

# HICKLING

April 7, 1989

Mr. Mark Foster,  
Deputy Director, Resource Review,  
Evaluation & Resource Review Division,  
Corporate Management Bureau,  
External Affairs Canada,  
B4 Pearson Building,  
Sussex Drive,  
Ottawa

Our Ref: 2757

Dear Mr. Foster:

It is with pleasure that we attach our report on the **Most Efficient Organization Study of the Library**.

This has been an interesting and challenging assignment for us. Undoubtably the Library is a vital part of the infrastructure in a key department such as External Affairs, Canada.

The department has decided that it wishes to retain the library as a research library, a decision with which we certainly concur.

While the attached report details the specific conclusions and recommendations that we have observed in the course of our study, we believe that it is useful to highlight several that you may wish to discuss further.

These are:

- o development of library polices and priorities;
- o a promotional strategy;
- o organizational changes; and
- o development of performance indicators.

Many of the services and actual service levels in the MEO options proposed depend on the clarification and development of more specific policies and the setting of priorities, for instance, the number, type and cost of periodicals to be purchased for the department as a whole. Without specific policies and priorities, some of the savings identified in the MEO cannot be realized.