

1.0 EXECUTIVE SUMMARY

This report documents the "most efficient organization" (MEO) study undertaken on the library of the Department of External Affairs.

The library, on the main floor of the Pearson Building, contains the main collection, the Léger collection, cataloguing and purchasing services for itself and libraries at the Posts abroad, reading and study areas, and a NATO document registry. There is a separate legal library on the seventh floor.

The main services currently provided by the library are ordering and purchasing of books and periodicals, cataloguing, the loaning of books, maps, periodicals and documents and answering reference questions.

The chart opposite shows the major activities and services of the library.

During the course of this study, the press clipping service was transferred to the Media Relations Office, and, it was learned that the Trade Negotiations (TNO) Library collection (but not the person years) were to be transferred to External. The External Affairs Library already does the cataloguing for the TNO.

The study generally followed the guidelines for an MEO put out by the Treasury Board's Bureau for the Delivery of Government Services in its "Make or Buy Handbook".

In essence, the process reviews the existing services and activities of the organization to be studied, documents these in "Output Specifications", obtains a decision from the department as to what services and level of service are to be offered and proceeds to determine the most efficient way of delivering these services. This could be a refinement of the existing program delivery, a major restructuring, partial privatization (i.e. contracting out) or complete "turnkey" privatization.

Based on the departmental decision to keep the library as a research library and to produce two MEOs based on the status quo of existing services and based on a contingency plan, should budget cuts have to be implemented, it is recommended that:

For Option 1: Status Quo Service Levels

- o The organization chart for delivery of these should be realigned with a Head, Technical Services encompassing cataloguing and purchasing and payment; the Head, Systems Development becomes a staff position and on-line searching reference staff are transferred to Reference Research.
- o Policies be developed for Acquisition and Promotion; a library advisory committee with user representation be formed and Service Level Performance Indicators and standards developed.
- o Open space and collections be reduced per se and in line with new policies.