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REPORT ON THE  
MOST EFFICIENT ORGANIZATION  
FOR THE  
EXTERNAL AFFAIRS CANADA, LIBRARY

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**REPORT ON THE  
MOST EFFICIENT ORGANIZATION  
FOR THE  
EXTERNAL AFFAIRS CANADA, LIBRARY**

**Prepared on behalf of:  
THE LIBRARY MEO STEERING COMMITTEE**

**Mr. Michael Phillips, BFD  
Mrs. Ruth Thompson, BFL  
Mr. Mark Foster, CME  
Mrs. Glynnis Thomas-French, TB**

Dept. of External Affairs  
Min. des Affaires extérieures  
JAN 19 1995  
RETURN TO DEPARTMENTAL LIBRARY  
RETOURNER A LA BIBLIOTHEQUE DU MINISTRE

**Submitted by:  
JAMES F. HICKLING MANAGEMENT CONSULTANTS LTD.**

**Project Manager: Ray Pearmain, CMC**

**Library Consultant: Paul Kitchen, BLS**

**April 1989  
HICKLING Ref# 2757**

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# 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.

While not identified as a service as such, the area of library promotion, which includes liaising with users, obtaining feedback and actively promoting and communicating the library services, in our opinion (and that of many users surveyed), should be addressed as soon as possible, in order to obtain the maximum benefit and value for money from the MEO option.

In particular, we feel that implementation of the proposed organization chart and the realignment of services (should you choose to follow these recommendations) should be carefully done with an agreed list of priorities. Otherwise, some of the service level concerns that the report documents are, in our opinion, likely to be perpetuated.

Also, we would suggest that performance indicators be developed, so that library operations can be monitored more easily on a regular basis and that the services and policies with regard to the post libraries and collections may be further reviewed from the efficiency and economy aspects.

We have endeavoured to identify areas of inefficiency and ineffectiveness during the study, but, as you are aware, this was not an operational review.

Consequently, there may be additional efficiencies to be gained if selected aspects of the study were to be examined from this perspective.

We would be happy to discuss the above topics with you, Mr. Phillips and Mrs. Thompson, if we can be of further assistance.

Meanwhile we would like to thank you, Mr. Phillips, Mrs Thompson and all of the library staff for their time and input to the report.

Yours truly,

Dr. David Deziel,  
Partner in Charge

Raymond P. Pearmain, CMC,  
Principal

c.c. Mr. Paul Kitchen

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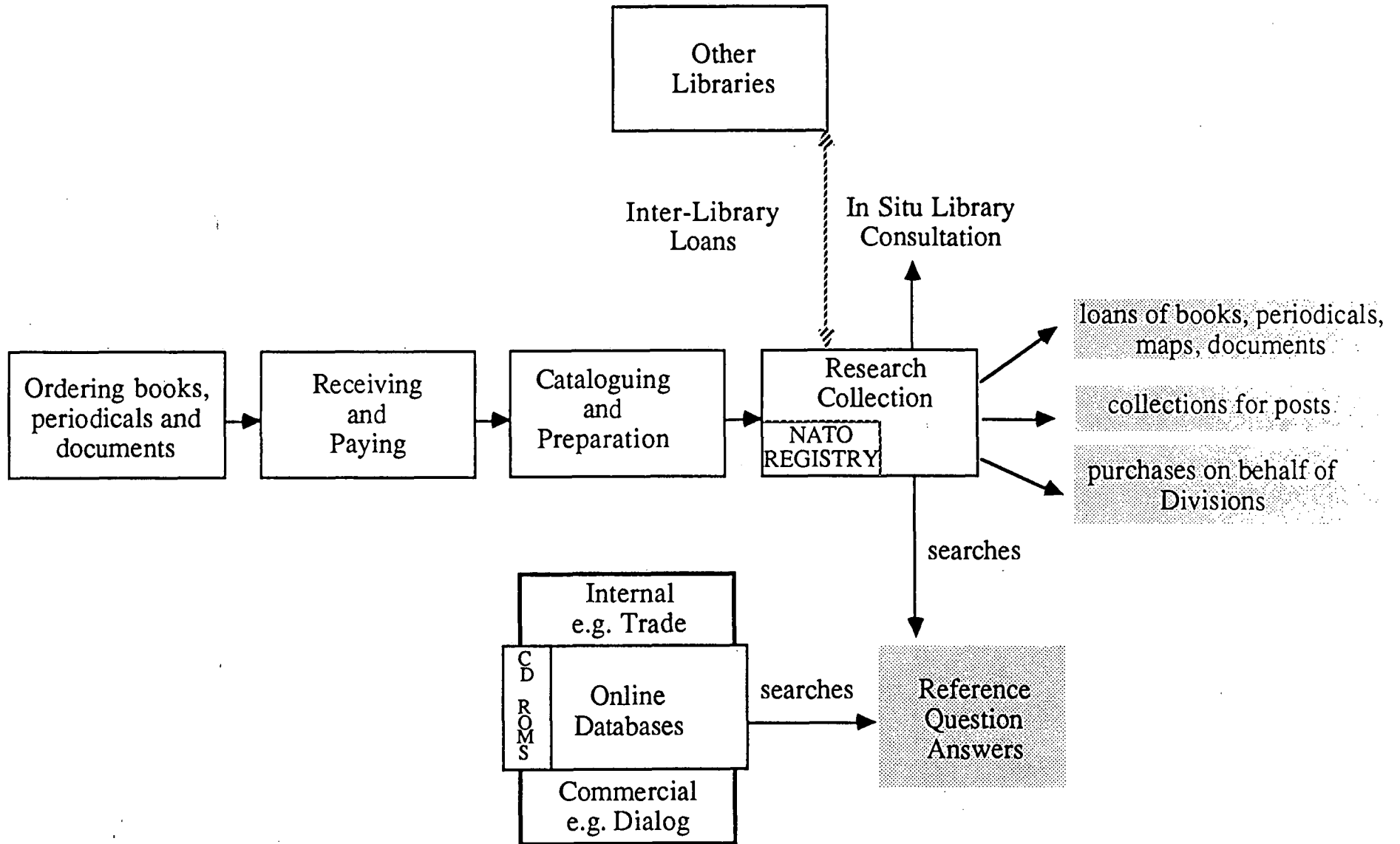
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**FIGURE 1.1: EXTERNAL AFFAIRS LIBRARY  
MAJOR ACTIVITIES AND OUTPUTS**



## 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.

- o No change in PYs until actual efficiency in realigned services can be compared with service level performance indicators established.
- o Hours of service to be increased, balanced with a more selective screening of reference requests, but with no reduction in the quality of responses.

This should give the Department a library which has:

- o A proactive approach to promotion of the library services and which is more responsive to user needs.
- o A more focussed collection, with a purchases policy concentrating on satisfying future requirements such as the G7 Negotiations.
- o A reference service which integrates hard copy and on-line information sources and ascertains the information deadline and scope, so as to maximize the reference resources available.
- o Further capability in meeting technological changes such as the use of COSICS and the introduction of an automated bar coding circulation system.

For Option 2: Contingency Plan

- o As above plus:
  - a net saving of at least two and a half PYs, 625 m2 of space and an as yet undetermined dollar saving in the purchases budget;
  - further space reductions and a relocation of the legal branch library to the main floor; and
  - deletion of services such as the Development Bank Scan-a-Bid for consultants, reduced periodical routing, a department-wide reduction in acquisition of periodicals, especially multiple copies, and deletion of newspaper reference files.

The review of alternative methods of delivery examined the potential contracting out of all or parts of the library services. It should be noted that the library already contracts out services such as basic cataloguing and purchasing of periodicals.

It has been established that there are some companies in the private sector and in Ottawa, who are willing to undertake parts of the library services on a contract basis, providing a detailed Request for Proposal detailing the services is issued.

Also, the library could contract out specific cataloguing assignments and make use



of contract librarian staff for peak workloads or special projects, which would be efficient in both cost and saving PYs.

Since this is a specialized field, until the demand exists i.e. until the government issues a tender call for library services, there may be companies "waiting in the wings" that would be willing to contract for turnkey library services or for the cataloguing function.

There may also be the option for present employees to form a corporation in view of recent preliminary statements made by the Treasury Board in the area of privatization and contracting out of services.

The next logical step following this report would be for the Library MEO Committee to decide which of the alternatives and options to implement, and to develop an implementation plan.

Prioritizing which enhancements to the efficiency and effectiveness of such library services, including organizational changes and setting up performance indicators, would form a part of this exercise.

## 2.0 INTRODUCTION

### 2.1 TERMS OF REFERENCE

The study objective was to seek the best possible value for money in the delivery of library services, bearing in mind the current, accumulated knowledge and experience and quality of service, by comparing the cost of in-house (Headquarters only) services with costs of other alternative sources. However, as it became clear early in the study that there were few alternative sources of supply available that could offer similar services, the study focussed on the most efficient organization for delivery of the services decided upon by the Department.

The major activities and deliverables included in the terms of reference were:

- o A review of the current activities culminating in a preliminary analysis of these activities;
- o A deliverable in the format of "output specifications" with service levels;
- o A comparison of External Affairs library with similar "special" libraries in the federal government;
- o A determination of the most efficient organization, given the services to be provided;
- o A review of what alternative delivery mechanisms are available in the private sector, and whether these could be applied to the services required;
- o A report which sets out the current services and service levels, comparative library data, the most efficient organization for delivering the services, an assessment of alternatives and conclusions and recommendations.

### 2.2 BACKGROUND

The Library of the Department of External Affairs is an important resource to the members of the Department in that it represents a major collection of documents, periodicals and newspapers and other specialized information. It has developed over the years as a research library dedicated to meeting the unique information requirements of the Foreign Service.

The Library provides a comprehensive range of services including:

- o reference/research (both manual and automated);
- o lending services, including inter-library loans;
- o routing and/or distribution of periodicals, documents and newspapers;

- o on-line research service to provide access to literature and statistical data from a variety of data bases;
- o a newspaper clipping service; and
- o acquisitions and cataloguing support for library materials both at home and abroad.

As a special library, the Library of the Department of External Affairs provides a unique dimension of service. The Library serves a number of different clients with different information needs. Further, these needs have changed over the years as the mandate and scope of operations of the Department have changed. As a provider of services, this poses a number of problems to management of the Library. For example, how does management in the Library identify the unique or changing information requirements of the new/different information users? What information requirements will be generated in the future?

Management in the Library considers that a Most Efficient Organization study provides an ideal opportunity to examine the adequacy of existing services and to review alternatives for service delivery. In common with many service delivery functions in other organizations, any library must justify the level of resources in relation to the level of services provided. All too often, in periods of resource scarcity, it is the service functions like a special library which bear the brunt of cuts. In many instances these cuts are imposed arbitrarily with little real regard for the value of the service to the organization. The MEO study provides an opportunity to examine alternative service delivery mechanisms.

It is interesting to note that the Library of the Department of External Affairs is not alone in reviewing service delivery options. The Council of Federal Libraries, under the co-ordination of the Federal Libraries Liaison Office of the National Library of Canada, arranged a workshop in October 1988, dedicated to the topic - Private Enterprise Philosophy of Federal Libraries. This seminar was organized under the general mandate of the Council to assist federal libraries in exchanging ideas on how to achieve a greater degree of efficiency and effectiveness.

### 2.2.1 Issues Raised

The study considered several issues:

- (a) The definition of users and the users' expectations of service:
  - Who has used the service in the past?
  - What are the trends in usage by service and by user?
- (b) An analysis of the services:
  - Are there areas of need which appear to be "under serviced", or conversely, are there areas of need which are "over serviced"?

- (c) Definition of client satisfaction.
  - Based on a survey of clients, what is the current level of satisfaction of users, defined by service area?
- (d) Comparison of operation of the Library of the Department of External Affairs with comparable special libraries in other federal government departments.
  - Are key performance indicators comparable with indicators in other similar libraries?
  - Does the organization structure compare with other similar libraries?
- (e) Development of measurable performance factors to define the Library's service goals.
  - What factors, both qualitative and quantitative, should be used to measure the level of service?

### 2.3 CONCEPT OF THE MOST EFFICIENT ORGANIZATION STUDY

In recent years, the recurrent theme of management ("I have to do more work with less resources") has been based on the requirement to manage increasingly complex programs and services with limited resources. In both public and private sector organizations, managers are required to focus on three inter-related issues:

- o productivity (as measured by the relationship of input to output);
- o operational methods; and
- o the effective use of organizational resources.

Many organizations have developed structured approaches to review the optimal allocation of resources. Much of the early analysis focused on detailed review of operational methods (work method analysis and industrial engineering techniques) and organizational structures (organization and methods). These techniques helped management to identify potential cost savings through improved operational workflows and the avoidance of organizational duplication. In each technique the primary focus was on the improvement of the existing system. Neither technique satisfactorily addressed the evaluation of alternatives for the delivery of services.

In the last few years, government managers have been required to evaluate a broader range of resource/workload issues, related not just to the improvement of the efficiency of existing work methods and organization structures, but to the evaluation of alternative methods and structures and service delivery options. In 1986, Treasury Board issued guidelines for the evaluation of these alternatives under the general heading of Make or Buy.

The "make or buy" process is designed to assist departments in the difficult process

of evaluating options. The process is structured around the evaluation of the "Most Efficient Organization" (MEO). The "Most Efficient Organization" is defined as:

*"that government entity which can deliver all the required goods and services of an activity to the standards of the output specifications at the lowest total cost and in accordance with all applicable governmental policies and regulations."*

The draft Make or Buy Handbook issued by the Bureau for the Delivery of Government Services, Treasury Board Secretariat, provides the framework for the conduct of MEO studies. This document describes in detail the specific tasks and processes of MEO studies. MEO consists of six phases:

1. Preparation of Output Specifications
2. Conducting the Most Efficient Organization Study
3. Developing Cost Estimates for the MEO
4. Soliciting and Evaluating Proposals
5. Selecting the Least Cost Alternative
6. Conversion to Contract or MEO

## 2.4 METHODOLOGY

The consultants began the study by attending a meeting of the **Library MEO Steering Committee**, to discuss the terms of reference.

The Committee is composed of the Director of the Library (BFL), the Director General, Public Affairs (BFD), to whom the Library Director reports, the Deputy Director of Resource Review, Evaluation & Resource Review Division (CME) and a representative from the Treasury Board's Bureau for the Delivery of Government Services.

The consultant team then addressed the staff of the library, at the invitation of the Director, on the purpose and methodology of the study.

Meetings were held with groups and individual members of the library staff, in order to determine what activities were being undertaken, what the level of service was and what the Person Years (PYs) and costs were.

Concurrently, interviews were held with about 20 library users or non-users in the Department and three focus groups held with a further 30 departmental employees drawn from a wide a range of divisions and functions. A questionnaire and guide had been prepared in order to elicit responses regarding the use of various services and the addition or deletion of services.

Deliverables from these activities included:

- o The preliminary assessment of the library's activities in the form of the output specifications;
- o Service levels and effect of enhancements or reductions in these; and
- o Issues regarding the study.

Following a decision by the Department to develop a most efficient organization for the library based on two options, the first being the continuation of existing services and the second being a contingency plan for reduced service, the consultants met again with individual library staff.

A Most Efficient Organization for each option, covering the services, the level of service, the organization for delivery and the costs, PYs and square meters impacts was drafted.

An examination was made of private sector companies offering library services and a review was made of the potential for contracting out various services within the library.

This report was prepared as the culmination of the consultants work.

It should be noted that during the course of the study, an independent decision was made by the Department to transfer the press clipping service to Media Affairs. This has been taken into account in the final report.

### 3.0 THE MOST EFFICIENT ORGANIZATION

This section details the best method for delivering the services specified under the two options decided upon by the Department.

The method of delivering the services, which are detailed in the Output Specifications of the Appendix, has been arrived at by consultation with library personnel. This should give the best value for money, given the constraints of PYs, physical and technical facilities, and funds available.

#### 3.1 OPTION 1: STATUS QUO

##### 3.1.1 Option 1 Definition

The continuation of the present services of the library, which is a " research library" in the context of the federal government special library system. The services and level of service will be defined giving due consideration to the elimination of any inefficiencies or lack of effectiveness and will identify potential savings, benefits and risks.

##### 3.1.2 Description of the Services and Levels of Service

Figure 3.1 summarizes the changes expected as a result of rationalizing and reordering the services and levels of service. The individual services are reviewed below.

**FIGURE 3.1: CHANGES TO SERVICE DELIVERY OPTION 1 - Status Quo MEO**

(Note that transfers of PYs within the library are not shown below.)

SERVICE AREA	CHANGES UNDER MEO	PYs	m2	\$
		(mutually exclusive)		
<u>A</u>	<u>Cataloguing:</u>			
	No change			
<u>B</u>	<u>Documents &amp; Serials:</u>			
	Selected Table of Contents Service; reduction in circulating titles.			
<u>C</u>	<u>Reference Research</u>			
	Transfer to Client Services of two on-line systems searching reference staff from Systems Development; increase hours of service; increased use of compact shelving; disposal of surplus items; reduce open stacks and floor space			-75 <sup>1</sup>
<u>D</u>	<u>Circulation:</u>			
	Implement Bar Coding system.			
<u>E</u>	<u>Newsdesk:</u>			
	Relocate staff to Media Relations Division. <sup>2</sup>			-25
<u>F</u>	<u>Systems Development:</u>			
	Systems Head is 100% devoted to Systems Development as staff position; transfer two on-line reference staff to Client Services.			
<u>G</u>	<u>Legal Branch Library:</u>			
	No change			

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<sup>1</sup> Reduction from open stacks = 100 m2, less space needed for two transferred reference staff 25 m2.

<sup>2</sup> These PYs were reallocated while the study was in progress and were not related to the study.

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SERVICE AREA      CHANGES UNDER MEO

PYs      m2    \$  
(mutually exclusive)

H    NATO Registry:

No Change

I    Admin. Services:

Report to Head, Technical Services; volume of work reduced in line with unit reductions elsewhere

Volume Related Reductions

J    Management of Library:

Develop acquisition policy and guidelines; form library advisory committee; reformulate promotional strategy; develop service level performance indicators.

**Net Changes (excluding internal transfers)**

---

**-2    -125 Arbitrary**

#### **A. Cataloguing, Option 1**

The cataloguing activity comprises seven services using 6.1 PYs. The three most important services, i.e., cataloguing for the headquarters library, the Legal Branch library, and post libraries, account for 5.8 of these PYs. The cataloguing function is made efficient through the library's contract with UTLAS which provides on-line access to a vast database of cataloguing records, thus relieving the library of having to do time-consuming original cataloguing for over 90 per cent of the material for which catalogue records must be made or revised. These items require only derived cataloguing where only a few elements from the database record need to be changed to suit the library's special needs.

We understand that the cataloguing service formerly provided to the Trade Negotiations Office will be continued for the new Free Trade Agreement Directorate. As well, an increase in cataloguing volume for this year is anticipated as a result of the \$50,000 budget assigned for the purchase of monographs for the new Tokyo library.

The cataloguing section appears to operate in an efficient manner, and the present allocation of PYs reflects sound priorities. We therefore recommend no changes.

#### **B. Documents and Serials Processing, Option 1**

The seven services provided by the documents and serials processing activity entail the use of 4.85 PYs. All of the services offered by the section contribute to the effectiveness of information dissemination through the department. Elimination of any of them would have an adverse effect on departmental officers by diminishing their level of current awareness.

The single largest task is the routing of serials and documents to departmental personnel. Some 27,000 items are routed per year, taking 1.75 PYs. A circulation slip listing divisions to which any item is to be routed is attached to it at the start of its cycle. Since there is no limit to the number of recipient divisions to which issues are sent, some lists are long, meaning that divisions towards the bottom of these lists experience lengthy delays before receiving the items. This situation reduces the current awareness benefit of the service and discriminates against any officers who need to see a particular article but do not have access to it during the period when the issue in which it is published is being routed.

To ensure efficient delivery of this service, the library should place a limit on the number of addresses to which any periodical may be routed. The list should be short to preserve the currency of the service. Where the number of interested divisions exceeds the maximum, the periodical should not be routed at all but should be retained in the library where all interested readers would have equal and timely access to it.

A limited Table of Contents service could be instituted. Titles for which the routing demand exceeds the upper limit would be selected, and their tables of contents would be photocopied, batched and sent to interested divisions at regular intervals. Personnel thus notified of the contents of the issues would be able to go to the library to read articles of interest to them.

### C. Reference and Research, Option 1

The reference and research service utilizes 7.25 PYs, of which 6.65 PYs are allocated to its primary function of answering reference questions. The service is heavily used and appreciated, and in relation to the overall federal library community, the service could be described in the superior category.

The library is open, with staff, 32.5 hours per week, starting at 10:00 a.m. each day. Comments made in interviews and focus groups suggested that reference service is needed earlier than that. Our survey of eight other comparable federal libraries shows that their average is 42.8 hours per week. In order to make service more conveniently available to the Department, we recommend that the staffed hours of opening be extended to 40 per week without increasing PY levels. The result of extended hours might not be a commensurate growth in volume of enquiries so much as the spreading of a slightly greater workload over a longer period.

On-line searching of reference databases is carried out both by librarians in the Client Services Section and by two specialists in the Systems and Automated Research Services Section. This latter section reports direct to the Library Director.

Complex searches, or those requiring access to databases not fully familiar to the reference research librarians (e.g., Dow Jones, Lexis/Nexis), are carried out by the automated research services specialists. Since the on-line searching work done by both of these groups serves the same purpose, we recommend that the two staff members doing on-line searching in the Systems and Automated Research Services Section be organizationally relocated to the Client Services Section; and that additional training be given to the reference research librarians to enable them to consult all on-line data bases with equal ease. Searching would be made simpler though the purchase of software packages which allow commands for one database to be used for another.

As a research library specializing in international relations, the library must have comprehensive collections, including materials that are consulted only infrequently but must be there when the need arises. This is one of the features that distinguishes a research collection from a working collection. Every measure should be taken to use library space as efficiently as possible. This is especially important since space in the Lester B. Pearson Building is now very limited. To this end, we believe it would be worthwhile for the library to conduct a critical review of its collections in order to identify long backruns of government documents, serials and other materials that are not central to the field of international relations, that are rarely used, and which on the occasion when they might be needed, could be obtained readily from the National Library or Library of Parliament. Materials of this nature should be removed from the collection.

As well, additional compact shelving should be installed to hold infrequently consulted materials in the international relations field. A perusal of the shelves shows that many monographs have, in the past, been acquired in multiple copies, sometimes numerous. This practice reflected heavy demands on the library for reports of commissions of enquiry, important political biographies and memoirs, and the like. Extra copies of materials of these kinds, no longer in demand, can now

safely be declared surplus and disposed of through the Canadian Book Exchange Centre at the National Library.

The public area of the library enjoys an efficient and attractive layout and design. The facility is heavily patronized and can be counted as a valuable asset to the Department. Its appearance and ease of use attract officers and encourage active research and investigation. For these reasons we do not recommend a significant downsizing of library quarters. From the above measures, about 100 m<sup>2</sup> could be saved. Our observations in space saving are to indicate that space must be held for the inevitable growth of the collection, and that should other non-library space exigencies prevail, some space could be given up by the library without irreparable harm being done. (This could involve relocating some technical services operations into the area that is now public, and giving up the vacated space.) In the longer term however, technological innovations such as electronic storage on discs and CD-ROMS may reduce the need for hard copy storage.

#### D. Circulation, Option 1

No changes are seen to the provision of loans of books, maps and documents to members of the Department and to other departments and accredited borrowers. However, an improvement in level of service is foreseen if the circulation system is automated.

The existing computer database system, called INNOVACQ, which is used for book purchasing, contains a software module for circulation. This enables **barcoding** (the familiar wand pen of the public library ULYSIS system) to be used which obviates the writing up of circulation docketts and manually processing the return of items loaned.

The implementation of automated circulation would require the purchase of extra materials including wands and labels. This extra work should be the subject of a special exercise to prevent disruption of the normal workload of the section.

#### E. Newsdesk, Option 1

The library has been asked to transfer this service to the Media Relations Office, and to discontinue the database of hardcopy press clippings.

Two person years are therefore transferred with these activities. As at the date of reporting (April 1989), the activities are still being carried on in the library premises as before. These should be physically transferred to Media Relations Office, thus freeing up the area of three workstations (i.e., 25 m<sup>2</sup> of space).

#### F. Systems Development, Option 1

A realignment of this function would take place in order to recognize two factors:

- o The use of both hard copy and on-line sources in answering reference requests; and

- o The importance now and in future that will be attached to the continued development of automated systems for all functional areas of the library.

The Systems Head would therefore assume a staff role, reporting to the Director as now, and advising on all areas of library systems development. This includes systems such as purchasing (INNOVACQ), cataloguing (UTLAS), circulation (INNOVACQ), inter library loans (DOBIS), internal databases (TRADE STATISTICS) and external databases (UN, commercial databases such as DIALOG, INFOGLOBE, etc).

The 2 PYs of staff currently undertaking on-line searches will transfer to the Client Services area (C- Reference Research) where on-line searches will be undertaken.

The Systems Head would occasionally undertake on-line searches for demonstration and in back up and emergency situations, but not in the regular course of answering reference queries.

However, the Systems Head would continue to be accountable for the development and maintenance of internal on-line databases, though not for the access of such data.

#### **E. Legal Library, Option 1**

No change is envisaged to the present service or location of the Legal Branch library.

#### **H. NATO Registry, Option 1**

No change is envisaged to the present service or location of the NATO Registry, however the development of an automated (TEMPEST secured) index would enhance the usage, storage and retrieval and reshelving of NATO documents.

The possible release of lower level documents to the public being contemplated by NATO, may require that this service and service level be re-examined.

#### **I. Administrative Services, Option 1**

This function handles the ordering, purchasing and paying for the books, maps, periodicals and documents for the library and Legal Branch library and for the other branches in headquarters as well as the post libraries and collections.

The number of PYs is volume based, in that as the number of transactions increases or decreases, more or less resources are needed. With the same volumes being processed, there would be no change in the PYs.

The unit can also be called upon to supply part time resources for special administrative jobs that might be undertaken in other areas of the library or in the Director's office.

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 re-designated 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.

A well-developed and explicit policy and guidelines statement would:

- 1) enunciate the purpose of the collection and its goals in serving the research and reference needs of the department;
- 2) define responsibilities for materials selection;
- 3) state subject priorities; and
- 4) present guidelines for the acquisition of materials by format (e.g., monographs, serials, government documents, annuals, etc).

Some libraries, in their policy guidelines, have adopted a graded classification of collecting levels which is applied to each subject. The version of such a classification scheme in effect at the Statistics Canada library can be summarized as follows: I Comprehensive (all relevant materials pertaining to the subject); II Intensive (a high degree of adequacy in the subject); III Representative (a good working collection including some major treatises); and IV Selective (some important works to introduce or define a subject).

We recommend that the library develop a formal acquisitions policy and guidelines statement to reflect the priority needs of the Department for research and reference materials.

A fairly common feature in the management of government libraries is the presence of an advisory committee, appointed by senior management and representative of the major user areas of the organization. These committees, which typically meet three or four times per year, provide overall advice and guidance on the development of library policy. They can serve as an effective sounding board for the chief librarian in the planning process or when faced with operational concerns that might have a general effect on service to the department.

We recommend that the Department, in consultation with the Library Director, appoint a library advisory committee as a means of strengthening, in a formal way, the library's communication and liaison with departmental clientele.

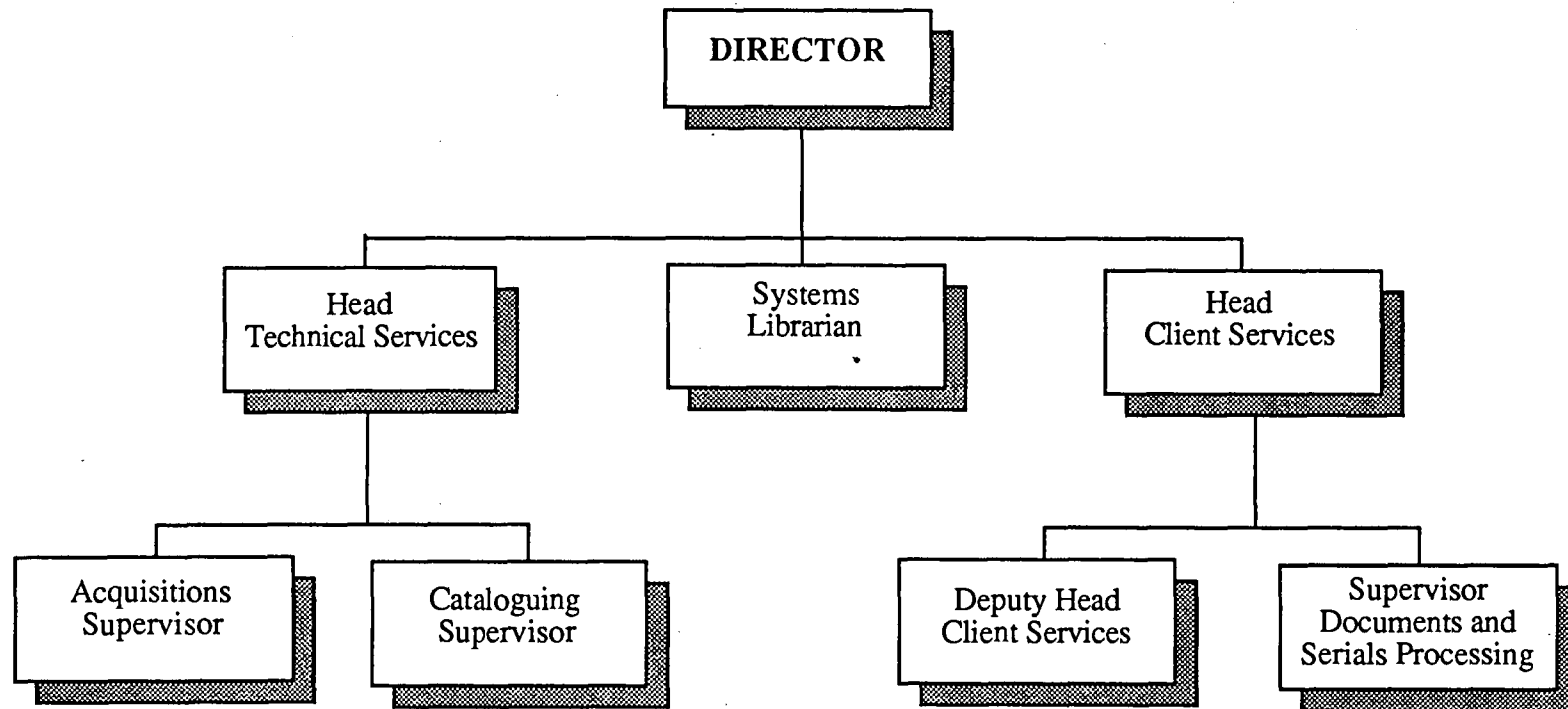
Focus groups and interviews revealed that regular users of the library hold its staff and services in high regard. Some departmental personnel, however, seemed unaware of many of the services, but reacted positively when informed of them. The library is giving thought to issuing a promotional pamphlet outlining its range of services, and has prepared a draft version. The library also offers orientation tours to departmental officers and outside groups. Since the library is a valuable asset and a rich information resource, every effort should be made to ensure that its services are made fully known to departmental staff. We therefore recommend that the library publish a pamphlet describing its services and give added emphasis to the promotional activity.

Over the years, various attempts have been made in the library profession to develop performance measurement techniques which would allow libraries to quantify and assess their output performance. The Council of Federal Libraries completed a major undertaking of this nature in 1979 when it released a detailed methodology for setting up an evaluation system. This document was up-dated in 1987. Some libraries have developed their own sets of indicators based on the methodology.

A management tool of this kind allows a library to compare performance from year-to-year and to make critical decisions about its efficiency based on comparable and reliable data. We recommend that the External Affairs library review the performance measurement methodology developed by the Council of Federal Libraries and apply it, or a suitable modification of it, to its own operations.



**FIGURE 3.2: EXTERNAL AFFAIRS LIBRARY:  
RECOMMENDED ORGANIZATION AT MANAGEMENT AND SUPERVISORY LEVELS**



N.B.: This is not a full organization chart and no reduction in PYs is implied by the omission of positions in this figure.

## **3.2 OPTION 2: CONTINGENCY PLAN**

### **3.2.1 Option Definition**

The continuation of the present concept of a research library but on the assumption that fund constraints prevent the full attainment of the level of service normally associated with a library of research status. Savings in PYs and in \$ values are expected, especially if major activities could be contracted out.

### **3.2.2 Description of the Services and Levels of Service**

Figure 3.3 summarizes changes to the delivery of services as a result of implementing a contingency plan. The individual services are reviewed below.

**FIGURE 3.3: CHANGES TO SERVICE DELIVERY OPTION 2 - CONTINGENCY PLAN**

(Note that transfers of PYs within the library are not shown below.)

SERVICE AREA	CHANGES UNDER MEO	PYs	m2	\$
		(mutually exclusive)		
<u>A</u>	<u>Cataloguing:</u>			
	Reduced scale after policy review	Arbitrary, based on volume		
<u>B</u>	<u>Documents &amp; Serials:</u>			
	Reduce periodical routing; eliminate Scan-a-Bid; limited divisional serials purchasing; reduce multiple-copy subscriptions.	-1		policy decision
<u>C</u>	<u>Reference Research</u>			
	As option 1, plus reduced reference consultation; reduced floor space; relocation of Legal Branch Library to main floor.	-1		-295 <sup>3</sup>
<u>D</u>	<u>Circulation:</u>			
	Implement Bar Coding system.			
<u>E</u>	<u>Newsdesk:</u>			
	Relocate staff to Media Relations Division; close newspaper reference files.	-2 <sup>4</sup>		-25
<u>F</u>	<u>Systems Development:</u>			
	Systems Head is 100% devoted to Systems Development; relocate searching of statistics and trade databases to Client Services; transfer two on-line staff to Client Services.			-25

<sup>3</sup> Saving of 600 m2 from open space etc., less 25 m2 from relocation in of two on-line reference librarians from systems development, less 280 m2 needed for relocation of legal library from 7th floor.

<sup>4</sup> These PYS were reallocated while the study was in progress and were not related to the study.



### A. Cataloguing

Without causing a serious deterioration in library service, the only significant way in which cost savings could be achieved in the Cataloguing Section would be to reduce staff and budget resources commensurately with any reductions in the volume of acquisitions.

If staff resources do not keep pace with the rate of acquisition of reading materials, a reduced level of cataloguing and delays in preparing books for the shelves will result. Books and documents added to the collection will become less accessible because library staff and users will have more difficulty in identifying the items they need.

Therefore, we recommend no change in the service delivery level unless the volume changes.

### B. Documents and Serials

Contingency cuts in documents and serials processing would reduce service levels to both departmental personnel and external clients. One PY in the section could be saved by adopting the following measures: 1) reduce periodical routing by half, restricting titles circulated to those for which demand does not exceed a minimum number of addresses on the routing slip; 2) do not introduce a Table of Contents Service as compensation; 3) eliminate Scan-a-Bid searching of development bank projects, thus requiring business firms to rely on the bi-weekly newspaper Development Business for the same notifications; 4) impose strict limits on the purchasing of serials subscriptions by divisions, thus reducing the ordering and processing work of the library where ordering is centralized by government directive; 5) cut back significantly on multiple-copy subscriptions, many of which are paid for by divisional funds (85 titles are purchased in multiple copies, ranging from 2 to 43 copies).

### C. Reference and Research

Should significant cutbacks be forced on the Department and the library, the most likely retrenchment in the reference and research service would be: diminished reference consultation, and reduced quarters.

It would be unwise to bring about a planned reduction in the depth of the reference and research service offered because there will inevitably be occasions when the full expertise of the professional reference staff will be required to carry out extensive research on urgent and important matters. What could be limited, through an appropriate screening process, is the volume of this type of enquiry. The onus would be on the client to demonstrate that the information required is not for a frivolous or secondary purpose, but is needed in connection with an assignment important to his or her division. Response times would be longer than at present, and users would have to become accustomed to queuing and to making their needs known well in advance. Under these circumstances the reference and research service staff could be reduced by 1 PY.

With respect to space reductions, the possibility described under Option 1 would apply, together with additional space cuts. These would be: 1) elimination of the Léger reading corner (with the collection relegated to compact storage); 2) a 50 per cent reduction in the number of individual reading carrels; 3) a 50 per cent reduction in the number of other reading spaces (e.g., at tables) and in the size of the periodical reading lounge. We estimate that with these space reductions and with a related shifting of the layout of the public and technical services areas, a saving of 600 M<sup>2</sup> could be achieved. Of this space, 280 m<sup>2</sup> would be taken to accommodate the Legal Branch library as in G below.

#### D. Circulation

No changes are envisaged to this service under the contingency plan, however the assumption is that the bar-coding automation of the circulation of materials would be implemented.

Levels of use by borrowers who are not members of the Department, (i.e., other departments, universities, the private sector and members of the public, should be monitored to ensure that the library is not expending resources on non-departmental borrowers outside of the existing policy for their usage).

#### E. Newsdesk

It is assumed that this function will have been physically relocated to Media Relations and that the newspaper clippings reference files will have been discontinued.

#### F. Systems Development

Due to the continued technical advances in library systems and automation generally, and the potential savings these represent in both storing and accessing information, this function is seen as essential to any future library.

As stated for Option 1, the Systems Head will become a staff function, advising all areas of the library. The on-line reference librarians will transfer to Client Services.

On-line reference searches will be undertaken by Client Services.

The internal departmental databases for Trade Statistics, however, would be transferred to the respective department branches, under Option 2, and searching of these would be undertaken mainly by these divisions, rather than the by Client Services, except in the case of external requests.

#### G. Legal Branch Library

In order to optimize the use of the space freed up in the library, it is proposed to move the Legal Branch library, now on the seventh floor, into the main library.

Although this will mean that the main users of the legal library, the lawyers, will have to descend several floors, there will be space savings and the saving of at least 1/2 PY.

The PY saving is due to the fact that more efficient use of reference librarians can be made when the two libraries are combined. In addition, although one of the main library librarians would have to acquire legal specialization, in order to act as a back up (which should be the case even with the present location of the legal library), the load of the legal reference work would be more evenly spread.

The new legal library would have to be accessible, through the use of security keys, to authorized users 24 hours a day.

#### **H. NATO Registry**

No change is foreseen; the remarks for Option 1 would apply.

While this facility could be operated by DND, who would be the logical keepers of civilian NATO documents, since they keep the military documents, also under security, the current daily usage by External would mean that transferring secure documents between DND and External would be onerous and reduce ease of access to these documents.

#### **I. Administrative Services**

As in Option 1, this unit would report to the Head, Technical Services, in order to rationalize the ordering and cataloguing functions.

PY savings in Option 2 would be directly proportional to the reduction in the volume of purchasing needed under the level of book, map, periodical and document requirements for the library and the department.

It is likely that at least 1 PY can be saved with the volumes proposed in Option 2.

#### **J. Management of Library**

The remarks for Option 1 would also apply in a contingency plan. An additional observation, however, should be made. While the reading materials budget for the library is approximately \$720,000, the combined publications expenditures for all other divisions of the Department amount to some \$900,000. All publications, regardless of the division to which the expenditure applies, are ordered through the library.

In a period of fiscal retrenchment, the library would be less able to acquire needed publications, thus increasing the possibility of divisions circumventing such restrictions by using their own funds to acquire materials for their own retention. Widespread adoption of this practice would result in a proliferation of office

collections, for the most part accessible only to staff of the holding division. This situation defeats the purpose of the library, the objective of which is to make centrally available, and equally accessible to all, a research and reference collection reflecting the mission of the Department.

We therefore recommend that there be a review of divisional purchasing, with a view to rationalizing the relationship of non-library acquisitions to library purchases. While there is a valid need for some divisional purchasing, if the practice is free to go unchecked, the value of centralized library services would be diminished.



## 4.0 ALTERNATIVES

The alternative to the internal administration of library services is contracting out. In the United States in recent years, there have been examples of federal government library privatization. Two agencies that have taken this step are the U.S. Environmental Protection Agency and the U.S. National Oceanographic and Atmospheric Administration. This report presents output specifications for the library and recommends measures to increase efficiencies for an internally administered operation.

As for the alternative, contracting out can be either partial or full.

Partial contracting involves the identification of discrete, self-contained tasks for which a contract can be issued at a cost-effective price. The External Affairs library has applied and developed this practice quite considerably over the years. The repetitive and time-consuming task of periodical subscription ordering and renewal is contracted to an outside firm specializing in this service; the preparation of subscription lists for posts is contracted to a computer service bureau; and access to a database of catalogue records and associated cards and printouts is obtained through an arrangement with a major commercial supplier.

For special projects, or in overload situations, it would be possible for the library to obtain contract assistance (e.g., the cataloguing of a special collection donated to or purchased by the library). Several firms and individuals in the National Capital Region and in other large centres offer library project assistance.

The approach to full contracting out could be to issue a request for proposal to appropriate competing private-sector firms. There could likely be some stipulation about the hiring of existing personnel of the unit in question. Another approach could be to give present employees an opportunity to participate in the privatization through an equity position. Guidelines could be developed to ensure that the staff are competent to undertake a private-sector business venture, and that there could be a suitable minimum share of ownership (perhaps 50 per cent) by participating staff. In this approach, there could be a directed contract to the consortium.

In both approaches, contracts could be awarded for a stated period, with the possibility, after review, for renewal.

Opponents of library "privatization" might argue that:

- o at External Affairs, the unique knowledge possessed by library staff would be lost;
- o there would be a sense of estrangement among the employees of the library firm from the departmental clientele;
- o the management of the privatized library would be torn between the demands of the company for a good return on investment and the demands of the Department for a high level of service; and

- o there would be a problem of confidentiality where private sector personnel would, in some instances, be dealing with sensitive information enquiries relating to foreign policy.

These are legitimate concerns that would have to be addressed but could be met with careful preparation. The unique knowledge possessed by current staff would not be lost if these staff were retained by the contracting firm. Dedicated staff, existing or new, would overcome the sense of being somehow apart from their publicly-employed clientele through the provision of responsive service. Concern for profit and concern for good service need not be mutually exclusive. It can equally be argued that good service is the best way of conducting a successful business. Confidentiality would not be a problem since security clearance for private-sector individuals working on sensitive government assignments is a frequent occurrence.

To get an idea of the prospects of finding private sector firms that might have the potential to administer a government library under contract, we searched relevant files and directories of library suppliers at the National Library's Library Documentation Centre.

There are several firms and independent consultants in the business of providing contract assistance for special projects. There do not appear to be many firms which currently have the capability or potential to take on the continuing management and operation of a complete library.

Two Ottawa-based firms that would seem to have the required potential and that might be interested in discussing prospects with External Affairs are: Nash Information Services, and Sharon Professional Services. Both have had considerable experience in library project assistance.

**APPENDIX A: CONSULTATIONS**

## CONSULTATIONS

### Departmental Personnel Contacted and Interviewed:

Jon Allen	Executive Assistant to the AUSS for EXT (DMC)
David Allin	Legal Advisory Division (JLA)
Allen Brown	US Transboundary Division (URE)
Michael Cleary	(IMH)
Mike Conway	US Trade & Tourism Development (UTW)
Pam Deacon	Arms Control & Disarmament Division
Linda Erbin	North/South Economic Relations with Developing Countries Division (EEA)
Bob Evans	Caribbean & Central America Trade (LCT)
L. Hiseler	Personnel Policy
T. Gervais	Africa Trade Development Division
L. Giannetti	Posting Services Centre
Al Hewens	Economic & Trade Analysis Division (CPE)
John Hilliker	Historical Section (BK RH)
Denise Lacasse	European Community Trade Policy Division
Mike McGrath	Information Management
Don Page	Policy & Strategic Analysis (CPP)
Fran Psutka	Immigration Affairs Division
Leonard Reynolds	South American Relations
Timothy Skye	North Asia Relations (PNJ-PNR)
Howard Strauss	Legal Operations Division (JLO)

**Library Staff Interviewed:**

⊗ Ruth M. Thompson	Director
✓ Joanne Berniquez	Administrative Assistant
* Marjorie Bull	Client Services Librarian
✓ John Flood	Systems Librarian
Janet Flynn	Legal Branch Librarian
x Derek Jackson	NATO Registry Administrator
Al Kay	Documents Research Officer
✓ Roger Lepage	Catalog Services Librarian
x Bill McKen	News Desk Clerk
✓ Jo-Anne Nichol	Head, Documents and Serials Processing
Deborah Welch	Deputy Head, Client Services

**Other Government Librarians Interviewed:**

Ciuneas Boyle	Director, Library Services, Fisheries and Oceans
Georgia Ellis	Director, Library Services Statistics Canada
Harry Heyck	Manager, Library and Information Centre, Transport Canada
Mira McCullough	Head, Reference and Readers Services Justice
Valerie Monkhouse	Associate Director, Library and Bibliographic Services, International Development Research Centre
Margaret Morton	Director, Libraries Division Agriculture Canada
Trent Reid	Chief, Library Services Finance/Treasury Board

**Other Government Librarians Interviewed: (cont'd)**

P. E. Sunder-Raj                      Director, Library Services  
Employment and Immigration Canada

Bob Van den Berg                      Departmental Librarian  
National Defence Headquarters

Lorraine Wilkinson                      Head, Library Services  
Revenue Canada - Taxation

**APPENDIX B: DOCUMENTS REFERENCED**

## DOCUMENTS REFERENCED

1. Operational Plan Framework and Multi-Year Operational Plan
2. Summary of the Federal Government Library Survey Report, National Library of Canada, 1974
3. Library Policy, Library Services Division, 1984
4. Job Descriptions and Activities Percentages, Library Services, December 1988
5. Library Services: Evaluation Assessment and Rapid Feedback Evaluation, report by the Evaluation Division, September 1983.
6. An Approach to the Most Efficient Organization, draft handbook issued August 1988 by the Bureau for the Delivery of Government Services, TBS.
7. White, Herbert S. "What Price Salami? The Federal Process of Contracting Out Libraries", in Library Journal. January 1988
8. Library Services: Comparative Statistics 1985-7
9. Organization Chart: Library Services Division, June 1988
10. International Trade Databank: Description by the Library, undated.
11. Library Guide, March 1984 (not in current use)
12. Library Guide, Draft, September 1988. (not yet issued).
13. Annual Report, 1987, Canadian Library, Washington, D.C.
14. Proposed Budget for Library 1989-90, December 1988
15. Headquarters Operating Budget Report (Originally requested budgets for 1986-89), Library Services
16. "Hand Scanners Inch Forward", in PC Magazine. November 1988
17. "Info Growth Creates Hot Market", in Computing Canada. November 24, 1988



**APPENDIX C:**

**COMPARISON OF EXTERNAL AFFAIRS LIBRARY  
WITH SELECTED OTHER FEDERAL LIBRARIES**

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## 1.0 INFORMATION SERVICES

Tables I and II are intended to give a general sense of how the External Affairs Library compares with other representative libraries in the federal government.

Interviews were held with the directors of 10 libraries. With one exception, these libraries were selected on the basis of their being classified by the Council of Federal Libraries as "large", that is, having a staff of 15 or more persons. The exception is the Fisheries and Oceans Library ("medium"), selected because of the Director's insights into federal library relationships. The purpose of the interviews was to compare the overall package of services provided by the External Affairs Library (as described in its policy manual) with those of other libraries.

Information from these interviews is summarized in Table 1.

An attempt was also made to obtain comparable statistical data from these libraries. The chief source was the automated Management Information System (MIS) of the Council of Federal Libraries, the secretariat of which is the Federal Libraries Liaison Office at the National Library. Written approvals for the release of information were obtained for eight libraries. One library declined to give approval and another had not contributed information to the MIS database. Table II shows the information gathered. In a few instances where discrepancies occurred between the MIS data and statistics gathered directly from some of the libraries, the latter figures are shown.

## 2.0 RANGE OF SERVICES

The range of services provided by the External Affairs Library is very similar to the packages offered by other federal libraries, as can be seen in Table I. In this regard, the External Affairs Library is conventional, though detailed scrutiny of the libraries compared would reveal some variations in discrete sub-services offered, or the manner in which they are provided.

The on-line data service, normally thought of as an adjunct of reference research, is isolated in this table simply to highlight a rapidly expanding application of modern information technology. All libraries surveyed have access through computer terminals to commercial and other on-line databases selected according to clientele needs. In every instance, due to the special training required to do on-line searching, library staff serve as the intermediary between the information sources and the clientele.

Among the libraries surveyed, External Affairs is the only one to undertake and manage a press clipping service, though a service is provided elsewhere in each of the departments, usually the public affairs or communications branch. (At least two other libraries outside this survey maintain a press clipping service; the Library of Parliament and the Bank of Canada Library.)

Table I shows that most libraries have a role vis-à-vis branch or regional libraries. In some instances, the headquarters library exercises direct line control over the branches, including management of staff and budget, and the provision of centralized services such as acquisitions and cataloguing. In other instances, the headquarters library gives functional guidance or assistance, such as serving on interview boards, advising on systems and services, doing book ordering on their behalf, and supplying cataloguing.

All libraries in the survey recognize an obligation to give service beyond the department. This is necessary for an effective inter-library network to operate. Most libraries have a policy guideline on outside service giving priority to other government departments and other libraries, followed by assistance to the department's primary client groups, and allowing access by the general public (though with no borrowing privileges and limited or no reference assistance).

TABLE I

COMPARISON OF BASIC SERVICES AMONG SELECTED GOVERNMENT LIBRARIES

SERVICE	External Affairs	Agriculture	Employment and Immigration	Finance - T.B.	Fisheries and Oceans	IDRC	Justice	National Defence	Revenue Canada - Taxation	Statistics Canada	Transport
1.CIRCULATION - loan of library materials to departmental personnel and inter-library borrowing.	●	●	●	●	●	●	●	●	●	●	●
2.REFERENCE RESEARCH - identification and retrieval of information sources and answering of reference questions.	●	●	●	●	●	●	●	●	●	●	●
3.ON - LINE DATA - computerized retrieval of listings, abstracts or full texts from databases	●	●	●	●	●	●	●	●	●	●	●
4.DIRECT USER ACCESS - open access to library and it's contents	●	●	●	●	●	●	●	●	●	●	●
5.ROUTING AND DISTRIBUTION - (1) circulation of periodicals and distribution of documents for retention.	●	●	●	●		●	●	●		●	
6.PRESS CLIPPINGS - (2) daily dissemination of articles clipped from key newspapers.	●										
7.ASSISTANCE TO POSTS ( Branch Libraries) - (3) - line control - functional guidance / assistance											
	●	●	●	●	●	●	●	●	●	●	●
8.SERVICE BEYOND DEPARTMENT - premises open to other departments and public, interlibrary lending.	●	●	●	●	●	●	●	●	●	●	●

1. Libraries not having a routing service provide a table of contents service. Some libraries have both.
2. All departments have a press clipping service located somewhere in the organization.
3. Statistics Canada does not have branch libraries.

### 3.0 OPERATING CHARACTERISTICS

Table II shows certain operating characteristics for External Affairs and eight other libraries of the "large" category. Unfortunately some data were unavailable, for example, certain types of expenditures in a few instances. In any event, attempts to draw conclusions by comparing the data among libraries should be treated with caution since there may be significant variations among libraries as to how they define certain characteristics. The purpose of the table is to give a general impression of the magnitude of the External Affairs Library in relation to selected other libraries.

The External Affairs collection is described in the Council of Federal Libraries MIS as having research status, that is, a collection of specialized materials of sufficient depth to support extensive research in one or more subject fields. (A working collection is defined as one consisting largely of current material acquired to respond to the immediate needs of its users.)

Attempts were made to determine whether there are any existing indicators to allow useful comparisons to be made of performance levels among federal libraries. Unfortunately, for the purpose of this study, none appear to exist. In 1979, the Council of Federal Libraries, under the aegis of the National Library, formed a working group to devise a set of performance indicators that could be used by all federal libraries. The ensuing report contained a detailed methodology for setting up an evaluation system. Some libraries have developed their own sets of indicators based on that methodology. In issuing the report, however, the Council cautioned that the value of library performance indicators would be in allowing valid comparisons to be made from year-to-year within a particular library, but not between libraries. A 1987 update to the original report repeated the caution. The prevailing view within libraries is that each library is distinctive in the client demands placed upon it and in the way work methods and procedures are devised and performed, for example, in the levels of cataloguing and classification for different types of materials, sources for book and serial acquisitions, and depth of reference research required.

Table II: CHARACTERISTICS OF SELECTED GOVERNMENT LIBRARIES 1987-88 (1.)

CHARACTERISTICS	External Affairs	Agriculture	Employment and Immigration	Finance and Treasury Board	Justice	National Defence HQ	Revenue Canada - Taxation	Statistics Canada	Transport
SUBJECT ORIENTATION	Soc. Sci.	Sci. Tech.	Soc. Sci.	Soc. Sci.	Soc. Sci.	Sci. Tech.	Soc. Sci.	Soc. Sci.	Sci. Tech.
COLLECTION STATUS	Research	Research	Research	Working	Research	Research	Working	Research	Working
STAFF									
Librarians	11	20	7	6.8	4	8	4	8	3
Other Professionals	0	1	0	0.0	2	0	0	1	0
Technicians	7	2	5	3.1	2	1	2	6	10
Other Staff	16	33	4	7.6	10	13	11	12	7
Person-Years	34	53 (2.)	16	17.0	18	22	15	27	20
PHYSICAL FACILITIES (square metres)	2,397	3,907	1,087	882	1,178	1,456	660	838	1,496
EXPENDITURES									
Salaries	1,112,527	2,610,000	459,229	632,784	553,954		467,080		603,735
Collections									
Acquisitions	640,710	834,644	145,598	204,231	350,441	351,000	168,520	203,500	244,684
Conservation	7,800		1,532	475	13,350	990	850	5,000	200
Other	300,790		80,240	149,628	364,604	65,500	89,800		203,415
LIBRARY HOLDINGS									
Books									
Volumes Added	14,356	2,514	4,108	10,197	976	5,000	600	2,136	30,900
Volumes Withdrawn	200		631	4,426	104			71	35,900
Volumes Held	123,000	504,956	82,022	35,294	18,287	115,000	21,000	175,082	95,000
SERIALS									
Titles Added	100	127	361		351			259	50
Titles Cancelled	110	93	214	120	45			71	150
Titles Held	2,030	40,262	4,452		2,708	2,661	300	3,430	1,200
Volumes Weeded	40				1,500			1,290	1,109



Table II (continued)

CHARACTERISTICS	External Affairs	Agriculture	Employment and Immigration	Finance and Treasury Board	Justice	National Defence HQ	Revenue Canada - Taxation	Statistics Canada	Transport
Non-Cat Print Material	3,900		28			1,300	100	67	6
Micromaterials	225,000	13,804			15,678	6,158	26,150		480,000
Audiovisuals	0				352				2,300
Other	267,832			63					
<b>LIBRARY HOURS</b>									
With Staff	32.5	41.25	40	45	42.5	45	43.75	45	40
Without Staff	17.5			123	125.5				
<b>DOCUMENT DELIVERY</b>									
Direct Loans	9,975	5,941	21,722	19,211	6,262	8,597	5,431	27,795	9,382
Photocopies		17,547					2,231		24,097
ILL Borrowing	600	2,413	1,534	2,117	1,887	5,616	1,031	4,211	850
ILL Lending	1,750	13,582	1,766	3,472	1,421	3,336	79	4,538	1,000

1. Figures for Agriculture and National Defence are 1985-86 fiscal year.
2. Field services staff not included.

APPENDIX D:  
INTERVIEW AND FOCUS GROUP GUIDE

## FOCUS GROUP AND INTERVIEW GUIDELINE FOR USER INTERVIEWS

### Objective of Study:

A study is being carried out under the Treasury Board Guidelines for a "Most Efficient Organization" by which the existing services offered and to be offered in future by the library are established and the most efficient method of organizing and delivering these is decided by the department.

It is not an audit, evaluation or operational review of the library facilities or staff, but a fresh look at what services the library should provide for the department, within the parameter of achieving the best value for money of resources.

This meeting is to ascertain the use that your area makes of the library and the services that you feel would be useful for the library to provide, in order to assist you in your job.

### Authority for the Study:

The study reports to a steering committee with representatives from the library, the Foreign Policy and General Communications Bureau, to which it reports, and from the Project Authority, the Evaluation and Resource Review Division.

It is being undertaken with the full support and participation of the Library Services Director, Ms Ruth Thompson and her staff.

### Stages of the Study:

The first part of the study will establish what the existing services of the library are and determine what services are used by clients of the library and what other services would be useful, assuming resources were available and justifiable.

These services will be detailed in a document called draft "Output Specifications"

External will review this draft and determine which services should continue and which should be added. The Output Specifications are then finalized.

The second stage is to develop alternative methods of organizing and delivering these services, to establish criteria for assessment and to analyze the alternatives in order to choose the "Most Efficient Organization" which will give the department the best value for money.

Implementation of the recommended alternative is not part of the study.

Your views and comments on what use you make of the existing services and what needs you have, all in relation to helping you do your own job or function better is now solicited. We have prepared some questions which we hope we will be able to cover during the course of this meeting.

## FOCUS GROUPS

The purpose of a focus group is to ascertain the reactions and thoughts of the participants to certain topics.

Focus groups originated in product testing for marketing. A group of users were assembled and asked to comment on a new or improved product that was given to them for review.

The objective of our focus group is to review the use made of the library by yourselves as users or potential users, to review what services you would like the library to provide and to review the current services that they do provide or that you are aware of.

The External Affairs Library is of course one of the many "special" libraries that the federal government maintains, primarily for the benefit of the departmental employees.

Focus groups encourage any and all thoughts, rather like a brainstorming session, and more heads are better than one, it has been found, in developing ideas.

While all comments made are to be encouraged, if we get stuck on one particular point, then the focus group convener will intervene and move the discussion on, so that all topics can be addressed.

Of course, some of the services that you might like the library to provide may not actually be implemented. This might be because you were the only area seeing a need for a service or the service needed did not fit into the level of service and policy that the department will have to set (i.e. reset) for the library as a result of this study.

However, to be more optimistic, this focus group gives you the opportunity to give valuable user feedback about your changing and latest needs for library services.

**THANK YOU FOR YOUR INPUT AND FOR ATTENDING!**

AGENDA:

What services do you want?

What services are you aware of that the library currently provides?

What level of service is needed?

What should the concept of the library be in External Affairs?

NAME

FUNCTION

DATE

Questions:

1. Services:

Which of the existing services offered by the library do you or your staff use and to what extent:

(Specify frequency and specifics of use)

(Do you see this as:

a. Circulation: the loan of library materials, such as books and documents (excluding periodicals distributed), and including Inter library loans (ILL).

No use/a little/Some/A lot

Mandatory/Optional

b. Reference: identification and retrieval of information sources and the answering of factual reference questions.

No use/a little/Some/A lot

Mandatory/Optional

c. Direct User Access: open access to the library and its contents; provision of facilities such as reading chairs, study carrels, audio-visual equipment, etc.

No use/a little/some/a lot

Mandatory/Optional

Is this access available to you at convenient times?

d. Routing & Distribution: circulation of periodicals and newspapers; sending documents to divisions or individuals for retention.

No use/a little/some/a lot

Mandatory/Optional

Does your division buy periodicals or documents itself? Specify:

e. Press Clippings: the daily dissemination of articles clipped from key newspapers.

no use/a little/some/a lot

Mandatory/Optional

f. On-line Data: computerized retrieval of listings, abstracts of documents or full text from databases

no use/some/a lot

Mandatory/Optional

g. Assistance to Posts: overall management and financial assistance and library support services. (that your area becomes involved with)

no use/some/a lot

Mandatory/Optional

2. Outside Users: Are there bodies or groups outside the department or the government that the library should be serving in helping the department fulfill its mandate?

3. Strengths: What do you regard as the special strengths of the library in supporting the work of your branch?

4. Shortcomings: Do you think there are any shortcomings in terms of level of service, which, if overcome, would be of significant help to your branch

4a. Is response time in fulfilling requests adequate? (State time on average);

4b. Do you find that the library can respond to the scope and level of detail you require.

4c. Do you use any other libraries or information services directly?

5. Services: Are there any other services that you would like to see the library undertaking, which would be significant in assisting your branch?

Do you do any of these activities yourself now?

6. Overall Perception: Is the library a significant resource in meeting the needs of you and staff in your unit for externally generated, published information?

7. Are there any additional items you would like to add regarding the library?

**THANK YOU FOR YOUR HELP**



**APPENDIX E: OUTPUT SPECIFICATIONS**

SERVICE OUTPUT ANALYSIS

A1 -

ACTIVITY: A. Cataloguing

SERVICE: 1. Production of catalogue for main library (including Leger collection and book collection).

CURRENT SERVICE LEVEL: Standard

PYs:  
4.5

Description: On-line catalogue of monographs, serials and government documents.

Rationale: To provide systematic access to the Library's collections

Output Volume: Original cataloguing: 1,025 per year  
Derived cataloguing: 14,700 per year

Normal Expected Turnaround: 1-5 days (catalogued and on-line)  
7 days for card products from Toronto

SERVICE LEVEL OPTIONS

PYs:

Minimal: Level 1 cataloguing standards only for newly received material, (1.) no retrospective cataloguing including cataloguing maintenance. 4.25

Standard: Levels 1 and 2 cataloguing standards for newly received materials; catalogue all items in a current basis (2.) retrospective (3) as resources permit. 4.50

Superior: Level 3 cataloguing; increase retrospective cataloguing 6.00

RELATIONSHIP TO OTHER SERVICES: The catalogue is a necessary tool of reference librarians in providing an information service to clients.

IMPLICATIONS OF SERVICE ALTERNATIVES: Cataloguing at the lowest standard reduces collection access capability. Cancellation of retrospective cataloguing means having one conventional catalogue for materials added to a collection before a cut-off date and another on-line catalogue for new materials.

There are 3 levels of cataloguing standard from brief (level 1) to full and detailed (level 3). As a participant in the UTLAS bibliographical utility, from which many cataloguing records are received, the Library is expected to contribute original cataloguing at an accepted level (i.e., level 2). Thus, level 1 (brief) cataloguing would not be acceptable to the consortium. Retrospective cataloguing up-grades old records for computer input.

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

A2 -

ACTIVITY: *A. Cataloguing*

SERVICE: *2. Production of catalogue for Legal Library*

CURRENT SERVICE LEVEL:

PYs:  
.10

Description: *On-line catalogue of monographs and periodicals*

Rationale: *To provide systematic access to the Library's collections*

Output Volume:*Original cataloguing: 15 items per year*  
*Derived cataloguing: 800 items per year*

Normal Expected Turnaround: *1-5 days (catalogued and on-line)*  
*7 days for card products from Toronto*

SERVICE LEVEL OPTIONS

PYs:

Minimal: .05

Standard: *Comments from A.1 apply* .10

Superior: .35

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

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SERVICE OUTPUT ANALYSIS

A3 -

ACTIVITY: *A. Cataloguing*

SERVICE: *3. Production of catalogue for Trade Negotiations Office  
(Free Trade Agreement Directorate)*

CURRENT SERVICE LEVEL:

PYs:  
.05

Description: *On-line catalogue of monographs, serials and documents*

Rationale: *To provide systematic access to the collection*

Output Volume:*Original cataloguing: 75 items per year  
Derived cataloguing: 600 items per year*

Normal Expected Turnaround: *1-5 days (catalogued and on-line)  
7 days for cards from Toronto*

SERVICE LEVEL OPTIONS

PYs:

Minimal: .04

Standard: *Comments from A.1 apply* .05

Superior: .30

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

A4 -

ACTIVITY: *A. Cataloguing*

SERVICE: *4. Production of catalogues for posts.*

CURRENT SERVICE LEVEL:

PYs:  
1.20

Description: *Catalogue card sets for post libraries*

Rationale: *To provide systematic access to the post library collection*

Output Volume: *Original cataloguing: 15 items per year  
Derived cataloguing: 4,125 items per year*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Level 1 cataloguing standards only; no retrospective cataloguing*

Standard: *Level 1 and 2 cataloguing standards for newly-received materials; retrospective cataloguing for Washington and Paris posts* 1.20

Superior: *Level 3 cataloguing; increased retrospective cataloguing* 2.20

RELATIONSHIP TO OTHER SERVICES: *The catalogue is a necessary tool of reference librarians in providing an information service to clientele.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *The minimum option, above, is unsatisfactory since it would result in diminished access; and, with retrospective cataloguing, would necessitate two catalogues in the future: card and on-line.*

OBSERVATIONS:

5/24

SERVICE OUTPUT ANALYSIS

A5 -

ACTIVITY: *A. Cataloguing*

SERVICE: *5. List of main library acquisitions*

CURRENT SERVICE LEVEL: PYs:  
.10

Description: *Abbreviated bibliographic listings, alphabetical under subject, of new items added to the Main and Legal Libraries.*

Rationale: *To advise departmental personnel of recent additions to the collections*

Output Volume: *Approximately 450 items per issue; issued twice per month; 257 copies of each issue are distributed.*

Normal Expected Turnaround: *As current as possible within semi-monthly frequency*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level* .10

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *See also A.6. Combining the two lists (A.5 and A.6) would give marginal savings in production handling costs and slightly increased paper costs.*

OBSERVATIONS: *If the service were eliminated, departmental personnel would be unaware of additions*

SERVICE OUTPUT ANALYSIS

A6 -

ACTIVITY: *A. Cataloguing*

SERVICE: *6. List of main library and post library acquisitions*

CURRENT SERVICE LEVEL: PYs:  
.10

Description: *Abbreviated bibliographic listings, alphabetical under subject, of new titles added to the main, legal and post libraries*

Rationale: *To advise post personnel of recent additions to the collections*

Output Volume: *Approximately 1,150 items per issue; issued monthly; 138 copies of each issue are distributed.*

Normal Expected Turnaround: *As current as possible within monthly frequency*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level* .10

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *See A.5*

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SERVICE OUTPUT ANALYSIS

A7 -

ACTIVITY: *A. Cataloguing*

SERVICE: *7. Extended loans of dictionaries and writing aids to officers in the department.*

CURRENT SERVICE LEVEL: PYs:  
.05

Description: *Standard works supplied on standing loan.*

Rationale: *Central control of issuance of reference works to individual officers*

Output Volume: *3,300 copies of 32 standard works are on extended loan*

Normal Expected Turnaround: *On demand after approval by Library Director*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level* .05

Superior: *Ensure all officers have grammatical and writing resource tools* .25

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *The Library acquires multiple copies of standard works and supplies them on standing loan to officers at headquarters.*



SERVICE OUTPUT ANALYSIS

B1 -

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *1. Routing of serials and documents to departmental personnel*

CURRENT SERVICE LEVEL: PYs:  
1.75

Description: *Items circulate to divisions on request; there is no limit to the number of divisions on any routing slip*

Rationale: *To provide a convenient current awareness service to divisions*

Output Volume: *Serials routed: 18,100 per year  
Document serials routed: 9,375 per year*

Normal Expected Turnaround: *Routing begins approximately on day of receipt by Library*

SERVICE LEVEL OPTIONS PYs:

Minimal: *Reduce number of titles routed* 1.00

Standard: *See current service level* 1.75

Superior: *Increase the number of multiple copies, thus reducing time lag for readers. Keep one copy in Library for additional use.* 2.50

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Reduction of titles routed would have detrimental effect on current awareness level of officers.*

OBSERVATIONS: *Routing lists have become long due to demand. Thus, divisions toward the bottom of any list experience delays in receiving.*

SERVICE OUTPUT ANALYSIS

B2 -

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *2. Distribution of serials and documents to division for retention.*

CURRENT SERVICE LEVEL: PYs:  
.65

Description: *Highly-specialized documents and serials are sent to appropriate divisions for retention. (Library pays for some copies, divisions for others.)*

Rationale: *To provide a convenient current awareness service and optimum storage.*

Output Volume: *Serials distributed: 12,125 per year  
Documents distributed: 4,700 per year*

Normal Expected Turnaround: *Distribution begins approximately on day of receipt by Library.*

SERVICE LEVEL OPTIONS PYs:

Minimal: *Reduce number of titles purchased and distributed.* .35

Standard: *See current service level.* .65

Superior: *Increase number of titles purchased and distributed.* .95

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Increasing the number of titles purchased would be dependent on demand. Decreasing the number would diminish information base of officers.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

B3 -

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *3. Distribution of parliamentary papers for retention.*

CURRENT SERVICE LEVEL:

PYs:  
.40

Description: *Library orders Canadian parliamentary papers for divisions and distributes these on receipt. Library also receives British parliamentary and command papers on exchange and distributes these to National Library, Library of Parliament, and Department of Justice.*

Rationale: *Efficient acquisition and current awareness service for divisions. Cooperative assistance to other recipient agencies.*

Output Volume: *6,300 Canadian items distributed per year.*

Normal Expected Turnaround: *Distribution on day of receipt by Library.*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *No effective options.*

Standard: *See current service level.*

.40

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *Parliamentary papers are now paid for by recipient divisions.*

SERVICE OUTPUT ANALYSIS

B4 -

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *4. Distribution of U.N. documents to divisions and to other departments.*

CURRENT SERVICE LEVEL:

PYs:  
.95

Description: *Library obtains documents for internal departmental use and places orders for other departments for direct delivery from U.N. to these departments.*

Rationale: *To provide awareness service and optimum storage.*

Output Volume: *68,525 items processed per year, of which 45,925 are distributed for retention.*

Normal Expected Turnaround: *Distribution within 3 days of receipt.*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Cease order service for other departments.*

Standard: *See current service level.* .95

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *The minimal option would compound the work of the U.N. External would still likely receive calls for assistance by departments when mix-ups occur.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

B5 -

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *5. Distribution and loan of World Bank documents to divisions, DRIE offices, External Affairs posts and some other offices.*

CURRENT SERVICE LEVEL: PYs:  
.65

Description: *Documents related to projects being considered by developing countries are collected by the Library; copies are distributed to key government offices; items are loaned to firms.*

Rationale: *A current awareness service for firms wishing to do business abroad.*

Output Volume: *Items processed: 62,650 per year  
Items distributed: 47,000 per year*

Normal Expected Turnaround: *Weekly package.*

SERVICE LEVEL OPTIONS PYs:

Minimal: *Cease lending and distributing documents.*

Standard: *See current service level.* .65

Superior: *Develop interest profiles for client businesses and do automatic referrals.* 1.10

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *The minimal option is not acceptable since the point of the service is to encourage Canadian involvement in these projects.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

B6 -

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *6. On-line searching of Development Bank projects for business, and loans of documents for specified projects (Scan-a-Bid).*

CURRENT SERVICE LEVEL:

PYs:  
.25

Description: *On request, project notification files are retrieved and associated documents from Library files are forwarded on loan.*

Rationale: *A current awareness service to assist Canadian firms wishing to do business abroad.*

Output Volume: *150 on-line searches per year  
725 loans per year*

Normal Expected Turnaround: *same day*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Drop Scan-a-Bid and rely on the bi-weekly newspaper Development Business for the same notification.*

Standard: *See current service level.* .25

Superior: *Provide more extensive on-line searching, develop client interest profiles coupled with selective dissemination of current project information.* .50

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Dropping Scan-a-Bid would likely actually increase workload since staff would have to resort to manual searching.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

B7

ACTIVITY: *B. Documents and Serials Processing*

SERVICE: *7. Acquisitions service for departmental personnel.*

CURRENT SERVICE LEVEL: PYs:  
.20

Description: *Identification and acquisition of multiple copies of currently issued reports in anticipation of departmental needs.*

Rationale: *To provide working copies of current releases on demand.*

Output Volume: *800 items per year*

Normal Expected Turnaround: *Same day to 3 days (Library often sends messenger to pick up items).*

SERVICE LEVEL OPTIONS PYs:

Minimal: *Reduce scope of coverage and number of copies acquired.* .10

Standard: *See current service level.* .20

Superior: *Perform a more systematic scanning of key newspapers and magazines for reference to reports likely to be of interest.* .40

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C1 -

ACTIVITY: C. Reference Research

SERVICE: 1. Answering reference questions.

CURRENT SERVICE LEVEL: PYs:  
6.65

Description: Provision of factual information; selection and retrieval of reading materials; provision of bibliographic references; includes on-line searching of 19 databases.

Rationale: Efficient information retrieval to assist clients in the performance of their duties.

Output Volume: Reference Request per year: under 5 min. (9,800); 5-15 min. (1,400); 15-30 min. (1,550); 30-60 min. (800); 1-2 hours (375); over 2 hours (225).

Normal Expected Turnaround: From a few minutes for quick reference to a few weeks when dependent on outside sources. Under a week for complex research done in-house.

SERVICE LEVEL OPTIONS PYs:

Minimal: Limit answers to "quick reference" (under 5 minutes), and directional assistance; impose strict limits on on-line searching. 2.00

Standard: "extended reference" searching provided as time permits 4.00

Superior: Exhaustive searches of Library's full resources; external sources cultivated and tapped; high level of personal assistance based on structured reference interview. (Current level) 6.65

RELATIONSHIP TO OTHER SERVICES: Research leads to requests for interlibrary loans; points up gaps in collection and new needs.

IMPLICATIONS OF SERVICE ALTERNATIVES: Impact of reducing the present superior service would mean that officers would have to do their own research, or be ill-informed. Officers do not have reference research expertise.

OBSERVATIONS:



SERVICE OUTPUT ANALYSIS

C2 -

ACTIVITY: C. Reference Research

SERVICE: 2. Published bibliographies

CURRENT SERVICE LEVEL:

PYs:  
.07

Description: A current bibliography on Canadian international relations is contributed to each issue of the bi-monthly International Perspectives. Other bibliographies are compiled and published from time to time.

Rationale: To provide officers and others interested in international affairs with guidance to the literature on selected topics.

Output Volume: 1 free trade bibliography (3rd ed.) - over 400 items  
6 International Perspectives bibliographies - 58 entries  
average

Normal Expected Turnaround: International Perspectives: 12-14 hours  
over two weeks per issue.

SERVICE LEVEL OPTIONS

PYs:

Minimal: Limit bibliographies to those compiled for  
International Perspectives. .04

Standard: Regular contributions to International Perspectives  
and occasional reading lists published as separates (current level). .07

Superior: Regular program of bibliographies on major  
current issues. 1.00

RELATIONSHIP TO OTHER SERVICES: Bibliographies are used by reference staff in answering enquiries.

IMPLICATIONS OF SERVICE ALTERNATIVES: Without regular bibliographies there would be inefficiencies in responding to requests.

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C3 -

ACTIVITY: *C. Reference Research*

SERVICE: *3. Bibliographies on request*

CURRENT SERVICE LEVEL: PYs:  
.04

Description: *Compiled to specifications of client; usually includes all information necessary for ordering.*

Rationale: *Guidance to officers on literature of specified topics; guidance to posts on collection building.*

Output Volume: *List of presentation books (42 entries) - up-dated 6 times per year; 6 short bibliographies (average 8 items) per year.*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS PYs:

Minimal: *Limit lists to those for post libraries* .02

Standard: *See current service level.* .04

Superior: *Full assistance to posts; extensive and annotated bibliographies on request by individual officers.* 1.00

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C4 -

ACTIVITY: C. Reference Research

SERVICE: 4. Bibliographies on selected topics of current interest.

CURRENT SERVICE LEVEL:

PYs:  
.04

Description: Initiated and pursued as time permits.

Rationale: Anticipation of information needs will result in efficient responses by Library.

Output Volume: 7 bibliographies (average 50 items) per year

Normal Expected Turnaround: Citations are collected over a period of weeks or months in the course of other work.

SERVICE LEVEL OPTIONS

PYs:

Minimal: Short, introductory reading lists from time to time. .02

Standard: Regular, introductory reading lists on major topics  
(current level). .04

Superior: Frequent, in-depth lists on major current issues  
(annotated), and with selective internal distribution. .08

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C5 -

ACTIVITY: *C. Reference Research*

SERVICE: *5. Map delivery*

CURRENT SERVICE LEVEL: PYs:  
.10

Description: *Library obtains wall and other maps for use of, and retention by, departmental officers.*

Rationale: *Centralized ordering and internal distribution of necessary reference item.*

Output Volume: *125 maps per year.*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS PYs:

Minimal: *Order maps on request.*

Standard: *Stock standard maps; order others on request (current service level is approaching "superior")* .10

Superior: *Order in anticipation of needs; stock extensive collection; build up file of catalogues.* .10

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Minimum level is impractical because of long turnaround time. Re: standard level, there may be no stock available to respond to certain emergencies (e.g. Armenia).*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C6 -

ACTIVITY: *C. Reference Research*

SERVICE: *6. Data base of departmental communiques and speeches.*

CURRENT SERVICE LEVEL: PYs:  
.05

Description: *A database of departmental publications including speeches, communiques, news releases, statements; a retrieval aid providing access to the Library collection.*

Rationale: *To satisfy requests from press office, speechwriters, journalists, etc. for information about what was said on behalf of the Department.*

Output Volume: *System currently under development.*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS PYs:

Minimal: *Major speeches only on database.* .05

Standard: *Database on a PC with imputing, indexing and search capability (current service level planned)* .05

Superior: *Database to include historical speeches; provide on-line to users; provide diskettes in Dbase with index.* .10

RELATIONSHIP TO OTHER SERVICES: *Used by reference service to answer questions.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *Fits with Council of Federal Libraries statement on role of departmental library.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C7 -

ACTIVITY: C. Reference Research

SERVICE: 7. On-line searching of OECD database and retrieval of documents.

CURRENT SERVICE LEVEL: PYs:  
.25

Description: Demographic, political, economic, scientific and trade documents issued by OECD are indexed for the database; documents are retrieved from the Library collection.

Rationale: Of the 12,000 to 14,000 documents produced by OECD per year, those with the greatest relevance to the interests of the Department are indexed for on-line retrieval.

Output Volume: 5 search requests per day

Normal Expected Turnaround: same day

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: See current service level .25

Superior: Add all document and fully index all 2.00

RELATIONSHIP TO OTHER SERVICES: Used for answering reference questions.

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C8

ACTIVITY: *C. Reference Research*

SERVICE: *8. Coordination of information for international yearbooks.*

CURRENT SERVICE LEVEL:

PYs:  
.02

Description: *Library coordinates and assembles data for 3 international yearbooks (on request from High Commission in London).*

Rationale: *International publication of reliable, current information about Canada.*

Output Volume: *3 reports per year (Europa Yearbook, Statesman's Yearbook, Whitaker's.)*

Normal Expected Turnaround: *2 or 3 months depending on response from Statistics Canada*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Limit involvement to advising London post of appropriate Canadian contacts.*

-

Standard: *See current service level.*

.02

Superior: *Coordinating with several other departments to produce expanded coverage.*

.04

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Minimum level would put onus on High Commission. Superior level would be determined by requirements of publishers.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

C9 -

ACTIVITY: *C. Reference and Research*

SERVICE: *9. Organized research briefings for a) individual departmental officers, and b) outside bodies.*

CURRENT SERVICE LEVEL:

PYs:  
.03

Description: *1/2 day sessions for outside groups; 1-2 hours for departmental officers.*

Rationale: *To acquaint clientele with the Library's resources and services and how to access them.*

Output Volume: *For outside bodies, 5 per year, 1/2 day duration; for departmental officers, 10 per year, 1-2 hours duration.*

Normal Expected Turnaround: *on demand*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Limit briefings to departmental personnel* .02

Standard: *See current service level.* .03

Superior: *Produce and distribute booklet on library services; establish systematic program for all new and rotating officers.* .05

RELATIONSHIP TO OTHER SERVICES: *Leads to increased use of services.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *Minimal service would antagonize other agencies and discourage reciprocity of services.*

OBSERVATIONS:



SERVICE OUTPUT ANALYSIS

C10

*N.B. No PYs are shown for this service. Related staff resources are widely dispersed and are accounted for in other services enumerated.*

ACTIVITY: *C. Reference and Research*

SERVICE: *10. Open-access library*

CURRENT SERVICE LEVEL:

PYs:

Description: *Direct user access to collections, provision of study carrels and reading lounge, provision of photocopies and use of microfilm reader / printers, catalogue access through on-line terminals.*

Rationale: *Organized collection of 1.2 million items. Requirement of departmental personnel to have convenient access to a specialized library.*

Output Volume:

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Current working level collection, reading amenities limited to a few carrels.*

Standard: *Limited backfiles; limited reading amenities.*

Superior: *See current service level.*

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Minimal level would result in increased work for reference librarians who would have to access other libraries; would also result in increased interlibrary borrowing resulting in diminished service to departmental personnel.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

D1 -

ACTIVITY: *D. Circulation*

SERVICE: *1. Routing and distribution of newspapers to departmental personnel.*

CURRENT SERVICE LEVEL: PYs:  
.35

Description: *Library purchases and checks in newspapers and makes available for pick-up by selected officers.*

Rationale: *Convenient availability of current news.*

Output Volume: *129,350 issues checked in per year.*

Normal Expected Turnaround: *immediate - papers checked in as soon as received.*

SERVICE LEVEL OPTIONS PYs:

Minimal: *Limit service to newspapers where home delivery not available* .25

Standard: *See current service level* .35

Superior: *Acquire more newspapers* .45

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

D2 -

ACTIVITY: *D. Circulation*

SERVICE: *2. Interlibrary lending and borrowing.*

CURRENT SERVICE LEVEL:

PYs:  
.35

Description: *Lending and borrowing of library items on request applying an established interlibrary protocol.*

Rationale: *Access to needed publications not held by library; participation in library network.*

Output Volume: *Borrowing: 600 items per year  
Lending: 1,750 items per year*

Normal Expected Turnaround: *Borrowing: 1 week average  
Lending: 2 days average (but will do urgent requests immediately)*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Reject requests from other libraries where citations are inadequate for identification.*

Standard: *See current service level.* .35

Superior: *Little scope for enhancement since level of service for borrowing is in hands of lending library.*

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *There is little merit in the minimum level since give and take is essential to success of a reciprocal practice.*

OBSERVATIONS: *The relatively low number of books borrowed suggests that the collection serves the needs of the Department well.*

SERVICE OUTPUT ANALYSIS

D3

ACTIVITY: *D. Circulation*

SERVICE: *3. Loans from the Library collection to departmental personnel and provision of photocopies of articles in lieu of originals.*

CURRENT SERVICE LEVEL: PYs:  
1.40

Description: *Open stacks, access terminals, no limitation on number of books that may be signed out.*

Rationale: *Provision of reading materials to clientele.*

Output Volume: *Circulation per year:*

<i>Books</i>	<i>-</i>	<i>7,350</i>
<i>Periodicals</i>	<i>-</i>	<i>2,050</i>
<i>Standing loans</i>	<i>-</i>	<i>575</i>

Normal Expected Turnaround: *Loans: immediately*  
*Photocopies: same day*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level* 1.4

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *Library notes that retrieval is often very difficult and time consuming with numerous overdue notices being sent out.*

SERVICE OUTPUT ANALYSIS

ACTIVITY: *E. News Desk Service*

SERVICE: *1. Newspaper clipping service (supplied by Mediascan and supplemented by the Library).*

CURRENT SERVICE LEVEL: PYs:  
1.79

Description: *Comprehensive and select packages distributed daily to 110 addresses.*

Rationale: *Quick and efficient overview of newspaper treatment of events of interest to the Department.*

Output Volume: *Large package (5 subject areas) - early delivery to 16 officers, second delivery to 23 officers: Package 1-50, Package 2-45; Package 3-75; Package 4-36: Package 5-32.*

Normal Expected Turnaround: *Daily*

SERVICE LEVEL OPTIONS PYs:

Minimal: *One package, no supplement from Library* 1.15

Standard: *See current service level* 1.79

Superior: *a) on-line with full text retrieval* unknown  
*b) more coverage of foreign and / or regional papers* 2.0 +  
1.00 for  
every 5  
dailies added

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

E2

ACTIVITY: *E. News Desk Service*

SERVICE: *2. Newspaper reference service*

CURRENT SERVICE LEVEL:

PYs:  
.15

Description: *Provision of newspaper articles on requested subjects.*

Rationale: *Need for access to non-current newspaper stories*

Output Volume:

Normal Expected Turnaround: *Same day (90%); next day (10%)*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Retention of files for maximum of 6 months and discard* .15

Standard: *See current service level* .15

Superior: *Full text electronic storage and retrieval* unknown

RELATIONSHIP TO OTHER SERVICES: *These files are microfilmed annually for permanent retention.*

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

E3 -

ACTIVITY: *E. News Desk Service*

SERVICE: *3. Newspaper reference service (microfilm access)*

CURRENT SERVICE LEVEL:

PYs:  
.06

Description: *Open access to microfilm collection of clippings file.*

Rationale: *Need for rapid access to non-current newspaper stories.*

Output Volume: *Over 50,000 items per year and microfilmed.*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Eliminate microfilming and rely on databases for searches*

-

Standard: *See current service level*

.06

Superior: *Full text electronic storage and retrieval*

unknown

RELATIONSHIP TO OTHER SERVICES: *Reference disk assists users requesting microfilms.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *Re: minimal level - burden would shift to reference desk staff to do searches on-line.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

F1 -

ACTIVITY: *F. Systems Development and Database Maintenance*

SERVICE: *1. International Trade Data Bank*

CURRENT SERVICE LEVEL: PYs:  
1.2

Description: *U.N. trade data maintenance on computer outside the Department. Retrieval of trade data for departmental and other clientele on partial cost recovery basis. Output is in form of paper report, diskette or magnetic tape.*

Rationale: *Need for efficient retrieval of trade data for departmental and other projects to promote trade and study trade patterns. Print sources are not complete.*

Output Volume: *16,475 searches per year*

Normal Expected Turnaround: *Same day to 1 or 2 weeks depending on magnitude of enquiry.*

SERVICE LEVEL OPTIONS PYs:

Minimal: *1 - 2 weeks (night processing)*

Standard: *same day (day or night processing)* 1.2

Superior: *disk-based response - on-line* 1.2

RELATIONSHIP TO OTHER SERVICES: *Questions referred from reference desk or come direct.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *There is no computer equivalent. To do these jobs from paper would be impossible.*

OBSERVATIONS:



SERVICE OUTPUT ANALYSIS

F2

ACTIVITY: *F. Systems Development and Database Maintenance*

SERVICE: *2. Advice on retrieval and use of computerized data sources to clients outside the Library.*

CURRENT SERVICE LEVEL: PYs:  
.05

Description: *Professional advice and analysis as requested by other divisions of the Department.*

Rationale: *Availability in the Library of expertise in on-line databases.*

Output Volume:

Normal Expected Turnaround: *as required*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level* .05

Superior: *Promotion of services related to databases and in response to referrals from MIS. Support of more software related to information databases.* .10

RELATIONSHIP TO OTHER SERVICES: *A by-product of Library expertise in commercial databases.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *As expertise in on-line databases in Library, it would be inefficient for MIS to handle. A need exists in the Department for this service.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

F3 -

ACTIVITY: *F. Systems Development and Database Maintenance*

SERVICE: *3. Canada's Bilateral Relations (Publication)*

CURRENT SERVICE LEVEL:

PYs:  
.15

Description: *A database of statistics from various sources is compiled, from which an annual publication is produced.*

Rationale: *Provision of data for use in the preparation of briefing books and memoranda. Ready availability through single compilation increases research efficiency.*

Output Volume:

Normal Expected Turnaround: *Published annually, approximately January / December.*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Assemble and publish biennially* .10

Standard: *See current service level.* .15

Superior: *More frequent up-dating; monthly or quarterly issuance and on-line presentation* .25

RELATIONSHIP TO OTHER SERVICES: *Printed copies distributed to other divisions and posts; used by reference service and general public directly.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *A decrease in frequency of publication would render the publication less useful.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

F4 -

ACTIVITY: F. Systems Development and Database Maintenance

SERVICE: 4. Canada's Trade Statistics (Publication)

CURRENT SERVICE LEVEL:

PYs:  
.10

Description: A database compilation of trade and economic statistics from which an annual publication is produced. The publication is of high professional quality for distribution to the press, the public and the business community.

Rationale: Priority for this service established by DMTN. Expertise in data retrieval and software application provided by Library.

Output Volume: Published annually.

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal:

Standard: Preparation of database through to translation and production of camera-ready bilingual copy (current service level) .10

Superior: Augmented database on on-line retrieval. .15

RELATIONSHIP TO OTHER SERVICES: Used by reference service to answer questions.

IMPLICATIONS OF SERVICE ALTERNATIVES: If not provided internally, DMTN would have to contract out.

OBSERVATIONS: Production costs are charged to DMTN.

SERVICE OUTPUT ANALYSIS

F5 -

ACTIVITY: *F. Systems Development and Database Maintenance*

SERVICE: *5. Library computer system planning and maintenance*

CURRENT SERVICE LEVEL:

PYs:  
.70

Description: *Systems support for cataloguing, acquisitions, serials check-in, circulation.*

Rationale: *To enhance control over budgets, library reading materials, and lending activities; to improve clientele access to resources.*

Output Volume:

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal:

Standard: *Planning and maintenance based on library software purchased from Innovative Interfaces (current service level)* .70

Superior: *More ports and a switching capability to allow access to the Library catalogue from networks inside the Department.* .70

RELATIONSHIP TO OTHER SERVICES: *Computer system is used by reference, acquisitions, cataloguing, serials check-in, and circulation.*

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

G1 -

ACTIVITY: *G. Legal Branch Library*

SERVICE: *1. Routing of periodicals to Branch personnel*

CURRENT SERVICE LEVEL:

PYs:  
.025

Description: *Routing to interested personnel upon receipt by Library.*

Rationale: *To aid officers in keeping abreast of professional literature.*

Output Volume: *Items routed: 1,025 per year.*

Normal Expected Turnaround: *Touring begins immediately upon receipt by Library.*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Keep periodicals in Library with no routing.*

-

Standard: *See current service level.*

.025

Superior: *Routing of multiple copies to reduce waiting time.*

.04

RELATIONSHIP TO OTHER SERVICES: *A parallel to the service given by the main library.*

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

G2 -

ACTIVITY: *G. Legal Branch Library*

SERVICE: *2. Table of contents service*

CURRENT SERVICE LEVEL:

PYs:  
.10

Description: *Batched photocopies of tables of contents of selected periodicals are distributed monthly. Recipients can indicate issues they wish to borrow.*

Rationale: *To provide a current awareness service to legal staff.*

Output Volume: *300 issues per year (10 copies each)*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal:

Standard: *See current service level*

.10

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *Some libraries provide a check-off box for articles recipients wish to have photocopied, and supply these. Because of the relatively small number of clients in this Library, this service would not likely be regarded as an enhancement.*

SERVICE OUTPUT ANALYSIS

G3 -

ACTIVITY: *G. Legal Branch Library*

SERVICE: *3. Distribution of acquisitions list*

CURRENT SERVICE LEVEL:

PYs:  
.025

Description: *Monthly distribution of lists of major treatises acquired.*

Rationale: *To inform legal staff of acquisition of major new works.*

Output Volume: *1 list per month*

Normal Expected Turnaround: *monthly*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Reliance on comprehensive list produced by main library* -

Standard: *See current service level* .025

Superior:

RELATIONSHIP TO OTHER SERVICES: *Parallel to service offered by main library.*

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *Service is one year old. Reliance on main library list is not acceptable to Legal Bureau because the list is too long.*

SERVICE OUTPUT ANALYSIS

G4 -

ACTIVITY: *G. Legal Branch Library*

SERVICE: *4. Answering reference questions*

CURRENT SERVICE LEVEL:

PYs:  
1.275

Description: *Quick and extended reference research using library collection and on-line services.*

Rationale: *Efficient information retrieval to assist clients in the performance of their duties.*

Output Volume: *Reference Requests per year: under 5 min. (1,850); 5-15 min. (500); 15-30 min. (500); 30-60 min. (125); 1-2 hrs. (50); over 2 hrs. (50)*

Normal Expected Turnaround: *same day*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Limit answers to "quick reference" (under 5 minutes) and directional assistance*

.250

Standard: *"extended reference" searching as time permits*

.750

Superior: *Exhaustive searches of library's full resources; external sources cultivated and tapped; high level of personal assistance based on structured reference interview (current level)*

1.275

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *Legal reference work is a specialization.*



SERVICE OUTPUT ANALYSIS

G5 -

ACTIVITY: *G. Legal Branch Library*

SERVICE: *5. Indexing of legal opinions written by the Department.*

CURRENT SERVICE LEVEL:

PYs:  
.05

Description: *Legal opinions are indexed and filed in locked cabinets in Library.*

Rationale: *To meet information needs of legal staff.*

Output Volume: *5 per month*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal:

Standard: *See current service level*

.05

Superior: *On-line database available on hard disk.*

RELATIONSHIP TO OTHER SERVICES: *This task should be carried out in the Legal Branch but not necessarily by the Library.*

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

G6 -

ACTIVITY: *G. Legal Branch Library*

SERVICE: *6. Interlibrary lending and borrowing*

CURRENT SERVICE LEVEL:

PYs:  
.025

Description: *Lending and borrowing of library materials on request applying an established interlibrary protocol.*

Rationale: *Access to needed publications not held by the Library; participation in library network.*

Output Volume: *Borrowing: 100 per year*  
*Lending: same day*

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Reject requests from other libraries where citations are inadequate for identification.*

Standard: *See current service level*

.025

Superior: *Little scope for enhancement since level of service on items borrowed is in hands of lending library.*

RELATIONSHIP TO OTHER SERVICES: *A parallel to the service offered by the main library.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *There is little merit in the minimum level since give and take is essential to success of a reciprocal practice.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

H -

ACTIVITY: *H. NATO Registry*

SERVICE: *Organization and retrieval of NATO documents*

CURRENT SERVICE LEVEL:

PYs:  
1.1

Description: *Organization and retrieval of classified civilian documents under NATO security criteria.*

Rationale: *To provide security for NATO collection and access by authorized personnel, including those of other departments.*

Output Volume: *Documents added: 28,000 per year  
Regular document distribution: 2,600 per year  
Additional retrievals: up to 3,900 per year*

Normal Expected Turnaround: *Regulate distribution: within 1 or 2 days of receipt. Specific requests: immediate.*

SERVICE LEVEL OPTIONS

PYs:

Minimal:

Standard: *See current service level*

1.1

Superior: *Addition of comprehensive index of NATO material on-line (Tempest approved). Release of declassified information to academics and others.*

2.1

RELATIONSHIP TO OTHER SERVICES: *Responsibility for the civilian collection of NATO records rests with External Affairs. Department could attempt to negotiate with DND to take this collection. The effect would be a delay in receipt of documents needed by External Affairs officers.*

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS: *Retrieval is time consuming; accountability to NATO for documents requires careful tabulation.*

SERVICE OUTPUT ANALYSIS

11 -

ACTIVITY: *I. Administrative Services*

SERVICE: *1. Purchasing of monographs and standing orders*

CURRENT SERVICE LEVEL: PYs:  
1.0

Description: *Processing of orders for regular books.*

Rationale: *Centralization of book ordering in unit having specialized bibliographic expertise.*

Output Volume: *16,675 items ordered per year*

Normal Expected Turnaround: *Orders are processed within a day.*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level.* 1.

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *The "division of duties" control requires different persons to order and receive. There would be inefficiencies if posts were required to do their own book ordering.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

I2 -

ACTIVITY: *I. Administrative Services*

SERVICE: *2. Receiving and accessioning of monographs*

CURRENT SERVICE LEVEL: PYs:  
.9

Description: *Books are checked in and their inventory status is updated.*

Rationale: *Accountability and control of Crown property.*

Output Volume: *5,900 items received per year (many items go direct to posts)*

Normal Expected Turnaround: *within 1 day of receipt*

SERVICE LEVEL OPTIONS PYs:

Minimal:

Standard: *See current service level* .9

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Division of duties principle applies*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

13

ACTIVITY: *1. Administrative Services*

SERVICE: *3. Invoice processing and bookkeeping*

CURRENT SERVICE LEVEL:

PYs:  
1.1

Description: *Payment of invoices and preparation of monthly report.*

Rationale: *Invoices must be paid on time and receipt of goods verified.*

Output Volume: *7,300 invoices received annually.*

Normal Expected Turnaround: *Invoices are processed within 5 days; monthly report is completed within the third day of following month.*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *No useful options.*

Standard: *See current service level.*

1.1

Superior:

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES:

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

I4 -

ACTIVITY: *I. Administrative Services*

SERVICE: *4. Ordering of subscriptions*

CURRENT SERVICE LEVEL:

PYs:  
1.0

Description: *Processing of orders for serials subscriptions.*

Rationale: *Centralization of ordering in unit having specialized expertise.*

Output Volume: *13,000 subscriptions are ordered per year.*

Normal Expected Turnaround: *Orders are processed within 1 day for the main library and within 3 days for posts.*

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Delete service to posts if FINEX System continues*

Standard: *See current service level*

1.

Superior: *Improve turnaround; address FINEX workload*

RELATIONSHIP TO OTHER SERVICES: *Fundamental to operation of Library.*

IMPLICATIONS OF SERVICE ALTERNATIVES: *New AMS FINEX System has created extra coding work re: encumbrances. Library may have to add part of a PY or reduce service.*

OBSERVATIONS:

SERVICE OUTPUT ANALYSIS

J -

ACTIVITY: *J. Direction and Management of Library*

SERVICE:

CURRENT SERVICE LEVEL:

PYs:  
2.9

Description: *Direction and management of a library service having 34 PYs, an annual operating budget of \$1 million and a collection of 1.2 million items.*

Rationale: *To ensure the effective planning and the efficient organization and operation of the departmental library service.*

Output Volume:

Normal Expected Turnaround:

SERVICE LEVEL OPTIONS

PYs:

Minimal: *Provide library services to Headquarters only.*

Standard: *See current service level.*

2.9

Superior: *More explicit promotion of library and its existing range of services.*

2.9

RELATIONSHIP TO OTHER SERVICES:

IMPLICATIONS OF SERVICE ALTERNATIVES: *Reduction of library services would adversely affect the range and quality of information available to officers and would lead to inefficient information - seeking alternatives.*

OBSERVATIONS:



**APPENDIX F: SUMMARY OF CURRENT LEVELS OF  
LIBRARY SERVICES**

## SUMMARY OF CURRENT LEVELS OF LIBRARY SERVICES

	Service	Current Estimated Level of Service	Current P.Y.s	Consultant's Recommendations		
				Level of Service	Required Action	Effect on P.Y.s
A.1.	Production of catalogue for main library	standard	4.5	standard	no change	--
A.2.	Production of catalogue for legal library	standard	0.1	standard	no change	--
A.3.	Production of catalogue for Free Trade Agreement Directorate	standard	0.05	standard	no change	--
A.4.	Production of catalogue for Posts	standard	1.2	standard	no change	--
A.5.	List of main library acquisitions	standard	0.1	standard	no change	--
A.6.	List of main and post library acquisitions	standard	0.1	standard	no change	--
A.7.	Extended loans of dictionaries, etc. to officers	standard	0.05	standard	no change	--
B.1.	Routing of serials and documents to departmental personnel	standard	1.75	relationship to a Table of Contents Service should be examined		--
B.2.	Distribution of serials and documents to divisions for retention	standard	0.65	standard	no change	--
B.3.	Distribution of parliamentary papers for retention	standard	0.40	standard	no change	--
B.4.	Distribution of U.N. documents to divisions and to other departments	standard	0.95	standard	no change	--
B.5.	Distribution and loan of World Bank documents to divisions, DRIE offices, External Affairs posts, and some other offices	standard	0.65	standard	no change	--

Service	Current Estimated Level of Service	Current P.Y.s	Consultant's Recommendations		
			Level of Service	Required Action	Effect on P.Y.s
B.6. On-line searching of Development Bank projects for business, and loans of documents for specified projects (Scan-a-Bid)	standard	0.25	standard	no change	--
B.7. Acquisition service for departmental personnel	standard	0.2	standard	no change	--
C.1. Answering reference questions	superior	6.65	superior	no change	--
C.2. Published bibliographies	standard	0.07	standard	no change	--
C.3. Bibliographies on request	standard	0.04	standard	no change	--
C.4. Bibliographies on selected topics of current interest	standard	0.04	standard	no change	--
C.5. Map delivery	standard plus	0.10	superior	upgrade	--
C.6. Database of departmental communiqués and speeches	standard	0.05	standard	no change	--
C.7. On-line searching of OECD database and retrieval of documents	standard	0.25	standard	no change	--
C.8. Coordination of information for international yearbooks	standard	0.02	standard	no change	--
C.9. Organized research briefings for a) individual officers, and b) outside bodies	standard	0.03	superior	upgrade	+0.02
C.10. Open-access library	superior		See issues notes on library collection and Legal Library		

	Service	Current Estimated Level of Service	Current P.Y.s	Consultant's Recommendations		
				Level of Service	Required Action	Effect on P.Y.s
D.1.	Routing and distribution of newspapers to departmental personnel	standard	0.35	reduced	downgrade	-0.25
D.2.	Interlibrary lending and borrowing	standard	0.35	standard	no change	--
D.3.	Loans from library collection to departmental personnel and provision of photocopies of articles in lieu of originals	standard	1.4	standard	no change	--
E.1.	Newspaper clipping service	standard plus	1.79	study on-line feasibility and interface with Press Office		
E.2.	Newspaper reference service	standard	0.15	review in relation to E1		
E.3.	Newspaper reference service (microfilm access)	standard	0.06	review in relation to E1		
F.1.	International Trade Data Bank	standard	1.2	service level is dependent on extent of cost recovery		
F.2.	Advice on retrieval and use of computerized sources to departmental clients outside Library	standard	0.05	superior	upgrade	+0.05
F.3.	<u>Canada's Bilateral Relations</u> (publication)	standard	0.15	standard	no change	--
F.4.	<u>Canada's Trade Statistics</u> (publication)	standard	0.10	standard	no change	--
F.5.	Library computer system planning and maintenance	standard	0.70	standard	no change	--
G.1.	(Legal) Routing of periodicals to Branch personnel	standard	0.025	standard	no change	--
G.2.	(Legal) Table of Contents service	standard	0.10	standard	no change	--

Service	Current Estimated Level of Service	Current P.Y.s	Consultant's Recommendations		
			Level of Service	Required Action	Effect on P.Y.s
G.3. (Legal) Distribution of acquisition list	standard	0.025	standard	no change	--
G.4. (Legal) Answering reference question	superior	1.275	superior	no change	--
G.5. (Legal) Indexing of legal opinions written by the Department	standard	0.05	standard	no change	--
G.6. (Legal) Interlibrary lending and borrowing	standard	0.025	standard	no change	--
H. Organization and retrieval of NATO documents	standard	1.1	standard	no change	--
I.1. Purchasing of monographs and standing orders	standard	1	standard	no change	--
I.2. Receiving and accessioning of monographs	standard	0.9	standard	no change	--
I.3. Invoice processing and bookkeeping	standard	1.1	standard	no change	--
I.4. Ordering of subscriptions	standard	1	standard	no change	--
J. Direction and management of Library	standard	2.9	standard	no change	--

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