastructure, to the public. In the United Kingdom for example, the e-government register provides access to government software / hardware employed by United Kingdom local authorities and statistical information on each organisation. Now 72% government and 56% non-profit organisation workers use the Internet several times a day at work.

Information provided electronically, made governmental information accessible to all and particularly to special librarians who had the flexibility to be creative and to create new developments which they could adopt if successful. This flexibility provides a means to 'leapfrog' over other libraries in creating new and revised services. The government libraries and other special librarians have moved from being librarians to becoming information professionals. Flexibility within the organisation as well as the positive 'can do' attitude of the special librarian is the creative mix.

Most departments have their own specifications or standards and competencies for librarians and library registration does not currently seem to be an issue, but more are considering becoming registered. Also at the forum meeting of senior special librarians, held in Wellington in 2007 (Ralph & Sibthorpe, 2008), comments were made about the excellent calibre of government librarians, and that they have security of tenure in contrast to corporate librarians where there is little job security in the present economic climate. Government librarians have been proactive in coping with organisational changes and have been able to plan for the future and think strategically.

Local authorities and government departments use benchmarking to keep up to date with developments that will enhance the services of a special library using such information

tools as "*Best practices for government libraries* : *Web 2.0 in the workplace and beyond 2008*" (Kaddell, 2008) to find out what kind of tools are being used by other government department libraries. Another example is Enterprise Content Management (ECM) which shows how other organisations manage their information. In both the corporate and government sectors where libraries are being downsized, information professionals have been transforming themselves into new roles. By incorporating such management principles as evidence based management into their library managerial roles will mean these librarians will be able to convince higher management of their value and continue to contribute to their respective organisations (Fisher & Robinson, 2007).

Both library schools are based in Wellington: The Open Polytechnic of New Zealand, which provides library qualifications to graduate level and Victoria University of Wellington courses at Masters Level. There is an opportunity for library school students to visit the many special libraries situated nearby.

Issues affecting the government sector

Issues affecting the Governmental sector are similar to those faced in other special libraries, such as Information technology, electronic versus print information, and the cost of prime real estate space especially in Wellington's Central Business District. It has been a time of growth in this sector as additional departments have been formed together with special libraries to provide information for the staff.

Another feature of the workforce is that it is highly trained, and in line with other library sectors, it is an ageing sector, with two thirds of qualified librarians now over 40 years of age (Statistics NZ, 2007). Maintaining high standards in special libraries, and marketing to employers the value of a special library and the skills of its staff is crucial. There is a strong demand from employers for new skills. Traditional skills are required in addition to new ones including greater information technology expertise, knowledge management, and records and archives management. Realising the importance of keeping the library workforce up to speed with new developments and skills, LIANZA is offering a professional registration process and some of the training to keep librarians competitive.

Government sector closures

Our review covered the years 1990 – 2008 and can be used to analyse any changes to the special library composition during those years.

Special libraries are now in the vanguard to accept the uptake of electronically available data to provide streamlined access to information for their users. Some libraries have been reinstated, albeit at reduced levels of service, for example Railways New Zealand (now called KiwiRail).

New libraries were established within the Government sector, e.g. Maori Language Commission, and Tertiary Education Commission, which has since merged with the

Ministry of Education library. CRI Industrial Research Limited closed their libraries in Christchurch and Auckland and HortResearch in Palmerston North has an unstaffed 'reading room'.

The special library staff numbers have been relatively stable, over the years, but the change has been a decrease in number of corporate special librarians and an increase in the government sector special librarians. Staff numbers in 2000 and 2006 excluding Parliamentary Library who had 78 staff in 2000 and 102 staff in 2006 are as follows:

Special library STAFF numbers	2000	2006
Total commercial FTE staff	267.36	230.80
Total non commercial FTE staff	**513.21**	**555.65**
Total FTE library staff	780.57	786.45

Table 5 Staff numbers 2000 and 2006 (Ralph and Sibthorpe research 2007)

Closures are not unique to New Zealand, for example in the United States the Environmental Protection Agency (EPA) closed their libraries across America in 2006. In 2008 EPA restored library services after extended lobbying by the public, Special Libraries Association (SLA) and many other bodies. The SLA CEO, Janice Lachance comments:

> "*SLA members, information professionals armed with knowledge and skills of current and most effective practices, are precisely the experts that need to be at the table as these matters are being discussed. I am glad the EPA will be taking us up on our offer of assistance, and we will do all that we can to ensure the strategic plans for digitization of the Agency's collections are in line with their stated mission of providing the public with access to the vital environmental information they need when faced with important decisions.*" (Lachance, 2008).

Government and military departmental libraries are being closed to save on costs. The F.E. Warren Air Force Base closed its library and also the Armed Forces Medical Library which was established in 1836. The librarian provided support and testimonials from research historians, commanders and researchers which seemed not to be enough to stop the closure. The librarian

> "*must prove to bureaucracy that after 171 years the library was still an asset to the organisation.*"

Official government document librarians have changed as the print has given way to digital media. For example, the Federal Depository Library Program (FDLP) serves as a conduit for federal documents to depository libraries throughout the United States. There is a need to train librarians in this area. Innovative solutions such as the Free Government Information (FGI) blog, to raise the awareness of the importance of government

information and create a community with various stakeholders to facilitate an open and critical dialogue have been created.

Health and medical, theology, museum and art gallery libraries

Health and medical libraries

There are fifty-one health and medical libraries, twenty-two of which serve not for profit health organisations such as the Accident Rehabilitation and Compensation Insurance Corporation (ACC) and the Alcohol Advisory Council (ALAC). The rest are medical libraries which are

> "*set up in hospitals to support the work of the employed medical, nursing and allied health professionals.*" (Fields, 2007, p. 153).

There are twenty-four medical libraries at hospitals including twenty-one District Health Boards in New Zealand, and two medical libraries attached to university libraries. (Philson Library at University of Auckland, and the University of Otago Medical libraries). This includes two special libraries focusing on Pacific health, based in Whakatane and Tauranga Hospitals and the Ministry of Health Information Centre.

Medical libraries are subject to the *Minimum Standards for New Zealand Health Libraries, (*Library and information Association of New Zealand, 2005*)* which contain planning, development, organisation and administration, resources and service provision requirements in health libraries. These standards are enforced by Quality Health New Zealand, the accreditation body for teaching hospitals. Inspections are carried out to ensure compliance. As well as the special interest group (SIG) for special librarians there is also a special interest group for health which provides a forum for health sector library and information professionals. There is a Health-Info discussion list which is the email discussion group for issues concerning health information in New Zealand.

There are changes amongst the health libraries for example; Capital & Coast District Health Board's Nursing Library (WNU) and Mental Health Library (POM) are amalgamating with the Wellington Medical Library (WM) on 31st March 2009. WNU and POM will therefore, cease to exist as separate libraries. (Tietjens, 2009).

Trends in New Zealand health and medical libraries are not unique, for example Rothman comments on the following points all of which relate to the New Zealand environment:

- *Change is not unique to hospital librarians*
- *Librarian must become a technologist*
- *Change the way about talking about technology – talk with technologists*
- *Constant learning and development of new skills – not an unchanging librarian* (Rothman, 2007).

In the United Kingdom, cooperative schemes, networking and educational opportunities for members and fostering international relationships are encouraged. (Ferguson, 2005).

The role of the medical librarian and results of a 2002 United Kingdom national survey highlight the role of the medical library which is widely recognized and appreciated. The results of the survey demonstrate heterogeneity of arrangements for personal working in biomedical libraries. (Truccolo, et al., 2006).

It can be expected that hospital libraries and librarians will have a hard time surviving unless librarians can show that the mission of the hospital is supported to provide information, and also if it is a teaching hospital, to educate and train new health care professionals. (Hill, 2007). Hill suggests that librarians can show that the library's information services support clinical care, and that evidence based information and health care libraries can provide health care based on the best practice evidence. Librarians can be involved in training clinicians to locate evidence in the literature, so that the best practice help gives the best results at the best price. (Hill, 2007).

Accountability through basing decisions on sound evidence is key for clinical practice , and increasingly library practice as well. There is a need for hospital librarians to begin or continue systematic evidence collection, such as customer service and operations data to prove their case to their institutions. The following points illustrate steps hospital libraries can take:

- *"Ask customers what is important to them and how the library rates in meeting their expectations and was it useful to their research/training etc.*
- *Need to know how long it takes to supply an item, how it was delivered (electronically or hard copy)*
- *Provision of best possible electronic access to information*
- *Benchmarks to measure comparative levels of achievement and to strive for the highest*
- *Communicate amongst the team to the administrators, the library's return on investment*
- *Communicate to the administrators what clientele are served, how many (types, nurses, doctors, etc), how often, and in what ways,and set goals to improve the percentage of use*
- *Partnership with academic institutions to carry out research (time factors)*
- *Create the pieces of the mosaic that demonstrate the hospital special library's contribute to excellent clinical care, to see a better picture of the composite library information services and that the hospital library will continue to exist.* "(Hill, 2007).

Bothma also comments on evidence based information retrieval in South Africa; as an example Glenda Myers from the Health Sciences Library of the University of the Witwatersrand has done extensive research on this aspect as it relates to the medical field in South Africa. There is a huge potential and value to this untapped skill of the special librarian. (Bothma, 2007).

Theology libraries

There is a group of thirteen (2006 data) special libraries that serve the religious community. There are special libraries attached to theological colleges or church offices. For example, the Baptist Theological College; the Catholic Society of Mary and the Home of Compassion in Wellington; Sisters of Mercy in Auckland; Anglican, Methodist and Presbyterian churches; Salvation Army and the New Zealand Jewish Archives maintain libraries and hold archives. The Ratana Church archives are housed with the Ratana community near Wanganui. Churches who do not keep their own records can place them with Alexander Turnbull Library in Wellington or the Hocken Library in Dunedin (Fields, 2000).

If a theological library is threatened with closure, the prime concern is to preserve the collection, as much of the material is unique and irreplaceable. A committee has been established to provide assistance to theological libraries which are under threat of closure. The Australian and New Zealand Theological Librarians' Association (ANZTLA) has created a set of procedures to guide committee members, librarians and the organisation concerned through the process. (Harvey, 2000). Archives and records management are of growing importance in this area. Many organisations are moving to sort and digitise their records to make them more readily available, and also to preserve the unique material. As well as library qualifications and experience, training in archives and records management is becoming a requirement to work in a theological library.

Museum and art gallery libraries

The International Council of Museums defines a museum

> '*as a nonprofit making permanent institution in the service of society and of its development, open to the public which acquires, conserves, researches, communicates and exhibits for the purpose of study, education and enjoyment material evidence of man and his environment.*' (International Council of Museums, 2006, p. 14).

In New Zealand the number of libraries within museums and galleries is increasing as is the number of librarians employed by museums and galleries. Librarians in this sector are using a wide range of skills to manage budgets, organise volunteer staff, and maintain collections of print and electronic material but also physical objects and artefacts from collections. Some museum librarians have important large scale digitisation projects underway. They carry out user education functions, and take part in the curation of collections. One of the key related roles is managing archives and records.

In New Zealand there is a professional group for museum and gallery staff called AHLAG (Auckland Heritage Librarians and Archives Group), which is not affiliated to LIANZA.

There are approximately twenty member organisations in this group, which is restricted to the Auckland region. (AHLAG, 2008).

Special librarians working in galleries and museum libraries have formed a group, the Galleries, Libraries and Museums group (GLAM) which has been meeting in Auckland since 2007. Its membership is open to all people who are interested in galleries and museums and includes representatives from LIANZA, museums, Archives and Records Association of New Zealand and Records Management Association of Australasia, as well as archives New Zealand and the National Library of New Zealand. The number of attendees to quarterly meetings has been growing. GLAMS brings together the heads of major cultural institutions and professional associations in a leadership forum. The discussion centres on the strategic issues for the sectors as well as possible future collaborations. Leadership and succession planning have been identified as important issues for the group as is uniting the sector for future funding needs.

This sector represents an opportunity for special librarians, requiring a mixture of skills but it also offers an important dimension for New Zealand special librarianship, in that it attracts Maori and Pasifika librarians, and other staff to work closely with New Zealand's cultural heritage materials.

The museum sector includes a diverse range of institutions. A common factor is

> "*the involvement in the collection and interpretation of an actual and cultural heritage of the people of New Zealand.* (Fields & Young, 2007).

In the 1990s there were about 450 museums identified throughout New Zealand. At present (2006)

> *there are at least 65 museums with two or more fulltime professional staff. This includes 35 general museums, 20 art museums and 10 combined general and art museums.* (Butts, 2006).

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Corporate libraries and information services, law libraries and consultants

"Gather statistics on operations, analyse them and filter to portray the best picture. Gather recent success stories, and seek client support. Foster the most avid and connected supporters. Prepare to compromise but also prepare to fight for essential areas. Ensure that information about the library service is ready at the fingertips. The faster…one can respond, the more efficiently the library is represented."

<div align="right">(2008 Questionnaire comment)</div>

Background and definition

The libraries discussed in this section are those in for-profit firms - corporate libraries and information centres. The section will also discuss information brokers and commercial information services, which serve a similar clientele to corporate libraries.

While special libraries in the government sector, especially those in Wellington have recorded growth, there has been a significant drop in the numbers of special libraries in corporate settings especially in the Auckland area. This Paul Szentirmay research topic was prompted in part, by the reduction in numbers of corporate special libraries in the Auckland area during the last 5 years, resulting in a marked loss of job opportunities, especially at senior levels.

Law libraries, discussed later in this section, have a more positive story, showing growth and an increasing "professionalisation" by which is meant the cooperative activities undertaken to create a recognisable service to the profession they serve, characterised by the setting of service guidelines and standards, a high level of networking, and the measurement of a high level of performance required by the user group.

Description- Special libraries in commercial settings

Looking at the table in the introduction to this report, (p.39), there has been a decrease in corporate library numbers from 118 in 2000 to 110 in 2006 with the average staff numbers dropping from 2.27 FTE to 2.10 FTE per library, and a total drop of 13.67% FTE in commercial library staffing.

Law libraries are the largest employing corporate libraries, followed by other professional companies such as architects and engineering firms. The number of law libraries has grown from 25 to 29 but the staffing level in them fell by 4.45% in 2006.

Financial institutions were one of the largest employing groups in 2000, but a drop from 20 to 13 libraries in 2006, indicates a 35% drop in total libraries and a 28% drop in staffing.

Media and news libraries, in our 2006 count were well represented, with 17 libraries. In the last two years, these libraries have been closing around the world as a result of mergers and acquisitions, and the economic climate. In New Zealand there is a small staff remaining at the TVNZ library, which was threatened with complete closure back in 2007, and dropped 2 jobs. Other news and media libraries are down to very lean staffing levels, and this sector in New Zealand is experiencing moves to offshore editorial production. This is the trend overseas, with the *Wall Street Journal* (US) and the *Financial Times* (UK) merging and firing all the information centre staff.

In comparison, during the same time total non-commercial libraries increased from 172 in 2000 to 182 in 2006, (increase of 5.8%) with staff numbers also increasing from 513.21 FTE to 555.65 FTE, an increase of 8.27%. One of the largest growth areas for employment staffing levels is the museums and galleries sector, which records an increase of 23.35% in FTEs.

In our study we were unable to spend time researching commercial information brokers or fee-based information services running from libraries and other public organisations. Directory entries for independent consultants and information professionals, for 2000 totalled eight. In a 2001 survey, Alison Fields identified 36 candidates working as consultants and interviewed 26. (Fields, 2003). Since then several firms have closed, and there are now more one person consultancies rather than information brokerage companies. In a quick survey sent to *nz-libs* and *SLIS* mailing lists in April 2009, 15 people replied that they were consultants, freelance or contract special librarians. Alison Fields recommended that her survey be rerun 10 years later, when it is expected that this trend will have continued.

Finally, one of the largest recruitment agencies for information professionals closed down in New Zealand this month.

Libraries with a commercial imperative are generally funded by the parent organisation and serve the interests of that organisation. In corporate special libraries, costs incurred in the library operation are expected to be recovered in full or part to the parent organisation. At the least they are passed on to users, either within the organisation or through its clients (as is the case with law library clients), or factored into overhead costs with the expectation that the investment is repaid. The fact that corporate special libraries find it difficult to generate income adds to their vulnerability with the risk that they can be seen purely as overhead charges to their parent organisation.

- In New Zealand, corporate libraries make up about 40% of the total of all special libraries.
- From our count of the directory *Contacts in libraries, 2006* (Contacts Unlimited, 2006) we can see that the professional groups such as engineers, architects and lawyers, host the largest number of corporate libraries.

Staff size in corporate libraries

In NZ corporate libraries there are very few staff per unit. According to our statistics staffing is generally one full time and a part time staff member. Library staff is spread thinner now. FTEs in all special libraries were 267 in 2000, but 230 in 2006, or a drop from 2.26 FTE per library in 2000 to 2.05 per library in 2006. In fact many librarians work solo. Such small teams need to work particularly hard to be considered as critical elements in an organisation's information resources area.

Where are corporate sector librarians employed?

Through both our census of special libraries and through scrutinising job advertisements over the last year, we have observed the geographic spread of corporate libraries, and job opportunities available in different parts of the country.

- Wellington now has 60% of employed special librarians; these are mainly in government and not for profit organisations. The other 40% of jobs are scattered over the rest of New Zealand.
- New Zealand owned and operated companies were closely related to the primary industries, such as forestry, fishing and dairy, manufacturing (including pulp and paper, packaging, woollen goods, building materials and clothing). Corporate libraries were concentrated into the Greater Auckland area, during the 1970's and 1980's. There were about 30 listed companies, and manufacturing plants which operated in the Auckland area at that time. (Companies such as NZ Forest Products, Dulux, Abels, New Zealand Wire, Pacific Steel, New Zealand Steel, Alcan, AHI Industries, Fletchers, UEB Industries) In 2009 there are 7 companies of this nature.
- The majority of jobs available to special librarians in corporate organisations are now in private firms, including law firms, as opposed to publicly listed companies. This is echoed by overseas research (Matarazzo & Clarke, 2008).
- The composition of the current membership list of SLIS North shows many librarians who work in not for profit libraries, museums and galleries, Crown Research Institutes, engineering and architectural firms, or as tertiary subject specialists, while very few work in manufacturing, primary industry or finance companies.

Issues affecting corporate and commercial information services

Current business conditions

- Business and economic conditions world-wide, are making a large impact on special libraries in corporate organisations, most noticeably in the reduced number of libraries, due to closures, and the reduction in job opportunities in companies.
- Noted here is the closure of several commercial information services and recruitment agencies for information professionals in New Zealand.

- Political and legislative changes, and the impact of new technology were also discussed in our introductory chapter as having a direct impact on what is happening in corporate libraries.

Emerging trends for corporate libraries

The following trends became apparent from our research:

- The move to virtual collections and reduction in print collections, and the loss of physical space, is affecting libraries in commercial organisations.
- Small staff numbers or sole charge positions are the rule in corporate libraries, the largest corporate library staff being 6 FTEs. There are only a few corporate libraries with as many staff as this, and most are sole charge or 2 to 3 FTE at most.
- Closures continue and strategies are needed to prepare for more.
- Corporate librarians are a fragmented group without the common subject or client base and challenges which give the law and medical SIGs their cohesion.
- The need to broaden skill sets to meet new opportunities. The need for training particularly in IT and business skills has been identified. Jobs advertisements surveyed are asking for a wider range of skills, both professional and personal. Personal skills and adaptability are critical.
- There is an increased opportunity to work as contract staff. Mobility and portable skills are needed.
- Heavy involvement in training and the information literacy of the organisation's staff is noted, with librarians offering both formal and informal training.
- The movement of librarians from a central library room to sit out with their clients, and maintain a more visible and integrated presence is not new but with the reduction in library space, could be considered a strategy for future survival of library staff. Whether librarians have actually moved to new physical locations alongside their client groups, or simply become embedded in organisational teams, they advised us that this allows them greater visibility and closer alignment with the objectives of the organisation.
- There is an urgent need for workforce planning in the sector, especially with the ageing workforce situation and concerns over the calibre of MLIS graduates coming into corporate settings.
- The information professional's image with employers needs building: some recommendations for addressing this appear later in our report.
- Our literature review finds the same trends and experiences in New Zealand as overseas corporate librarians are meeting.

Closures of corporate libraries

- The main factors for closures of special libraries in corporate settings were identified in our section on closures. (Appendix 4). In order of impact:
    - Reduction of staff throughout the organisation
    - Budget constraints

- o Result of merger or acquisition
  - o Centralisation exercise
  - o Reduction of space allocation
  - o New manager or library director
  - o Retirement of librarian. (Ralph and Sibthorpe, 2008).

- Recent examples of closures include the Fisher & Paykel Appliances manufacturing operation, which has manufactured household appliances since the 1950's in East Tamaki, Auckland. In November 2008, the entire plant was closed with the loss of 650 jobs nationally, (446 in Auckland), all of which went offshore to Thailand. Australia and Malaysia. In addition, when the librarian of the long-standing Auckland Fisher and Paykel Library and Information Service retired in the same month, she was not replaced.
- Former corporate library collections have been dispersed in various ways: they have been disbanded, offered for free disposal, split up to regional offices, sold to individuals, sent to the National Library and Turnbull collections, stored etc.

Results of the interviews with senior corporate librarians

Ten senior library managers were interviewed. They were engaged in providing a highly professional level of service for their corporate clients and were extremely client focussed. One librarian was a former corporate librarian. Four of the ten managed libraries of up to 6 FTEs and the other six were sole charge. In all cases the librarian had been with the organisation for over 5 years and seven of them for over 10 years. Five were in the financial industry, three in manufacturing companies, two were from large Wellington companies and the others were Auckland based.

The librarians reported moving out of traditional roles, reducing their library collections and space, and continually reporting the work of the library to all, both upwards to senior management, as well as across the whole organisation.

Marketing

- All the library managers were promoting their team's skills to their senior managers, weekly or monthly, and reporting the value of the library. They conducted information audits and had information management strategies. Many librarians had reports on standby for times of change, which would quickly validate the work of the librarians and the impact of the library.
- All were involved in conducting regular user feedback surveys within their organisation, including user studies, usability testing for new systems, training evaluations, and canvassing of user requirements.
- Products were seen as a highly visible way of promoting the services and skills of the library, for example, company profiles and investor profiles, economic bulletins they produced.

- The librarians perceived themselves as working hard to maintain high visibility, market the library and make training available throughout the firm (tailored for the range of employees from the MD down, in whatever style of training suited the user).

Information Technology

- Each of the ten librarians was interviewed were responsible for the management of the intranet and website for the organisation and for making a range of databases available at the user's desktop. Push services; such as, newsletters, and blogs for distribution, and profile alerts, for individuals were typical.
- They emphasised that their relationship with the IT department was seen as critical. Compliance with in house standards was a major issue and required a great deal of management to make sure of access to new software.
- Sophisticated software and end-user products were in use, products such as Sharepoint, Web 2.0, and records management software and knowledge management systems. In one library, federated searching has been in place since the late 1990's, allowing users the facility of searching on one interface. This was the product of an in-house project conducted between the library and the IT department.
- Librarians in firms were taking on new archives and records functions because of the *Public Records Act 2005*.

Training and Continuing Professional Development (CPD)

- Corporate librarians are proactively broadening their skill sets to take responsibility for their own training including leadership education opportunities. Continuing professional development (CPD) is important and much needed.
- Corporate librarians are involved in training programmes for the organisation, such as conducting orientations for new staff, information literacy training, and see this as critical in their role as "*enablers*".
- LIANZA registration is supported and seen as useful, although some have in-house performance procedures that keep their skills in front of their managers. Most of the ten interviewed belong to professional associations but only one belonged to the SLA. They keep up with developments in the field through reading, but find it hard to keep up with SLIS meetings.
- Corporate librarians, especially those in sole charge positions, also find it hard to obtain funding for training, and need very lengthy notice in order add requirements to their annual budgets to obtain funding for training. This is a factor to be considered in the setting up of CDP programmes. Perhaps a LIANZA annual pre-paid course voucher scheme is a viable option?

Closures in corporate libraries and information services

While law, health and medical, gallery and museum libraries and the government sector show stability and even some growth, corporate libraries have had a difficult few years both in New Zealand and overseas. Special librarians have been well aware of the vulnerable nature of their jobs. They spoke about being fired while on holiday or moved to one side during restructuring. There is an inevitability in much of this. Two people we interviewed, who had just been made redundant, doubted that anything could have been done to save their positions.

- Our discussions with special librarians in manufacturing, financial and engineering firms reveal a much greater exposure to changing business conditions and to reduction and redundancies as well as closures.
- With critical business conditions, financial libraries have been vulnerable and jobs were lost. One special librarian lost her job in late 2007 due to the arrival of a new manager, who wanted a different organisational culture. Another closure followed the retirement of a long-serving librarian. Another redundant librarian from a finance company recently received a personal effectiveness rating of 100% from her client group, just prior to being made redundant.
- Other discussions with librarians in manufacturing and professional firms, showed that (although they were providing best practice examples of what a special library can do for an organisation), in the end the decisions about reducing library services are made remotely, are not personal, and seem inevitable.

Reporting lines

- Wherever we found a special librarian who reported to a highly placed senior executive, director or board member, sympathetic to the library, we found a more stable environment especially where the relationship was a long term one – over 5 years.
- Librarians in various companies report to a range of different managers within companies. In the case of our 10 corporate librarians they were reporting to vice president-HR, operations managers, partners, chief operating officer, board members, business development manager and IT chiefs.
- The information function is seen as important to the company but it still has no clear allocation in an organisation. Consequently determining salaries is another area of difficulty.
- Most of our interview group had achieved places on high level in-house strategy and research or planning committees.

Personal skills

- The "can do "attitude was mentioned many times during interviews. In one case a librarian was asked to take on the 'knowledge management' and 'records management' roles, having been appointed to the knowledge management pilot

group committee, and she immediately agreed. The need to show initiative and be proactive was emphasised by all corporate librarians interviewed.

- One librarian, in an engineering company we visited, had recently won the award for Employee of the Year, for an innovative and successful solution to the challenge of obtaining overseas manufacturing standards.
- Corporate librarians now see their role as "enablers". One had the specific aim of

    "minimising non-intellectual work".

- Social networking was mentioned by everyone we interviewed, and this ranged from walkabouts, and seeing people personally, to

    "*using every tool possible*".

- We found in interviews that some employing librarians were finding it difficult to obtain high quality staff with the necessary skills. Some lacked personal skills and a good attitude. Other candidates did not have the necessary IT skills.

    "extra bright people are needed for special libraries"

- Succession planning does not really apply as most are in sole charge positions. In two cases of the ten, librarians know there are no plans to replace them when they retire.

In the short time of the duration of our study (October 2007 to December 2008), of the ten corporate librarians interviewed, one person was already redundant, and two were in the throes of being made redundant. One librarian, who retired after our interview, was not replaced, and another is aware that she will not be replaced when she retires in the next two years.

New opportunities identified for corporate librarians include: knowledge management, competitive intelligence, records and archives, information literacy training, business activities such as analysis, statistical work, report writing, using their high literacy skills, creating value added services, and products such as publications, bibliographies, alerts. Opportunities were seen to move out of the library services and into other organisational functions such as HR, and marketing. Contracting and legal publishing were suggested by law librarians.

Law libraries

The largest group of libraries in the commercial sector are the law libraries. There are 29 law libraries in NZ in 2007, an increase of 4 since 2000. The average number of staff numbers in law libraries is 2.5 FTE.

Law librarians require specialist knowledge of legal materials, many of which are not available electronically. Apart from three university law libraries, the libraries discussed here are those in law firms. Although funding comes from the firm each year, direct costs incurred in obtaining information are passed on to the client through being factored into the firm's legal disbursements.

As well as around 20 commercial law firms, there have until very recently been libraries maintained by each of thirteen district law societies throughout New Zealand. As at 1 February 2009, these have been amalgamated as the New Zealand Law Society Library.

District Law Society Libraries were funded for well over a century by compulsory Law Society (practising certificate) fees, paid by lawyers in order to qualify for practice. This funding base has been changed by the *Lawyers and Conveyancers Act 2006,* by which District Law Societies will become incorporated societies with voluntary membership. Their libraries have been acquired under the Act by the NZLS. The three largest libraries have for many years collaborated to produce the New Zealand legal database LINX,(an index of case law, journals and textbooks) and to support each other's service to the legal profession- document delivery and research. These services have been used extensively to support practice in both large and small firms right across New Zealand. The profession is currently waiting, with some uncertainty to see how the new owner will manage the amalgamated library formed from these and the other smaller libraries maintained in Dunedin and elsewhere.

There are law libraries maintained by the Ministry of Justice for the judiciary, staffed at the main court centres and also provided online, as well as legal libraries at the Law Commission, Crown Law, the IRD and some other government departments.

Law libraries in New Zealand contain specialist legal materials for New Zealand and other similar jurisdictions, notably case law, legislation, (some earlier New Zealand legislation is still not available online, despite remaining relevant to daily legal practice) indices and finding aids, legal encyclopaedias, texts and commentaries and legal journals. Another significant service offered in legal libraries is business research, as lawyers work to understand their clients' business environments. Law librarians are also responsible for training new legal staff in the use of legal materials.

As with other corporate libraries, law librarians also need to involve themselves in the wider activities of the company and so they have developed skills such as website content management, knowledge management, including storage and access of opinions and precedents of the firm, and sometimes records and archive activity.

In our interviews with law librarians, we found one instance of a law library closure (but within a year this was reopened). This had made a senior law librarian with long experience redundant and was the result of a foreign takeover of a long established New Zealand firm.

There is a strong professional body separate from LIANZA, which has a network, an active website, a set of professional guidelines and standards for law libraries, and a programme of professional conferences and symposia run each year for the members of the NZLLA. A high degree of collaboration is evident.

The New Zealand Law Librarians' Association (NZLLA) was established in 1989. Until 2000, the New Zealand Law Librarians' Group (as it then was) operated as a Special Interest Group (SIG) of LIANZA. In 2001 it became the New Zealand Law Librarians' Association, a separate organisation from LIANZA. The group has had an important lobbying role, promoting issues of public access to information, on behalf of the profession, librarians and the public, as well as producing publications for use with legal materials. A notable publication from this group is their "*Principles of professional conduct,*". (NZLLA, 2001).

For law librarians, challenges include the new *Lawyers and Conveyancers Act 2006* which will impact especially on District Law Societies, although also on law firms and legal practitioners who have relied heavily on their services. There is progress on the digitisation of legal materials, indicating that more material will be available online than previously (for example, New Zealand Legislation *http://www.legislation.govt.nz*). However law librarians have used these as opportunities to get involved in electronic provision of services.

One law librarian has advised us that the work ethic of younger law librarians is of interest in that they look for a much better work/life balance. Registration is seen as a good way to raise awareness of a librarian's skills and capabilities within the firm, and to be used to lobby for more salary parity. Training in the use of both online and print materials is still one of the most important activities the librarians carry out.

Law libraries are well staffed and are seen as an accepted part of the legal firm's support structure. Law librarians are seen as vital in training legal staff and important as information managers.

With more electronically available legal materials this situation could change. Another change to come could be the nature of what the courts will accept for evidence in the future, where they require paper copies of documents now.

Relationships are the key to success. In one large law company the library team is scattered throughout the firm. Several law librarians have moved out of libraries into library-related work such as consulting or roles in the provision of legal databases.

In our discussion with five law librarians, it was seen as an advantage that a law librarian now have a law degree. Law librarian researchers are needed, these are usually law graduates with library qualifications. Further skills are seen as desirable especially

business skills such as budgeting and finance, and general management skills. The greatest challenge is to remain relevant while more material becomes electronically available, and is now becoming admissible in court in electronic format. Registration was seen as a useful tool, and in many cases the firm has been approached to provide the registration fees. There are opportunities in the future for NZLLA as an educator selling their courses to law firms, and for a greater use of social software to personalise websites.

There is concern over the calibre of new entrants to legal librarianship. One law librarian interviewed is making sure her staff are future-proofed by training them up herself. Another senior knowledge manager comments that imagination and skills are "*just not there*" in new entrants to the legal library community. Most needed were personal skills and thorough IT knowledge. This librarian finds graduate MLIS librarians do not have basic skills in IT. Spread sheeting, PowerPoint, analysis, project management or preparing a business case "*are sometimes beyond them*" and this reinforces comments on skills others interviewed perceived as needed. The fact that people can enter tertiary library education without an interview means that personal skills are not assessed which is having an impact on the profession. There is no hands-on in-work training or immersion available either, as it was formerly.

When asked about mentoring, law librarians were agreeable to this idea, and one library manager suggested that using the NZIM (New Zealand Institute of Management) scheme might be a good suggestion, as this body has a flexible programme. NZIM offers a coaching scenario which can be "*just-in-time*," rather than an ongoing commitment. The manager also maintained that library education for special librarians is too theoretical and not vocational enough. Change of role and training are seen as important factors needing to be in alignment for the future of the library profession.

Conclusion

There is a wide range of commercial and non-commercial libraries in New Zealand serving business, industries and professions. It is in corporate libraries that job losses and library closures are occurring. There information professionals often work in isolation, and appear to be insufficiently supported by the profession.

 It is encouraging to see the stability of legal, health and medical, and art gallery and museum library staff numbers.

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Emerging trends in New Zealand special libraries

Information services 2010.
>   Posted May 16th 2007 @ 12:20 pm by Sue

So you would like to hear my vision of my library in 2010? My first reaction is that its only three years away - not long at all, I had better get busy. I am new to my current position and this is my attempt at thinking through my first three year plan.

My vision is not about my library as a place but about my services. My library is already no longer about a collection in a place. The place where I sit is called an "Information Services Point" but I need to get the information services to where my clients are, into their work-spaces. Not just offering training in their offices but services which are integrated into their electronic and virtual work-spaces.

I need to develop and establish relationships and conversations. I have already heard that my clients need simpler interfaces to the huge range of information tools that we have gathered, they need ways to manage their information overloads and they need ways to connect with each other to foster interdisciplinary research.

Like Fiona I will need to acquire skills in GIS and data mining just to be able to talk with my clients. I have already had a client tell me that he needs to use data-mining and there are no longer maps in my library for a reason. I need to get to know the information management tools they are using everyday. I am learning Procite and Endnote well enough to offer training but how many are using BibTeX instead? I have found one group already.

My organisation is talking about getting my team involved in setting up an institutional repository and my team is starting to use a wiki. I need to look at whether my clients use RSS, IM and social networks and, if they are, then I need get our services into those spaces. I need to look at the best practises of the universities, their services to their researchers but also their students. Their students are our future researchers. Those changes would be necessary just to catch up. I need to do more than catchup, I need to get innovative. My clients are, so I need to be also.

Then I need to be constantly in the loop, constantly aware of where our clients are moving and be prepared to move there along with them or, better, leading the way, to show them better ways of retrieving, organising and (as Fiona said) adding value to the information that they need. Actually, that last bit was in my job description

Libraries Interact : Blog central for Australian libraries.
(*The authors have obtained permission from "Sue" to use this example*)
http://librariesinteract.info/2007/05/16/information-services-2010/

The following are emerging trends observed from the research:

Economic and political conditions

- The global recession and local political changes have impacted immediately on special libraries in New Zealand, and could have further impact under the new government.
- The new legislative requirements of the *Public Records Act 2005*, have created opportunities. With pressure from the *Public Records Act 2005*, local authorities and national bodies are grouping together to create better archival services for New Zealand and have formed the group GLAMS (Galleries, Libraries and Museums) to create a strong and unified group to carry out these requirements.
- Organisations reacting to the severe economic changes have rationalised, reduced or closed special libraries, especially outside the government sector. Library closures are taking place, mainly in corporate settings.

Information about special libraries

- There is not much information about special libraries in New Zealand, especially statistics and practical advice. As Spiller found in the United Kingdom, most of the research being carried out is better suited to the public or academic environments. (Spiller, 1998).
- The literature review indicates that in other countries, where information is available, special libraries report similar circumstances to New Zealand.

Employment

- From our count of libraries using the directories mentioned in this report already, employment numbers are down. Statistics New Zealand figures for library employment do not include detail about special librarians.
- The total number of libraries we have counted between 2000 and 2006 has remained constant, but this figure does not reflect the changes and upheaval involved in the transfer of library employment from the corporate sector to the government sector.
- There is a need for workforce planning, because of the ageing workforce, and reports that the brightest and the best are not being recruited into librarianship. A workforce planning research project of interest to New Zealand educators, called Nexus, (a census of the library workforce to assist in future planning) is being carried out in Australia currently. (Hallam, 2008).

Government libraries

- Trends in government libraries include rationalisation and mergers, and involve centralisation of resources to Wellington, and the pressure of reduced space.
- Our research found that government and health librarians were able to align themselves with the goals of their organisation. In this sector were plenty of examples of librarians, who work alongside the client group either physically or by being incorporated into work teams.

Corporate libraries

- Corporate libraries are experiencing the most closures and corporate librarians are currently having to justifying their library services. They have few staff, with the largest two corporate libraries in the country having 6 FTEs.
- Corporate librarians have less support from their SIG groups, than government librarians and other LIANZA groups.

Reduction in library space/virtual collections

- The move to virtual collections and reduction in library space has affected most libraries surveyed.
- Special librarians now see themselves as "*enablers*" rather than intermediaries.

Acquiring new skills

- There is pressure to broaden skill sets, and improve professional and personal skills through continuing professional development. Our survey of job advertisements found that new skills were being requested. Librarians identified that training in business skills, such as project planning, budgeting and preparing a business case were needed. IT training is essential for working in new areas of opportunity such as records management software systems.
- Librarians have always seen the value of IT. They adapt and quickly learn new technologies. They use every tool possible to communicate with their client groups. There is a proliferation at present of new Web 2.0 communication which survey respondents were concerned about, but they weigh up the advantages of these and share information over *nz-libs* listserv and in other forums.
- Special librarians are widely involved in information literacy training in their organisations.
- There is a need to reposition, to obtain new skills and market these back to the organisation. Many librarians have also renamed their positions.

Support for special librarians

- There is a lack of resources and support for those working in special libraries, for example, practical information on marketing techniques, value adding, impact measurement of library services, or new ideas. These are not readily available nationally, and many struggle to find time to obtain this help. Resource sharing is discussed later in the report.
- Even though there is a wealth of literature on the topic of justifying their library service it seems some special librarians are still struggling with this activity. Resources and training are needed.
- Training for special librarians is a difficult area. There are not sufficient numbers to arrange courses and classes, and so alternative methods should be considered, including online training and web-based resources.
- Mentoring is an opportunity for obtaining more support. Mentoring is becoming available through LIANZA, but is available through other organisations too.
- More support in times of library closure is needed.
- The SLA offers a good range of support, training and services for special librarians, but few New Zealand librarians belong to it.

Opportunities

- Guy St Clair has identified a major opportunity in the concept of knowledge services which combines information management, knowledge management and library services. Individuals and educators need to prepare for this opportunity. (St Clair, 2002).
- New opportunities exist and special librarians have been seizing them, upskilling and moving into new roles within the organisation.
- There is a trend in the literature to see an opportunity in knowledge management, but very few special librarians have the three things needed to make this work, the necessary IT training, the highly placed executive positions and the experience of these knowledge management systems, even for those who work in large organisations.
- Contracting and consulting is offering a flexible and interesting alternative for information professionals.

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Conclusion

There are two quite distinct areas of special librarianship. The non-commercial sector, which includes government, not for profit libraries, and health and medical libraries, has grown slightly over the past ten years. This could be about to change with the change in government and the global economic situation. The commercial sector has suffered under tight business conditions since 2000, which included the effects of globalisation, resulting in the takeover of larger New Zealand companies and a move from making products to a knowledge economy.

Library literature tells us that much the same is happening in other developed countries. The skills possessed by special librarians are not seen as relevant any more in a post-Google era. This is partly due to the lack of awareness of the importance of the skills used daily to perform an information professional's tasks. It is also partly due to the low profile and lack of public education in the marketplace, about the value of information professional and their sevices. The SLA sees this as so important that a large SLA Alignment Project is being mounted, to catch up with the rapid changes in the profession. (Romaine, Zamora & Fisher, 2009). The project will also investigate the critical messages the profession wants to send out to employing organisations. This project will need to be monitored in New Zealand, to capture these essential messages which can be relayed to our marketplace too. This situation will not improve without some national strategy and action.

There are huge opportunities in the offing, in the way of knowledge services to organisations, as noted by Guy St Clair. (St Clair, 2002). He sees the role of the information professional encompassing information management, knowledge management and in-house learning as one that special librarians can claim, if they have the right skills and attitudes. This expansion of the role includes new skills which it will be necessary to acquire. Many librarians have already taken personal responsibility for this, and have acquired new skills and moved into new areas of activity as opportunities have presented themselves. However, the first step in this process is an awareness of the opportunity to expand the role in the face of an apparent decrease in employment opportunities. The second step is to make sure educators and trainers can assist with the learning needs of such a small group. Thirdly, employers must be made aware of the possibility of hiring someone who can manage all the information functions of an organisation and be in alignment with the IT department.

Passionate and dedicated librarians are working to make their library relevant to the organisation, but their individual activity needs supporting at a national level, from cohesive and unified sector groups, and a response from the professional organisation.

In order to achieve a repositioning of information professionals in the landscape of organisational information management, sharing of resources will be needed. These include resources on marketing and promoting the role of the information professional, excellent resources on demonstrating the value of the information professional's work to the organisation, ongoing CPD, and a knowledge of the skills and competencies and personal skills that make a successful information professional.

Another transition in New Zealand special libraries currently, is the need to pass on essential knowledge from the ageing librarian generation to its successors. Ideas included in this report are mentoring, writing and research, the publishing of practical information as opposed to academic literature, a national seminar (actual or virtual), and knowledge sharing on a national website or similar vehicle, among others.

The research on closures shows that there is little support from the profession at times when special libraries are facing the axe or are under review, and yet there are ways in which assistance can be provided. More information about managing the review process, as well as other activities and personal support for librarians in that situation, can be coordinated and should be available.

In a transitional time it is necessary to be aware of the opportunities available. Libraries will continue to close with or without excellent special librarians, but as special librarians need to take stock of their personal portfolio of skills to remain relevant and take on the wider role in organisations, perhaps as special librarians without special libraries, as contractors or self employed entrepreneurs.

References - conclusion

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Recommendations

While some of the factors affecting special libraries are gradual and inevitable, other challenges can be met with immediate strategies and actions. In light of the research, we make the following suggestions and recommendations:

1. Raise the image of the information professional

1.1 The SLA Alignment Project

New Zealand librarians should follow the progress of the SLA Alignment Project on the future of SLA and the information profession and use their findings. A strategic framework is being devised and a clear message formed to

> "*highlight the value of information professionals in today's economy*"

using a new communications platform. (Romaine, Zamora & Fisher, 2009, p. 14).

This kind of activity is critical at this time. Each special librarian that we spoke to showed passion and dedication to promoting their services to client groups. However nationally there is no strategic message available to potential employers.

1.2 Create a new set of professional guidelines

The research found that there is much we can all do to support special librarians in their work. The *Standards for special libraries in New Zealand*, last published in 1982, is clearly out of date. Some of the more cohesive, 'professionalised' groups such as the law librarians and the health and medical group have guidelines that are used in daily practice. We suggest that New Zealand special librarians create or adapt a new set of professional guidelines for special libraries.

1.3 Create a skills and competencies list

A list of skills and competencies, similar to the ones created by SLA and ALIA, would prove of immense benefit to special librarians, particularly to inform employers and potential employers of the value of an information professional in their organisation.

1.4 Marketing and promoting the image of the special librarian/information professional

There is a considerable body of advice in the literature concerning the marketing of special libraries, covering everything from "elevator" speeches to niche marketing. Of concern is that the perception of marketing is reduced to promotional activity and is not seen as an important strategic activity, as it should be.

1.5 Individual to reposition the special librarian in the organisation

The market place for special librarians is currently particularly fluid and we need to be ready to augment our traditional skills with others that will allow us to reposition ourselves within organisations. We remain responsible for our own training in new skills and competencies, and to proactively market those new skill sets.

1.6 Align the library with the organisation's goals

The literature review highlights the importance of aligning the library with the organisation and discusses using the combined tools of professional and personal skills and competencies, and the Balanced Scorecard to manage 'upwards'.

One former librarian interviewed, said we should "lose the librarian!" Others interviewed suggested that the term "librarian" has unfortunate connotations of leisure which are out of place in a busy corporate environment.

1.7 Measure and demonstrate the value of the special library

It is important to measure and document meaningful activity in the library to demonstrate how it contributes to the results of the company each year, rather than simply maintaining traditional library statistics as measures of effectiveness.

1.8 Prepare a justification of the library

Of the ten corporate librarians interviewed for this study, most had already prepared a report to validate the work of the library, available on standby; this is a challenge which they know comes up regularly.

1.9 Create a resource for valuing special libraries

There are many methods of valuing special library or information professionals' services described in the special library literature. An outcome of this research report is a website which can be used to add resources on these valuation techniques for the benefit of special librarians. The Special Libraries Resources website address is http://www.lianza.org.nz/community/special-libraries/index.html

2. Training, continuing professional development (CPD) and registration

2.1 Coordinate training with LIANZA and other providers on a national basis

Many special librarians are unable to fund their way to training without plenty of notice and prior budget provisions. If training options such as the CPD training programmes were coordinated and presented nationally it would enable librarians to plan their own training and budgets accordingly.

Special librarians find they need to be equipped with better business and IT skills.

2.2 Nexus workforce planning research project

New Zealand librarians should follow the progress and emulate a workforce planning research project of interest to New Zealand educators, called Nexus, (a census of the library workforce to assist in future planning) which is being carried out in Australia currently. (Hallam, 2008).

2. 3 Hold a 'specials day'

This could be offered annually to all special librarians, to share ideas and build cohesion; corporate sector librarians would find this especially beneficial. LIANZA cannot be expected to provide for all training needs but our own special libraries SIG groups could be used to better effect in this way.

2.4 Use online training models

The SLA's online Click University model could be considered for the delivery of training to small groups.

2.5 Employing librarians to implement internships

A way to attract library students and generate interest in special libraries for the future could be to set up special library internships for library students.

2. 6 Mentoring and registration of professional librarians

As a professional group SLIS in particular could take up the challenge of working with the LIANZA registration mentoring scheme or other mentoring schemes to maximise special librarians' access to personal help from colleagues.
See http://www.lianza.org.nz/registration/mentor-scheme/index.html. More collegial help could assist the corporate sector librarians, who are often working in solo positions.

2.7 Future-proof yourself

It is our individual responsibility to prepare for future opportunities by gathering a portfolio of skills needed to remain relevant and take on wider roles in organisations.

2.8 Use the Special Libraries Resources website

Sharing knowledge and resources was mentioned many times in the interviews for this research. Using and contributing to the LIANZA Special Libraries Resources website is one method of achieving this. (http://www.lianza.org.nz/community/special-libraries/index.html).

2.9 Use membership of professional associations

Involvement in professional associations is an important method of maintaining professional skills. It was noted during the research that numbers who belong to SLA are not high and yet there is a huge amount of support is available to all SLA members.

3. Support during times of threat

One of the results of the research is that, personally and professionally, librarians are on their own during times when they 'face the axe'. It should be possible to reach out to colleagues and coordinate a support system in these ways:

3.1 Creation of a Standing Committee / Action Group on Closures

We suggest the creation of a Standing Committee on Library Closures run through SLIS, or alternatively for all LIANZA, similar to that of ANZTLA (Australia and New Zealand Theology Libraries Association). This committee could make help available, including legal advice, assistance through lobbying where appropriate, the writing of letters, and providing resources. Another function could be to consider suitable destinations for 'at risk' collections.

3.2 Career Disruption Programme

This innovative idea has come from an SLA Chapter in Washington, DC and needs to be further investigated. It involves short term mentoring, during times of library review.

3.3 Planned resource

The authors have assembled comprehensive resources and received many suggestions. They plan to produce a paper discussing guidelines for librarians to follow when special libraries face threats of closure.

3.4 Redundant librarians

In order to provide continuing access to professional information, LIANZA could consider reducing fees for a member who has been made redundant.

4. More research is needed

4.1 Consider carrying out some research.

There are scholarships and funds available now and as a sector we need to group together and work on some important issues. Some of these have been identified in our report. (See, Ideas for further research, p 88).

4.2 Gain funding

Consider nominating someone (yourself?) for the Information Professional of the Year award through the SLA Australia and New Zealand Chapter. You need not be a member to nominate or to win this award of around $2,000. (Appendices 7 and 8).

References - Recommendations

Hallam, G. (2008).*Nexus : an investigation into the Library and Information Services workforce in Australia : Final report. Jan 2008.* Retrieved 28 April 2008 from http://www.alia.org.au/employmenty/workforce/

Romaine, C., Zamora, G. & Fisher, T. (2009). Strategic alignment positioning our brand for the future. *Information outlook,* 13(1), 12.

List of outputs

The following is a list of some of the outcomes of the research carried out for the Paul Szentirmay Special Librarianship Scholarship:

- **Presentations** were made to raise the profile of the Scholarship, to SLIS groups in Auckland and Wellington.
- **Travel to Wellington** was made, where we met with the Paul Szentirmay Special Librarianship Scholarship Panel (PS Panel) on a number of occasions.
- **Monthly progress reports,** were sent to the PS Panel, to keep the panel members up to date the progress of the research and any other developments.
- **A focus group of senior librarians in Wellington** was arranged, to discuss with them issues facing special librarianship from a Wellington perspective.
- **Paper presented at the 2008 LIANZA Conference in Auckland** specifically on the closures of special libraries in New Zealand since 1990.
- **Chapter on special librarianship in Australia and New Zealand** co-written with Sue Henczel for IFLA publication 136/137 *Global library and informationsScience : a textbook for students and educators. With contributions from Africa, Asia, Australia, **New Zealand**, Europe, Latin America and the Caribbean, the Middle East, and North America* edited by Abdullahi, (Ismail. Berlin:K.G.Saur) which is due to be published in 2009.
- **Coordinated action groups and committees in Auckland and Wellington** to prepare resources for knowledge sharing for the New Zealand special library community.
- **Created a comprehensive list of special library closures in New Zealand** dating from 1990.
- **Created a list of further research** which is an appendix to this report.
- **Developed a website called Special Libraries Resources**. This is linked to the SLIS pages on the LIANZA website, as part of Community information. Further additions are being developed for the website and links to it. http://www.lianza.org.nz/community/special-libraries/index.html

Ideas for further research

Arising from the inaugural scholarship work is a list of ideas for further research:

- Investigate how to attract new recruits to the profession. What can attract them, what is the competition? Would repositioning the profession help?

- Identify graduate destinations. How many MLIS graduates and other library graduates become special librarians /information professionals in corporate or not-for-profit institutions?

- Study the major reporting lines of special librarians.

- Investigate the reasons for closure of special libraries from the organisation's perspective.

- Investigate how organisations find and manage information after the library is closed.

- Investigate employers' perceptions of the skills. What they are looking for when they hire information professionals?

- What does a senior executive value about the special librarian's performance? What do they see as a desirable set of competencies and skills?

- Explore any consortia agreements for electronic resources. Can this work in corporate settings?

- Update the study carried out by Alison Fields in 2001 on information brokers, consultants, contractors, their numbers and whereabouts. (Fields, 2003).

- Put best practice studies on the LIANZA Special Library Resources website and contributing to better practice methods.

- Investigate how special librarians managing during a recession. What strategies are adopted when there is a downturn in the economy?

- Investigate the prevalence of sole charge positions in New Zealand (and also other countries) and find out what can be done to support sole charge librarians.

- What innovations are special librarians using to stay ahead? List them on the LIANZA Special Library Resources website.

- Investigate a mentoring scheme / internship as a formal programme through the library schools or more informally for individuals.

Appendices

Notes to the Appendices

Appendix 1 is the report on special library closures, which was presented at the 2008 LIANZA Conference in Auckland.

Appendix 2 is a copy of the online questionnaire used to gather details for the report on closures.

Appendix 3 is a copy of the Interview template which was used to provide a consistency for the interviews and the focus group meeting that were carried out in conjunction with the project "*Emerging trends in New Zealand special libraries*"

Appendices 4, 5, and 6 are the results of the report on special library closures which lists special libraries during 1990 to 2008 that were:

- closed or
- reduced in size or
- reinstated

As the authors would like to maintain a list that is as accurate as possible, please advise of any irregularities, additions or deletions that you may know about to Gillian Ralph g.ralph@xtra.co.nz or Julie Sibthorpe j.sibthorpe@auckland.ac.nz

Appendix 7 is a copy of the Paul Szentirmay special librarianship scholarship award, providing details and application form. More details are available on the LIANZA website

Appendix 8 is a copy of the details and application form for the Special Libraries Association (SLA) Australian and New Zealand Chapter Information Professional of the Year award, which has been awarded by Thomson Dialog annually since the Chapter was established in 2004.

If you wish to comment or make suggestions about the report or any part of it, please contact the authors

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Appendix 1

Special study on Closures : Special librarians without special libraries

This paper fulfills the requirements of the AC Neilsen award which focuses specifically on special library closures. The time frame was set from 1990.

The information reported here has been gathered through interviewing special librarians throughout New Zealand and tapping into their memories and opinions via questionnaires and focus groups. The information forms the basis for research in an area where there is little or nothing known.

With the cooperation of the special librarians who responded so kindly to all our questioning, a status report is presented on closures in the special library sector, and some suggestions as to how these may be avoided in the future.

Definitions

A definition of *special library* and **closure:**

Special library: *an information unit within a public or private corporation, government agency or non-profit organization.*

Organisation: *a company, government department, non-profit organisation library.*

Closure – *we used the term loosely to mean an organisation where there is no longer a librarian, or there is no longer a library collection or service.*

Methodology

A look at what was happening internationally found that there were few studies examining special library closures or the prevention of closures. It was important to check whether the number of special library closures in New Zealand was similar to international trends and what strategies, if any, were in place to maintain or strengthen the position of the special librarian within their organisation.

To carry out the research the following activities were undertaken:

· A literature search, for both local and international comparisons.
· Interviews with over 30 New Zealand special librarians in senior positions.
· A focus group of 12 senior Wellington-based special librarians.
· An online questionnaire to the New Zealand library community was conducted.

Literature review

Most research on the topic of library closures in the United States of America is carried out through the SLA (Special Libraries Association), which represents most special librarians within, and considerable numbers outside of the US. James Matarazzo has written the most about US special library closures since his study in 1968, "*Closures in corporate libraries : case studies on the decision-making process.*" (Matarazzo, 1968).

What he discovered then is still relevant to our study of closures of New Zealand special libraries and his advice since in various articles, is important. In a recent article, called *Corporate score* (2007) he states:

> "*In the sixth consecutive year , we hear that corporate libraries are losing both space and staff, closed by management who believes that any needed information is freely available on the web.*

While no official tally is kept, the magnitude of the problem can be estimated by reviewing SLA membership data and our own experience. We calculate a more than 20% decline in SLA membership since 1997 (a figure SLA confirm) roughly when the Internet began having an impact on the lives of librarians and information science professionals and their clients. Even if only half the special librarians in the United States and Canada belong to SLA, and even if this represents only a portion of closures, reductions to voluntary or involuntary early retirements, it is clear that to help themselves, company librarians must find a new path to success." (Matarazzo, 2007, p. 1).

In a speech in 2008 at the SLA Annual conference in Seattle, Washington, Jose-Marie Griffiths has indicated that the number of special libraries has decreased from 10,425 in 2002 to 9,181 in 2007/8 a drop of 11.93% in the last 5 years. She has also established that professional staff numbers per library have decreased. (Griffiths, 2008).

Some notable libraries have faced the axe in recent times in the US, including the whole EPA (Environmental Protection Agency) network of libraries. SLA has assisted by lobbying the Government to rethink the closure of these with a successful conclusion last year.

In Australia the total number of corporate and government department libraries were 1,128 (in 1999) of which 34% were one person libraries. (Smith, 2001). An interesting discussion of possible reasons for library closures during the 80s and 90s in Australia is to be found in the article by J. A. Gawne (Gawne, 2001). In 1997 an ALIA survey of top Australian companies found that only 47 of 83 companies had a library or information service, with a quarter of companies feeling that the service was not meeting the information needs of the company. (Walsh, 1998).

During the 90s, says Gawne, several political, social and economic changes occurred. "The "market" became the main player in financial and economic decision making. Free meant "lacking value" (Gawne, 2001, p.2). It was the time of accrual accounting and cost recovery. Government departments were reorganised into businesses. Frequent management changes marked this era. IT came into its own, and the perception that it would solve all was common. The image of librarians was not suited to the 90s either. To be seen as "conscientious, conservative, tweedy women" (Gawne, 2001, p. 2) when internet staff and young accountants were being offered big dollars in job ads, was not desirable.

Gawne asks

> "*Why did we not keep up with this change? " Many of us were raising families too at that time, and with no family friendly policies to assist*".

The profession was not on the ball either until too late. At the same time large amounts of information came to be a problem for managers, time-consuming to look for and often incorrect. "Perhaps this is the time to examine our skills in light of the present, examine the past to work out what happened, and go out into the "brave new world". Perhaps there is a place in it for special library people, but not special libraries." (Gawne, 2001, p.1).

There was no specific information available from Canada, Asia, United Kingdom, Europe or South Africa on the closures of special libraries.

Survey Results on closures

- Focus Group
- Online questionnaire
- Personal interviews

Focus group results

The majority (80%) of special librarians (by our count), are currently situated in Wellington. A group of librarians from government, corporate and not-for-profit organisations was invited to meet in Wellington with the authors and discuss issues based on the questions that were being asked at the personal interviews.

Closure of libraries is not an issue being faced in Wellington currently, and their issues were more to do with reduction of space and amalgamations of government departments. These have been significant changes, which sometimes led to reductions in staff and collections. However there is an emphasis on finding innovative ways of working. For example the GIG (Government Information Group) has been established. This is a group of librarians who are interested in sharing information and advancing electronic library services.

Challenges have arisen because of the cost of the Wellington Central Business District (CBD) space. This forced downsizing and relocation of collections. One library has moved 3 times and another has had 3 mergers, plus another merger in 2008. There is a strong move to more electronic based information, making the library more 'virtual' by providing desktop access to the information. Provision of data also requires retraining of users, so special librarians moved to become trainers or 'enablers' and made sure of a strong online presence on their organisation's website.

Centralisation of organisations, particularly government departments and Head Offices moving to Wellington, led to the downsizing or closure of branches in Christchurch, New Plymouth, Hamilton, and Auckland. This requires reallocation of librarians' duties. For example one individual's time is spent 1/3 on research, 1/3 on training and 1/3 on knowledge management advice.

The members of the focus group saw themselves as part of the whole organisation, being part of a professional partnership with it, consciously networking and offering special library services in line with the organisation's mission, goals and aims.

The LIANZA registration scheme was seen as another way to achieve recognition within the organisation. Some people were being supported similarly to the accountants and architects or engineers by having their annual registration fees being paid. Others in the group already had performance indicators in place.

Online questionnaire

An online questionnaire was sent out to the special libraries community in New Zealand, via the SLIS, NZLLA and NZ-Libs mailing lists.

The questionnaire was to use the combined memory of the information professionals involved in special libraries to make a list of libraries which had closed since 1990. Respondents were encouraged to remember and estimate aspects of these closures, especially specific libraries and information services and the dates they were closed. The city where the libraries were located was also requested.

In addition information on how these closures had come about, and what immediate effects the closure might have had was requested. Finally there were questions about the effects of redundancy on the individual librarians and how long they had been unemployed after they were made redundant.

Dates and details in the replies were cross-checked in order to establish which libraries had closed or had substantially reduced. Using the time frame 1990 – 2008, many replies were from memory, so we verified the results of the questionnaires against directories published at the time. Various editions of the following references were used: *NZ Library Symbols, Directory of Special Libraries in New Zealand, Directory of Wellington libraries, Contacts Unlimited.*

The special library community in New Zealand is not large, being made up of 292 special libraries in organisations, by our count. Because of the nature of such a small community, many respondents had first hand knowledge of these closures. It was gratifying to receive 74 useful responses, which provided the details and opinion used here.

Question 1: Do you know of any special library which has closed since 1990?

In the survey, respondents identified 50 libraries which closed during 1990 – 2008. We have used these details, as well as from other sources *(Contacts Unlimited (2006); Directory of New Zealand libraries,(1990, 1995, 2000, 2002, 2005, 2008); National Library of New Zealand (2007); (Szentirmay, 1988); White (1994)*, in this report and tables.

A total of 176 special libraries and information consultancies closed, merged with other libraries (132) or reduced in operations (44). (see Appendix - Closures and Appendix 2 - Reduced in operations)

Currently, by our calculations, there are 292 special libraries in operation.
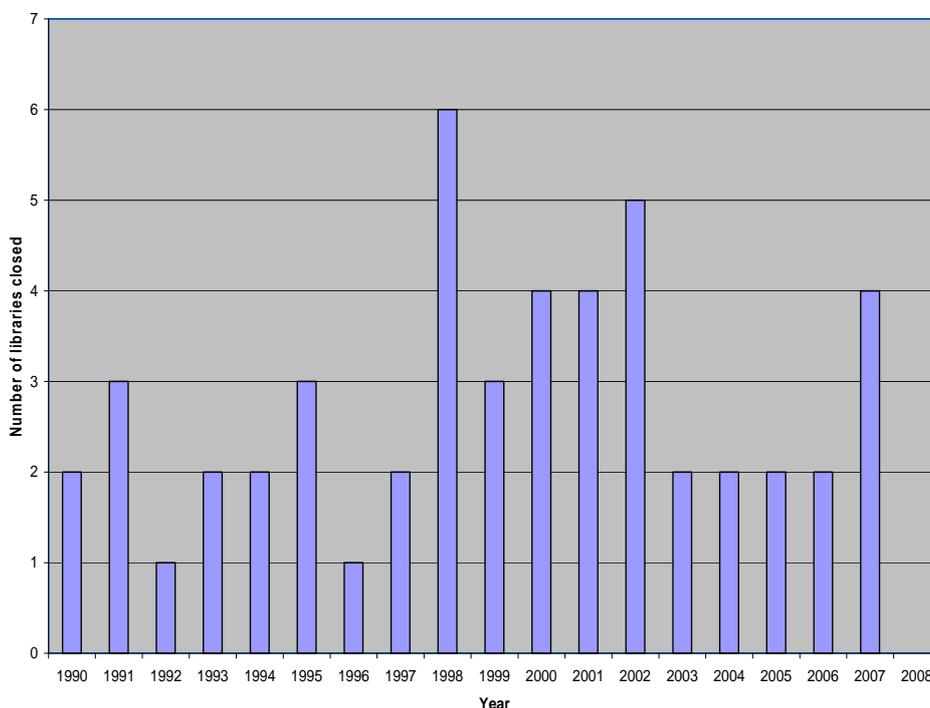

Table 6: All closures by date

Question 2: Do you know of any special library which substantially decreased its library or information management activity since 1990?

Replies indicated that 44 companies or organisations substantially reduced their library and information management operation since 1990. (See Appendix 2)

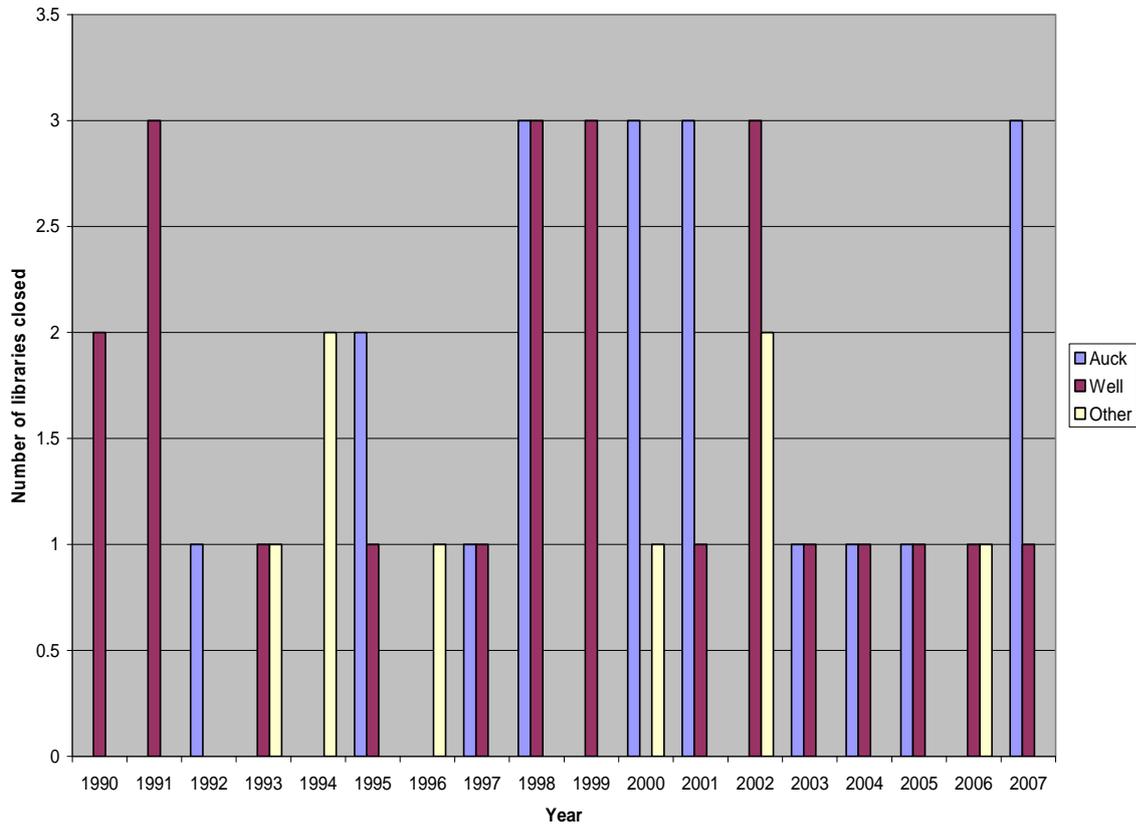*Question 3 : Closures - where was the library situated and what year* ….

Table 7 Closures by year and location.

Comments The demise of some libraries has been gradual as shown in these comments from the survey:

- *Financial services libraries trend moving to Auckland and / or Sydney*
- *Library moved from full time librarian in early 1990 to half time and then eventually closed. "In 1990 the library was threatened with closure, due to the financial environment at the time. 1997/1998 the library was reduced in staff (from 5 to 3) and floor space, and the company then had overseas owners, who downsized the library with just one staff member, eventually closed 2007*

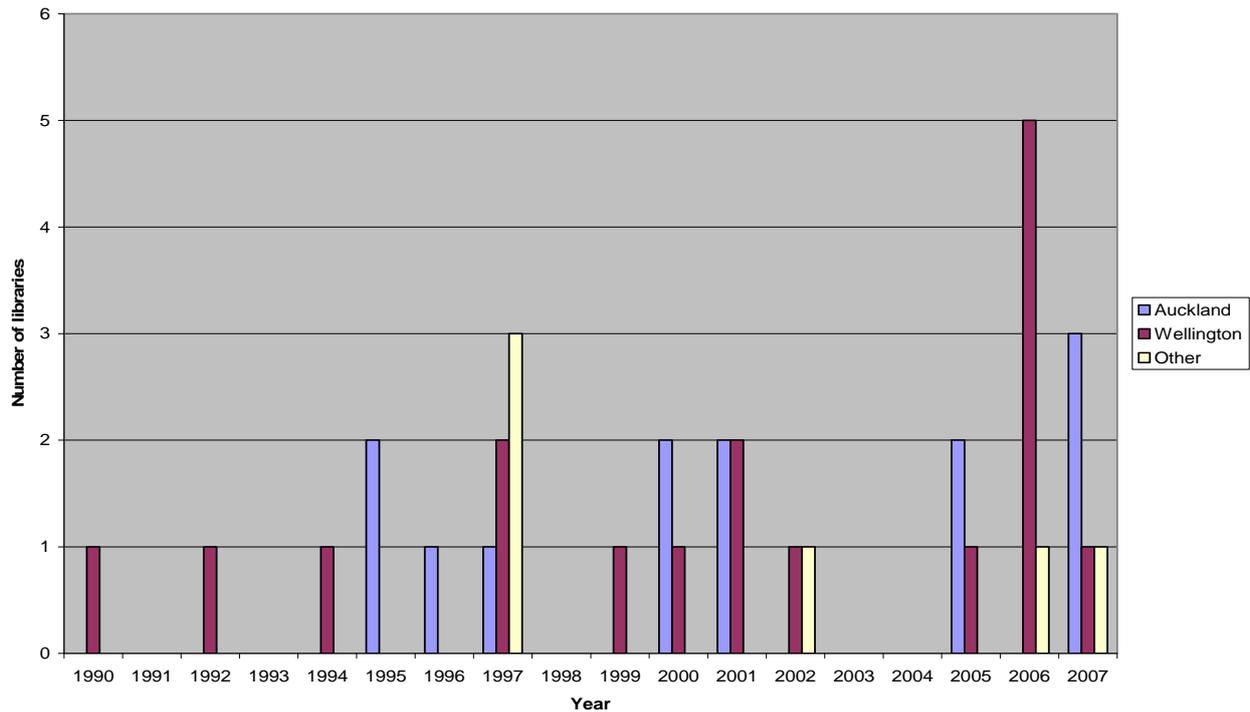*Question 4 : Substantially decreased their operation?*

Table 8: Libraries which decreased operation by year and location.

Question 5 : Please indicate what you think happened when these special libraries closed?

From the following table it can be seen that the majority of companies dispose of their librarian more readily than the collections! Often one or more of the factors in the table come into play, for example a library will be amalgamated with another, move to a new location and then be closed completely. The least likely outcome is that the collections be disposed of and the librarian retained. See selected comments below
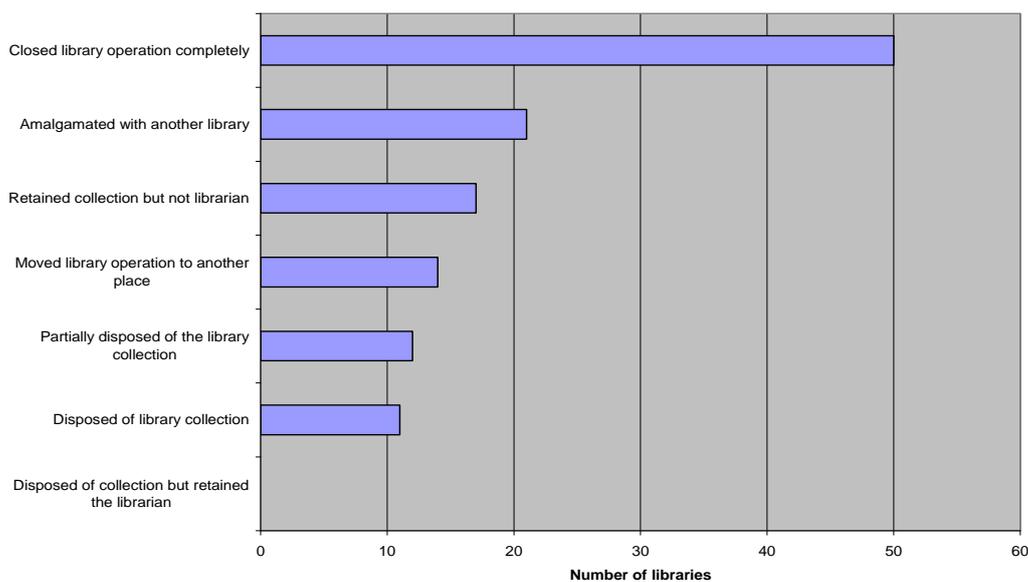

Table 9: What happened when the special library closed?

Comments:

- *Some material went into organisation archives, the rest offered for disposal*
- *Hired someone without appropriate experience or skill to run library / archives, then disestablished the library position, but kept the archives operation*

Question 6 : Possible reasons for the special library closure ?

Respondents were asked to recall possible reasons for the closures they remembered. Cross checking of these explanations was achieved by the authors using interviews to obtain the correct versions wherever possible. Often two or more respondents stated the same thing and that was regarded as a cross check. Some libraries may have had all or a combination of these factors contributing to their closure.

Table 10: Possible reasons for the special library closure.

Comments:

- *Reduction in the size of the company, for example, in 2001 there were 160 staff, reduced in 2002 to 130, and again a year later to 60 until now there are about 25 staff*
- *Librarian made redundant and collections packed into a small room. Librarian hired back on contract some years later to sort out the mess*
- *Focus shifted to online content and the librarian moved on to an EDRMS (Electronic data and records management system) project. There is still a small library*

Question 7: possible reasons for the substantial decrease in its library or information activity?

Some libraries were substantially decreased in operation. The main reasons for closing were as above as well as shown in the comments below.

Comments

- *A change in organisational culture – management staff with less sympathy for libraries and more interest in technological solutions*
- *Change in strategic direction, and change in focus of library function. Role of knowledge workers to be integrated into business functions.*

Question 8: what happened to the library staff?

In this case sometimes one or more factors came into play. In the experience of the respondents forty-one organisations made all library staff redundant. Eleven organisations made some library staff redundant. Four organisations offered all staff a position within the organisation. Thirteen offered some staff a position in the organisation. Four organisations offered library staff a reduced position within the organisation.

Comments:

- *There was no talk of redundancy in the last major restructuring. There was never any actual discussion on how roles would have changed, because I don't think anyone really knew. There was never a plan that got down to that sort of detail. It was all rather big picture, vague, waffly, sometimes interesting and sometimes very stressful.*
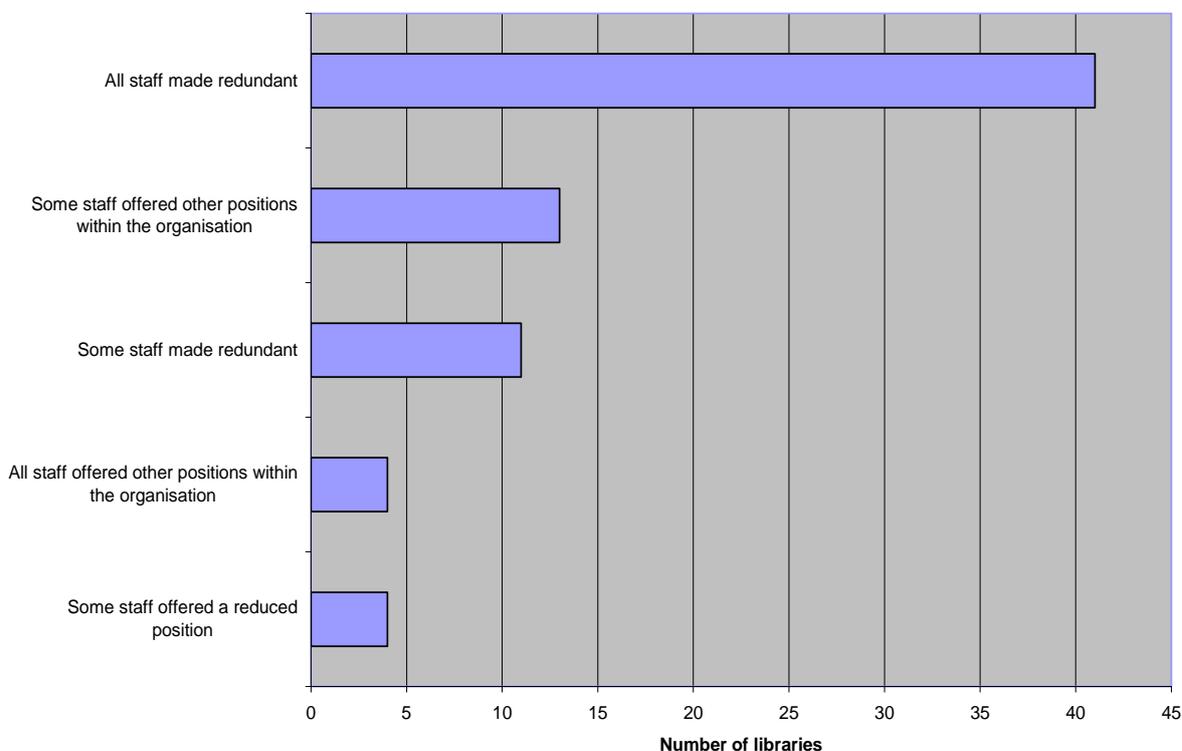
Table 11: What happened to the staff?

Question 9 : Is there currently a library in the organisation which has previously closed its special library and does it have qualified staff ?

It is difficult to find out whether there is library staff in corporate libraries once they have closed and the original library staff has been made redundant. From the comments it would seem that when special libraries are closed down or their operation is reduced, the service is provided mainly by unqualified library staff such as secretaries.

Comments:

- *In 2003 total staff numbers were reduced and some qualified staff were replaced with unqualified staff. In 2005 some full-time positions were reduced to part-time. In 2007 a permanent part-time position became temporary, but remained unfilled, under a staffing freeze.*
- *Library is currently staffed by part time admin assistant who shelves books, checks off journals etc.*

Question 10 : What activities do you think are necessary to undertake when the library is facing a review?

There were many suggestions and pieces of advice obtained from our reading and the survey replies. These will appear in the report *Emerging trends in New Zealand special libraries* next year. However listed are some of the emotional reactions to the process below:

- *Stressful times – so be kind to yourself.*
- *Don't complain about everything and don't hide in a corner.*
- *There is nothing you can do. I have been made redundant 5 times.*
- *Reviews are often times for new ideas - take care of yourself.*
- *Take the money and get a more interesting life in another organisation that values information.*
- *Try vigorously shaking the non-information manager responsible for the mess about to happen*

Question 11: If your special library has been subject to change or review, did you receive any kind of support during that time?

Half of respondents (24) to this question advised that they had no support at all during the review of their library. Others replied that they were offered human resources and internal management support, Employee Assistance Programmes, and counsellors and consultants brought in to assist. Only one was offered retraining. Two people had the support of a union. Library colleagues in other libraries were best support for some others. Lobbying and emails sent by LIANZA and Special Libraries Association members here and overseas saved one out of three positions in one library under threat, preventing the library's closure.

Question 12 :Do you know of any special library/ies which has/have been reinstated , replaced, revived after closing?

A list of 12 reinstated libraries is provided. (Appendix 3). One respondent to the survey thought that this kind of figure might be of interest to management when conducting a review, to show that many organisations need to replace the library at a later date.

Question 13: As a special librarian have you ever been made redundant?

59% (33 out of 56) of the librarians who replied to this question had been made redundant at some stage of their career. Some people had been made redundant more than once.

Question 14 : After being made redundant from a special library, how long were you actively seeking work ?

Some librarians took time out after redundancy to add to their families or to travel but from those who were actively seeking work 17 out of 29 respondents said they had work within weeks (maximum 6 weeks) and 12 out of 29 said 1 – 4 months maximum.

Question 15: Did you regain employment in a similar library position, within or outside of the organisation?

Twenty-six special librarians obtained work in a similar special library position and three in another position in the organisation. Ten found work in another (non special) library and eleven left the field altogether. Seven people found it necessary to move to another city to stay in a special librarian position.

Question 16 : Any other comments ?

A variety of comments was collected.

- *Closures seen as a way to cut costs. In dollar terms no one is considering the value the library adds and the savings made. Many resources appear to be permanently lost from the national collections. New Zealand material is very hard to find even using Union Catalogue lists*
- *Redundancy need not be a negative thing. It makes you rethink your career choices and upskill accordingly*
- *When senior managers change or new owners tighten budgets the tide can change dramatically gain as many information - related skills as possible, like records management*
- *Special librarianship has to change. Everyone thinks they are a brilliant researcher these days thanks to Google. Training the Googlers to be better Googlers and training in the use of appropriate databases is an opportunity.*

Personal interviews

Interviews with special librarians will be reported in the Paul Szentirmay Special Librarianship Scholarship report, *Emerging trends in New Zealand special libraries*.

When discussing library closures, librarians directly facing redundancy were encountered. Of the thirty interviewed, three were in the process of being made redundant. Two more are now threatened and so 2007 and 2008 have not been good years for special librarians.

Eight of those spoken to had first-hand experience of redundancy and library closures, as well as other variations of mergers, having to reapply for their own jobs (one person over 5 times) and general indignities such as being made redundant while on holiday.

However there are few instances of redundancy in law libraries in New Zealand. Those which have happened have been the result of mergers or firm takeovers. This sector is fully professionalized, by which the authors mean that there is a strong professional body separate from LIANZA, (NZLLA), which has a network, an active website, a set of professional guidelines and standards for law libraries, and a programme of professional conferences and symposia run each year for the members of the NZLLA. A high degree of collaboration is evident.

Another fully professionalised area is health and medical libraries, where standards and guidelines are adhered to in order to comply with accreditation requirements for teaching hospitals. Health and medical libraries have experienced few redundancies as the accreditation requirements require libraries to be staffed at particular ideal ratios (which are not always achieved in reality.) They need to be resourced adequately to fulfil their accepted role.

A growing area of special librarianship is libraries in galleries and museums. This sector is increasing in size and has shown growth in the last few years. It is also an attractive area of librarianship for Maori and Pasifika librarians. Museum librarians work closely with many volunteers. Standards and guidelines for service are being formulated by this group.

Theology librarians have often been in the firing line and we could learn from the experiences of ANZTLA (Australia and New Zealand Theology Libraries Association), which maintains a Standing Sub-committee on Library Closures, and employs a series of set activities whenever one of their member libraries comes under threat of closure.

Most of our discussions with government librarians took place at the focus group in Wellington in February, where we spent time with senior managers of large government libraries. However the key feature of growth in this sector is the government's policy of centralising and rationalizing services in Wellington.

While law, health and medical, gallery and museum libraries and the government sector show stability and even some growth, in contrast some special libraries have had a difficult few years.

Discussions with special librarians in manufacturing, financial and engineering firms, show a much greater exposure to reduction and redundancies as well as closures.

Five librarians interviewed (out of 30) were recently made redundant or are in the throes of defending their libraries from the threat of closure.

Recent business conditions have been harsh especially for manufacturing, due to the downturn in business conditions. Many New Zealand companies are moving production facilities offshore, where labour and compliance costs are cheaper, to leave behind reduced corporate head office functions. Overseas owners have been forced to reduce their New Zealand operations.

In all cases the librarians worked hard at maintaining high visibility, marketing the library and making training available throughout the firm tailored for the range of employees. Librarians reported moving out of traditional roles, reducing their library collections and space, and continually reporting the work of the library to all both upwards to senior management, as well as across the whole organisation. Most librarians in firms are now the editors of the firm's Intranet and often the Internet website too, as well as taking on new archives and records functions because of the Public Records Act 2005.

Findings of the research

List of closures
It has been possible to produce a full list of libraries and information services which have closed, amalgamated or reduced their operation.

International comparison

Challenges faced in New Zealand special libraries are much the same as those faced in other countries, where there is any information available.

External factors in closures

From the research carried out so far, it is possible to see that many factors govern the closure of a special library. Some factors are external, such as an economic downturn or the acquisition of a company by new owners and there is a whole inevitable sea of change which ensues. It would appear that these factors are accounting for the majority of closures in the last 3 or 4 years. As special librarians we cannot change these external conditions.

Internal factors in closures

However, repeatedly throughout library literature and in the experience of our survey respondents, it is seen that other factors can be changed with planning and foresight. Therefore it is necessary to concentrate on factors over which we have control.

- It is important to tackle the vague understanding of our skills competencies and duties, held by managers in corporate settings. Whose fault is it that they do not really know what kind of contribution the special library is making to the organisation?
- Special librarians are the **managers** of the information in an organisation, especially the external information sources an organisation needs. How often do they see this as their role? Many people interviewed, spoke of their role as being "administrative" to a large extent, but it should be noted that this management of resources, involving evaluating, purchasing subscriptions, finding the cheapest information options and generally advising on the sources needed for the daily business of the organisation is not merely administrative office work. If librarians cannot recognise their own skills, how are they going to sell these skills to their managers?

Professional groups

One outcome of the research is the perception that most special library sectors are holding steady, and being acknowledged for the work they do, with the exception of the group of librarians who work in corporate libraries.

This is where closures have occurred, especially recently. This is a group that is not "professionalised", like health and medical libraries and special libraries in law firms. The government group is also highly collaborative and we see the beginning of this kind of cohesion developing in the GLAM (Galleries, Libraries and Museums) group.

- Apart from SLIS, there is no collaborative group. There has been no set of professional standards and guidelines created since 1982 ! There is potential to offer librarians in corporate settings, so

much more leadership and support, better conferences and Continuing Professional Development, which will be discussed in the recommendations.

- Also observed is the relatively low level of support for special librarians, especially during threatening times. That is something the profession can address, both formally and informally.

Marketing, the image of librarians, and the necessity to constantly market the value and contribution being made to the organisation, is noted, and there are suggestions about that in our recommendations too. This is nothing new, but the move into new areas, especially training, web authorship and records management has also been highlighted and we all have the ability to add to our already marketable range of skills.

Finally it is more and more important that special librarians take personal responsibility for the improvement in the perception of our profession with our managers, and get involved in what it is possible to achieve. There is still a need for special librarians whatever the job title, even if we are special librarians without special libraries.

Conclusion : surviving times of transition

The research on closures has found that there is much that can be done to support special librarians in their work. LIANZA, the professional association, and special libraries groups offer assistance with activities both formal and informal, including mentoring and registration, but there is more to be done.

There are management techniques and information on valuing what the special library can add to the organisation, which can be better used. There is an urgent need for a resource which offers this information, and so work has begun on a website of resources.

There is a possibility of repositioning special librarians, as their skills are needed in organisations, and yet not well known. This can be rectified. It is the personal responsibility of special librarians to future proof themselves during this time of transition, and to arm themselves with the skills and adaptability needed.

Further research is needed, to bridge the gap between employer perceptions and the skills special librarians offer.

Finally some support mechanisms are needed when librarians are "facing the axe". The authors received many suggestions and will produce a paper of guidelines to follow when the special library faces threats of closure and comes under review. This will be published very soon.

At the end of this report (*Emerging trends in New Zealand special libraries*) is a section of Conclusions and Recommendations for avoiding loss of jobs, and for pointing away for the future for information professionals. There is also a set of appendices containing the lists of libraries which have closed.

Acknowledgements

AC Neilsen Award- we would like to thank AC Neilsen Ltd, for the interest they have shown in the discussion of special library closures as part of the overall survey of *Emerging trends in New Zealand special libraries.*

Paul Szentirmay Special Librarianship Scholarship Award –

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Questionnaire

1. Survey introduction

This survey is being funded by the A C Nielsen Award, to identify the number of special library closures and special librarians whose positions have been disestablished since 1990 in New Zealand

The survey is strictly confidential and replies are anonymous

Definition of terms

Special library: an information unit within a public or private corporation, government agency or non-profit organisation

Organisation: a company, government department, non-profit organisation

Redundancy: no longer needed at work, therefore unemployed

1. Do you know of any special library which has CLOSED since 1990?

Organisation A name	
Organisation B name	
Organisation C name	
Organisation D name	
Organisation E name	
Organisation F name	
Other Organisations	

2. Do you know of any special library which SUBSTANTIALLY DECREASED its library or information management activity since 1990?

Organisation A name	
Organisation B name	
Organisation C name	
Organisation D name	
Organisation E name	
Organisation F name	
Other Organisations	

3. For those special libraries which were CLOSED down, please answer the following questions.

Where was the special library situated and in which year did it close (it can be an approximate date)?

Please choose from the drop down menus

	City	Year
Organisation A		
Organisation B		
Organisation C		
Organisation D		
Organisation E		
Organisation F		
Other Organisations		

Other (please specify and add any other comments)

4. For those special libraries which SUBSTANTIALLY DECREASED their operations, please answer the following questions.

Where was the special library situated and in which year did the significant changes take place (it can be an approximate date)?

Please choose from the drop down menus

	City	Year
Organisation A		
Organisation B		
Organisation C		
Organisation D		
Organisation E		
Organisation F		
Other Organisations		

Other (please specify and add any other comments)

5. Please indicate what you think happened when these special libraries CLOSED.
Please tick any or all that apply.

	Organisation A	Organisation B	Organisation C	Organisation D	Organisation E	Organisation F
Closed library operation completely	☐	☐	☐	☐	☐	☐
Partially closed library operation	☐	☐	☐	☐	☐	☐
Amalgamated with another library	☐	☐	☐	☐	☐	☐
Moved library operation to another place	☐	☐	☐	☐	☐	☐
Disposed of library collection	☐	☐	☐	☐	☐	☐
Partially disposed of library collection	☐	☐	☐	☐	☐	☐
Retained collection but not the librarian	☐	☐	☐	☐	☐	☐
Disposed of collection but retained the librarian	☐	☐	☐	☐	☐	☐
Other	☐	☐	☐	☐	☐	☐

Other Organisations (please specify)

6. Possible reasons for the special library CLOSURE.
Please tick all that apply

	Organisation A	Organisation B	Organisation C	Organisation D	Organisation E	Organisation F
Reduction of staff throughout organisation	☐	☐	☐	☐	☐	☐
Reduction of space allocation	☐	☐	☐	☐	☐	☐
Retirement of librarian	☐	☐	☐	☐	☐	☐
New manager or Library Director	☐	☐	☐	☐	☐	☐
Centralisation exercise	☐	☐	☐	☐	☐	☐
Result of merger or acquisition	☐	☐	☐	☐	☐	☐
Budget constraints	☐	☐	☐	☐	☐	☐
Other	☐	☐	☐	☐	☐	☐

Other Organisations (please specify)

[blank box]

7. Possible reasons for the special library SUBSTANTIAL DECREASE in its library or information management activity
Please tick all that apply

	Organisation A	Organisation B	Organisation C	Organisation D	Organisation E	Organisation F
Reduction of staff throughout organisation	☐	☐	☐	☐	☐	☐
Reduction of space allocation	☐	☐	☐	☐	☐	☐
Retirement of librarian	☐	☐	☐	☐	☐	☐
New manager or Library Director	☐	☐	☐	☐	☐	☐
Centralisation exercise	☐	☐	☐	☐	☐	☐
Result of merger or acquisition	☐	☐	☐	☐	☐	☐
Budget constraints	☐	☐	☐	☐	☐	☐
Other	☐	☐	☐	☐	☐	☐

Other Organisations (please specify)

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8. What happened to the library staff?
Please tick all that apply

	Organisation A	Organisation B	Organisation C	Organisation D	Organisation E	Organisation F
All staff made redundant	☐	☐	☐	☐	☐	☐
Some staff made redundant	☐	☐	☐	☐	☐	☐
All staff offered other positions within the organisation	☐	☐	☐	☐	☐	☐
Some staff offered other positions within the organisation	☐	☐	☐	☐	☐	☐
Some staff offered a reduced library position	☐	☐	☐	☐	☐	☐

Other (please specify)

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9. Please tick the appropriate box if YES, if NO, please go to the next question

	Organisation A	Organisation B	Organisation C	Organisation D	Organisation E	Organisation F
Is there currently a library in the organisation?	☐	☐	☐	☐	☐	☐
Is it staffed?	☐	☐	☐	☐	☐	☐
Is the staff member a qualified librarian?	☐	☐	☐	☐	☐	☐

Other Organisations (please specify) and any other comments:

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10. What activities do you consider necessary to undertake when your special library is under review?

(Please briefly list any ideas you might have which would help at a time when a library is 'facing the axe')

Ralph and Sibthorpe, (2009) *Emerging trends in New Zealand special libraries*   *A*   20

[   ]

11. If your special library has been subject to change or review, did you receive any kind of support during that time? If so please explain briefly

[   ]

12. Do you know of any special library/ies which has/have been reinstated, replaced or revived after closing?
(Please provide details)

ORGANISATION A	[ ]
Date of reinstatement, replacement or revival	[ ]
Other significant dates	[ ]
Please comment	[ ]
ORGANISATION B	[ ]
Date of reinstatement, replacement or revival	[ ]
Other significant dates	[ ]
Please comment	[ ]

13. As a special librarian

	No	Yes
Have you ever been made redundant?	○	○

If yes, what year/s? 1990 - 2008. Any other comments

14. After being made redundant from a special library, how long were you actively seeking work?

Weeks

Months

Comments

15. Did you regain employment?
Please tick all that apply

	Yes	No
In a similar special library position?	○	○
In another position within the organisation?	○	○
In another (non special) library?	○	○
In another field?	○	○
Did you need to move to another city to gain work?	○	○

Please comment

16. Any other comments.
Please add any other comments you may have concerning special libraries and closures.

We really appreciate you taking the time in completing this survey

Appendix 2

Interview checklist

	Paul Szentirmay interview checklist
Name	
Organisation / Company	
Job title	
Skills required	
Training and library education	
Qualifications required for current position	
Statistical data (staff numbers, years of operation, number of clients)	
Surveys previously done To clients / stakeholders	
Trends – changes in last 5 years	
New Technologies – use of	
Employers – links to parent organisation	
Support – provided and purpose of library	
Best practice – things done well cf other libraries	
Futurists – future plans, future proofing themselves/organisation	
Closure/merger/redundancy	
Any other comments (+PTO)	

Appendix 3

List of special libraries that have been closed 1990 – 2008

Library	Symbol	City	Year closed
AJ Park		Wellington	2002
Andersen		Auckland	2003
Andrews		Wellington	2002
ANZ Bank Information Centre	WANZ	Wellington	2001
ANZ library	WANZ	Wellington	1993
Armourguard Security Limited	LAF	Auckland	
Arthur Watson Savage Library		Invercargill	
Auckland Regional Council Information Centre	ARG	Auckland	2005
Bank of New Zealand Library	ABNZ	Auckland	2007
Bankers Trust / Deutschebank	ABK	Auckland	2001
Bay Milk Products Technical Library (variously named)		Tauranga	2002
BDO Spicers Library	ABDO	Auckland	2005
Beca Carter Hollings & Ferner Limited Library	ABC	Auckland	
Beca Carter Hollings & Ferner Limited Library	WBC	Wellington	
Beca Carter, Auckland	ABC	Auckland	2003
BNZ Library Auckland		Auckland	2007
BNZ Library Wellington	WBNZ	Wellington	2004
BP New Zealand Library	WBP	Wellington	
BP New Zealand Limited Information Resource Centre	WPB	Wellington	
Brandon Brookfield Library	WBB	Wellington	
Brickell, Moss & Partners Library	WBM	Wellington	
Brierley Investments	WBI	Wellington	1998/9
Broadcast Communications Library	WBTE	Wellington	
Broadcast Communications Limited, now Kordia - they consult to EnergyLibrary	WBTE	Wellington	2006
Business Information Service BIS	WPSS	Wellington	
Careers Service, now served by Ministry of Education Library		Wellington	2008
Carter Holt Harvey		Auckland	1988
Carter Observatory Library	WCA	Wellington	
Christchurch Star Library		Christchurch	
Coal Corporation Library	HYC	Huntley	

List of special libraries that have been closed 1990 – 2008   **2**

Library	Symbol	City	Year closed
Coal Research Association of New Zealand Library	LCO	Wellington	
Connell Wagner	WBM	Wellington	
Coopers Animal Health NZ Limited Library	UTA	Wellington	
DAC Communications photo library	WNP	Wellington	
Deloitte Auckland	ADT	Auckland	2003
Deltec New Zealand Limited Library		Wellington	
Department of Conservation Auckland Office	ACO	Auckland	2000
Department of Conservation, Christchurch	CCO	Christchurch	1998
DFC Information Centre (Development Finance Corporation)	WDFC	Wellington	
Dow Agrosciences (Ivor Watkins Dow)	NPIW	New Plymouth	1992
DSIR Ecology Division Library (Lower Hutt)	WSWI	Wellington	1992
DSIR Soil Bureau Library (Lower Hutt)	WSO	Wellington	1993
Early Childhood Develt & Special ed Services - went into MOE Library		Wellington	2005
Electricity Corporation of New Zealand (Energy Library)	WHY	Wellington	1991
Electricity Development Association (EDA)		Wellington	
ESR: Gracefield	WESERA	Wellington	1999
ESR: Mt Eden	AESERE	Auckland	2000
EST: Lower Hutt	LESR	Wellington	1994
Evening Post Library	WEPO	Wellington	2002
Fact Finders Limited	AHI	Auckland	
Fletcher Challenge Energy		Auckland	2001
Fletcher Challenge Energy	NPPE	New Plymouth	
Fletcher Challenge Information Service	AFLE	Auckland	1992 / 1997
Forest Research Institute Ilam (Christchurch) Library	COFO	Christchurch	1995

List of special libraries that have been closed 1990 – 2008 ³

Library	Symbol	City	Year closed
Forest Research Institute Protection Forestry Division Library (NZ Forest Service)	CFO	Christchurch	
FR Partners (Fay Richwhite)	WFR	Wellington	1998
FR Partners (Fay Richwhite) Library	AFR	Auckland	2001
Francis Allison Symes Limited Information Service	WFM	Wellington	
GCS (Government Computing Services Limited)	WPSC	Wellington	
Glaxo Library	PGL	Palmerston North	2000
Glaxo New Zealand Ltd Library	AGL	Auckland	2000
Government Life Corporate Information Centre	WGL	Wellington	
Gribbles Veterinary Pathology Library	AGVP	Auckland	
Gribbles Veterinary Pathology Library	PGVP	Palmerston North	
GP Print Library (formerly Government Printing Office Library)	WPRN	Wellington	1991
Hands On (Information) Limited		Wellington	
Health Funding Authority	HRH	Hamilton	
HortResearch (Landcare Research collection removed)	APL	Auckland	
HortResearch, Palmerston North	PS	Palmerston North	2008
Hutt Valley Energy Board Library	LEL	Wellington	
IAG / NZI Library / Information Service	AIS	Auckland	2007
IBM New Zealand Library	WIBM	Wellington	
ICI New Zealand Limited Library	WIM	Wellington	
Industrial Research Ltd Library Christchurch	CSI	Christchurch	2002
Industrial ResearchLimited Library, Parnell, Auckland	ASI	Auckland	2006
Information Consultancy Services		Wellington	
Informed Sources		Wellington	
Infoserve (National Library)		Wellington	1995
Infospecs		Auckland	
IPENZ		Auckland	1996

List of special libraries that have been closed 1990 – 2008   **4**

Library	Symbol	City	Year closed
Ivor Watkins-Dow Library	NPIW	New Plymouth	
Jacques Martin New Zealand Limited		Wellington	1997
Jacques Martin New Zealand Limited		Wellington	2001
JASMaD Information Centre		Auckland	
Kerb Futures Industry Information Centre		Auckland	
Liquid Fuels Trust Board Library	WLFB	Wellington	
Logging Industry Research Association (LIRA) - merged into ROFO	RLO	Rotorua	1994
MAF Library (Lincoln, Canterbury)		Christchurch	1992
MAF Quality Management, Lynfield	AAGL	Auckland	1998
Ministry of Education Library - internal library mergers	WED	Wellington	2006
Ministry of Youth Affairs		Wellington	2003
MS Information Bureau	WMS	Wellington	
National Audiology Centre Library	AHN	Auckland	2004
National Bank of New Zealand	WNB	Wellington	2003
National Bank of New Zealand Library	WNB	Wellington	
National Business Review (Fourth Estate Holdings)		Wellington	
National Library Advisory Services	GN	Wellington	2003
National Radiation Laboratory Library	CXR	Christchurch	2008
Network Communications (NZ) Limited Information Centre		Wellington	
New Zealand Aluminium Smelters Limited	IAL	Invercargill	
New Zealand Bank Officers Union Library	WBOU	Wellington	
New Zealand Council for Educational Research		Rotorua	1997
New Zealand Lotteries Commission	WLOT	Wellington	

List of special libraries that have been closed 1990 – 2008 5

Library	Symbol	City	Year closed
New Zealand Post Market Intelligence	WPMI	Wellington	
New Zealand Steel Library	ASTE	Auckland	1992
New Zealand Tourist Board	WTOU	Wellington	
News Media Library	ATI	Auckland	
Norske Skog / Tasman Pulp & Paper	KATA	Kawerau	2006
North Health	ANOR	Auckland	
NZ Dairy Board	WDA	Wellington	2002
NZ Forest Products, Auckland	AFOR	Auckland	1995
NZ Forest Products, Tokoroa	TOFO	Tokoroa	1993
NZ National Maritime Museum		Auckland	1995
NZIM Management Information Centre	AMT	Auckland	1998
NZQA - New Zealand Qualifications Authority (now served by Ministry of Education Library)		Wellington	2007
Pat Money Information Services		Havelock North	
PB Power Ltd Library		Auckland	2006
Petroleum Corporation of New Zealand Limited, Petrocorp	WPEC	Wellington	
Petroleum Corporation of New Zealand Limited, Bell Block Library	NPNG	New Plymouth	
Public Service Association Dan Long Library	WDL	Wellington	1999
Public Trust		Wellington	1998
Shell NZ Limited	WSHE	Wellington	2003
Shell Oil New Zealand Library	WSHE	Wellington	
Sinclair Knight Merz Ltd - Wellington	WKR	Wellington	2005
Stephenson & Turner Auckland Office Library	ASTE	Auckland	
Stephenson & Turner Library	WSTE	Wellington	
Switchpower Chch	CSW	Christchurch	
Tasman Technical Library (Fletchers) Forestry, Rotorua		Rotorua	1994
UDC Finance Library	WUDC	Wellington	
Unisys Marketing Library	WUNI	Wellington	
Wools of New Zealand	WWO	Wellington	

Appendix 4

List of special libraries which reduced staffing levels 1990 – 2008

Library	Symbol	City	Year
Air New Zealand Limited	AAN	Auckland	
Auckland Regional Council	ARG	Auckland	2000
Auckland Star Reference Library	AAS	Auckland	
Barnados National Office	WBH	Wellington	
Bell Gully - Wellington	WBG	Wellington	
BNZ Knowledge Centre	ABNZ	Auckland	2007
BNZ Library Wellington	WBNZ	Wellington	1990
Business New Zealand (formerly NZ Employers Fed)	WEF	Wellington	1999
Chapman Tripp - Auckland	ACTS	Auckland	1996
Coal Research Association of New Zealand Library	LCO	Wellington	
Department for Courts National Office (taken over by Ministry of Justice Knowledge & information Services)	WJ	Wellington	2001
Department of Conservation Auckland	ACG	Auckland	
Department of Conservation Dunedin	DCO	Dunedin	
Department of Conservation, Hamilton	HCO	Hamilton	
Ecology Division (DSIR)	WSWI	Wellington	
Ernst & Young Knowledge Centre	AEY	Auckland	2001
Ernst & Young, Wellington	WEY	Wellington	2000
Fairfax NZ - Dominion Post		Wellington	2006
Fairfax NZ Fairfax Media Sundays	ATT	Auckland	2007
Fonterra Research Centre	WDA	Wellington	2000
Geophysics Division Library (DSIR)	WSGP	Wellington	
HMNZ Dockyard Library		Auckland	1995
Hutt City Corporate Library		Wellington	
Labour Court and ER Agency (taken over by restructured Department of Labour)	WLA	Wellington	2006
Land Information New Zealand	WSU	Wellington	1997
MAF Library Palmerston North	PAGR	Palmerston North	1997
MAF Lynfield, Auckland	AAGL	Auckland	1997
MAF Wallaceville Animal Research	WAGW	Wallaceville	1997
Meat Industry Research Institute Library	HMT	Hamilton	
Minter Ellison - Auckland	ARWS	Auckland	2005
Mosgiel Invermay	MSAG	Mosgiel	1997

List of special libraries reduced   **2**
staffing levels 1990 - 2008

Library	Symbol	City	Year
Nelson Research Centre	NRC	Nelson	1997
NIWA Christchurch	CWA	Christchurch	
NZ Herald (now APN)		Auckland	2000
NZEI NZ Educational Institute	WEI	Wellington	2005
Patent Office Library (now Intellectual Property)	WPA	Wellington	
Property Institute of NZ	WVA	Wellington	2006
Research and Information Hamilton City Council		Hamilton	2006
Rimutaka Prison Library (Dept of Justice)		Wellington	1994
Russell McVeagh - Wellington	WRU	Wellington	1992
Scion - National Forestry Library (Forest Research Institute)	ROFO	Rotorua	2007
Tourism New Zealand	WTOU	Wellington	2006
TVNZ News Reference Library / Television NZ	ATV	Auckland	2007
Wool Research Library (WRONZ)	LIWO	Christchurch	

Appendix 5

List of special libraries reinstated 1990 – 2008

Library	City	Notes
Barnados National Office	Wellington	Closed in 2000 and in 2007 a librarian was appointed
ECNZ	Wellington	Closed and reinstated about 2005
Hutt City Corporate Library	Wellington	Closed 1992 and reinstated 4 years later
New Zealand National Maritime Museum	Auckland	Closed for about 4 years, run by volunteers until a librarian was then appointed
New Zealand Railways Corporation (Now KiwiRail)	Wellington	Closed about 2000 and librarian was not replaced until 2007
New Zealand Educational Institute	Wellington	Closed 2001 about 2007 a librarian was appointed
Public Service Association	Wellington	Closed until a librarian was appointed 2007
State Insurance, NZI, IAG, but closed again	Auckland	Downsized, closed, reinstated and closed again in 2007
Vector Limited	Auckland	Closed in 2005 and reinstated about 2008

Appendix 6

Paul Szentirmay special librarianship scholarship details and form

Paul Szentirmay Special Librarianship Scholarship

The Paul Szentirmay Special Librarianship Scholarship is intended to enhance the knowledge and development of library and information services, particularly in the area of special library and information services, in New Zealand.

The Scholarship will enable the successful applicant to make a valuable contribution to special library and information research in NZ or support those in NZ seeking leadership roles in this area.

It is intended that the Scholarship will support recipients in the following ways, by acting as:

- **A research scholarship** for those working in special libraries and information services
- **A study scholarship** to encourage those doing their: Masters in Library and Information Science (MLIS) research paper; or Masters of Information Management (MIM) research paper; or a doctoral thesis in library and information science or information management from a suitably accredited school of study – to focus their research in an area of special library and information service work
- **A leadership scholarship** to help someone from a small special library and information service attend the Aurora Leadership School run by the Australian Library and Information Association (ALIA).
- **A scholarship for a proposed research project** that the trustees will use to invite an expression of interest in doing research in.

It is not intended to present the Scholarship to be used solely for travelling to conferences or visiting institutions but may be used for such a purpose if substantial research is associated with the travel.

Timing and Value of Scholarship

The Scholarship is to be awarded every 3 years and the successful applicant will be announced at the LIANZA Conference.

The amount of the Scholarship offered will be determined by the Trustees of Paul Szentirmay's Estate and the Trustee.

Qualification criteria

The Scholarship is awarded to a current Personal member of LIANZA. The person must be currently engaged in Library or Information work/study with a minimum of at least two years work experience in a library or information service.

In making the Scholarship, the selection panel will take into account the following criteria:

- Applicant(s)'s commitment to the profession
- Proven interest or ability to apply the knowledge of the subject to the betterment of special librarianship or information work in New Zealand.
- Projects that encouraged collaboration and instigate new approaches within the special library field, including knowledge management, information search, retrieval and analysis, and information roles in research and applied sectors.

Conditions of the Scholarship

The successful applicant(s) will enter into a contract with LIANZA regarding timeframes, completion dates, and forms of dissemination of progress reports and study findings, penalties for non-completion and condition of Scholarship payment.

The Scholarship must be taken up within one year of it being offered and the recipients must not publish or have accepted for publication elsewhere prior to submission of results for LIANZA.

The Scholarship recipient must record acknowledgement of the Scholarship in their publication.

The successful applicant(s) will normally disseminate results of their research through:

- Progress reports to LIANZA who may use these reports as appropriate.
- Delivering a paper at the LIANZA Conference or workshops
- Write a research paper for publication in LIANZA and in other published media.
- The successful recipient will be expected to participate in any LIANZA publicity promoting the Scholarship.

Selection Process

The selection panel of three assessors will meet in one location to make the decision on the successful candidate. The panel will consist of: one Trustee of Paul Szentirmay's Estate, a LIANZA representative appointed by the LIANZA Council, and a professional representing the special librarianship and information service.

Paul Szentirmay Special Librarianship Scholarship
Entry Form

11   . Name of Applicant:

2.   Current Library Position:

3.   Address:

4.   Date you (the applicant) entered your first professional position in a Special Library

5.   Are you a current LIANZA Member Y / N (Delete one)

6.   Phone: _____ Fax: _____
        Email: _____

7.   Please advise the names, address, email and contact numbers of two
referees

   (1)

   Ph:

   (2)

   Ph:

_____ (Signature)

Please attach:

1   A copy of your Curriculum Vitae (CV)
2   State the purpose of your research
3   Provide:
    i)   A summary of your project explaining how it meets the objectives of
    the scholarship

    ii)   A budget and timeline that will indicate how a grant from the
    scholarship will be used

1   Any letters of endorsement
2   Provide documentation from one of your referees supporting the
application for the Scholarship. All referees must be able to be contacted by the
panel.

Entries are to be sent to:

Paul Szentirmay Special Librarianship Scholarship Award
Library & Information Association of New Zealand Aotearoa
PO Box 12 212 Wellington

Entries close:

Appendix 7

SLA Information Professional of the Year details

Australia & New Zealand Chapter

Information Professional of the Year Award

The Australia and New Zealand Chapter of the Special Libraries Association invites nominations for the fifth annual Australia and New Zealand Information Professional of the Year Award which has been awarded annually since 2005

The award is open to all full-time information profession, including corporate, government librarians, independent information consultants, knowledge managers and others who reside and / or work in Australia or New Zealand, regardless of whether or not they are Special Libraries Association (SLA) members. Individuals may nominate themselves or be nominated by others. The winner of the award will receive AUS$2,000.

Nominees must demonstrate (in writing, using the official nomination form) their contribution made to the profession. The contribution may be associated with a new product or service, an innovative approach to management or service delivery, or a major paper that has let to a better appreciation of the role of information among users of their services or a wider audience.

SLA Australia and New Zealand Chapter (SLA-ANZ) gratefully acknowledges the generous support of Thomson Scientific & Dialog who sponsor this award. Entries will be judged by representatives from the SLA-ANZ Chapter Board, and from Thomson Scientific & Dialog

Closing date is 30 April 2009. The winner will be announced at the SLA 100th Annual Conference in Washington, DC in June 2009.

If you have any further questions, please contact:

Gillian Ralph

Immediate Past President, SLA Australia and New Zealand Chapter

2 / 42 East Coast Road, Milford, Auckland, New Zealand 0620

Ph +64 9 410 5821, Fax: +64 9 410 0561, Email: g.ralph@xtra.co.nz

SLA Australia and New Zealand Chapter Information Professional Nomination form

SLA Connecting People and Information

Australia & New Zealand Chapter

Australia and New Zealand Information Professional Award 2009

NOMINATION FORM

Nominee's name	
Job title	
Organisation	
Work address	
Postcode	
Country	
Email	
Telephone	
Nominator *(if not self nominating)*	
Job title	
Organisation	
Email	
Telephone	

Nominee's professional background (brief details for information purposes only)

Description of contribution / achievement (maximum 1,500 words; attach separate sheet(s) if required)

Please sign:
Nominee _____ Date;_____
Or
Nominator
(if applicable) _____ Date: _____

Please return the completed form to:

Gillian Ralph
Immediate Past President, SLA Australia and New Zealand Chapter
2 / 42 East Coast Road, Milford, Auckland, New Zealand, 0620
Email: g.ralph@xtra.co.nz
Closing date for 2009 nominations 1st May 2009
Winner will be announced by 2nd June 2009