

Performance indicators to monitor processing against workstandards for the various purchasing and payment activities could be set up to enhance productivity in what is essentially a processing operation.

J. Management of Library, Option 1

The Office of the Director consists of three positions: Director, Secretary, and Administrative Assistant. The main duties of the Administrative Assistant, however, are of a line nature in that the Assistant is the Head of the Purchasing and Payments Unit and supervises a staff of four.

The classic organization structure for government libraries makes a clear distinction between two types of operations: client services and technical services. Client services comprises direct services to users including reference research, compilation of bibliographies and circulation. Technical services consists of the acquisition of materials, the organization of the collection and its physical preparation for the shelves.

Though the organizational configuration of the External Affairs library tends towards this model, there are two main differences. 1) The Purchasing and Payments Unit, which performs the acquisitions function (ordering books and serials, and processing invoices) reports direct, as noted, to the Director. In a more conventional structure, this Unit would be grouped with the cataloguing function, both of which would report to a Head, Technical Services. 2) The usual position of Head, Technical Services is absent in the existing structure in which the cataloguing function reports direct to the Director.

We believe there is merit in grouping acquisitions with cataloguing to form a Technical Services Section, with the position of Catalog Services Librarian being redesignated as Head, Technical Services to reflect this organizational change. One of the existing professional cataloguer positions should be designated Head Cataloguer. The two benefits of these changes would be: closer coordination of related functions; and an opportunity for the Director to spend more time on planning and direction, once freed from operational supervision that could be attended to at the secondary level of management. Figure 3.2 depicts this organizational change.

The Systems Librarian should continue to report to the Director, but, as noted in Section 3.1.2.F, the two on-line search specialists reporting to the Systems Librarian should be transferred to Client Services. The Systems Librarian would then be free to concentrate fully on library-wide technological planning and development.

The library's budget for the purchase of reading materials (books, periodicals, documents, newspapers, microforms) is approximately \$720,000. Though there is a reference in the library's policy manual to the subject areas in which the library collects, there are no specific written policy guidelines for the staff to apply in their task of selecting materials for the collection. Through their experience in dealing with library users, the librarians have developed a good sense of collection needs, but priority requirements during this period of tightened budgets, and in the face of diverse departmental demands, are not explicitly defined.