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Report of the Working Group on the Reorganization of Industry Canada Libraries and their Automation

APRIL 94

Appendices
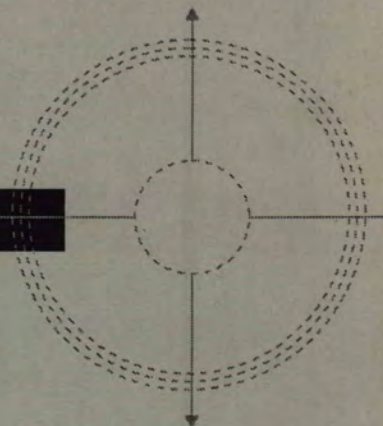
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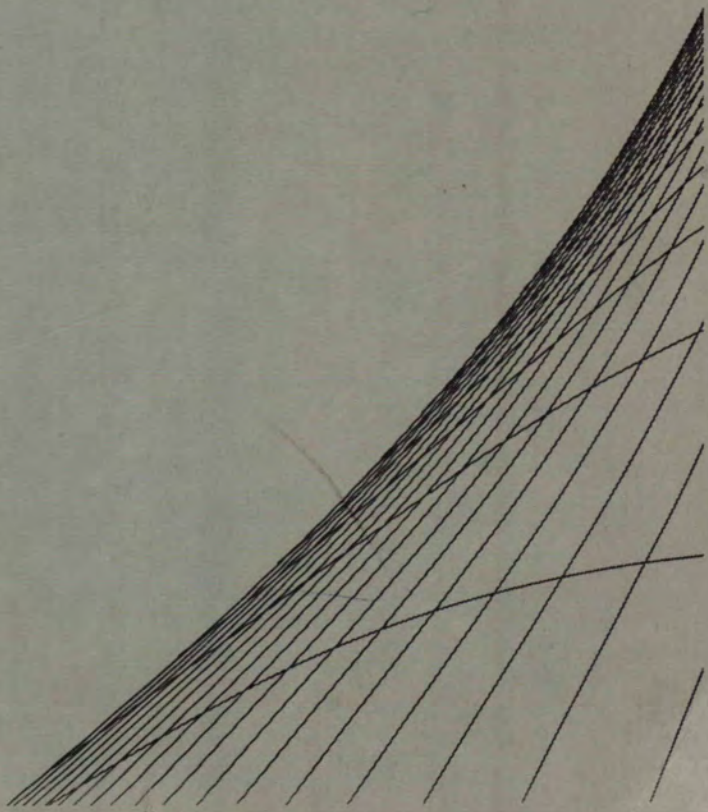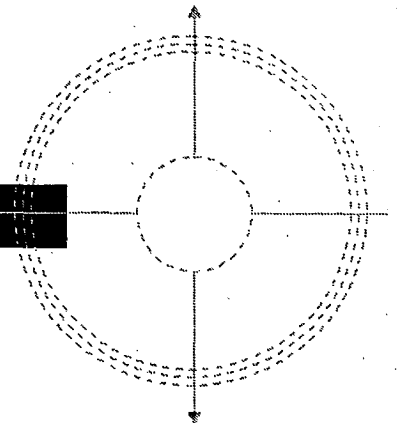
Report of the Working Group on the Reorganization of Industry Canada Libraries and their Automation

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Appendices

APPENDICES

APPENDIX I

MEMBERS OF THE WORKING GROUP

MEMBERS OF THE WORKING GROUP ON THE ORGANIZATION OF INDUSTRY CANADA LIBRARIES AND THEIR AUTOMATION
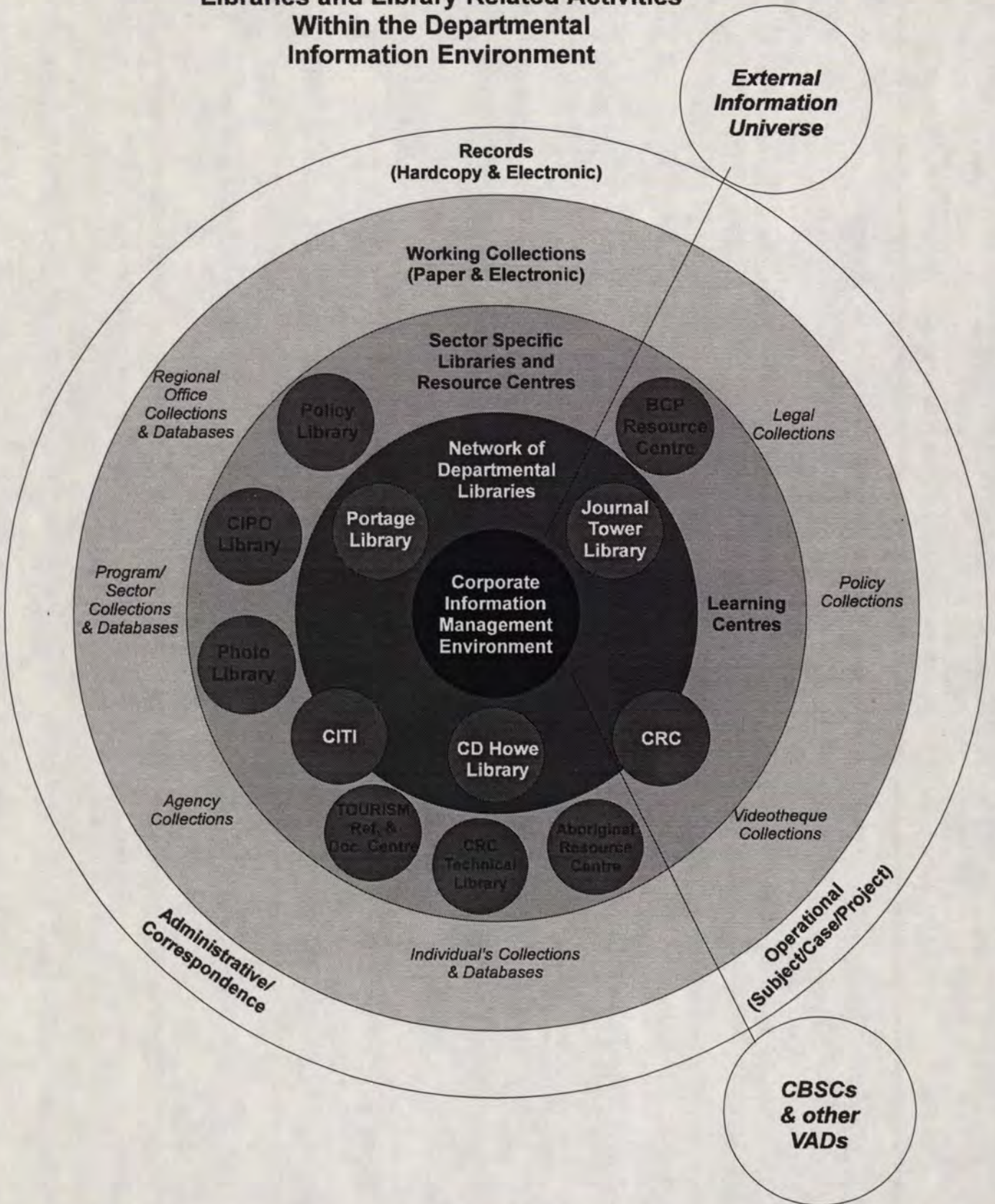
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Secretary: Carole Laplante (CRC Library)

Regional Operations: Brenda Patterson

Corporate Services: Peter Bruce
              Patricia Mercer
              Edith Core (Portage Library)
              Jane Kralik (Library 235 Queen)
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Spectrum, Information Technologies Mary Frances Laughton
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Manufacturing & Processing Industries Dave Head
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Consumer Affairs   Alan Johnston

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CIPO   Ed Rymek

CITI   Marcel Simoneau

WITH THE COLLABORATION OF

Operations Audit Branch   Hervé Déry
              Jean-Francois LeMay

Ekos Research Associates   Michael Callahan
Intellimedia Corporation   Dave Strutt

APPENDIX II-I

CONCEPTUAL FRAMEWORK

Industry Canada Organization of Libraries and Library Related Activities Within the Departmental Information Environment

External Information Universe

Records
(Hardcopy & Electronic)

Working Collections
(Paper & Electronic)

Sector Specific
Libraries and
Resource Centres

Regional
Office
Collections
& Databases

Policy
Library

BCP
Resource
Centre

Legal
Collections

Network of
Departmental
Libraries

CIPO
Library

Portage
Library

Journal
Tower
Library

Program/
Sector
Collections
& Databases

Corporate
Information
Management
Environment

Learning
Centres

Policy
Collections

Photo
Library

CITI

CD Howe
Library

CRC

Agency
Collections

TOURISM
Ref. &
Doc. Centre

CRC
Technical
Library

Aboriginal
Resource
Centre

Videotheque
Collections

Administrative/
Correspondence

Individual's Collections
& Databases

Operational
(Subject/Case/Project)

CBSCs
& other
VADs

STUDY OF INDUSTRY CANADA LIBRARIES AND RELATED ACTIVITIES

SCOPE OF STUDY

All of the libraries, resource centres and other related information activities are being examined in this study. This will enable the identification of duplication, highlight potential information links and ensure open information access and flow within the Department. There is no assumption however, that the identified resources will become part of the library.

The following is brief background information on the mandate and services of the libraries and related information activities involved in this study.

The Corporate Information System

The Industry Canada corporate database provides online networked access to both internal and external textual and quantitative information in electronic format in subject areas critical to the Department's mandate. Information resources on this system include both government and commercial databases and CD-ROM products containing published information. The former ISTC library's catalogue is currently available on this system and other library online catalogues have the potential to be added. The system is available to virtually all employees of the Department.

Departmental Libraries

The **role** of the Departmental libraries is to further the objectives of the Department through the provision of legislative, research, professional and administrative information. Although the primary **client** is the Department and its Agencies, the libraries also serve the general public; specifically, private consultants, businesses and legal firms, other libraries, associations and organizations, government bodies and the academic community. The Library also serves as the central **depository** for all types of departmental publications in order to preserve the Department's corporate memory and is also responsible for providing the Canadian public with access to this information.

The departmental libraries all provide the following **services** in varying degrees: professional reference service; lending services - local, national, and international; Information Access to the library's holdings and external sources of information; acquisition of information materials (in any format).

Resource Centres

The Department's resource centres exist to meet the specialized information requirements of

an individual sector or program. They were established for a variety of reasons. In some instances departmental libraries could not allocate sufficient resources to meet the specialized or indepth information requirements of the sector, or, the confidential nature and type of information being dealt with fell outside of the library's mandate. The resource centres provide some or all of the same **services** as the departmental libraries. Relationships between the libraries and resource centres vary. In most instances the centres are **clients** of the libraries. In the case of CIPO, the Departmental library provides all of the central library services with onsite reference service.

"Working" or Office Collections

This category encompasses a wide range of electronic and paper collections scattered throughout the Department. These collections range from library materials and unpublished reports to statistical databases. In general, there is no access to these resources, outside of the originating branch or individual creator. Treasury Board has provided departments with the mandate to identify and create a corporate inventory of all of the department's information holdings. The policy does not cover published materials.

Records Services

The mandate of Records operations is to preserve the corporate memory of the department through the management of the department's records (manual or electronic). The services of Records Operations include file creation, classification, access, maintenance and disposal.

Canadian Business Service Centres

The CBSC's are considered to be gateways to the programs and services of Industry Canada. They service the business community directly to promote Canadian industrial, scientific and technological development and provide a link to world markets through Canadian international trade centres. Some of the centres, such as the Winnipeg centre operate mini-libraries. Other centres maintain library collections in relevant subject areas. The CBSC's are considered to be clients of the Departmental libraries.

APPENDIX II-II

REPORT OF THE SUB-COMMITTEE ON CLIENT NEEDS

FINAL REPORT OF THE SUB-COMMITTEE ON CLIENT NEEDS

Submitted to the Working Group
on the Reorganization of
Industry Canada Libraries
and Their Automation

March 29, 1994

Sub-Committee Members

Chairperson:

Valerie Clements

Members:

Colleen Barnes
Edith Core
Hervé Déry
Jane Kralik
Carole Laplante
Jean-François LeMay
Lisa McPhail

With the collaboration of:

Michael Callahan

1.0 CONTEXT

The work of the Sub-committee on Client Needs was guided by the following important considerations:

- the changing nature of the requirements of employees of Industry Canada as the Department moves toward a vision of enhancing the competitiveness of Canadian industry through the provision of strategic information;

- the varying levels of disruption in reporting structures and physical locations being experienced by Industry Canada employees as a result of the amalgamation of founding departments;

- the levels of expectations that different employee groups within Industry Canada have with respect to library services on the basis of their past levels of service; and,

- the ability of Industry Canada employees to embrace the enhanced access to information made possible through information technologies.

2.0 METHODOLOGY

The Sub-Committee on Client Needs undertook their work in two phases. The first phase involved a review of material submitted by each of the main libraries and information centres including an overview of client needs, vision and issues based upon previous reports and subjective analysis. The second phase, which involved a focus group study by an outside consultant (Ekos Research Associates), was developed with the knowledge gaps evident in Phase 1 in mind.

A focus group study was chosen as a vehicle for further analysis over a questionnaire because of a perceived need to have more in depth comments on the issues under review, the complexity of the issues and the time available. Nine focus groups comprising 70 Industry Canada employees were held. Seven were held in Ottawa; one each was held in Winnipeg and Montreal. Four discussions were held in French (28 participants) and five in English (42 participants).

3.0 FINDINGS

The findings of Phase 1 and Phase 2 with respect to client needs in Industry Canada reinforce one another and provide a clear indication of the degree to which current services

1

are utilized and valued and the broad direction which clients would like to see taken in the provision of library services. The conclusions are as follows.

3.1   PHASE 1

- Previous client needs assessments undertaken in individual libraries/information centres have indicated a **high degree of satisfaction** with the level and quality of the services provided;

- There is a **shared vision of the libraries/information centres as "gateways to information" and a "strategic resource"** rather than an administrative overhead;

- Library users within Industry Canada are fairly sophisticated in their information requirements and their degree of comfort with technology. This is increasingly the case with younger Industry Canada employees. Thus, **there is general support for the increased provision of more library services electronically,** an increasing demand for the libraries to have access to electronic databases and Internet and for training in these areas;

- **Library users are on the whole not generalists. They are specialists** in specific areas of economics, law, business, science and consumer affairs. The collections and services housed in the various libraries and information centres reflect this specialization and the diversity within the department;

- The **areas which have been disrupted the most organizationally, and which will be relocated physically, are those which will require special consideration in decisions with respect to future provision of library services.** These areas include: parts of Policy (Corporate Governance); parts of Spectrum, Information Technologies and Telecommunications; and, Legal Services.

3.2   PHASE 2

- **The core information services in Industry Canada are used quite frequently.** Keeping in mind that participation in the focus groups was more heavily weighted to the larger founding organizations and was not a scientifically drawn sample, the percentages of employees in the focus groups using these services by type is as follows:

2

	occasional use	often or daily
	%	%
departmental library	93	70
working/office collection	69	55
resource centre	36	21
record service	25	9
other	22	12

- **Most of the information services provided were regarded as important.** For 12 of the 15 services polled (reference, loans, interlibrary loans, purchasing and acquisition, periodical routing, electronic access to catalogues, customized information profiles, training in CD-ROM databases, etc.) at least half of the focus group participants rated the services as quite important or very important. The traditional library service - reference services and loans - were rated the most highly.

- Participants expressed a **high degree of satisfaction with existing library and corporate information services** both in terms of the quality of information and particularly the service provided by the library/resource centre staff.

- The **major concern** expressed by participants, particularly those in the scientific or technical fields, was regarding the **timeliness of information.** Other concerns are itemized in the Ekos report which is appended to this report.

- In the discussions with respect to **client needs and expectations** there was a striking diversity of needs expressed by the various professional groups. A majority of participants stressed the need for **quick, on-line access to a range of up-to-date information via their desktop computer.** A strong need was also expressed for assistance in learning how to use the new electronic information services and systems.

- Participants were not aware that information services delivery could change for them as a result of the Departmental amalgamation. Most participants **expected the same level of service to which they were accustomed prior to the amalgamation.**

- Participants generally regarded the prospects of **grouping services in one location** as inefficient. The costs and inconvenience of travel time and concerns about the ability of one library operation to serve diverse needs were most prevalent. Centralization of some services - administration and acquisition - made sense to participants.

- Some felt that a centralized library concept would be more viable with increased electronic access to essential information. **Improved electronic access was strongly supported by all participants.** There were qualifications to the general enthusiasm which included: the availability of journals electronically, the "computer-readiness" of the users, the necessity of maintaining the ability to browse hard copy, and the prospects of information overload.

- In discussions relating to the best ways for departmental libraries and information centres to absorb budget cuts **participants seemed reluctant to suggest that any services should be dropped or reduced. Some of them had strongly negative emotional reactions to the very idea of cut-backs.** Most participants supported maintenance of the services of qualified librarians.

- When pressed participants offered the following suggestions for absorbing cuts:

    - reducing multiple copies of journals, etc.;
    - streamlining administration;
    - replacing periodical routing with circulation of the Table of Contents; and,
    - eliminating duplication of material available through other government departments.

    It was suggested that necessary **cuts to library services should be preceded by a comprehensive survey of users' and librarians' views.**

4.0 CONCLUSIONS AND RECOMMENDATIONS

4.1 DEPARTMENTAL RESOURCES DEVOTED TO LIBRARIES AND INFORMATION CENTRES

Industry Canada users are fans of their library services. They consider the services they are provided with as vital support for the conduct of their jobs, especially given the new role into which the Department is evolving. Current users do not feel comfortable discussing "trade-offs" in services provided. In fact, they want access to more information, more conveniently. As professionals their time is very valuable .

High quality library services provide them with a tool to ensure maximum productivity. However, the reality is that all areas of the department will be faced with managing with fewer resources.

RECOMMENDATION #1

That the importance of the Libraries and Information Centres be reemphasized in the context of the Department's chosen mandate as a provider of strategic information and that this importance be acknowledged by the application of less than proportionate cuts to library/information centre resources in the future. It should also be reconsidered whether it is appropriate in this context to administer a 25 percent cut to libraries in 1994-95 while program areas are being cut by only 9 percent.

4.2 THE VIRTUAL LIBRARY

There is general support for the provision of more library services electronically. There is a relatively high level of sophistication among Department users and this is increasing. At the same time, users have expressed a need for more ongoing support and training to ensure optimal usage of electronic resources. From past experience, increased electronic access increases the demands on library personnel, while changing their nature, rather than reducing demands. In the same vein, electronic versions of journals, indexes and databases with accompanying wide-area network licenses are generally not less expensive than the paper copies they replace. It would be a mistake to assume that increased electronic delivery will lower resource requirements in the libraries.

RECOMMENDATION #2

That in support of library users, the Department should move further along the path of the provision of library services electronically. This should be done with full recognition of the resources and training requirements which will accompany increased use of the services in this form.

4.3 DEPARTMENTAL DIVERSITY

Library and information services users in the department have very diverse requirements which are reflected in the current information collections and services offered in each of the separate entities under study. Service centralization which transpires as a result of the Departmental amalgamation could reduce the capacity of some groups to perform their jobs at their current level. The most obvious way this could occur is through physical relocations of library services or of other groups of personnel. It could also occur, however, if centralized acquisition and cataloguing decisions did not adequately reflect the composite needs within the department.

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RECOMMENDATION #3

That decisions with respect to the amalgamation of library services and their implementation be undertaken with sensitivity and due regard for the potentially significant negative impacts which such changes may imply for various groups of users.

4.4 SERVICE GAPS

The work on user needs identified some service gaps in the provision of information services. The detailed and specific comments in this respect (which include suggestions regarding the archiving of old information, the lack of information in specific areas, timeliness, electronic access in some areas of the Department, ACCESS, etc.) are included in the background studies prepared for the Client Needs Sub-Committee.

RECOMMENDATION # 4

That the librarians and personnel of information centres carefully review the background documentation for the Client Needs Sub-Committee with a view to implementing suggested improvements which can be feasibly implemented.

4.5 RESOURCE SHARING

It should also be noted that, when resource constraints in library services undermine responsiveness to individual client needs, information products which may be productively used department-wide are often funded within individual branches and, consequently, are not shared. In the former founding departments "office collection" purchases represented from 100 to 300 percent of the acquisition budgets for libraries.

RECOMMENDATION #5

That Departmental policy establish a principle of acquiring and maintaining resources in a manner which leads to effective and efficient sharing of Departmental information resources. This will, in most cases, imply more centralization of resource holdings.

4.6 REGIONAL INFORMATION NEEDS

In large part, regional information needs are not currently being met through the library and information services centralized in Ottawa. Increasing library services to the regions will become more feasible with the implementation of increased electronic access to the libraries and their materials. Again, such service increases will not be costless but should be considered within the context of the department's evolving role.

RECOMMENDATION #6

That the Information Management Committee give consideration to the positive effects which the increased provision of library services to the regions will have on the effectiveness of regional operations and the integration of the Department and mandate the libraries to develop regional outreach strategies. This should only be done with full consideration of resource implications.

4.7 PRESENTATION OF THE WORKING GROUP'S DELIBERATIONS AND FINAL RECOMMENDATIONS TO USERS

Current library/information centre users are highly dependent on the efficient provision of information in order to do their jobs. Disruptions which occur to their current levels of service as a result of this study or as a result of further resource cut-backs will be met with resentment and will call into question the Department's commitment to its new mandate as a provider of strategic information.

RECOMMENDATION # 7

That the public relations aspects of final decisions made by Information Management Committee be given due regard.

Focus Group Study of Client Needs
For Library and
Corporate Information Services

Final Report

March 21, 1994

Submitted to:

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Industry Canada Libraries and Their Automation
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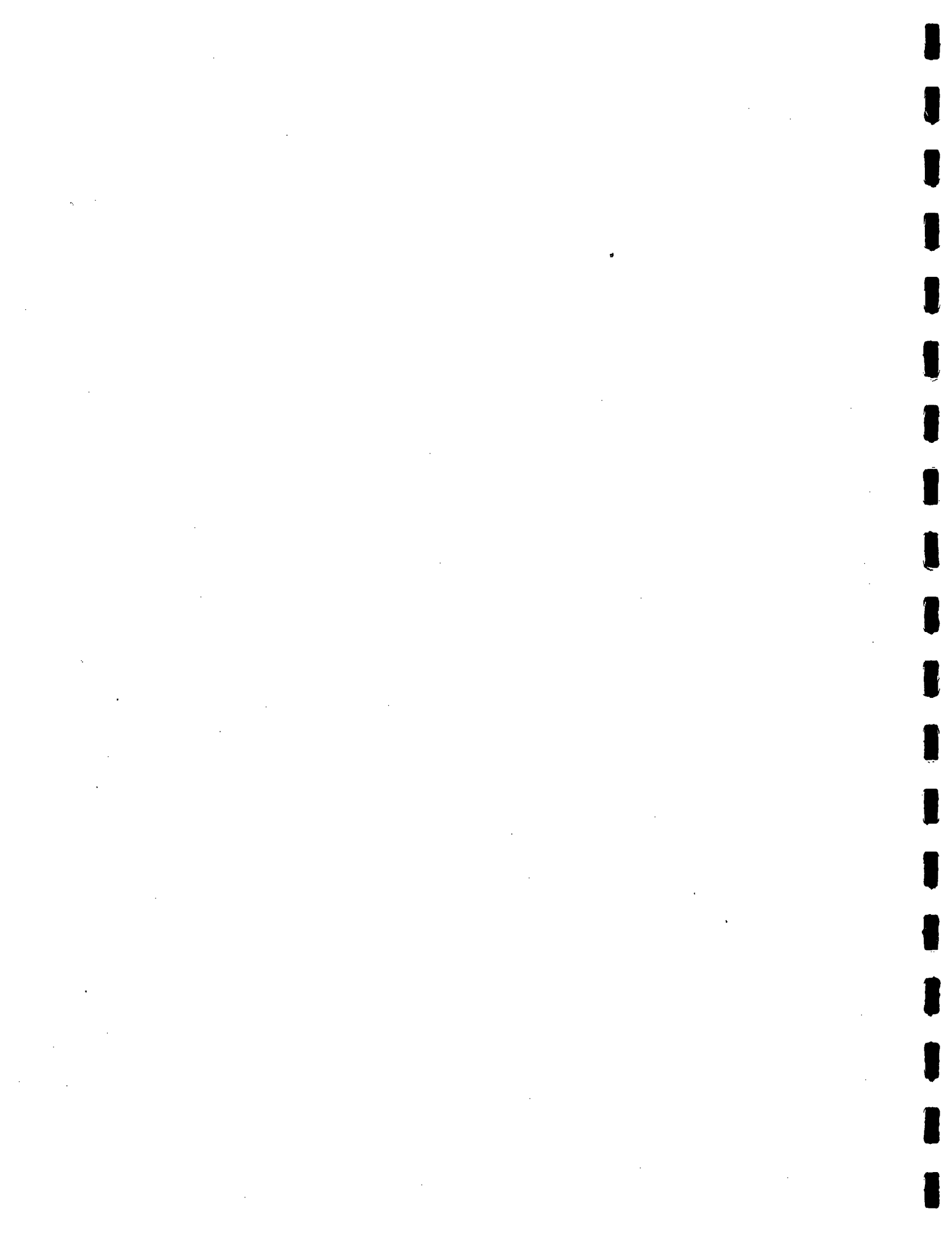
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ACKNOWLEDGEMENTS

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1

INTRODUCTION

1.1   Study Background and Objectives

The recently formed Department of Industry Canada is a product of the amalgamation of several former federal departments and agencies (or sections of them), including: the former Industry, Science and Technology Canada, Tourism Canada, Consumer and Corporate Affairs Canada, the Canadian Intellectual Property Office, Communications Canada, the Communications Research Centre, the Centre for Information Technology Innovation, and Investment Canada. Associated with these various former departments are numerous libraries, information and resource centres, and related corporate information services.

Industry Canada's Information Management Committee has charged the *Working Group on the Organization of Industry Canada Libraries and Their Automation* to examine the degree to which scale economies could be achieved by grouping library-related operations and services from the various founding departments in one location, and/or by electronically connecting information from different sources and making greater use of new information technologies (i.e., moving toward the concept of the

"virtual library"). This issue is a major concern because Departmental libraries may be facing budget cuts of 20 to 25 per cent in the coming fiscal year.

As part of this exercise, the Working Group has convened a *Task Group on Client Needs* which commissioned the present study to assess: internal clients' satisfaction with existing library and corporate information services; their needs, expectations and priorities for these services; and their views on options for streamlining the new Department's library and related information services (e.g., grouping collections/services in one location, automation of information services). In this report, the findings of this study of internal clients' (i.e., Industry Canada employees') views on these matters are presented.

1.2   Study Approach

A total of 70 Industry Canada employees were consulted in nine (9) focus group discussions. Seven of the focus groups were held in Ottawa, and two in the regions (one in each of Winnipeg and Montreal). Participants were invited to attend a discussion in the official language of their choice; this resulted in four group discussions in French (involving 28 participants) and five discussions in English (involving 42 participants). Each discussion was 90 minutes to two hours in duration. Exhibit 1 summarizes the schedule, location and language of the focus groups.

EXHIBIT 1
Focus Group Schedule and Locations

Date	Morning (10:00 - 12:00)	Afternoon (1:30 - 3:30)
Monday, Feb.28/94	—	Ottawa (English)
Tuesday, Mar. 1/94	—	Ottawa (English)
Thursday, Mar. 3/94	Ottawa (English) Montreal (French)	Ottawa (English)
Friday, Mar. 4/94	Ottawa (French)	Ottawa (French)
Monday, Mar. 7/94	Winnipeg (English)	—
Tuesday, Mar. 8/94	Ottawa (French)	—

The recruiting for the focus groups was done using lists of clients provided by librarians from a variety of the major libraries, resource centres, etc.. An attempt was made to recruit a diversity of clients for each group — that is, staff and managers from different former departments and from different professions, both heavy users and light users of library and information services, and both women and men. The recruitment was reasonably successful in these regards. For instance, all of the major former departments were represented to some degree, as outlined below:

❑   Industry, Science and Technology Canada (28 participants);

❑   Consumer and Corporate Affairs Canada (11);

❑   Communications Canada (10);

❏   Communications Research Centre (9);

❏   Tourism Canada (4);

❏   Canadian Intellectual Property Office (3);

❏   Centre for Information Technology Innovation (3);

❏   Investment Canada (1); and

❏   unknown — participant arrived late and did not specify (1).

In each focus group discussion, a group moderator presented the participants with a series of questions on the topics of concern — satisfaction with existing library and corporate information services, needs and expectations for service, concerns related to the amalgamation of their former departments into Industry Canada, and views on future directions and priorities. Most of the discussions were quite lively, suggesting that library and corporate information services were an issue of interest and concern to participants. A copy of the moderator's guide is presented in Appendix A. In addition, at the beginning of each discussion, participants were asked to complete a brief questionnaire on their utilization of library and information services and their views on the importance of a range of services (see Appendix B).

Each group discussion was audio or video tape recorded in order to assist in the summary and analysis of the findings. Also, for some groups, officials from the *Task Group on Client Needs* observed the discussion from behind a one-way mirror. Participants were assured of anonymity and confidentiality in the reporting of the results.

CHAPTER

2 FINDINGS AND CONCLUSIONS

The findings from the client focus groups are summarized in this chapter. In this presentation of the findings, the focus is on highlighting the major themes in participants' comments, as well as providing some illustrative quotations where appropriate. For a more detailed description of individual focus group sessions, the reader may refer to the summary notes in Appendix C.

The results of the questionnaire administered at the beginning of each focus group are also presented (see Sections 2.1 and 2.2). It should be noted, however, that these quantitative findings refer only to the particular individuals who were willing and able to participate in the focus groups, and *not* to the broader population of Industry Canada employees. This is because the group of 70 employees in this study were not selected using probability sampling procedures as one would find in a scientific survey. The questionnaire results are presented because they provide a convenient summary of the overall views of focus group participants.

2.1 Utilization of Services

In the questionnaire administered at the beginning of the group discussion, participants were asked to rate how frequently they use the major corporate information services, using a five-point scale ranging from *Never* (1) to *Daily* (5). Their responses indicate that the core information services are used quite frequently. The degree of utilization of each service, in order of priority, is as follows:

1. departmental library (93 per cent of participants indicated using this service at least occasionally, with 70 per cent using it often or daily);

2. working or office collection (69 per cent at least occasionally, and 55 per cent often or daily);

3. resource centre (36 per cent at least occasionally, and 21 per cent often or daily);

4. record service (25 per cent at least occasionally, and nine per cent often or daily); and

5. other information services (22 per cent at least occasionally, and 12 per cent often or daily), which include:

    - walk-in centre;
    - local on-site library;
    - municipal library;
    - media monitoring service;
    - Canada Business Service Centre;
    - INTERNET;
    - CD-ROM;

- ACCESS;
- databank;
- Conference Board submissions; and
- libraries/services of other government departments and agencies, such as the National Archives, Statistics Canada, the House of Commons Library, and the Ministry of Foreign Affairs.

2.2   Perceived Importance of Services

In the questionnaire, participants were also asked to rate the importance of 15 different library and related information services, utilizing a five-point scale ranging from *Not At All Important* (1) to *Very Important* (5). Most of these services were regarded as important: for 12 of the 15 services, at least half of the focus group participants rated the services as quite important or very important (i.e., 4 or 5 on the scale). It is interesting to note that, although the new automated information technologies were perceived to be important, the services rated most highly were the traditional library services — reference services and loans.

The ratings of the 15 services are summarized below in order of priority (with the percentage of participants rating each service as quite important or very important indicated in parentheses):

1.   reference services (82 per cent);

2.   loans — circulation (82 per cent);

3.   interlibrary loans (75 per cent);

4.   purchasing and acquisition (71 per cent);

5.   periodical routing (71 per cent);

6. electronic access to catalogues from your desktop (67 per cent);

7. on-line database searching from your desktop (67 per cent);

8. on-line database searching done on-site — at the library or information centre with a fee for on-line time (65 per cent);

9. access to CD-ROM databases from your desktop (64 per cent);

10. customized information profiles (58 per cent);

11. cataloguing by the library of your local collection (54 per cent);

12. publication distribution (54 per cent);

13. training in use of CD-ROM databases (48 per cent);

14. advisory services — orientation (45 per cent); and

15. publication production (42 per cent).

2.3 Satisfaction with Existing Services

Overall Satisfaction

In the group discussions, participants generally expressed a high degree of satisfaction with existing library and corporate information services, both in terms of the quality of information and particularly the service provided by library/resource centre staff. For instance, one participant remarked that these services are "second to none", and another noted that "their best asset is their staff". Moreover, consistent with

the questionnaire results presented above, many participants seemed to support the crucial role of library and related services. As one Communications Research Centre employee argued, "it is very important that the libraries become the central focus of information in the federal government — the gatekeeper of information for researchers".

Concerns and Service Gaps

The major concern expressed by participants, particularly those in scientific or technical fields, was regarding the timeliness of information. Many Industry Canada employees in these fields need the most recent, up-to-date information quickly in order to perform their jobs most effectively. They regarded the delivery time of inter-library loans and book purchasing through the larger libraries as unsatisfactorily slow. Also regarded as too slow was periodical routing, though this was viewed as being the fault of users, not the libraries. Related to the timeliness issue, some participants expressed concern over library collections (including video cassettes) not being updated regularly enough and over the discontinuation of useful journals at some libraries (e.g., some legal journals at the Place du Portage library).

Some other concerns include the following:

❑ the archiving of old information — for instance, one participant noted that departmental records and documents seem to disappear and another believed that the library at 235 Queen Street discards old journals (e.g., more than 10 years old) which are needed by some researchers;

❑ there is a lack of up-to-date economic information on foreign — particularly American — business and markets;

❑ there is poor access to desktop electronic searches for former Communications Canada employees, and data bases at the Journal Tower North library can be too general and too difficult to use;

❑ former Consumer and Corporate Affairs staff in Winnipeg have inadequate computers (286s) for utilizing new electronic information services;

❑ participants in Winnipeg (particularly employees of the former Industry, Science and Technology Canada) felt that they are not kept well enough informed of what information, such as studies and speeches, is available in Ottawa (leading them at times to duplicate the efforts of those at National Headquarters), and that they do not receive needed information and periodicals from Ottawa quickly enough;

❑ some participants expressed concern over reduced level of service for themselves (as internal clients) if libraries serve significant numbers of external clients;

❑ some electronic information systems (e.g., ACCESS) are not user friendly;

❑ there is a lack of material in French (though this is an ubiquitous problem not limited to library collections);

❑ librarians, though they try their best, are sometimes less helpful for specialized or in-depth searches (e.g., they may use inappropriate key words in doing bibliographic searches);

❑ there is a lack of awareness of the available information, databases and services at all libraries/resource centres associated with the various

founding departments in general and at some Industry Canada libraries in particular (e.g., the Journal Tower North library); and

❏ information is not always available in the desired format (e.g., electronic).

2.4 Client Needs and Expectations

Participants were asked to discuss their most pressing needs and expectations for library and related information services, such as the types of information they most need and their preferred format for this information. Perhaps most striking in their collective responses was the need for access to new information technologies and for a wide range of services to meet the diverse needs of the various professional groups. For instance, although a major need was clearly expressed for up-to-date, timely information in electronic format obtained via desktop computers, the need for historical information (e.g., international competition law for Bureau of Competition Policy legal staff) and the value of browsing through books in a library (e.g., for creative stimulation) and of face-to-face assistance from professional librarians was also evident for some participants.

The predominant needs and expectations expressed in the group discussions were as follows.

❏ A majority of participants stressed the need to have quick, on-line access to a range of up-to-date information via their desktop computers. The words of one employee of the former Industry, Science and Technology Canada capture this point of view well: "The more and easier access on our desktops, the better". It was also noted that facsimile modems would be ideal for sending information quickly to external clients. Needed on-line information and services include:

- bibliographic searches;
- journals in electronic form — both the Table of Contents and, if needed, the full text (from which a hard copy could be printed for easier reading, if the user prefers);
- a summary of what information, databases and services are available at various libraries and resource centres (i.e., so one could learn what is available and determine whether or not a visit to a particular operation would be worthwhile);
- information available at National Headquarters which could be sent electronically to regional offices;
- economic statistical time series (for economists);
- statistics on foreign companies' sales, exports, etc. (noted by an employee of the former Industry, Science and Technology Canada); and
- other specific databases/systems such as DOBIS (for economists), data from the National Research Council, and CD-ENCYCLOPEDIA (for generalists).

❏ A strong need was expressed for assistance in learning how to use new electronic information services and systems. For many staff, taking the time to learn a system on their own is an inefficient (and costly) use of their time. In particular, needs were noted for: more user friendly systems; training and orientation programs for staff — particularly occasional users who do not have an opportunity to develop their skills on their own; and professional assistance from librarians and resource persons who can help staff to use the systems and who can conduct information searches when staff have no time.

Some participants noted that they sometimes have to go beyond Industry Canada to obtain the information they need. Other information sources included

professional colleagues, external clients, other government libraries, Statistics Canada and university libraries.

2.5 Concerns Related to the Amalgamation of Former Departments into Industry Canada

When asked if they had any concerns regarding library and information services stemming from the amalgamation of their former departments into the new Industry Canada, most participants had little to say because they were not aware of any particular changes in these services to date and, hence, apparently expected the same level of service to which they were accustomed prior to the amalgamation. A few participants did however express some anxiety over reduced service should changes be planned (e.g., changing the locations of libraries and/or their offices). In addition, most participants could not comment on the coordination or possible duplication of services provided by the libraries and resource centres from the various founding departments because they were unaware of what specific services were available through these other sources. They assumed that the various operations offered specialized services to meet the needs of their particular clientele, and felt that a certain degree of duplication is probably necessary and not a bad thing.

Participants did have stronger concerns regarding some specific options for changes in library and corporate information services which were presented to them in the discussion. These findings are described in the next section.

2.6 Future Directions and Priorities

The final section of the group discussions dealt with suggested improvements and future priorities for Industry Canada's library and corporate information services. In particular, participants were presented with different options

for Industry Canada libraries to cope with potential budget cuts of 20 to 25 per cent in the coming year, and asked for their reactions.

Suggested Improvements

When asked to discuss their views on improvements and future directions for the Department's library and corporate information services, participants restated their need for improved access to desktop electronic information, improved technology (e.g., better monitors and screens since more time would be spent reading from screens, integrated networks), orientation and training in the use of these new information technologies, and professional assistance from librarians and resource persons in using the technologies and searching for information. Some also expressed a need for more specialists (as opposed to generalists) among library staff — people who would develop expertise in a particular area to better assist clients in finding information and in their research.

A number of additional, specific suggestions were made, including the following:

❑ information and knowledge must be a key priority for the Department, given senior management's message that "knowledge will become the currency of the Department of Industry";

❑ the Department should place more emphasis on serving external clients (e.g., small businesses) — staff such as program officers should adopt a "market consultant" orientation and these clients should share the cost of research;

❑ a section of the library (at 235 Queen Street) should be devoted to "corporate memory" (e.g., past memoranda and briefings) for use by Industry Canada staff only;

❑ a catalogue index of past advisory opinions would be useful for Bureau of Competition Policy staff and would help to avoid duplication of effort;

❑ improved access to CD-ROMs (e.g., having a centralized repository), and the capability to print tables and charts (needed by external clients) directly from CD-ROMs would be helpful;

❑ an information system capable of "building on itself" — learning what the user has needed in the past — would be useful;

❑ bar coding of library clients would help to build a history of the types of information particular clients need;

❑ the ability to request library books from one's desktop (using electronic mail) would save time;

❑ electronic access to information via personal computer is increasingly important due to the trend toward working from home;

❑ forming a network of librarians/resource staff from all areas of Industry Canada would facilitate better access and use of *all* available resources; and

❑ studying the practices of libraries renowned for excellent and cost-efficient service (e.g., some university libraries) would provide useful guidance for Industry Canada libraries.

Grouping Operations and Services in One Location

The first option for dealing with budgetary constraints which was presented to participants was the notion of grouping existing library collections and related services from the various founding departments into one centralized location. For the vast majority of participants, this was not an attractive option because it would probably require more effort, time and travelling to the new location to gain access to library materials. Typical of this view was the following remark: "If we had to travel at all to get it, it would be very inconvenient". Given many staff's needs to have information quickly, the thought of having to take more time to gain access to materials was not appealing. Moreover, some participants doubted the ability of one library operation to serve the diverse, specialized needs of all the different types of Industry Canada staff, and some believed that service from librarians would be reduced.

Many participants questioned the degree to which this approach would result in cost savings, because costs would merely be shifted to other areas, for example: taxi fare; professional time getting to the location and searching through a larger, more complex library; and possibly purchases of books and materials which some divisions of Industry Canada would feel compelled to do due to the inconvenience.

Still, some participants felt that some aspects of library and information services could be centralized at some cost savings, such as administration and acquisition of books/materials. Also, some believed that a centralized library could work so long as all staff had improved, on-line access to the essential information that they most need — that is, a hybrid of a centralized library and a "virtual library".

Electronically Connecting Services and Information — The "Virtual Library"

As noted earlier in this report, the idea of having improved electronic access to a range of essential information (e.g., databases, bibliographies, full text of journals, newspaper clipping services, lists of services available at all libraries) was strongly supported among focus group participants. In the long run, following some initial investments to create an electronic network among the various founding departments, make the various computing environments compatible, etc., cost savings could be achieved because work would be done much more efficiently and there would be less need for multiple hard copies of materials (i.e., staff would print a copy of only the articles, etc. that they need, following a perusal of available information on the screen).

There were however some qualifications to the generalized enthusiasm for such automation of library and corporate information services. The major points were as follows:

❑ the utility of the "virtual library" will be constrained by the availability of journals in computerized format;

❑ such a system must be as simple and user friendly as possible in order to be optimally effective — some staff do not like using computers and are confused by them;

❑ a comprehensive assessment of clients' needs must be done before the design of such as system, with periodic follow-up;

❑ it may be too much "information overload" and too expensive for each and every employee to have desktop access to the entire network of

information — having such access in each building may suffice and would keep costs down;

❑ many staff still like to browse through books in a library and like face-to-face contact with librarians, and many do not like reading from a computer screen — they want a hard copy; and

❑ it will probably be a very long time before the virtual library is realized — change happens slowly.

Cost Recovery for Library and Information Services

Most participants accepted the idea of user fees for some library services — in particular, extensive database searches and specialized book purchases — provided that the basic services such as books, periodicals, and government publications were available at no cost. As one participant argued, "in a world of hard reality where the existence of the library is being threatened ... user pay makes a lot of sense". Moreover, some participants felt that user fees would heighten staff's awareness of the cost of services and encourage them to carefully think through their information needs before requesting expensive searches.

Some opposition to the idea of user fees was expressed by a minority. For some, it was a matter of principle: "I have a problem with the principle of paying for knowledge". For others, the objection was that user fees would not really save costs; for instance, one participant argued that "its not worth it — its the same money and its just more paper work", while another felt that user fees would "just be moving costs around". Finally, some participants were concerned that those who control the budgets do not have to do the work.

Dropping, Reducing or Replacing Services

The last options for dealing with Departmental library budget cuts concerned the dropping or reduction of some services, or replacing some services with less costly alternatives. Many participants seemed reluctant to suggest any services which should be dropped or reduced. Some of them had strongly negative emotional reactions to the very idea of cut-backs. The following remarks are indicative of this point of view:

❑ "I am quiet opposed to us finding ways to save money by removing half our knowledge and intelligence and capability to find information";

❑ "What is least important to me is of prime importance to someone else, so I couldn't suggest anything";

❑ Dropping services "would be a step backwards";

❑ Information and knowledge "is the air that we breathe"; and

❑ "Its Departmental theology that we are part of the information society — when you cut us back you take away that, you take away our bibles for that theology".

When asked to consider trade-offs between automated information services and human resources for libraries, many participants had difficulty responding, though most supported the need for qualified librarians. For instance:

❑ "If you cut 25 per cent, make sure you don't cut a single person";

❏ "You can have enough technology, but you need people to show you how to use it, or its useless"; and

❏ "The public needs a human interface".

Ultimately, some participants were able to offer some concrete suggestions for dropping, reducing and replacing services. These are summarized below:

❏ the number of multiple copies of journals, magazines and newspapers could be reduced — particulary if they are available in electronic format;

❏ some library administrative functions could be streamlined;

❏ periodical routing could be replaced with the circulation of just the Table of Contents; however, for many participants, having electronic access to the full text of the journals they need, including the Table of Contents, would be the most efficient and useful;

❏ the essential library services of books, periodicals, government publications and inter-library loans should not be cut — they must be available in some format;

❏ Industry Canada does not need to duplicate all of the materials available through other government departments and private sources — staff just need to know what is available, where, and how to gain access to it; and

❏ a comprehensive survey of users and librarians (including an analysis of library statistics on patterns of use) would reveal the least used services — these are the ones which could be reduced or dropped.

APPENDIX A

FOCUS GROUP MODERATOR'S GUIDE

CLIENT NEEDS ASSESSMENT
INDUSTRY CANADA LIBRARIES

Moderator's Guide for Focus Groups

INTRODUCTION

❑ *With the arrival of participants, the moderator engages in conversation with them — attempting to help people feel relaxed and comfortable — and offers them refreshments.*

❑ *When all participants have arrived and are seated, the moderator introduces him/herself and explains his/her role in the discussion. The participants are then asked to introduce themselves, one at a time, including:*

- *their professional background/job role;*
- *the department to which they belonged prior to the formation of Industry Canada; and*
- *how frequently they use Departmental library and related information services.*

❑ *The moderator briefly describes the study context, purpose and how the findings will be used:*

This study is being conducted for the Information Management Committee of Industry Canada. The purpose of the study is to assess: Departmental employees' needs and expectations for library and related corporate information services; your degree of satisfaction with currently available services; and your views on future directions for library and related services in the newly formed Industry Canada — including issues such as the location of libraries and the use of new information technologies. This study has been mandated by senior management in the Department, and the results will be used to help ensure that needed library and related services are provided to Departmental employees in a cost-efficient manner.

❑ *The moderator then establishes the ground rules for the discussion:*

- *There are no "right or wrong" answers — participants are encouraged to say whatever is on their mind.*

- *It is not necessary to have consensus — participants should feel no pressure to agree with one another.*

- *The discussion is being audio-tape recorded (video-tape recorded for groups in Montreal and Winnipeg) so than an accurate summary can be prepared; it would therefore be appreciated if participants could speak clearly and one at a time.*

- *Participants' anonymity will be preserved in any reporting of the findings.*

- *(If applicable), the discussion is being observed from behind the one-way mirror by Industry Canada officials who are closely involved in the study and interested in hearing participants' views first hand.*

QUESTIONNAIRE COMPLETION

❑ *Participants are asked to take a couple of minutes to fill out the brief questionnaire. The moderator explains that this questionnaire will help the study team to summarize the findings and it should help participants to focus on some of the study issues.*

SESSION BEGINS

A. SATISFACTION WITH EXISTING LIBRARY AND RELATED CORPORATE INFORMATION SERVICES

Let's begin by discussing your level of satisfaction with existing library and related corporate information services.

1. You have just completed a questionnaire that asked about the importance you place on many aspects of library and related information services. Do you have any other specific comments you would like to raise about these services at this time?

2. Have the following aspects of library and related information services been adequate? Please describe any particularly good experiences you have had in the following areas, but also any difficulties you have encountered.

   ❑ Being aware of what information and services are available and how to gain access to them?
   ❑ Having easy access to information and services, either physically or electronically?
   ❑ Quality of information (e.g., accurate and current)?
   ❑ Having the information in your preferred format (e.g., hard copy, computerized format)?
   ❑ Receiving information in a timely fashion — when you need it?
   ❑ Interactions with library staff — the capability and helpfulness of staff, and their treatment of you (e.g., courteous, respectful, empathic)?

B.   NEEDS AND EXPECTATIONS

I would like to turn now to your major needs and expectations with respect to library and related corporate information services.

3.   What are your most pressing needs for library and related information services right now? For instance, which types of information do you need the most, and which format is most useful to you? In responding, please remind us of your occupation because needs may vary from one professional group to another.

4.   Considering your major needs, are there any services or types of information to which you do *not* currently have adequate access through existing Departmental library and related services?

    ❑   (If yes), please specify.
    ❑   Do you have access to these services and information through other sources:
        •   universities?
        •   commercial sources?
        •   others?

C.   CONCERNS RELATED TO THE AMALGAMATION OF THE FORMER DEPARTMENTS INTO INDUSTRY CANADA

The next question relates to the amalgamation of your former departments into Industry Canada, and how library and related information services may have been affected by this change.

5.   Do you have any concerns about library and related information services which stem from the amalgamation of the former departments and their associated libraries/collections into the new Industry Canada? (If yes), please describe.

    ❑   Do you expect the same level and quality of service?
    ❑   Are services from the various founding departments adequately promoted and coordinated?
    ❑   Are you aware of any duplication of services? (If yes), please specify.

D.   FUTURE DIRECTIONS AND PRIORITIES[1]

Finally, I would like to hear your views on needed improvements and future priorities for Industry Canada library and related information services.

6.   What improvements do you feel are necessary for Industry Canada library and related information services to be most useful in the years ahead? In particular, what should be the future priorities for the Departmental library and related services?

     ❑   Journals in electronic form?
     ❑   Availability of more full text services?
     ❑   More remote access capability?
     ❑   More automation of services and utilization of new information technologies?
     ❑   Integration of information systems?
     ❑   Professional assistance in how to use the new information systems and technologies?

7.   The Departmental libraries face potential budget cuts of 20 to 25 per cent in the next year. In order to balance the library budget, levels of service will have to be cut or service delivery will have to be changed dramatically. What are your reactions to the following options?

     ❑   Grouping existing library-related services from the former departments into one location?
     ❑   Electronically connecting services and information at different locations through the use of new information technologies — that is, moving toward the "virtual library" concept?
     ❑   Cost recovery of library and related information services?
     ❑   Replacing some services with a different type of service (e.g., replacing the routing service with a Table of Contents service)?
     ❑   Dropping some services?
           •   Which services do you regard as essential?
           •   Which services could be reduced or dropped without adversely affecting your work?
     ❑   Do you have any further ideas related to options for change?

---

[1]   Note that the questions in this section are the most important, and should be given the most attention in the group discussion.

WRAP-UP

❏ *When the formal questions are completed, the moderator asks participants if they have any further comments on the issue of Departmental library and related information services.*

❏ *The moderator then thanks participants for their cooperation, and excuses them.*

END

APPENDIX B

QUESTIONNAIRE

■✦■ Government of Canada
Department of Industry Canada

Gouvernement du Canada
Ministère de l'Industrie Canada

February 1994

Questionnaire on Client Needs

As part of the review of Industry Canada's common needs, the
*Working Group on the Organization of Industry Canada Libraries
and Their Automation* has developed this questionnaire in order to
get a better idea as to the level of importantce clients attribute
towards various services.

Listed below are a series of questions related to client satisfaction regarding the services that are presently being offered by libraries, resource centres, working or office collections and other information sources. Please answer by circling the appropriate number for each question, as they relate to your own situation.

Try your best to respond to every question. However, if a question does not apply, simply indicate n/a for "not applicable". Please use the corresponding scales in responding to the questions.

1. **Which "corporate information service" have you used to gather information during the last year?**

   1. Departmental Library
   2. Resource Centre
   3. Working or Office Collection
   4. Record Service
   5. Other *(please specify)* _____

2. **As a client how often have you made use of these "corporate information services" during the last year?**

	FREQUENCY					
	[1] NEVER	[2] RARELY	[3] OCCASIONALLY	[4] OFTEN	[5] DAILY	
1. Departmental Library.	1	2	3	4	5	n/a
2. Resource Centre	1	2	3	4	5	n/a
3. Working or Office Collection	1	2	3	4	5	n/a
4. Record Service	1	2	3	4	5	n/a
5. Other _____	1	2	3	4	5	n/a

3. As a client, what level of importance would you attribute for the following services?

(Please see Appendix A for the definition of the various services)

LEVEL OF IMPORTANCE

	[1] NOT AT ALL IMPORTANT	[2] OF LITTLE IMPORTANCE	[3] SOMEWHAT IMPORTANT	[4] QUITE IMPORTANT	[5] VERY IMPORTANT	
1. Electronic access to catalogues from your desktop	1	2	3	4	5	n/a
2. Reference services	1	2	3	4	5	n/a
3. On-line database searching done on-site .	1	2	3	4	5	n/a
4. On-line database searching from your desktop	1	2	3	4	5	n/a
5. Customized information profiles	1	2	3	4	5	n/a
6. Access to CD-ROM databases from your desktop	1	2	3	4	5	n/a
7. Training in use of CD-ROM databases . .	1	2	3	4	5	n/a
8. Advisory services (Orientation)	1	2	3	4	5	n/a
9. Loans (Circulation)	1	2	3	4	5	n/a
10. Interlibrary loans	1	2	3	4	5	n/a
11. Periodical routing	1	2	3	4	5	n/a
12. Purchasing and acquisition	1	2	3	4	5	n/a
13. Publication production	1	2	3	4	5	n/a
14. Publication distribution	1	2	3	4	5	n/a
15. Cataloguing by the library of your local collection	1	2	3	4	5	n/a

Electronic access to catalogues from your desktop:

The "operation's" catalogues are accessible from your desktop

Reference services:

The "operation's" staff will answer simple or complex questions in work-related areas or will refer clients to experts in the field. The staff will assist in the use of standard reference works, such as directories and encyclopedias.

On-line database searching done on-site:

The "operation" provide access access to external databases that may have a per cost use.

On-line database searching from your desktop:

The "operation's" databases are accessible from your desktop.

Customized information services:

Dissemination of selective information based on the identification of a client's specific information needs.

Access to CD-ROM databases from your desktop:

The "operation's" compact disks, which hold a number of databases, are accessible from your desktop.

Training in use of CD-ROM databases:

The "operation's" staff provides training in the use of compact disks which hold a number of databases.

Advisory services (Orientation):

The "operation" can provide advice on the organization of working collections within a section or branch, to facilitate access to these publications.

Loans (Circulation):

The "operation" lends for a certain period, books, reference publications as well as other publications.

Interlibrary loans:

Publications not held by the "operation" which are borrowed from other "operations" (including photocopies of articles).

Periodical routing:

Employees can select periodicals from the "operation's" list an have them routed.

Purchasing and acquisition:

The "operation" is responsible for purchasing and acquiring publications as well as subscriptions.

Publication production:

Documents prepared by the "operation", such as bibliographies, pathfinders, and current awareness bulletins.

Publication distribution:

The "operation" distributes departmental publications to internal and/or external clients.

Cataloguing by the library of your local collection:

The library is responsible for cataloguing your local collection.

APPENDIX C

INDIVIDUAL FOCUS GROUP SUMMARIES

FOCUS GROUP SUMMARY
OTTAWA
FEBRUARY 28, 1994, 1:30 PM

PARTICIPANT INTRODUCTIONS

A)
- ❑ lawyer
- ❑ Canadian Intellectual Property Office, formerly CCAC
- ❑ in Place du Portage
- ❑ use library for legal research, international treaties

B)
- ❑ Bureau of Competition Policy in Place du Portage, formerly Consumer and Corporate Affairs
- ❑ uses Bureau Research Centre mostly for specific info; also Departmental library for Corporate information
- ❑ Place du Portage.

C)
- ❑ Policy Analyst, Economist, formerly of ISTC
- ❑ uses 235 Queen St. most because it's the closest
- ❑ also uses libraries at Finance, Statistics Canada and Communications Canada

D)
- ❑ Radio Spectrum Engineer
- ❑ Communications Canada
- ❑ use 200 Slater St. library, 3-4 times per week

E)
- ❑ Nuclear Physicist with Industry Canada
- ❑ has always been a heavy user of various govt libraries
- ❑ also uses Natural Resources Canada, External Affairs, Atomic Energy Canada
- ❑ uses library every week to 2 weeks

F)
- ❑ research scientist; optics
- ❑ his work pertains to publications of research articles
- ❑ Communications Research Centre
- ❑ frequent user; inter-library loan, researching using periodicals

G)
- ❑ radio communications engineer
- ❑ Communications Research Centre
- ❑ frequently uses library at CRC
- ❑ uses inter-library loan, research, technical journals

H)
- ❑ research engineer; electronics discipline
- ❑ Communications Research Centre
- ❑ looks up technical documents and magazines to keep up with current technology
- ❑ CRC

I)
- ❑ lawyer and economist
- ❑ Corporate Gov;t Branch of what used to be Consumer and Corporate Affairs

- ❑ uses library to research policy and legal areas
- ❑ uses legal texts
- ❑ Place du Portage

LEVELS OF SATISFACTION

G)
- ❑ staff very helpful at CRC
- ❑ funding for buying books is limited because book prices are rising as funds are diminishing
- ❑ if can't find it they go to inter-library loan or buy book using project funding

E)
- ❑ quiet impressed by librarians; not one negative experience with them; recognize that they are under budgetary constraints
- ❑ 235 Queen is technologically more advanced than others (ex. CD Rom), other libraries tend to buy CDs that fit their own specific needs and no others
- ❑ 235 Q - much higher public usage
- ❑ "an excellent industry-type library"
- ❑ the task is to make well known what is available from all departmental libraries and get them connected

B)
- ❑ resource centre has been greatly improved; good computerization; departmental library moving into CD Roms
- ❑ computerization will be the way to go

ACCESS TO AND AWARENESS OF WHAT IS AVAILABLE? QUALITY?

I)
- ❑ Industry Canada library is very limited; so much physical space, yet they throw out journals after 10 years; any researcher knows you need to rely on previous matter; have to go to Finance and Stats Can to look for 15 year old stuff, which is very limiting
- ❑ we are lacking in foreign data; know little about Americans, and their statistics
- ❑ librarians know what might and might not be available

D)
- ❑ many colleagues don't think of using library, don't know what is available
- ❑ need to know what is happening now; problem with 300 Slater is we need info as fast as Industry does; we can't be 3 weeks behind, that is useless

H)
- ❑ uses 30-40 year old journals at CRC; they do have the old journals; you can always get access to them

B)
- ❑ departmental library staff very helpful; they get what they don't have
- ❑ a trunk access to up-to-date stats would be nice

WEAKNESSES?

I)
- ❑ our library is more historical; reports are fairly complete
- ❑ over last few years they have discontinued some legal journals

A) ❏ satisfied with legal materials; they get what they don't have
❏ no foreign reports on US case law, but they shouldn't be expected to

C) ❏ need something like DOBIS,to search out what else is around in other libraries; we can't do that on IC; no national holdings type of system, using keywords etc.
❏ DMs and ADMs can't wait for inter-library loan, therefore access to something like DOBIS would be great

F) ❏ essential to have access to all info and know how to get it to your desk
❏ database and computer access is important

G) ❏ would be nice to have access to NRC from our own computer, we do have Carleton

B) ❏ quite happy to leave getting the document to the experts

E) ❏ many databases can be accessed from by desktop; for me the IC network is quite impressive; the individual has some rather unpredictable needs,therefor we need as much info at our fingertips as possible
❏ like to see CD Encyclopedia added; for the generalists who need a good sound knowledge the CD would be good

H) ❏ the PC on my desk tells me the who, what, and where the books are, the librarian is the one who know how to get it; their role is crucial

B) ❏ most often the Research Centre and Department library is sufficient and I'd rather leave it to them

NEEDS? IMPROVEMENTS? PRIORITIES?

F) ❏ there needs to be a review of serials and periodicals; willing to sacrifice some periodicals, and archival materials in order to update technology, as long we still have access to them somewhere

E) ❏ department needs are having to shift towards meeting clients needs - small enterprises - a small business owner can't come to Ottawa to get info, he will rely on an officer here to get and relay the info
❏ research done for the sake of doing "interesting" projects will shift to doing research for clients, who contribute to the costs of research
❏ will become more market consultants, assessing market opportunities

C) ❏ quotes Harry Swain "knowledge will be the currency of the Department of Industry... want to create the microeconomic centre of excellence within the govt", this knowledge will be for those businessmen and the govt itself; the library will have to supply more data, with greater depth and with faster turnaround, since we will be a much bigger department than it was

PRIORITIES?

B) ❑ large number of requests for advisory opinions; in many cases similar opinions have been rendered in the past; its important to have a catalogue index to revise data to avoid duplication

E) ❑ need part of library which is only available to staff, which contains "corporate memories", looking at briefings and memorandums that dealt with a subject in the past; could look at previously verified major works of the department; would have to be tightly policed and cordoned off from public

STREAMLINING? RATIONALIZED? REDUNDANCY? LEAST IMPORTANT CUTABLE? THINGS YOU DON'T USE?

E) ❑ what is least important to me is of prime importance to someone else, so I couldn't suggest anything
    ❑ "to ask of the users which of their fingers they'd like to cut off, is an unfair question"

F) ❑ support for internal publications

C) ❑ we are starting up a whole new publication service
    ❑ wouldn't say what to cut, because what I don't need now I might need later

E) &
C) ❑ everything present is essential and must be maintained
    ❑ "quite opposed to us finding ways to save money by removing half of our knowledge and intelligence and capability to find information"

B) ❑ individual librarians would know best what bottom 5 out of 50 things just don't get used

AMALGAMATING INTO ONE CENTRAL LIBRARY?

CONSENSUS - NO!!!

D) ❑ leave them physically where they are
    ❑ give knowledge to all, but leave physically close to the people who use them

H) ❑ centralization makes sense only when all the units are in the same location

ELECTRONICALLY CONNECTING SERVICES AND INFO OF DIFFERENT LOCATIONS? IMPORTANT OR FRILL?

B) ❑ don't need it on my desktop, just need to be able to get it at the library

A) ❏ also question cost-effectiveness of having it in every office; huge cost with that: as long as capability is in each building to find out what is in the other buildings, that is sufficient

H) ❏ at CRC I can log onto the library and then get access from them; its not a separate line, it doesn't cost anything; I can access catalogues worldwide; at CRC we are dealing with technical info which is well documented and well referenced so its easy to get accessed

H) ❏ also get an abstract which is nice; you can decide whether you want it or not

E) ❏ some sprinkling of a common access throughout the department through all the libraries and databases would be useful; be able to browse, decide what is useful

❏ I can't communicate with foreign colleagues and I'm not prepared to share my info and couldn't get other countries' information

H) ❏ ours is public domain information, not sensitive

ELECTRONICALLY CONNECTING SERVICES? EXTRAVAGANT? OR

B) ❏ should always be careful of danger of information overload; better to leave it to experts

D) ❏ They may be the experts in dealing with this wealth of information but we are the experts in what we want. We need the access to be able to decide what we want.

I) ❏ in building, nice to be able to play around and have access to both the information and the experts who can help

D) ❏ right, not at my desk

All agree that info should be connected electronically

D) ❏ browsing is so important, the librarian can't do that

C) ❏ don't physically arrange my own inter-library loan

PRIORITIES AS THEY RESTRUCTURE?

I) ❏ use a lot of hard copy material; are they going to ship documents with the people they move around?; look at what is used and move documents to follow personnel

B) ❏ CD Roms, electronic links; to avoid physically flipping through 4 inch catalogues

E) ❑ in looking for the library of the future, we must go out to other libraries that are better equipped, better funded, and have access to more resources and they should be investigated as to cost of operating that kind of library

CONCERNS ABOUT
HOW SERVICES MIGHT BE AFFECTED BY AMALGAMATION INTO IC?

B) ❑ fear that some of needed material will be shifted around

F) ❑ "dept will have a big fight if it wants to reduce or shut down CRC library, its so central to our needs"

E) ❑ "there is the occasional duplication, but for the most part each of these libraries have a particular orientation, or subject, that they are best at and that is the best way to do things."You'll have to pay the savings in other ways.

D) ❑ important to have multiple specific locations with access to all.

FOCUS GROUP SUMMARY
OTTAWA
MARCH 1, 1994, 1:30 PM

PARTICIPANT INTRODUCTIONS

A)
- ❏ Bureau of Competition Policy, formerly Consumer and Corporate Affairs
- ❏ use library for market, economic and legal research
- ❏ excellent library, 14th floor Phase I Place du Portage; also have a Resource Centre in our office

B)
- ❏ Information Technology Industry Branch, always been part of ISTC
- ❏ development of computer industry in Canada
- ❏ heavy use of library - circulation of periodicals, text retrievals and searches
- ❏ use 235 Queen

C)
- ❏ Communication Research Centre, used to be part of DOC
- ❏ research in telecommunications, satellite research, etc.
- ❏ share library with Canadian Space Agency, DND, & CRC
- ❏ library has provided adequate services; enjoy accessing technical journals when required

D)
- ❏ former Consumer and Corporate Affairs
- ❏ incorporate corporations, look at insider-trading
- ❏ have own internal database on corporations, own microfiche
- ❏ use Place du Portage Phase I, 14th floor

E)
- ❏ Canadian Intellectual Property Office, former of Consumer & Corporate Affairs
- ❏ field is petroleum recovery
- ❏ use 14th floor library Place du Portage, and used to have own library of 11th floor; also have sub-libraries of floors 3, 4, 7, 8
- ❏ from desktop can access London, Vienna, etc. for international patenting laws
- ❏ in process of automating; will have more on-line

F)
- ❏ Tourism Canada, formerly part of ISTC
- ❏ in travel-trade liaison; provide info on tourism product to U.S. associations
- ❏ sources used - trade magazines
- ❏ use main L for review of travel sections of newspapers and magazines
- ❏ own research and data centre

G)
- ❏ Business Services Branch,
- ❏ involved with Industrial Development of service industries
- ❏ 240 Sparks St. library
- ❏ inter-library loan; periodical routing; CD Roms; reference services
- ❏ very helpful reference people

H) ❑ Intellective Property Policy, formerly CCA
   ❑ uses Place du Portage Phase I, 11th and 14th floors
   ❑ legal &.economic research

I) ❑ Economist
   ❑ Regulatory Affairs and Standards Policy Group
   ❑ very satisfied with 14th floor library of CCA
   ❑ primarily do economic research; inter-library loan, archives, periodicals
   ❑ would like to access them from PC

SATISFACTION?

D) ❑ totally happy, "second to none"

B) ❑ good service; might sometimes like it faster;
   ❑ must look at future of library
   ❑ " supposedly we are a knowledge organization and if so, should the library continue to focus on books, periodical, on-line databases or a broader information organizing and accessing resource
   ❑ main problems: 1) departmental records - documents disappears there, and are difficult to retrieve; it should be better connected with L; 2) vast amounts of info on harddrives, 3) also, archiving issue, what to do with old things

H) ❑ " no question, their best asset is the staff"
   ❑ worst problems. - locating recent things, we can't wait 24 hours
   - physically finding books
   - inter-library loan takes 7 days, far too long

I) ❑ would like to access info (CD Roms, periodicals) from desktop, but caveat is cost

B) ❑ decrease centralization; keep specific related areas collected in specific small libraries

F) ❑ should have orientation programs

CENTRALIZED LIBRARY WHERE.....

I) ❑ he has memorized call numbers for his specific areas and goes to browse; can't expect someone else to do that, must be done by self

E) ❑ importance of browsing physically through books yourself, as opposed to E-mail

F) ❑ has been with department for 15 years; librarians should talk to patrons to see what they need; more regular serving of patrons

   ❑ as centralization increases, contact with reference librarians decreases

F) ❑ through a centralized library, we might be able to find out how to replace periodicals we have lost to past budget cuts

A) ❑ great library, very broad range of subjects,but "if we had to travel at all to get it, it would be very inconvenient"

I) ❑ concern about amalgamation where when they switch offices, they move further away from their data

H) ❑ when you have a one hour deadline (which is common in the legal field), 5 min to travel to different floor and back makes a difference; centralizing won't work
❑ much of the info in our library would be of little interest to anybody else, its that specialized, so centralizing wouldn't make sense

C) ❑ how can one facility satisfy such diverse people: legal, R&D, industrial etc...

A) ❑ decentralization would also be bad, we need a big broad library and we need it close by....

G) ❑ we need both a broad and narrow focus; benefit from a centralized library
❑ agrees with centralization

PRIORITIES FOR FUTURE TO HAVE NEEDS MET?

G) ❑ must realize what needs are; since we here are all satisfied, maybe keeping it the way it is would be best

B) ❑ a lot more electronic access; on-line database; search on Info-globe by myself, not only by librarians, sometimes must do a hit and miss when you're rushed
❑ "the more and easier access on our desk-tops, the better"
❑ but still need librarians and they will have to be very knowledgable in all the databases

E) ❑ we use keyword search a lot in International Patented C....; its accessed from my desk

A) ❑ we all have good computers at our desks and should be easily able to access info
❑ teleworking is the trend: the workforce is becoming decentralized, we are working from home more, we are always on the job; I need it on my screen, wherever my screen happens to be

H) ❑ must try to keep up to date with all the new periodicals etc that are coming out; that means electronic access to on-line databases in the department and elsewhere; indexing; cataloguing; must be available from desktop

WHAT ABOUT THE COST OF SUCH DESKTOP ACCESS?

I) &
H)   ❑   must be done, otherwise you increase times for people to do things and accept that work is going to go down

B)   ❑   as volume of info increases, if we are going to continue to get hardcopies it will be costly, but maybe costs of electronics would stabilize over time

I)   ❑   further ahead in long run cost-wise, high capitalized costs will be stabilized; plus what you are saving in working-time

D)   ❑   I see govt as one employer, why can't they be put in one place and everybody have access

ANYTHING THAT CAN BE CUT?

E)   ❑   multiple subscriptions?

B)   ❑   our own branch has taken out a # of subscriptions because we need them as soon as they come out, we can't wait for circulation
      ❑   is there a discount for multiple subscriptions?
      ❑   this points to the electronic dissemination, because if they are available electronically you have them instantly, no wait for circulation

ELECTRONIC FORMAT OF JOURNALS?

B)   ❑   makes sense

F)   ❑   we have an E-mail synopsis of newspaper articles printed, which is fabulous, we can see if there are any travel articles of importance and then go get them

H)   ❑   problem is then you have to go locate the actual paper; newspapers clipping service is great but we in Hull don't get is early enough in the day

B)   ❑   whole paper should be available onscreen; clipping service should be done digitally

SUGGESTIONS FOR ELIMINATING DUPLICATIONS?

A)   ❑   electronics can duplicate at no extra cost infinitely, but source material is not all digitally available

H)   ❑   "there are 2 costs, 1 is the material and 2 is cost of employee lost salary if you have one copy of something which is impossible to get your hands on, you can either run up inter-library loan costs, photocopying costs, lost salary costs

G) ❏ part of problem is us, keeping material too long from library or circulation. electronic dissemination would take care of that

H) ❏ should have a decent electronic tracking for signing out books

FUTURE? PRIORITIES?

E) ❏ Quick law, a legal database, that you do with a librarian
❏ enormous changes in library; always getting new technology
❏ "they are on the leading edge of technology
❏ excellent librarians who will help you

D) ❏ "searching uselessly costs because the cost is on a per-use basis; to reduce the cost of searching, I let the librarian do it, I could spend two hours and come up with nothing but spent 200 dollars;

E) ❏ stupid, having to go to library for one local database when I have 10 international other ones at my desk

PRESS CLIPPINGS - HAVING ALL INFO FLOW TO ONE PLACE INSTEAD OF DIFFERENT SYSTEMS?

A) ❏ use one <u>librarian</u> to access all info from one place and let them go to different databases

H) ❏ anything that makes access easier is a profit

C) ❏ should be a central depository

G) ❏ costs of having all databases on our PCs; we don;t use all of them all of the time, and you have to relearn every time, which is costly

FOCUS GROUP SUMMARY
OTTAWA
MARCH 3, 1994, 10:00 AM

PARTICIPANT INTRODUCTIONS

A)
- ❑ Policy Analyst
- ❑ Industry Canada
- ❑ does briefing; needs things current and fast; also with the micro-economic policy branch; must be at leading edge of new research developments
- ❑ library used is 235 Queen

B)
- ❑ Secretariat to the National Advisory Board of Science & Tech, part of the old ISTC
- ❑ use 235 Queen; uses it at least twice a week
- ❑ work is highly varied: economic info, public admin, public policy

C)
- ❑ Senior Commerce Officer
- ❑ at Bureau of Competition Policy; used to be part of Consumer & Corp Aff.
- ❑ training in law
- ❑ does legal research with economic overtones
- ❑ periodicals mostly

D)
- ❑ long range manager for Spectrum
- ❑ Telecommunications Policy Branch
- ❑ some legal research; economic research
- ❑ library used is 300 Slater; parliamentary library; embassy library

E)
- ❑ psychologist
- ❑ Communications Research Centre
- ❑ CRC library often, sometimes 300 Slater St.; inter-library loan,
- ❑ info needed is online
- ❑ using internet when possible

F)
- ❑ Tourism Canada
- ❑ Broadcasting & Marketing
- ❑ currently working with Revenue Generation Applications
- ❑ last year did study on user needs of Tourism L
- ❑ uses Tourism Canada library frequently; 235 Queen, infrequently
- ❑ uses online and CD Rom online

G)
- ❑ Research Scientist
- ❑ CRC
- ❑ use library once a month but more at times
- ❑ would like desk top capabilities
- ❑ budget too small for CD Rom, but there are other similar cheaper software types

SATISFACTION? BEST THING ABOUT LIBRARY? BIGGEST DRAWBACK?

F) ❑ important to have circulation of periodicals; if is comes around regularly you get a chance to see it

B) ❑ at 235 Q, their knowledge is impressive; knowledge of the network, of what is where, of inter-net, of all sources available
   ❑ don't use periodicals much

D) &
E) ❑ important - the hiring of people who really know the on-line services
   ❑ "it is very important that the libraries become the central focus of information in the federal govt, the gatekeeper of information for researchers"

A) ❑ becoming familiar with accessing is a personal responsibility, but you need a strong reference department to get you started and direct you
   ❑ problem is the library is weak in Microeconomic material; hard to find; have to go to Finance library or Bank of Canada library to get books

DEPENDENCE ON LIBRARIANS, IMPORTANT?

C) ❑ more dependant on library, than librarian

E) ❑ librarian is very important
   ❑ on line services are not very user friendly, but they are improving
   ❑ not using often enough

C) ❑ not realistic to expect librarians to be familiar with so many different databases
   ❑ these searches must be very honed and specialized to get useful info
   ❑ have hired a legal researcher to hone the research

G) ❑ electronic interface is not too friendly
   ❑ realize it is expensive...

A) ❑ great to be able to access after hours, after libraries close
   ❑ but, can't take the place of librarians; don't always have time to do the search yourself; online is indispensable but so is the librarian

B) ❑ access to a navigator is crucial

D) ❑ both are crucially important
   ❑ so many databases; getting a centralized database would be good

C) ❑ still much more needed on database

MOST IMPORTANT ASPECT?
WHAT IS SACRED AND SHOULDN'T BE CUT? PRIORITY?

D) ❏ shouldn't be any cutbacks, we are becoming gatekeepers of info, it is critical that we have the resources to manage the data

❏ imp.- online access at desktop

C) ❏ 1) having access to wide range of info; 2) desktop capabilities; not having to sift through hundreds of books

WHAT ABOUT DESKTOP CAPABILITIES?
USEFUL? NECESSARY?

D) ❏ " now, because of communications, telecommunications, modern communications the library can come to Lincoln, that is the wealth of our future"

B) ❏ "its departmental theology that we are part of the information society, when you cut us back you take away that, you take away our bibles for that theology"

❏ most important service is having access to a navigator to help me through those exploding sources of information

INCREASE DESKTOP & DECREASE NAVIGATORS OR
DECREASE DESKTOP & INCREASE NAVIGATORS

C) &
E) ❏ direct access

D) ❏ has to be a balance; services should provide a guide through data stream

E) ❏ wouldn't take very long to learn if it was free, and you had the time

D) ❏ important point - want free access

G) ❏ want a dumb terminal that is linked to that wealth of information

C) ❏ but is it instructive to know how much you are spending as you sit there searching for four hours

PAYING OUT OF BUDGETS FOR SERVICES
USER PAY

F) &
G) ❏ has to be done, otherwise people have a tendency to waste their resources

C) ❏ problem would be deciding what is core to the library

D) ❏ user pay is going to create pockets of wealth and poverty of information

G) ❏ but still some people like me don't need all services; I don't need to use the law database

B) ❏ why shouldn't a heavy user of an area have to pay for it? If you charge for it, priority decisions will be made as to what they really need

E) ❏ "in a world of hard reality, where the existence of the library is being threatened (because as you cut back the budgets too much the service becomes meaningless), user-pay makes a lot of service.

❏ user pay makes sense; then it would justify getting on-line service because the need would be shown, the accounting would serve as a statistical proof of usage

❏ user pay might protect certain services

A) ❏ when briefing for ministers, sometimes cost doesn't matter, we need it now regardless of cost; therefore user fees would not affect him

E) ❏ we have had a history of trying to give free and equal access to all; however info sources are getting more expensive; online services are really expensive

B) ❏ Stats Canada charges are incredible but it forces you to decide if your need is worth the $10,000

E) ❏ you must have some mechanism for giving people the chance to learn how to use these resources; should give free access for x minutes a month

B) ❏ the more experienced you are in navigating the system, the more you can minimize the cost; very important to have opportunity to be trained to be efficient, if it is a user pay system

D) ❏ wants to remove costing

AMALGAMATION OF LIBRARY

CONSENSUS

❏ as long as it is close to me!

C) ❏ violently opposed; taxi costs would outweigh savings

G) ❏ if we had on-line access to everything, then amalgamation would be fine; but that will never happen so it won't work

D) ❏ would have to use a centralized library hooked up to online services

C) ❏ have to be able physically go there

C) ❑ people would end up buying things they need on hand, leading to duplication all over again

STREAMLINING? DROPPING? REDUCING DUE TO CUTS?

G) ❑ survey users and individual libraries to ask which specific things could be dropped;

❑ there are some magazines that don't relate to work, best-selling paperbacks etc.

B) ❑ survey concept is good; ask colleagues which is more important: this or that?

❑ may be that the common denominator info should be sacrificed for the more specific info

F) ❑ library of future may be a virtual library - no books; people to help you through the info

VISIONS OF FUTURE LIBRARY - 2,5,10 YEARS FROM NOW?
WHAT SHOULD BE DONE TO MAKE THEM MORE EFFECTIVE?

E) ❑ one way of reducing costs is to reduce people; people are expensive; have more on-line help and services; librarians available only for certain hours...

❑ would like full text on line, not just an abstract or reference

C) ❑ for short-term, won't change into bookless libraries; pace of progress is too slow

❑ people are really lagging behind technologically; need a lot of training

· B) ❑ training and knowledge of new systems is a pre-requisite; many otherwise highly skilled people have problems with this kind of technology

❑ in the future, of lot of paper is destined for a centralized library (like National Library), for material that hasn't been pulled in 10 yrs; these should be accessed on line, would save on library space

E) ❑ libraries must improve CD Rom access!

G) ❑ should be a centralized repository for the CD Rom, so they don't become inaccessible

D) ❑ service user-fees do have a place, but, a core set of services must be established

D),C)
& B) ❑ CD Roms in everyone's offices leads to duplication

ISSUE OF PERIODICALS & ROUTING SERVICES WITH WAITING LIST REPLACED WITH ACCESSING TABLE OF CONTENTS THROUGH E-MAIL?

E) ❏ yes

B) ❏ already too much E-mail; yes it is a good idea, but only for those who want it, with only the titles you want

C) ❏ but what about those who have 20 periodicals on their list? Wouldn't that create more labour and cost for the library than the existing way?

B) ❏ having whole periodical on-line would be best

C) ❏ but there is the problem of copyright,

B) ❏ time saved by using key word and topic searching on CD Rom; employee/cost benefit.

E) ❏ would need better equipment if now spending <u>all day</u> at screen instead of taking a break and running down to the library

❏ better resolution screens if everything was on-line, as well as colour monitors for charts etc.

❏ reading from screen is proven to be slower than from paper

FOCUS GROUP SUMMARY
OTTAWA
MARCH 3, 1994, 1:30 PM

PARTICIPANT INTRODUCTIONS

A)
- ❏ Business Service Industry, formerly part of Industry & Science
- ❏ heavy user; uses LAN; mostly Stats Can and periodicals
- ❏ great, creative librarians

B)
- ❏ Industry & Science
- ❏ uses 235 Queen St.
- ❏ very pleased with all services, great selection of periodicals, Stats. Can publications, newspaper services, infoglobe, etc.
- ❏ uses CDrom and CDrom on LAN (at desktop)

C)
- ❏ Policy Sector , was part of Industry & Science
- ❏ uses 235 Queen and sends her students there (who are better at on-line systems due to familiarity)
- ❏ when she needs info, she needs it quickly
- ❏ terribly unfriendly database
- ❏ great librarians and good inter-library loan

D)
- ❏ Policy Sector, was part of Industry & Science
- ❏ frequent user, 235 Queen the most

E)
- ❏ electronics technologists
- ❏ Communicating Research Centre, formerly part of DOC
- ❏ has its own resource centre;, has many subscriptions, but few books
- ❏ uses it mostly for periodicals

F)
- ❏ Senior Scientist, formerly Industry Science Canada
- ❏ uses periodicals on circulation

SATISFACTION
BEST AND WORST OF LIBRARY?

F)
- ❏ like ability to send request by E-mail, always gets a response from librarians
- ❏ dislike having to read many periodicals (as chief science officer we deal with a broad spectrum) and therefore would love to receive xeroxed copy of index pages and be able to pick desired articles

A)
- ❏ using ABI Inform on LAN runs an abstract service on periodicals
  some desired periodicals were cut
- ❏ wants to know collection of other libraries online

B)
- ❏ they've got what I need!

E) ❑ CRC library is quite isolated from downtown and very small
❑ problem - they did a survey and cut some periodicals; they rarely get new books; inter-library loan is slow and very inconvenient

D) ❑ always need instant turnaround time; can't wait for inter-library loan, we've got to have it on the premises

C) ❑ costs of publications are so high that electronics are becoming useful
❑ training for access is more and more important as we move into the future

F) ❑ a heavy user will become adept but to be trained once and then rarely use the system is of little help
❑ gave up trying to learn access; too difficult; takes too great an investment of time

C) ❑ a 2 hour session, offered periodically would help to keep up

B) ❑ there are many people who aren't able/interested in learning this new technology
❑ different software packages are confusing and not user-friendly
❑ there are brilliant people who have trouble with this kind of technology

MOST NEEDED? IMPROVEMENTS? WISH LIST?

B) ❑ training to use software packages

F) ❑ a system which builds on itself, learns from what I've needed in the past

B) ❑ try bar coding clients to build a history of what types of things people take out

WHERE DO YOU GO WHEN YOU CAN'T FIND SOMETHING?

B) ❑ go to other people in the department
❑ University libraries

E) ❑ Carleton University

C) ❑ Statistics Canada

A) ❑ Finance library

AMALGAMATION OF THE LIBRARIES?

D) ❑ as long as it is in my building

F) ❑ never actually go to the library, use on-line and delivery, so I don't care where is

D) ❑ if I need it now, I can't wait for it

A) ❑ have a depository library where you can't take anything out

D) ❑ have own individual libraries

B) ❑ problem with changing buildings, might lose copies of periodicals if they are have to be routed through different buildings

❑ wouldn't mind as long as it was in my building or with in walking distance, no further

C) ❑ if whole department where in one building, then a centralized library would be fine; but otherwise, publications pertinent to your type of work should be in your building

TABLE OF CONTENTS THROUGH E-MAIL FOR PERIODICALS AS OPPOSED TO CIRCULATION?

F) ❑ Good idea, if you could only get the periodicals you want, and not the ones you don't want

A) ❑ that is already available with ABI Inform

E) ❑ good idea

D) ❑ they couldn't be mutually exclusive, we need both circulation and E-mail; I might need more info than just a title

A) ❑ don't cut out routing, they are read on own time (like on the bus going home) so there is no wasting of time

❑ table of contents scanning won't always be sufficient

B) ❑ often articles comment on other articles that prove helpful, so its important to browse

DESK-TOP CAPABILITIES WITH CENTRALIZED LIBRARY?

F) ❑ great!

A) ❑ I need to physically get the text, either on screen or in paper

B) ❑ importance of browsing

❑ would like to have book titles arranged in computer as they are on the shelves, so that one could browse and see publications near the one being looked at

F) ❑ would like PC to list other similar; would like to have DOBIS on desktop

GIVEN POTENTIAL 25% BUDGET CUTS,
WHAT SERVICES ARE REDUCIBLE?
DUPLICATIONS?

B) ❑ who pays for all the newspapers floating around the offices, because there is definitely duplication there

COST RECOVERY - USER FEES?

C) ❑ it would penalize some departments with heavy users

F) ❑ but by not doing it, you are penalizing small users

A) ❑ should pay for: 1) extensive database searches; 2) specific ordering of special books

F) ❑ would make people realize the costs of these services; an example is Stats Can, when people are told how much some of the things they want done will cost them, they often realize they really don't need it that badly

E) ❑ would make people think twice about costs

D) ❑ no problems with this idea in principle, but concerned about my director deciding what I should or should not read

A) ❑ might make people realize costs, and decide how important the info is

F) ❑ could you privatize the library?

C) ❑ I have a problem with the principle of paying for knowledge

A) ❑ I have no problem paying for specific searches

B) ❑ people won't use it, it they have to pay

WHICH CORE SERVICES SHOULD BE FREE?

A) ❑ periodicals, books, govt publications
    ❑ should pay for specialized, little-used publications and searches, as well as extensive database searches

JOURNALS IN ELECTRONIC FORM?

F) ❑ most wouldn't have time to read on the terminal

A) ❑ many specific journals have complex charts and graphs, would they be accessed or just the text

F) ❑ yes, it would be good, the same as flagging and copying an article from circulation; would eliminate problem of periodicals getting lost

A) ❑ newspapers are already done like that and its fine

FINAL COMMENTS ON 25% CUTS?

A) ❑ must go back to Swain's comments on department being in intelligence business; there is a contradiction between that and cutting your intelligence base source

B) ❑ "if you cut 25%, make sure you don't cut a single person

C) ❑ look at university libraries, they have had to do budget cuts and yet they maintain a huge library; look at their lessons and techniques
   ❑ glad this is being looked at by a consultant because it must be done very carefully

F) ❑ delivery service is the most important
   ❑ do we need to catalogue sources which are catalogued elsewhere, or just get access to them

F) ❑ there is a trend towards self-service libraries; the new person needs much training and need knowledgable people who can help them

TO SAVE MONEY, WHICH WAY SHOULD IT GO
INCREASE STAFF & DECREASE ONLINE TECHNOLOGY or
DECREASE STAFF & INCREASE ONLINE TECHNOLOGY?

B) ❑ staff is critical; " the public needs a human interface"

F) ❑ information accessing is a critical lifeskill

C) ❑ " you can have enough technology, but you need people to show you how to use it, or it is useless!

FOCUS GROUP SUMMARY
MONTREAL
MARCH 3, 1994, 10:00 AM

PARTICIPANT INTRODUCTIONS

A)
- development officer, aeronautics
- databases user 1/2 weeks

B)
- senior economist
- ISTC
- our documentation centre; to a smaller scale databases on CD ROM

C)
- International commerce, in charge of Mexico and US
- Every day databases
- was with ISTC

D)
- Tourism division
- ISTC
- documentation centre in Montreal and Ottawa, marketing strategies to keep up to date; 2/month

E)
- consultant CITI: centre innovation information technologies
- former Comm. Canada
- consultant at the documentation centre; uses all the resources there.
- librarian educational background as librarian

F:
- EX-ISTC
- 3-4/months documentation centre, databases; marketing; industrial development agent

G:
- ex-ISTC
- information agent; companies centre
- we're moving
- documentation, databases 4-5 times per day to satisfy the company's needs

H:
- deputy director general ex-ISTC
- uses 1/week, articles in periodicals

I:
- administrative assistant for ex-tourism canada
- never uses databases
- use ottawa documentation centre,
- I prepare a small documentation centre in our section

J:
- Came in late, did not ask his job.

SATISFACTION, NEEDS AND EXPECTATIONS

Someone raised the issues that there is a catalogue of new products that is circulated at large through the department, in many copies. This document is big, there was somewhat a consensus among the participant that this was a waste of paper and that it could be circulated on E-mail. At worst, but people still did not feel good about this alternative, but circulate one copy by direction.

Some people thought that the library list should be accessible by them from their office, in order to save time and money and know if the library has the product they need before going there.

Some people are very satisfied with the services they receive. But they, don't know about the services since the librarians do all the work for them. One phone call to provide the key words and the product is generally available.

Some were satisfied with the accessibility, proximity of the library. Many thought that the proximity is essential because we need to answer the minister often, quickly.

The format of the information is generally not a big issues, as long as the information is available.

Some thought that there was no big effort to let us know what is available in the databases. An economist thought that an access to CANSIM documents is very useful. But sometimes, we need information in the latest volume and we don't have it on paper and it is not yet entered on the databases. A section (central administration, policy branch) has direct access to CANSIM, this would also be useful for us. CD-ROM is good for historical information but not for recent material.

Most thought that there should be a list of all services available through the library. They find out about new services on E-mail when they are first implemented, but most thought that if you don't use the service, you forget about it. All thought that they get so much material on E-mail that sometimes they get canned rapidly.

Some (D and others) foresaw the amalgamation of all Quebec information services and information infrastructure together in a near future. Before, in Montreal, the regional library was a joint effort of the Federal Office for Regional Development-Quebec [FORD(Q)] and ISTC, now there is a lot of uncertainty towards what is going to happen.

Ottawa serves as a backup if the information is not available locally. Often the Information from Ottawa is already circulating.

Databases are really meeting the needs of the enterprises. People in the market need information on marketing. They also want to know someone in the department, a contact they can talk to, to get information.

C) ❑ There is a lack in terms of databases. Most of them come from the department of commerce of the USA. They give us valuable information about international markets, Mexico, Europe, etc. But if you want information on the USA, and that is what our clients, the canadian firms, want, you can't find it. The information can be available but on-line with costs. But we don't have the budgets for that.

B) ❑ Pressing needs for economical data. CD ROM was broken down, documentation centre did not have all the information. Went to the library of HEC (Univ. Montreal), completed in Ottawa. Would have been useful to have CANSIM. But CANSIM is not every thing.

C) ❑ Problem is that IC has never got involved on a regional basis for budgets to help us get documentation centre. We have one but it was subsidized mainly by the FORD(Q) and the needs were different.

We need more sectoral industry databases directly on the desktop. It does not have to be for everyone, maybe by section.

In tourism our needs are satisfied. We don't have the turn around requirements that economists can have. We have a good service with Ottawa.

Some people said that they could not download a list of items that is the result of a search on a database.

Get more databases, like National Data bank but from Europe.

Others mentioned a need for information of Europe and Asia.

Many thought that ACCESS ISTC is not user friendly.

WORRIES RELATED TO THE AMALGAMATION

Some people in Montreal (e.g., G) manifested some worries since their library, as they know it now will change, it is moving. The ISTC library will not belong to ISTC anymore but to the chamber of commerce. They want to have a one entry library (guichet unique). There is a worry that the needs of the IC people will not be met.

"We don't know what services are offered to us, but more importantly, we don't know where we're going".

Many thought that if the regional library in Montreal moves with the Chamber of commerce, the needs of IC people will come in second or even third.

There is three level of services which people (from IC but also clients (eg. firms) of IC employees) currently receive and still expect to receive. The first level is the database, the second level is getting in touch with a specialist in a specific area of expertise, the

third level is the personalized service. This is what people have and that is what they want to keep.

F) ❑ Thought that IC would need some sort of HOME where the priorities of IC would be first. Unless, of course, the collection (or list of documents available) is attainable through a computer network; then it is not as bed because you can look up yourself.

There is no agreement that technological advents will be the solution to this. Many thought that one or two employee should be devoting there time only to IC requests. They would treat the for the agents

Following the amalgamation, there is a general consensus that people expect the same level of services and more.

IMPROVEMENTS

Orientation services are important to know who has what services within the department (and even outside).

Maybe a network of librarians from one department to another would allow for a better use of the resources of all the libraries and the documentation centres of all the departments.

The regional Montreal library is losing its librarian, it should get it back, they are the ones with the competencies to use the services to their maximum.

Train people on what is available. Many call Ottawa while they have the information close to them, but they don't know about it.

Some people were very satisfied to realize this week that they could receive the list of new acquisitions of the CRDT through E-mail and to be able to return by e-mail my order.

In tourism, things do not evolve as quickly as the technologies, we rarely have to react quickly and the delays as they exist now are very satisfactory.

No one knows if there are duplication in services because they don't even know what services they have in their libraries, they don't know what is offered elsewhere either.

There is a general agreement that computer usage training is very low in IC. People receive through their E-mail explanations of procedures to use if they need to access databases, etc. People say they need training, not e-mail. For e-mail, some received a 2 hour training session, the rest has to be learned on-the-job. Some have access to computer consultants but they belong to the FORD(Q) and the service is really minimal.

One person (E) says that their librarian is an expert in computers and provides them with training on how to use them.

Most thought that they did not have time to play with the systems and learn on them by themselves.

But many think that formal training does not work in the government because if you don't use it, you forget about it. "You need to be able to make a request when you need an information and that you get the information in a timely fashion so you can continue to work". Consensus that a person could be appointed to answer to these questions. That person does not currently exist. There is a lack of budget even if there is a need.

If you provide training, you don't need to give it to everyone, there is a domino effect. You teach it to a limited number of people and then, they teach it in their section, etc.

Some of the diagrams and tables available through the CD ROM cause problems when comes the time to print these documents. the technology we have does not allow us to print the diagrams and if the researchers need them, we have to order the periodical through inter-library loan and we pay for that. Defeats the purpose if your technology cannot support the CD ROM information.

CUTS, HOW TO CHANGE SERVICES
ONE LOCATION?

Some thought that putting all the libraries in one location is not a good idea at least not until the development of a computer network of some sort between all the sections and even not until all the information is available in a numeric format (computer files)

Many thought that a library, to be efficacious has to be close to its users, otherwise it loses contact with the users' needs.

Many thought that instead of putting them all at one place, it should be connected electronically.

The group was divided on whether the libraries should be connected electronically, half believe in this solution, the other half favours the use of personal contacts between libraries instead of electronic contacts.

Some feel that at some point, the libraries of the different departments will have to meet in one location. There are some advantages to being in one spot but it seems that the disadvantages are greater.

Some are worried that the one location will be in Ottawa.

Consultations made on january 14 1994 told a participant that people want to know the name and telephone number of contacts (librarians, etc) within the network in order to reach them if needed.

One person felt that all but the on-line databases could be anywhere but that the databases had to be close to the users.

VIRTUAL LIBRARY

There is somewhat of an agreement that if you bring the material on the desktop, you need to train people on using the system and you need to provide them a list of services they can use.

One person (E) thought that it was still essential to have competent people able to do the searches for people who don't know the systems.

There is a sense that giving access to a network to agents in the department is not necessarily the most cost efficient way to deal with the situation. "When you will realize what you can do with the network, you're going to spend all your time searching on them".

There is somewhat of a consensus that the technology would be better used by appointed people, unless you provide training. Some even go to say a person should be appointed per branch.

Many thought that the virtual library would confuse the user and that the ·user will still need the librarian to help him with his searches. (e.g. people get lost on INTERNET) .

There are two activities in a library the search of documents and obtaining a document. The second can be applied to the virtual library, but not the second. (this is the opinion of one person). All agreed that to search for a document in a virtual library, it takes many years of experience on the system.

Some people mentioned clearly that they would not use the CD ROM even if they knew their periodicals were available on that format. "I prefer paper periodicals".

Some thought that we should wait still a number of years to see how the technology will evolve and how it will better serve us, instead of jumping on the first occasion.

One person thought that the leaders in the department did not favour the use of the new technologies.

COST-RECOVERY

IC can't cash money to cover expenses. We spend, but we can't generate money. Some thought that their clients did not mind paying for services received. tests have

been done on firms and they are ready to pay for the information, whatever the cost. People outside of the government expect to pay for the services, they ask "how much is it going to cost". All thought that cost recovery within the department is pointless, its all the same money. The outside clients do not come to work at the computers, the librarians do the work and send them the result of the search and they pay. And you can't bring the client in your office, because it will take too much time, not efficient.

REMOVE SERVICES

Get rid of the multiple copies of the acquisition list.

Get rid of periodicals already included in databases.

Reduce the number of periodicals in circulation. Eg., use the table of content to choose from.

OTHER

An issue that was raised is that if do not know how to use a particular database that incurs costs, it is more cost efficient to have the search done by someone who knows how to use it.

We don't need to duplicate all the information that is available in all the libraries of this department and other departments. As long as we have a good informal network of people, contacts among all departments, and a clear identification of what is available where, then we don't need to re-invent the wheel. (people seem to agree with this)

It was pointed out by a participant (G) that it is not the role of the department to pull out information from private databases to provide them to external clients. If it is available elsewhere, they should get it there. In fact, many in the group thought that the role of the government in providing the information from all databases to the private sector is unclear and needs to be defined (including what information, how to package it, etc.)

Cut multiple subscriptions to the same periodicals.

"the services I know, it's because I use them. I don't want to see my services cut" (an economist)

Many thought that in the regions, services are minimal and that you can't cut in the minimum. Ottawa, on the other hand has multiple services. Some thought that maybe services should be cut in Ottawa.

Ultimately, a network with other departments is the ideal. If they have the periodicals and we can find out by fax, no need to subscribe in this department. All you need then is to have one person who knows the network and who has what.

Some thought that the users were not the best people to ask to find out what are the places we should cut. Maybe it would be more useful for the central administration to consult librarians.

FOCUS GROUP SUMMARY
OTTAWA
MARCH 4, 1994, 10:00 AM

PARTICIPANT INTRODUCTIONS

A)
- ❏ Background in Arts
- ❏ Worked in statistics for a long time.
- ❏ General direction of information technologies.
- ❏ Travail: find information that will help officers give their companies as they need it.
- ❏ Does not use the library frequently because much of the information she needs is available on our computer. Otherwise, I go to the library.

B)
- ❏ Educational background in political sciences and international marketing
- ❏ Political counsellor (conseiller politique) (commercial and industrial policies)
- ❏ Travail: monitor what is done in industrial cooperation
- ❏ example: Europe 12 vs Canada
- ❏ Brief ministers and deputy ministers on other countries when they go abroad or other countries come here.
- ❏ Makes lots of searches on international topics
- ❏ uses approx 15 databases from the US , Standard Pool, Financial Times and other newspapers.
- ❏ Always on the Network.

C)
- ❏ Senior research officer BCP
- ❏ Work: BCP, CCA, lawyer, member of the Quebec BAR
- ❏ Uses library at least once a month
- ❏ offers service in the development of policies on the competition law, access to information juridico-practical.
- ❏ How things are done in the U.S.A
- ❏ research in jurisprudence
- ❏ Uses a lot: periodicals in administrative, criminal law...
- ❏ Uses Gazette of canada, provincial Gazette

D)
- ❏ educational background: political sciences
- ❏ position: chief publication   production, dept of communication, Spectrum Management
- ❏ Uses: Slater Street library, uses dictionaries, reference texts

SATISFACTION, NEEDS AND EXPECTATIONS

D)
- ❏ Relations with personnel is fine. The services are impressive but too old, they have to be changed. Do not often find what I am looking for. For example, a video-cassette on DOS should be available there while it is not.

C) ☐ Client services vary according to your needs. A client in court needs information as soon as possible. When we need canadian content, it is fine, but when international content is required, it is another question. Information arrives too late in general. We need better researchers in the domains of the libraries. Second line information is not up to date.

C) ☐ The information is not always available in a timely fashion, but in general it is good. A problem that was highlighted is that users do not bring the material back (books, periodicals, etc.). we have to find a solution to the problem. The librarians do a follow-up but without any success.

☐ There is a poor allocation of the resources. Collections should be updated more often and more regularly. Collections should be kept up to date. I have the impression they favoured the acquisition of the Time magazine as opposed to the updates required for my work, international works.

C) ☐ The databases can become interesting alternatives but when you become too specific in your key words, we have to consult automatically the catalogues or search for publications at the library. When we are too specific, we sometimes have to do the search on our own. Especially in the case of long searches. We ask librarians to give us the indexes, the books and we do it on our own. Eg: Publication CCH ????? Information can be on industries on a specific law question. Also have to look at periodicals to keep track of the latest changes to keep up to date.

C) ☐ In the field of international competition law, we can't do it with computer databases. Our searches often require that we go back far in time. EX: periodical from 1901. The computer databases are useful only for searches that look for current information. I need the librarian to direct me to the indexes, I will find precise material.

B) ☐ Library 235 Queens - Good will and good service from the librarians. But when requests are out of the ordinary, they give us the impression that we disturb them. This include requests that aim at identifying international information (budgets of other countries). We have to remind them of some of our past request, otherwise, they forget about them.

☐ They are open to suggestion, but it depends on the time, resources and personnel available to do the work.

A) ☐ The personnel is competent for certain tasks. For in-depth searches, they have less time to assist every single user. We also often cannot depart too much for they research methods, the ones they know and like to use. Often, a certain search method leads to certain type of information. Often, the information their methods leads too is inappropriate. I just leave and do not say anything. In other words, sometimes, their services are not useful. They should leave their "Basic Stuff".

C) ❏ We do searches for people. Need to know how competition law works in the US and other countries

A) ❏ General agreement that even if they have good will, librarians often lack the abilities to find what I need.

WORRIES RELATED TO THE AMALGAMATION

People tend to agree that library workers should have a minimum of specialization with the field of expertise of people consulting the library where they work.

If there was a centralization of the services, many said they would worry not to receive the same level of services.

People are worried that if they get to move because their section has to move to join another group. those moving are worried that the books they need to use won't follow them.

A) ❏ If someone buys a book, in a section, they don't tell it to anyone that they bought it. There is even no record kept of who bought the book and who has it.

D) ❏ At communications, we know and can access those documents.

C) ❏ A centralization would bring major loses of time and money (e.g., cabs). It is important to have access to everything I have now and more and to know where everything is. To make the services as efficient as possible, people of the founding departments libraries should make themselves aware of the material available in other libraries of Industry Canada. I'm sure other libraries have material I could use. Develop the inter-library loan.

A) ❏ CD_ROMS do not necessarily answer our needs, all the needs of all the people in Industry Canada.

B) ❏ An amalgamation requires that we do an intellectual gymnastic. What were other departments responsible for. In my briefings, I have to provide the department's view as it is now, not only ISTC's view.

No one indicated any duplication of services for one library to the other because they do not know the other libraries. They use to let their librarians take charge of inter-library loans.

C) ❏ We often have to go to other libraries, outside. We hire a student to go do the searches of the Supreme court of the University of Ottawa. But she knows american jurisprudence. "Quick Law" is expensive and to minimize the costs, we have a skilled worker that does the search for us. It's cheaper if I do the search manually myself.

D) ❑ I sometimes go to the Ottawa Public Library

B) ❑ Sometimes we go through INTERNET to get what we need (Financial Times, Wall Street, Le Monde). I know how to do the searches, and I find what I need

C) ❑ I often do not find what I need. I do not know if books are available on computers. It would be useful to have periodicals and newspapers on computer.

C) ❑ I like going to the library, it brings me out of the office.

IMPROVEMENTS

B) ❑ I would like to see skilled workers in my library. Especially in the area of international statistics. They would do the search, prepare a report with charts and text. I have this from External affairs but they transmit me their vision of the things.

A) ❑ We don't know what the competencies of the librarians have. It is impossible for a librarian to know all that exist, there is a need for specialized workers. It is more important for people to have an in-depth knowledge of some areas of expertise, jacks-of-all-trades are not in demand anymore.

A) ❑ I don't know if computers are better. I know where something of a particular area is located in the library, eg., I know this topic is in section 610, I just start from there. On the computers, you have to look at a page for the title, another page for the call number, etc..

A) ❑ I also like to leave my office, but would like to know, from my desk, what is available at the library. (there is somewhat of an agreement on this)

D) ❑ I should be able to access the material of the library from my office. I could use E-Mail to make a request and the material should be sent to me through the mail. And they let me know when I should send the book back.

CUTS, HOW TO CHANGE SERVICES

All agreed that if the libraries are to be centralized, the workers should also be relocalized in the same building.

A) ❑ By the end of the year, we're moving to the Journal Towers. We apprehend the end of the year. Over there, we won't have access to a multitude of services that we take for granted here.

C) ❑ We could centralize some services (acquisition, databases, administrative services, jurisprudence, etc.) but there will be a need to clearly identify the front line needs

of the users before making a decision on what to put where. In general, documents in specialized areas are physically close to the workers who work in that area. If duplications exist, we can cut some subscriptions.

B) ❏ There is a lot of general material that can be cut. Subscriptions to Times, Mclean. People can get these material outside of the work environment. If they don't need it for the work, get rid of it (general agreement on this).

C) ❏ I don't know who buys the newspapers, but we should get rid of this.

C) ❏ I was the only one on a routing list. I wonder why they did not ask me to cancel it.

A) ❏ There is a lot of periodicals you can find on a CD ROM. We should be sure we can't get it on CD ROM before subscribing to a journal.

B) ❏ Because of the nature of my job, I need to look at all that is happening in Western Europe. If I don't have the Financial Times on my desk every morning, I am like a blind person without a white cane. Especially in times of budgets. International Journals is a must, an essential service in our library.

VIRTUAL LIBRARY

B) ❏ It should not be complicated to use. The databases all have a different interface, a different usage mode. Have to choose the appropriate systems from the start.

A) ❏ For the virtual library, there should be one way to search anywhere, whatever the strategy (e.g., by subject, by author), in whatever database).

C) ❏ The library has to determine its mandate and specify its limits. There will be a wide scope of services. From general to specific. We have material in our resource centre that is so specialized that I wonder to what extent that material could be included in a virtual library. In my mind, there will be the informal creation of "pocket libraries" as a reaction to that virtual library, to meet the needs of those who won't be satisfied by the virtual library. But the virtual library has to have that information, all the information.

C) ❏ (The lawyer does not like using a computer)
    ❏ The big question is the choice of the interface. We have had past experiences in fitting different computer environments together by the use of a common interface, we still have shivers.

A) ❏ The virtual library assumes that all can use it, their is then no more need to have specialized workers to do the search.

A) ❏ Once we decide to choose a certain interface to implement the virtual library, we have to keep in mind that the technology evolves rapidly and that two years

following the implementation, major changes would have appeared. It will then be ideal to make minor modifications to the existing system and to wait for a certain time before adhering to another technological advent and spending another 2 millions dollar.

C) ❏ We will have to define precisely the needs of the users and avoid purchasing products that won't be necessary. In my past experience, the decision makers generally do not take time to evaluate the needs of their users. People hate changes also.

A) ❏ Someone said something interesting: "we always have time to undo what you did not have time to plan for".

B) ❏ The virtual library will have not to duplicate an existing product, it will have to be easy to use, is it really going to be useful. We really have to think this one thoroughly before doing it.

B) ❏ I need to know all that happens on an international level.

REPLACE SOME SERVICES BY OTHER SERVICES.

C) ❏ Not even need to circulate the table of content of periodicals, but put these table of content on a billboard and let people know where they can get them if they need it.

COST-RECOVERY

D) ❏ I don't believe in user fees.

A) ❏ It's not worth it, it's the same money and it's just more paperwork. Services that are limited and specific, charges could be put.

B) ❏ I don't like that idea. When a cost is related to a library search, people don't feel as good as they would without a cost. I'm not sure my director would send me as often for a costly library search.

OTHER

B) ❏ There should be consultations regularly with users to find out if all periodicals are still useful and meeting the needs of the clientele.

C) ❏ Maybe some services should be contracted out to the private sector. If you need a specialized research service, maybe you should contract out, instead of having a librarian that knows about your field.

C)   ❏   I'm sure there is the possibility to rationalize in the administrative positions of the libraries. I'm sure we don't need three chief librarians, one for each dept. that was amalgamated. Maybe the number of buyers can be reduced. An increased computerization could probably lead to a reduced number of employees.

FOCUS GROUP SUMMARY
OTTAWA
MARCH 4, 1994, 1:30 PM

PARTICIPANT INTRODUCTIONS

A)   ❑   Project officer
          ❑   engineer and MBA
          ❑   Used to be with ISTC
          ❑   Uses the library itself less often since they have CD ROMS
          ❑   Now uses library approx. 1-2/week

B)   ❑   Database manager
          ❑   Network manager (Banion)
          ❑   Does a bit of programming
          ❑   In RADIO DIFFUSION, with old Communication dept.
          ❑   educational background: collegial computer sciences.
          ❑   Uses library once per 3 months. the one at 325 Slater and sometimes the one from the research centre (which is mostly used by our engineers)

C)   ❑   Applications and needs of users in terms of computer telecommunication — need to look 10 years in the future
          ❑   Manager of applications development
          ❑   Old dept. Communication
          ❑   uses 1 per week;
          ❑   services: periodicals,newspapers, CD Rom, norms

D)   ❑   Involved with norms in the area of information and telecommunications technologies
          ❑   educational background as a librarian.
          ❑   Uses CD ROM
          ❑   Uses library of old Communications dept.

E)   ❑   investment canada
          ❑   Senior Economist

SATISFACTION

B)   ❑   often documents are often only available through the main library.

C)   ❑   generally info needed is available. Sometimes, missing information is peripheral. Sometimes have to order books from other libraries, outside of the department.

C)   ❑   Information is not always available in the format required.

E)   ❑   Collections are not big enough. They keep only the last copy. But because our resource centre is so small, we couldn't keep much.

C) ❏ At the Dept of Communications, they keep them all.

Everyone thought that the information needed to be available, readily. Often, people get their information late, after they needed it.

Most think that the personnel is fine with them and generally competent, except when it comes to working in a specialized context. You need to know your key words to do a search.

A lack of material in french was identified as a problem by a person in computer sciences (for translating purposes). The rest of the group thought that this was generalized to almost all the fields. It was highlighted that in some domains, it is difficult to get french material and that it is not necessarily the fault of the library.

The library is one place to get information. It was pointed out by some that the development of a contact network with people of other countries is a good way to get material.

Librarians have a good general culture and this makes them able to find in many domains, and are generally competent.

At the depart. of communications, there is a lack of tools to do electronic searches (cd roms, etc). We have to go through librarians to do searches. It would be better to get these services directly in my office.

Databases available at communication library are very general and not applied to our fields of expertise (e.g., norms and telecommunications). And the databases that exist at the library, we do not know what the key words and setup are and it is often better to let librarian do the work.

Searches on bases that have costs can come very expensive. (in general)

Recent material in not available. Because it is in circulation or because the library did not buy it yet. (1 person in computer sciences).

Most thought that material for which they have their names on for the routing list, they receive it very late, sometimes up to 6 months to a year later. All agreed that this was not the libraries fault, but the users'. May be there is not enough copies of the periodicals for the maximum 10 names on a waiting/circulation list. In some high tech domains, like computer sciences, the document 6 months old is outdated because of the rapidity of evolution of the field.

To order a book, it takes a lot of time (2 to 4 months). This was agreed upon by those who use large libraries. An economist pointed out that their small library could order a report within the week. A distinction is made between ordering a book and a report. (all agreed).

The video services are often still pertinent (e.g., math courses), but many are very old. The collection is not always up to date.

MOST PRESSING NEEDS

B) ❏ need manuals in french-english to translate users guides, user manual in the technical field.

A) ❏ company descriptions and statistics of sales; periodicals, journals. sales, exportations. If it is a canadian company, we get it rapidly. If it is a foreign company in Canada, it takes more time, but we always find last year's data. If can't find info, call company directly.

E) ❏ Need statistics. Not well served. There is always only the last volume of the series on the shelf. As an economist, I like to be able to make comparisons with other years, so need preceding volumes.

E) ❏ The resources we get is a matter of resources and priorities.

E) ❏ Sometimes have access to my network to get the information.

B) ❏ In computer sciences, we sometimes have to consult companies directly. It is not always available in library format, periodical formats.

❏ Access my network to get information.

WORRIES FOLLOWING AMALGAMATION

C) ❏ No worries, following the amalgamation. We never had trouble. Even people from Heritage will keep on helping us, although they are not coming with us in Industry Canada.

B) ❏ The worries are not related to the libraries, there are so many changes in the department. The re-organizations are so rapid.

E) ❏ An economist said we are much more worried about the impact it will have on our jobs than on the level of services at the library. And never had the impression our library was menaced.

B) ❏ Thought maybe the libraries would be put together. I do not know. I thought I was coming here and you would tell us what would happen.

POSSIBLE ALTERNATIVES TO REDUCE COSTS
ONE LOCATION?

All disagreed with the alternative, unless they would be located in the same place as the workers. People identified they needed to be close to libraries.

If all services are not centralized, at least some could be, for instance purchases, cataloguing. The collection has to stay close to us.

E) ❑ I sometimes go 2 to 3 times per day, it would be time consuming.

B) ❑ Periodicals can't be centralized, but distribution of periodicals could be.

People were divided on centralizing the library. Some were pro centralization as long as it met the priority of reducing the costs. Not all were convinced that costs would be decreased this way. In fact, a lot of hidden costs include taxi cab, time on the road, etc.. All thought that they needed to be physically close to the library they use.

ELECTRONICALLY CONNECTING YOU TO THE LIBRARY

B) ❑ Some people thought that it would be impossible since they need to go to the library and sign for taking possession of the book.

E) ❑ We don't need to go. They send it through inter mailing system.

C) ❑ Sometimes, we need the information for the deputy-minister ASAP. We often have 30 minutes to get the information. It is useless to be able to search the information electronically if you cannot access this same information quickly (e.g. electronically or by being very close to you). For briefing notes.

All thought that a movement towards the virtual library is a way to make significant (non-virtual, no pun intended) economies.

Some were questioning the fact that this movement towards the virtual library was sincerely supported by the availability of material in computer format. Many documents and publications are not available in computer format.

Many thought that if the library was to be centralized, a computer network would be essential.

C) ❑ Thought that "computer environments" of founding departments are very different. For instance, in our department, we don't all have PC's and we do not want all PC's. We have different formats, we have a network (ISTC is on a Novell network, we--communications-- are on Bannion, BCP is on something else). We don't want to be harmonized by being put all in the same box. We use working tools that are not on other environments (e.g. Macromind director). When it is a industry leader, you do not have a choice, they are only on one environment. You should be able to get interfaces that will be valid for each department.

D) ❑ There is a network infrastructure that exists, the library should use the one that exits for creating network connections. The library would save expenses this way. Information on CD ROM is also probably less expensive than the regular

documents. A lot of water will go under that bridge before all the information is getting in computer format.

B) ❑ There could be a minimum staff with specialized knowledge of particular fields (e.g., telecommunications), close to us with collections close to us also. Are needs are minimal in terms of loans.

COST RECOVERY — USER FEES

C) ❑ People will use the library services less. (Many agreed).

E) ❑ I don't think it will change anything.

D) ❑ It is already done. Some documents that are to be used by the section, the section buys them but the documents belong to the library.

REPLACE EXISTING SERVICES WITH OTHER SERVICES
(e.g., Table of Contents in E-mail).

Generally people are not pleased with the amount of E-mail they get. Sometimes, they get two or three copies of the same document.

D) ❑ We should not get the table of contents of all periodicals, only those of which I usually receive the periodical through the circulation list. The computer should be able to discriminate which periodical I am registered to receive. This would be an improvement because I would be able to see through the list what interests me. It would have two advantages: 1) it would give me access to the information on a continual basis, and 2) it would allow the periodicals to be used more efficiently, usually, they purchase a certain number of copies to meet the needs. It would reduce the number of periodicals required because people would know by reading the table of content if they need it or not.

C) ❑ News section of a periodical would be identified as too general in the table of content, I would miss that information and I need it.

B) ❑ In computer science, the advertisements in the periodical are as important for me as the articles. E.g., PC Magazine has 50 pages at the end of each number that is actually a catalogue of new products, etc..

C) ❑ By having only the table of content, you can't judge of the quality of the article.

Some thought that it would have been essential to know the costs of each service offered in order to judge which services could be reduced.

REDUCE SOME SERVICES

Some thought the librarians would be in a good position to judge what service is used and what service in not used.

Some said that the periodicals not in their field were not essential and that

Inter-library loans were seen as very important. If the resource is not available locally, it is important to get it from another source. Without interlibrary loans, the purpose of the library is destroyed.

More attention should be given to the level of use of each periodical and reduce subscriptions to periodicals, but meet more efficiently the needs of the users.

One person (B) said that if they can't get a periodical from the library, they purchase it from the group. The others said that this increases the costs at the macro level of the department.

ESSENTIAL SERVICES

- ❑ Inter-library loans
- ❑ Periodicals
- ❑ Statistics Canada collection

FUTURE PRIORITIES AND DIRECTIONS - IMPROVEMENTS

D) ❑ Access to CD-ROMs from our office.

E) ❑ More automatization of the search capabilities.

D) ❑ Get the material on diskettes would make it easier for us to work and transform this information.

C) ❑ Training people working in the library of particular sections on topics pertinent to the area where they work. These people would digest the information before we get it.

C) ❑ Being familiar with our field would help us to get a better information (die to a better definition of a question).

C) ❑ Access to databases like "Compuserve" from our office, this would help us once in a while, not often.

C) ❑ Go towards an electronic collection.

B) ❑ In general, take new people arriving in the department and systematically train them on using the library. There should also be this information available in diskette format.

B) ❑ Publicize information available within the libraries so that people know what they can use.

B) ❑ Maybe personnel offices should not be duplicated in the different libraries. There will be a reduction in duplication across the department.

B) ❑ Some people get their searches done by a librarian, not all the personnel have access to that service. (not specified if it should, but you can assume this).

One (B)thought that the new arrivals did not know how to use the libraries. Another (A) thought that it was rather the dinosaurs that did not know which services to use.

FOCUS GROUP SUMMARY
WINNIPEG
MARCH 7, 1994, 10:00 AM

PARTICIPANT INTRODUCTIONS

❑ Director of Industry & Technology, formerly of ISTC
❑ Industry & Technology, formerly with ISTC
❑ International Trade Centre, formerly ISTC
❑ Aboriginal Business Development Program
❑ librarian at ISTC
❑ former C&CA
❑ Canada Business Service Centre - Ind Canada
❑ International Trade Centre ISTC
❑ DOC - Manager of Technology Development
❑ CCA

SATISFACTION WITH SERVICES

❑ must receive training on database searching
❑ takes months to get periodicals sent from Ottawa
❑ some reference material can not be removed from library
❑ very good database searches
❑ need resources who can do secondary researches for you; we don't always have time
❑ the service centre that we do have is excellent, great materials and staff
❑ here at DOC, the library is not computerized, very inconvenient; need more automated system

AWARENESS OF SERVICES AND KNOWLEDGE
OF HOW TO GAIN ACCESS TO THEM

❑ online data services are not publicized; don't know if they are done
❑ we need to know what is available
❑ resource centres have not yet been amalgamated
❑ don't know if we need the info from other libraries

ACCESS PROBLEMS

❑ importance of being able to browse physically through library
❑ wouldn't walk to a central library
❑ our library is very specific, compact; clutter is avoided

QUALITY AND TIMELINESS OF INFO

❑ we get info from Ottawa too late; if you wait for it, its too late, if you ask for it , its better
❑ we at DOC get requested info for Ottawa DOC very quickly
❑ we either need the info onsite or need access to it electronically; can't wait for it

❑ big problem getting timely info from Ottawa

STAFF IN LIBRARIES

❑ they are overworked
❑ courteous, fast
❑ we at CBSC serve internal and external clients, their clients, the public and our partners Stats Can, Foreign Affairs,...
❑ we internally don't use the front end CBSC, they answer questions from the public; we use the enhanced BSC resource centre
❑ if we (at BSC) are going to increase our services, we also have to increase our staff
❑ alternative is to cut off our service to the public
❑ 10% of our time is related to Industry Canada work
❑ a lot of the info in our library is being fed through the International Trade Centre
❑ we have to duplicate Ottawa's work; not kept aware of departmental studies or speeches done in Ottawa

NEEDS AND EXPECTATIONS

❑ want better services from Ottawa; Industry Canada publications, would like them in both electronic and hard copy format
❑ must move to electronic publications
❑ electronic data is good because you can send only the info from a document that is relevant, instead of the whole thing
❑ problem with cataloguing electronic data
❑ want to search online myself; too difficult to explain to some one else to do the search
❑ problem with costs of such searches
❑ all need fax modems at our desks to send info to clients

WHAT CAN'T YOU GET THROUGH YOUR DEPARTMENT, AND WHERE DO YOU GO TO GET IT?

❑ through university libraries, and public library
❑ in dealing with foreign countries, currency of info is to important that we often access the foreign embassies and foreign posts

CONCERNS WITH THE AMALGAMATION OF DEPARTMENTS

❑ depends on whether they amalgamate the services of the libraries
❑ nothing has changed as yet
❑ concerned about losing personalized level of service I get now
❑ the material I use is specific to my needs, and I don't want to lose that

DUPLICATIONS OF SERVICES

❑ didn't even know we had libraries, let alone what duplication there is in them
❑ duplications are sometimes necessary; we all need the info close at hand

FUTURE DIRECTION, IMPROVEMENTS AND PRIORITIES

❑ future is in electronics
❑ need better networking of other library systems
❑ need to upgrade our own technology (PCs, modems) to access this developing technology
❑ online services must be more user friendly
❑ need training on these new systems - CD Roms...
❑ also need the reference people to help

JOURNALS IN ELECTRONIC FORM

❑ Table of Contents on electronic format, would be sufficient
❑ need customized news articles in electronic form
❑ electronic newspaper clipping service is great, but we need the whole text available electronically
❑ others just need the headlines electronically
❑ would need to be put in electronic form immediately, so it is current
❑ whole electronic text would be great, you would save time not having to hunt down the actual text
❑ must recognize the problem of copyrights

FACING 20-25% BUDGET CUTS, WOULD AMALGAMATING LIBRARIES WORK?

❑ must have the information close at hand
❑ we don't have a library at DOC or CCA, so amalgamation wouldn't affect us; everybody has their own info in their office, leading to duplication
❑ Ottawa's amalgamation should be more effective; access to more information
❑ but they could be collapsed electronically

VIRTUAL LIBRARY, TOTALLY ELECTRONIC

❑ good idea
❑ that is the way we are going
❑ need to be able to carry books with you and when you print from electronics, you are still creating duplications; will always be a place for books and newspaper
❑ I will never read a textbook on a monitor, I will always print it off
❑ not comfortable reading off screens; must be able to take books around with you
❑ great to be able to do word searches instead of flipping endlessly through books

COST RECOVERY ISSUE

❑ I question where savings are coming from, that is just moving costs around
❑ but it might be a way to make you realize the cost of expansive searches
❑ cost recovery in libraries is not feasible
❑ might lead to people getting poorer info because it is cheaper
❑ database searching can be very costly and maybe should be recovered, but general library services shouldn't

❑   competent staff must be around to cut costs
❑   these online costs should be charged
❑   people must be made aware of costs

REPLACING ROUTING WITH TABLE OF CONTENTS ON E-MAIL

❑   what about violating copyright laws

DROPPING SERVICES

❑   should send new publications electronically
❑   have so few services as it is
❑   library is the repository of knowledge and without it, everyone will save their own info, leading to duplication, people not knowing where info is
❑   dropping services would be a step back
❑   could look at records of usage of information, and start cutting back on little-used info
❑   but it may be that we don't *know* what is available, not that we don't *need* it
❑   here is Winnipeg, the library does a lot on managing of publications, we need that
❑   the librarians would know what is needed, and should be consulted

FINAL COMMENTS

❑   you only have a limited amount of time to do the work, and having access at home is very important
❑   we have very poor computers - 286s
❑   should be very careful not to incur larger costs in trying to cut costs
❑   must keep up the quality to keep the library useful

FOCUS GROUP SUMMARY
OTTAWA
MARCH 8, 1994, 10:00 AM

PARTICIPANT INTRODUCTIONS

A)
- ❑ Coordinator of a satellite project
- ❑ Minister of Commerce
- ❑ regularly frequents the library.

B)
- ❑ Economist, ESTC
- ❑ worked for DOC
- ❑ frequents library 2-3/week at 235 Queen st.

C)
- ❑ Engineer, ESTC
- ❑ frequents library. 2-3/day

D)
- ❑ Engineer, CRC
- ❑ frequents library of CRC

E)
- ❑ DOC
- ❑ technical formation, technical management
- ❑ uses newspapers
- ❑ uses library of the Journal Tower

F)
- ❑ Jurist
- ❑ Consumer and Corporate Affairs
- ❑ spends entire days in library for projects
- ❑ uses reference tools, newspaper articles, etc.

G)
- ❑ DOC
- ❑ uses library frequently enough, uses references.

H)
- ❑ CRC
- ❑ works in the tools, instruments section.
- ❑ library used not very often, uses their own books.

I)
- ❑ Trade Officer
- ❑ Consumer and Corporate Affairs
- ❑ uses P.D.P.'s 14th floor's library.

SATISFACTION OF LIBRARY'S SERVICES OR ASPECTS: ADEQUATE OR NOT?

F)
- ❑ isn't a librarian, doesn't know a lot about that, but satisfied of the service.
- ❑ I have got everything I wanted on time. Exceptional service. I only have praises for the libraries, they give us suggestions.

C) ❑ Very satisfied.
   ❑ uses library 2/day, magazines, articles, books that interests me.
   ❑ personnel appears to be competent.

B) ❑ Well, I don't always get my books on time.
   ❑ we often need books that can only be found outside the city, they have to be ordered

E) ❑ satisfied of the library at the Journal Tower.
   ❑ one of the few places that we don't have any difficulties, although we are always greeted in english.

I) ❑ purchases, reference books, information sources are most of the time in english.

F) ❑ information sources in french are only a small percentage.

QUALITY OF MATERIAL IN FRENCH?

C) ❑ translated books in french are not used very often.
   ❑ Journal Tower's library is impeccable.
   ❑ personnel's competence is very good, they make a lot of efforts. When available, they do have french documents. Courteous service.

E) ❑ Anglophones don't need to ask for english service.
   ❑ Transport Canada's library makes an effort to have french documents. But in general it takes everything to have french documents. Its the librarians' responsibility to get the documents in the language that was asked in.

ANY OTHER MORE URGENT NEEDS?

D) ❑ give more data base.

H) ❑ needs more updated data systems. They always have reached their expenditure limit. Books are often out of date.

E) ❑ the advantage of our office is our access to Internet, those who do researches can exchange information. I think that all the libraries should have this system.

B) ❑ to have more access to Industry Canada's periodicals.

C) ❑ periodicals often arrive 1-2 months later, but the magazines are always on time.

I) ❑ immediate resources are important.

D) ❑ service very good, fast.
   ❑ points which could improve: research, information access, informational ways to tell us where to look. At CRC, there are ways to get reports.

J) ☐ 3 roles of the library:
- takes care of the past: books, articles, etc.
- takes care of the present: immediate needs, no delays.
- central point for access to international data.

☐ a research is done by a librarian and a researcher, not just by the librarian. They are there to guide us through our research.

E) ☐ central element of information. They have to guide us through our research, they have to be at the leading edge of technology to have information.

J) ☐ we are not there to make the research of information, we are there to create something with the information that we already have. Looking for the sources of information is time consuming.

C) ☐ some say that five years from now there won't be any sources of information on paper, it will all be on computers. Fifteen years ago, I also heard that comment and nothing has changed. I prefer to work with books than with a screen. After ten minutes with a librarian, I can make my own researches.

☐ a librarian is a facilitator to have access to information, but nothing more. You must not give them keywords.

B) ☐ by giving them sufficient time, they didn't give us the right information.

C) ☐ they are not researchers, but librarians, and vice-versa.

C) ☐ it's like a certain discussion.

J) ☐ paper will not disappear. We are all satisfied with the library. They may need to improve themselves with the new techniques of information. There are people who ignore what libraries can do, can offer.

A) ☐ I often have to ask for stuff that a lot of people do not know exists.

E) ☐ often, it's not the library that sets an information system, but someone outside the library.

F) ☐ it's often more accessible from our office.

I) ☐ we have workshops to help us understand the many info. systems, they should do that more often.

J) ☐ all libraries should be "national", link to all the other libraries.

E) ☐ the client is not the only one who is in front of the librarian, but also the one who uses their facilities electronically.

C) ☐ I'm a bookworm, I don't like to use the "mouse", computers are not everything.

D) ❑ information by computers is very important, although it's easier to use a document than to read a computer screen.

❑ libraries should be the ones who print the documents that are not printed.

E) ❑ documents have authors rights, the libraries know all of this (rights).

WHAT DO YOU THINK OF THE AMALGAMATION?

J) ❑ I'm scared of losing my services. They want to open themselves to the outside world, but what about us the employees inside... I would always have to move.

C) ❑ I don't have those fears because they are probably going move to 235 Queen St.

WHAT DO YOU THINK OF THE SERVICES THAT MIGHT BE CUT?

C) ❑ we'll have to do our own copies.

E) ❑ if we start cutting our services... The strength of a ministry is the competence and the knowledge of its personnel. If the govt.'s economy is cut in these two strengths, they are wrong. To move just to get information would be very time consuming.

I) ❑ I would not cross the river just to get an address.

CENTRALIZING THE LIBRARY IS NOT SAVING MONEY?

Most respondents said no, while nothing was said by the rest.

J) ❑ it would actually cost more money in the long run.

D) ❑ to cut the information is not saving money, we don't want them to cut.

J) ❑ avoid specialization.

WHAT DO YOU THINK OF USER FEES?

C) ❑ I think that our managers are incompetent, to buy different kinds of sources of information would not be their priority, they would find it more important to buy furniture.

J) ❑ It's more of a comprehension problem.

E) ❑ Information is very important, it musn't be cut. It's the air that we breathe.

F) ❑ I have never been deprived of anything, whatever the cost. I had some apprehension concerning the fusion.

SERVICES MORE ESSENTIAL THAN OTHERS?

C) ❏ Lower the quantity of circulation of magazines.

F) ❏ Indexes should be sent.

J) ❏ Libraries should not double the information, they shouldn't have the same two documents. Each should specialize in its field.

E) ❏ Must keep the idea of approaching information.
 ❏ There are two types of users:
 1) paper users
 2) computer users

F) ❏ Uses computer to acquire information, then uses hardcopies, paper documents.

C) ❏ Prefers to read paper, but uses the computer to find information, to have access.

PERIODICALS

J) ❏ To receive a periodical by mail is not useful, it's faster to get it yourself.

C) ❏ There are magazines which arrive two to three months later but that doesn't matter.

E) ❏ Replace periodicals with indexes by mail.

C) ❏ Stop all newspapers by mail.

F) ❏ We get resumes (or summaries) by the electronic mail, so the newspaper distributers should be cut.

J) ❏ A lot of people read newspapers.

C) ❏ We often receive magazines of personnel interests, why?

SUGGESTIONS? CONCLUSION

E) ❏ Improve libraries, make them more accessible, think in a medium to long term.

J) ❏ Think in a medium term (budget-wise)

E) ❏ Culturally important to keep the number of documents in french, not the documents translated in french.

APPENDIX II-III

REPORT OF THE SUB-COMMITTEE ON SERVICE TO BUSINESS

$\int$

WORKING GROUP ON THE ORGANIZATION OF INDUSTRY CANADA LIBRARIES AND THEIR AUTOMATION

OPPORTUNITIES FOR SERVICE TO BUSINESS

FINAL REPORT

PREPARED FOR: THE WORKING ON THE REORGANIZATION OF INDUSTRY CANADA
                LIBRARIES AND THEIR AUTOMATION

PREPARED BY: **Intellimedia Corporation**
DATE: March 23, 1994

SUB-COMMITTEE MEMBERS

Chairperson:

Peter Bruce

Members:

Edith Core
Jane Kralik
Carole Laplante
Lisa McPhail
Brenda Patterson
Claire Renaud-Frigon

With the collaboration of:

Tom Morris
Dave Strutt

TABLE OF CONTENTS

OPPORTUNITIES FOR SERVICE TO BUSINESS

1.0 INTRODUCTION

1.1 THE PURPOSE AND STRUCTURE OF THIS REPORT

This report presents the work of the subcommittee responsible for exploring opportunities for the Industry Canada Libraries to provide service to external businesses. The "Service To Business Committee" was established to identify and assess library services that could potentially be offered to external business clients and to make recommendations based on the findings.

The work of the subcommittee is presented in six Sections. Section One of this report establishes the fundamental assumptions accepted by the Committee. Two Models were developed and adopted by the Committee as part of these assumptions. The first model is of the current library business environment and depicts the current focus on internal clients. The second conceptual model depicts the business information value chain.

Section Two presents a general description of the range of service opportunities identified and considered by the committee. Section Three presents the constraints the Library faces and the restrictions that must be considered in the final assessment of opportunities while Section 4 presents the assessment framework adopted by the Committee.

The findings of the assessment process are presented in Section Five and the recommendations of the Committee are presented in Section Six.

1.2 OBJECTIVES OF THE SUBGROUP ON SERVICES TO BUSINESS

The main task of the Committee was to explore one of the ways the Industry Canada Libraries could be used to enhance the department's services to business - by extending the services offered by Industry Canada Libraries to encompass external businesses. To this end the committee was asked explore the possible services that could be offered to business given the unique content of the Department's collections and the expertise of Library staff.

In carrying out this task the Committee set itself the objectives to:
- identify as many opportunities as reasonable by considering the widest possible spectrum of services to business;
- objectively assess the opportunities for service to business taking into consideration the constraints facing the department;
- extend the role of the IC Libraries as far up the business information value chain as possible through enhanced or new services;
- leverage the current activities and services performed by IC libraries;

- derive and articulate useful recommendations and a course of action based on the findings of the Committee;

1.3 FUNDAMENTAL PREMISE AND ASSUMPTIONS

The fundamental premise on which the Committee based its activities is that **canadian businesses could derive significant competitive benefits if given access to the valuable collections of the Industry Canada Libraries and the high quality library services currently enjoyed by the staff of the department.**
For the purpose of this study the Committee established the following fundamental assumptions:

- information is the currency of the department;
- wherever possible any services to business offered by the Industry Canada Libraries will be implemented in cooperation with those organizations currently mandated to provide information services to business (eg. Canada Business Service Centres);
- only those services that are fully aligned with Industry Canada objectives would be considered by the Committee;
- only those services qualified as being in high demand by business would be considered by the Committee.

A further assumption was developed on the basis of the metaphor of information as the currency of the department: given information is the real currency of the department, then by the very nature and size of their information (currency) holdings the Libraries are one of the department's biggest banks. Therefore as managers of a significant portion of the Department's largest information assets it follows that the libraries of Industry Canada should play a central role in the delivery of information and information related services to the main client base of the department - Canadian Business.

1.4 DERIVED CONCEPTUAL MODELS

Figure 1 is a conceptual model of the current business environment of Industry Canada's Libraries. The model depicts the business environment as having four fundamental components. The Librarians, the clients of the Libraries (Net-users of information, the Net-producers of information), the Library Collections, and the Information Management Environment.

The main "stakeholders" in this model include the Libraries themselves and the internal clients of the Libraries. To further differentiate the stakeholders the clients are separated into two groups: the Users of Information and the Departmental Producers of Information. Distinguishing the clients in this manner is important since the Departmental Producers represent an important source of "value-added" information for the Libraries as well as being an important user of information. Historically, there has been no formal recognition of the role or responsibilities the Departmental Producers should have in relation to the Libraries except that it is widely accepted that many of the reports and documents produced by this client group are not deposited in the Libraries - though they should be. This concern is addressed further in the Recommendations of this report.

THE CONCEPTUAL MODEL OF THE CURRENT BUSINESS ENVIRONMENT (SERVICE TO INTERNAL CLIENTS)
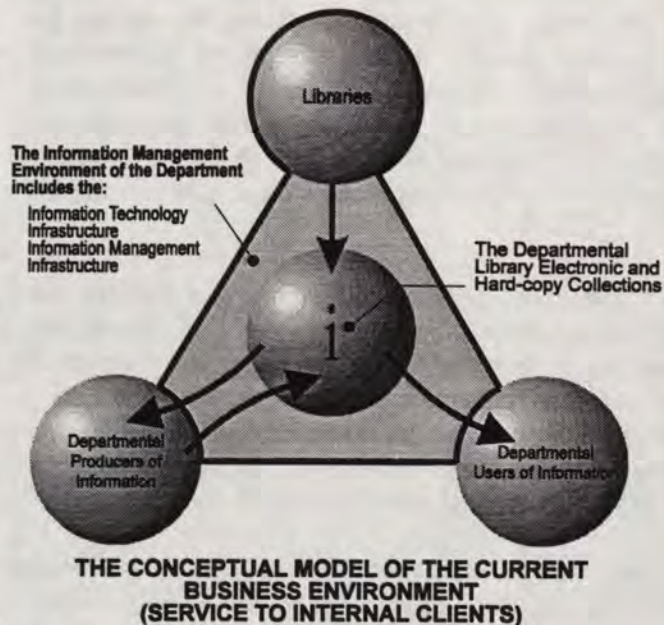
Figure 1

The Information Management Environment component of the model represents the physical components, systems, policies, procedures and work processes that enable the Libraries to manage their hard-copy and electronic collections and to deliver services. This model does not presume that all of the Department's Information Management Environment is dedicated solely to the support of the Libraries and their collections. It is accepted that only a portion of the Information Management Environment of the department is directly related to the Libraries. However, the Libraries must work closely with the Informatics Service organizations of the department to manage, maintain and disseminate the Hard-copy and Electronic Information that make up their Collections.

The Information Management Environment has two main components: the Information Technology Infrastructure and the Information Management Infrastructure. The Information Technology Infrastructure forms the "physical utility" by which electronic information can be gathered and disseminated. Though it is imperative that the Libraries have access to an efficient and well supported Information Technology Infrastructure their main concern is the proper implementation of the second

component of the Information Environment: the Information Management Infrastructure. It is the discipline of Library Science combined with the department's information management policies, procedures, work processes and best practices that make up the Information Management Infrastructure of Industry Canada. **It is this "Information Management Infrastructure" that enables the Libraries to manage information as an asset and a mission critical resource on behalf of their clients and not simply as an operational or administrative expense.**

The flow of information and services is depicted by the arrows in the model. The Libraries are shown as performing, among many other tasks, the primary task of collection development. Collection development involves, among other things, determining the content of the information collection, classifying the information, and cataloguing the holdings. The Librarians are also responsible for facilitating all interactions (shown as the curved arrows) between their clients and the library collections. This may be done through support services such as reference services, education services, or "value-added" services such as creating a specific information product for the client.

The Committee established three groups of services and products for consideration. The first group is the "Core Services", the second is the "Educational Services", and the third is the "Value Added Products and Services" . The Core Services focus on the common library services such as reference services, loans, collection development, etc. The Education Services focus on things such as training individuals how to use the reference tools in the library, perform searches and using CD-ROMS. The Value Added Products and Services include building information products and intelligence products to suit the needs of particular client groups.

To further clarify the opportunity for Value Added Products and Services Figure 2 depicts how building value added products is related to the knowledge requirement of the information producer or service provider. The purpose of this diagram is to suggest the scope of value added services that the Libraries may reasonably consider when exploring the opportunities for service to business. The diagram depicts an "information value chain". As an example, an information product developed for the top end of the information value chain would be typified by a report prepared for a Chief Executive Officer detailing the future industry price trends of a particular commodity the CEO's company manufactures and suggesting a course of action. The diagram demonstrates that as greater and greater value is added to information the skills and knowledge required to perform the
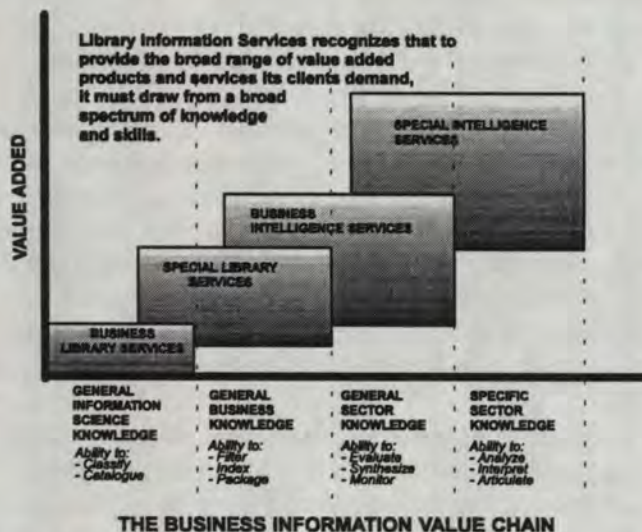

THE BUSINESS INFORMATION VALUE CHAIN

Figure 2

process becomes more and more specialized (the term "added value" implies some sort of process which increases the latent potential of the information to influence or instigate an action) . By overlaying a graph representing the skills and knowledge available to the libraries on this value chain it can be seen that the libraries should concentrate there value added services around general business library services and special library services. The diagram also demonstrates that another critical role of the Libraries is the support they provide to the Information Officers who offer more specialized value added services.

1.5 THE CHALLENGE

The Committee recognized that there are significant challenges to overcome to successfully extend library services to external businesses. Chief among these are:

- Awareness building. Canadian businesses must recognize the value of information as a tool for becoming more competitive. The challenge is to raise the awareness of canadian business regarding the value of information as a strategic resource.

- Deliver useful and timely Information not large quantities of difficult to use and out of date data. Merely opening the flood gates to the vast reservoir in the information collections of the Departments Library is not enough. Industry Canada Libraries must establish services that deliver quality information in a timely and manageable way.

- Managing the Information Management Environment. The challenge facing any information service is making Information **Available, Accessible, and Affordable** to its client base. Critical to overcoming this challenge is building and maintaining an efficient, reliable and pervasive Information Management Environment (IM/IT Infrastructure).

- Identifying the future Role for IC Libraries and defining the steps to get there. Prior to committing itself to providing services to an expanded base of clients the Departmental Libraries must first clearly define their role. The role must be defined organizationally (ie. where the Libraries sit in the organization). The resource issues must be addressed (ie what resources will be available to them). The strategic objectives for the Libraries, and the resulting corporate imperatives must be clearly defined and appropriately resourced.

- Cooperative arrangements. The challenge facing the Libraries is too great to consider "going it alone". Cooperative agreements must be established to leverage the strengths of other specialized libraries and other private or public information services to the benefit of Industry Canada and canadian business.

- Competition. The challenge is to offer a publicly funded service that does not compete with, but complements other existing public or private information service firms. The perception of private industry that the department is not competing with private industry may be very difficult to overcome.

- Fiscal restraint. The department must continue to manage in the face of fiscal restraint.

2.0 SERVICE TO BUSINESS OPPORTUNITIES

More and more is being written about the importance of information in the new economy. Some authors predict an economy where information is the true resource and engine of growth. In recent months there has been a flurry of activity regarding the "Information Super Highway". Recognizing how important the information highway is to the future of Canada, Industry Canada has undertaken numerous initiatives aimed at ensuring the highway is built in the near future.

Obviously, it is information that is going to travel the highway and it is information that the Libraries of Industry Canada manage. As stated in the "State of the Art" report prepared for the Working Group, the concept of the "Virtual Library" is seminal to the future of Library Services. The virtual library concept can only be realized if an electronic highway exists. The opportunity for Industry Canada Libraries is therefore:

- to take advantage of the current heightened awareness of the strategic value of information,

- to enhance the position of the Libraries in Industry Canada from simply an administrative organization that manages an information repository to an organization that provides a mission critical service and manages a national asset of strategic economic importance,

- and to show national leadership in the Federal Government by being among the first information service providers to exploit the national Information Technology Infrastructure as a mechanism to enhance the international competitiveness of the economy by making the immense amount of available strategic information accessible to Canadian Business in a timely and affordable manner.

To this end the Committee explored the full scope of possible and perhaps, in some cases, impossible opportunities for service to business through a brainstorming session and subsequent discussions. Appendix A of this report presents a list and brief discussion of all the opportunities considered by the Committee.

The Committee grouped the opportunities into three categories of services:

Group 1- Core Services: As the name suggests this group includes the fundamental library services of Business Information Management, access to information through manual as well as electronic means, physical loaning of information, inter-library loans, electronic dissemination of information, reference services and the selective dissemination of information based on pre-established information needs (alerting service).

Group 2 - Value Added Products and Services: This group of services focusses on the building of information and intelligence products targeted to the specific information needs of selected markets or groups of clients.

Group 3-   Education Services: These services include: building a greater awareness of the value of information; informing clients as to what information is available, how to find it, how to access it and how to select and retrieve only the most useful information; and how to use and navigate information systems on CD-ROMs or networks such as Internet.

3.0 CONSTRAINTS

To ensure that the committee was realistic in its final selection and assessment of the opportunities it had identified, a list of the most important constraints facing the Department was developed. These constraints were then grouped into the categories of Business, Human Resource, Technology, and Information.

3.1 BUSINESS

The Business constraints identified by the Committee include:

- Industry Canada should not compete with private firms.
- IC should not compete with the Library services offered by other government departments or agencies.
- the opportunity to track, and recover costs through billing is constrained by the lack of the administrative infrastructure to support a fee for service environment.
- there are few financial resources available and often the capital requirement to establish important and strategic services is quite high.
- Industry Canada Libraries must place priority on meeting the service expectations their internal clients over the needs of external business clients.
- extending services to business may result in overlapping services and responsibilities with other branches or government agencies such as the CBSCs.

The Committee also discussed possible ways to overcome the identified constraints. To overcome some of the Business constraints such as competition, or financial resource constraints the Committee suggests that Industry Canada:

- develop partnerships with the other private or public information service organizations.
- encourage business to use the CBSCs as a gateway to the services of the Libraries.
- carefully design their services so they can be successfully delivered through the Information Officer and Enhanced Service Centres in the CBSCs.
- implement a Cost Recovery Programme such as fee for service (example is NRC CISTI services).
- strive to minimize competitive overlaps by differentiating its services on the basis of the unique content of its Information Collections.

3.2 HUMAN RESOURCES

The Committee developed a list of the most important human resource constraints:

- personnel are being reduced so there are limited staff for expanded services.
- new services must be carried out by same staff.
- new services that require staff to be trained to meet the needs of the clients require significant time and dollar investments.
- specialized skills, experience and knowledge are difficult to cultivate and maintain.

It became very apparent to the Committee that the human resource constraints represent the most significant challenge to the ability of the Libraries to extend services to business. Some ideas for overcoming this challenge are:

- the libraries could develop a "cooperative student" programme with a number of universities at the undergraduate and post graduate levels.
- management should be encouraged to consider the resource requirements of the libraries in the light of the broadening role of libraries envisioned in this study.
- the demand for information is growing at an exponential rate especially with all the activity around the information super highway and the growing awareness of the importance of information as a competitive tool. This growing demand will place great stress on the resources of the Libraries making it more and more difficult to maintain the standards set for service response time. The evaluation of the resource requirements must take this into growing demand into consideration.
- wherever possible the Libraries should be striving to apply new advanced information technologies to automate and enhance the delivery of service to their clients.

3.3 TECHNOLOGY

The technology constraints discussed by the Committee were not seen to be based on the lack of available technology but on the lack of fully implemented and operational systems and infrastructure. Technology constraints were therefore considered to be very time dependant with severe short term constraints (2 years) and fewer foreseeable medium to long term (2 to 7 years) constraints.

- currently there are many different library systems and interfaces currently installed in the department. No departmental standards have emerged, yet. However industry standards such as Z3950 and MARC (machine readable catalogues) are being rapidly adopted and should be given serious consideration by Industry Canada.
- the departmental IT infrastructure is not complete. There are still some LAN/WAN links missing.
- realizing the "virtual library" concept is a critical success factor to the feasibility of offering electronic services to business, yet the national information technology infrastructure is just starting to be built.

3.4 INFORMATION

The information constraints focus mainly on the lack of a fully implemented and supported information management infrastructure. These constraints are:

- IC does not have all the information its clients need.
- a lot of internally created information is never deposited in the IC Library Collections.
- intellectual property and copyright laws must be respected. Often this restricts the ability of the Library to disseminate valuable information.

Ideas for overcoming the Information Constraints:

- IC libraries must continue to foster their inter-library relationships with other libraries to fill in the gaps in their information collection.
- To ensure that all reports produced by or for the department are deposited with the libraries contracts/projects could be tracked so the library has knowledge of what reports to expect or search out. Also, controls could be put on the depositing process to ensure deposited documents are adequately classified and catalogued.
- Strategic Information Branch is currently initiating a study to review the impact of copyright and intellectual property laws on the dissemination of information.

4.0 CRITERIA FOR THE ASSESSMENT OF OPPORTUNITIES

Each of the service opportunities were further detailed and then assessed against an agreed upon criteria. The assessment criteria was based on the fundamental assumptions established at the beginning of the study, the objectives of the committee, and the constraints of the Libraries and Department. Each opportunity was assessed and scored. The range of each score was from 1 to 3 where 1 is the worst and 3 is the best. The assessment criteria were:

1) How well positioned are the libraries and staff to deliver these services? (Positioning - content, skills and leverage)

    The content of the current Collections, the existing services being offered the internal clients and the skills of the Librarians were compared to the needs of the service opportunity being considered. The opportunity was assessed to determine if the Libraries were:

    3 - Well positioned. (Industry Canada Libraries are well prepared, have properly implemented procedures and have staff with the necessary skills and expertise.)
    2 - Adequately positioned to offer the service to business.
    1 - Poorly positioned to offer the service to business.

2) What amount of overlap is there between this service and other private or public services? (Competition)

    3 - No overlap. (No other private or public organization offers a similar service or product.)
    2 - Some overlap.
    1 - Significant overlap.

3) How easily are the constraints facing this service overcome? (constraints surmountability)
    Given the business, human resource, technology and information constraints established by the Committee each opportunity was assessed to determine how easily the applicable constraints could be overcome.

    3 - Easily overcome.
    2 - Possible to overcome.
    1 - Difficult or impossible to overcome.

Each of the three assessment criteria were given equal relative weights.

5.0 FINDINGS

SERVICE GROUP	ASSESSMENT CRITERIA			
	POSITIONING (Content, Skills and Leverage)	SERVICE OVERLAP (Private/Public)	CONSTRAINTS (Surmountability)	TOTAL
CORE SERVICES				
Business Information Management Infrastructure	3	3	2	8
Walk-in Access	3	2	1	6
Electronic Access	3	3	3	9
Electronic Delivery	3	1	1	5
Direct Loans	3	1	1	5
Alerting Service	3	2	1	6
VALUE ADDED PRODUCTS AND SERVICES				
Building Information Products	2	1	2	5
Building Intelligence Products	1	1	1	3
Bulletins and Business Research Guides (Path Finders)	3	2	2	7
EDUCATION SERVICES				
Educate Business Regarding the Value of Information	3	2	1	6
Information Source Navigation and Filtering Skills	2	2	1	5

The results of the assessment is presented in Table 1 above and a general discussion of the assessment results are presented below. A detailed discussion of the assessment of each potential service is

presented in the following sections.

The opportunity assessment demonstrates that the Libraries of Industry Canada are well positioned to provide services to Business especially in the "Core Services" area. The high scores for "Positioning (Content and Skills) demonstrate that the collections of Industry Canada Libraries are of prime value to Canadian businesses, and that the skills of the Library staff are of equal value.

The assessment of the "Service Overlap" of the potential service offerings reveals that there is a significant variance in the competitive versus complementary positioning of the libraries relative to OGDs, agencies or private information services. Therefore no general conclusion may be drawn from the assessment and each of the each assessment must be discussed in its own right.

The assessment of "Constraints" is perhaps the most sobering of the criteria. The majority of all opportunities scored low in this category. These low scores demonstrate the real restrictions that limited resources (funding and personnel) place on the feasibility of extending services to business.

5.1 CORE LIBRARY SERVICES TO BUSINESS

5.1.1   Business Information Management Infrastructure

CORE SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Business Information Infrastructure Management	3	3	2	8

Description:
> One of the main responsibilities of the Librarians in their role as managers of Library portion of Industry Canada's information resources is to contribute their knowledge and expertise to the development, maintenance and enhancement of the department's "Information Management Infrastructure". The focus of this responsibility is on the development of corporate information collections, the classification and the cataloguing of the information in the collections, and ultimately the dissemination of the information through various library services. A fundamental goal of the Information Management Infrastructure is to make information available, accessible and affordable.

Opportunity:
> The opportunity is to extend this information management infrastructure to include the needs of external business clients. In effect, the Industry Canada Libraries would become the corporate libraries of external business clients.

Evaluation:

The Libraries are well positioned to offer this service. There is little or no overlap with the service offerings of other organizations. The most significant concern is the potential additional load on the time of the staff if these core services were to be offered directly to business.

5.1.2 Walk-in-Access

CORE SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Walk-in-Access	3	2	1	6

Description:

Currently the libraries permit private citizens, businesses, consultants, and students access to library resources on an informal "walk-in" basis. In many cases the staff finds itself providing assistance to these "in-formal" clients. The number of "walk-in" clients and resulting demand for assistance is expected to increase as awareness of the Libraries and the nature of their collections grows.

Opportunity:

The opportunity is to continue to provide this service, to formally recognize it and to advertise it as a service offering to external business clients.

Evaluation:

This service is a natural extention of the opportunity 5.2.1 described previously. As such the libraries are well positioned to offer the service. There is an overlap of services when compared to public libraries and some other Federal Government organizations established to provide information and support to business. The most significant constraint is the current lack of personnel to adequately respond to the potential increased demand for services.

5.1.3 Electronic Access

CORE SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Electronic Access	3	3	3	9

Description:

Currently the Industry Canada Libraries are looking to improve the accessibility of their information by permitting electronic access. The goal is to provide "log-on" access to their on-line Catalogues. The capability for information users to access information through "Automated Library Systems" provides a real time service that permits the user to search, select, and order information.

Opportunity:

> The opportunity is to extend this capability to external businesses and permit them electronic access to the on-line Catalogues through an Automated Library System. This is one component of the "Virtual Library".

Evaluation:

> This opportunity was given the highest possible score. The Libraries are well positioned to support this service. There is overlap but it is non-competitive and there is opportunity to partner with other services (ie. provide a gateway to other catalogues). The additional load on staff resources to extend this service to external clients is minimal. The main caveat to this service opportunity is that the Information Technology Infrastructure (eg. hardware, telecommunications, application systems, etc...) must be in place first.

5.1.4   Electronic Delivery

CORE SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Electronic Delivery	3	1	1	5

Description:

> Once information is selected by the user (using a catalogue or other means), the next step is to deliver the information into the users hands. The benefits of making information available by disseminating it in electronic form are obvious and significant.

Opportunity:

> As the high speed electronic highways are implemented the ability to electronically deliver the requested information to the desktop will become a possibility. The opportunity is to make information available in electronic form and deliver it to the user's desktop. This is another component of the "Virtual Library".

Evaluation:

> Interestingly this service opportunity scored relatively low. The content and skills of the Libraries are seen to be well positioned. There is however a significant overlap with private organizations who are actively positioning themselves to become the "information utilities" and wish to make a business out of delivering information in electronic form. This fact does not preclude the opportunity to partner with these organizations, which may well have significant advantages over going it alone. Also, though the human resources constraint would be minimal the current technological constraints are significant as the Information Technology Infrastructure is not yet implemented.

5.1.5 Direct Loans

CORE SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Direct Loans	3	1	1	5

Description

Direct loans refers to the act of allowing the client to take information off of the Library premises. Loaning information to clients is not practiced by the smaller libraries due to the costs of tracking and recovering the information if it is not voluntarily returned. There are exceptions where the client is in fact a library or information resource centre where a Librarian can be relied upon to return the information (ie. a Law Firm or Corporate Library). It is quite often, especially for smaller libraries, that they do not have the required information. To address this problem libraries have established a vast national and international network of libraries who loan information to each other. In the case of an Inter-Library loan the client is only allowed to review the information on the premises to ensure it is not lost. The costs associated with inter-library loaning is not generally charged.

Opportunity:

The opportunity is to extend direct loan services to business.

Evaluation:

This service is seen to be quite a potential quagmire. The libraries are well positioned with the skills to carry offer the service. However there is a significant overlap with other services, including the public libraries and private firms who sell information (documents, books, reports). Also, the resource requirements to track and follow-up documents that have been loaned out are potentially high. The other significant issue is that once information is loaned out it is no longer available for any other client until it is returned.

5.1.6 Alerting Service

CORE SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Alerting Service	3	2	1	6

Description:

This service involves a number of facets. It is commonly referred to as a "selective dissemination of information" (SCI) service and is also considered part of the "reference" services a Library offers its clients. First a profile of the information needs of a client is developed and documented. The profile will specify things such as what subject areas are of interest.

If the client so desires, any information that is received by the Library and that meets the criteria of the clients's profile will be delivered to the client. This is a "just in case" service.

The alternative to the "just in case" service is that only a notification that the information has been received by the library is sent to the client. The client may then choose if and when to receive the information. In this case the library will undertake to send the information "just in time".

Opportunity:

The opportunity is to provide this service to external business clients.

Evaluation:

This service has great potential value to business. The Libraries are well positioned to offer the service. There is relatively minor competitive overlap with other organizations and partnering is possible. The human resource requirement of this sort of service is quite high however.

5.2 VALUE ADDED PRODUCTS AND SERVICES

5.2.1   Building Business Information Products

VALUE ADDED PRODUCTS AND SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Building Business Information Products	2	1	2	5

Description:

Information Products refer to the packaging of information to satisfy the needs of a target market or client base. This packaging often involves processing information beyond the normal cataloguing and classification. This additional processing is commonly referred to as "value added" processing. The need for "value added" information products is expected to grow simultaneously with the increase in the amount of information that is made available and accessible. The problem of "information glut" is already upon us and information products provide a effective solution to the task of culling information.

Opportunity:

The opportunity is to develop a number of "business information products" that are unique to Industry Canada Libraries. These products could be offered to external business clients.

Evaluation:

The "value added " processes require subject area knowledge in addition to librarian skills. Though the subject area knowledge of business is well developed in the Industry Canada Libraries this requirement is seen to restrict the positioning of the Libraries somewhat. Also it is believed that a significant service overlap would exist as private information organizations use information product lines as a differentiator and develop specialized value added skills and services. The human resource requirement is significant as the value added processes take time and effort to carry out.

5.2.2 Building Business Intelligence Products

VALUE ADDED PRODUCTS AND SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Building Business Intelligence Products	1	1	1	3

Description:

Building Business Information Products is but one step in the process of transforming information into a tool that can be used by business. The ultimate requirement is for business to have access to business intelligence. Business intelligence can be defined as timely information that has been analyzed, and interpreted to address a specific question or questions and re-articulated in a manner that makes it easy to apply in a decision making process (ie. it not only represents useful information, it also presents an educated opinion).

Opportunity:

The opportunity is to build Business Intelligence Products and to make them available to business clients.

Evaluation:

This service opportunity requires highly specialized knowledge and there was seen to be well beyond the scope of the Libraries.

5.2.3 Building Bulletins and Basic Business Research Guides

VALUE ADDED PRODUCTS AND SERVICES	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Bulletins and Basic Business Research Guides	3	2	2	7

Description:

There are publications that provide advice on where to look for reference information (which reference sources to use) on particular subject areas. These guides or "path finders" are useful navigation aides for those unfamiliar with the large number of reference publications (publications about publications).

Opportunity:

The opportunity is to provide business clients access to these guides and/or to produce "business research guides" as an information product/service.

Evaluation:

The Libraries are well positioned to provide this information product. There is some service overlaps with other information research organizations. The human resource and information constraints are seen as surmountable since the bulk of this work is done by the libraries as part of

their collection development responsibilities.

5.3 EDUCATION SERVICES

5.3.1 Education Business Regarding the Value of Information

Education Services	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Education Business Regarding the Value of Information	3	2	1	6

Description:
>   It has been repeatedly said that those organizations who are best able to access and use
>   information will have the advantage over their competitors. However, the vast majority of private
>   firms do not fully take advantage of the information that is available to them.

Opportunity:
>   The opportunity is to provide services to educate and raise the awareness of business regarding the
>   value of information, what is available and how to access it. Giving lectures to business and
>   MBA classes and offering seminars are seen as important services opportunities.

Evaluation:
>   The Industry Canada Libraries are seen to be well positioned for this service. The service overlap
>   with other educational institutions is not seen as being significant as the Libraries have specialized
>   knowledge based on the services they currently provide. The human resource constraint is seen as
>   significant.

5.3.2 Education Business Regarding the Value of Information

Education Services	POSITIONING	SERVICE OVERLAP	CONSTRAINTS	TOTAL
Information Sources, Filtering and Navigation Skills Development	2	2	1	5

Description:
>   The ability of the lay person to formulate a query, evaluate the usefulness of a publication or
>   navigate through the thousands of databases on the Internet are, in general, poor at best.

Opportunity:
>   The opportunity is to offer training to clients who wish to carry out information searches
>   themselves and therefore need the knowledge and skills to search effectively and efficiently.

Evaluation:

Again, this service is seen as very important as the number of information sources increase as well as their complexity. The positioning of the Libraries to offer this service is excellent except for the aspects involving on-line databases, Internet, and other networks. This is simply because these sources are so new the Libraries have not had time to familiarize themselves with them. The service overlap is seen as significant with information service firms. The human resource loads are seen as significant and the requirement for a well implement Information Technology Infrastructure is an imperative (ie. some of the Libraries do not yet have access to Internet.)

6.0 RECOMMENDATIONS

In principle it is recommended that Industry Canada extend a selected set of the services offered by its Libraries to external business clients. There is no question that the collections and expertise of the Libraries of Industry Canada are of great potential value to business. There are significant opportunities for the Libraries to broaden their role, and to play a vital part in the mission of Industry Canada to assist Canadian businesses.

There is great concern, however, that any extension of Library services must be done in a manner that does not lower the standard of service to internal clients. The specific recommendations presented below address this concern.

It is also the belief of the Committee that, if properly implemented, extending these services to business will provide many unanticipated opportunities to enhance the relationship between Industry Canada and business. Extending library services to business would provide an excellent mechanism for gathering valuable intelligence on the trends and changes in the information needs of business.

6.1 RECOMMENDED SERVICES

The Service To Business Committee recommends that:

1) The three opportunities ranked 7 or higher be actively pursued. These are:
   - Core Service: Business Information Management Infrastructure
   - Core Service: Electronic Access to the on-line Departmental Catalogues
   - Value Added Products and Services: Bulletins and Business Research Guides

2) Those opportunities that scored 6 provide excellent opportunities for service to business on the condition that the constraint issues are addressed - such as human resources. These are:
   - Core Service: Walk-in access
   - Core Service: Alerting Service
   - Education Services: Educate Business Regarding the Value of Information

3) Those opportunities ranked below 6 each merit future consideration. The department should investigate the possibility of offering these services in cooperation or partnership with other organizations. These are:
   - Core Service: Electronic Delivery
   - Core Service: Direct Loans
   - Value Added Products: Building Information Products
   - Value Added Products: Building Intelligence Products
   - Education Services: Information Source Navigation and Filtering Skills

4) The department should vigorously pursue the opportunity to provide core business library services to the Canada Business Service Centres.

5) The Enhanced Service Areas of the Canada Business Service Centres be staffed with a Librarian.

6.2 RECOMMENDED STRATEGY FOR THE PROVISION OF SERVICES TO BUSINESS

The primary responsibility of the Industry Canada Libraries is to provide quality support to their internal clients. Each of the studies carried out by the other subcommittees of the Working Group indicate the emergence of two significant trends: that greater awareness of the value of the information in the libraries compounded by easier access will increase the demand for service; and that reduced resources due to fiscal restraint will force clients to increasingly look outside their own groups for support. Both these trends will make it increasingly difficult for the Libraries to maintain the quality and responsiveness their services.

However, the libraries have expertise and information of significant value to external business clients. The challenge is to provide external business clients timely access to Industry Canada information while ensuring that thee quality of service to internal clients is not diminished.

Two options for extending service to business were considered by the Committee. Option One is to simply treat external business clients as additional clients but with access to only selected services. This strategy is depicted in Figure 3. In this case in order to meet the increased demand of the larger client base it would be imperative that the Libraries increase there resources proportionally. The impact of this strategy on the Libraries would be direct, immediate and significant. The positive aspect of this strategy is that the Libraries would have direct control over the quality of service given to external business clients.

OPTION 1
THE CONCEPTUAL MODEL OF THE NEW
BUSINESS ENVIRONMENT
(SERVICE EXTENDED DIRECTLY TO BUSINESS)
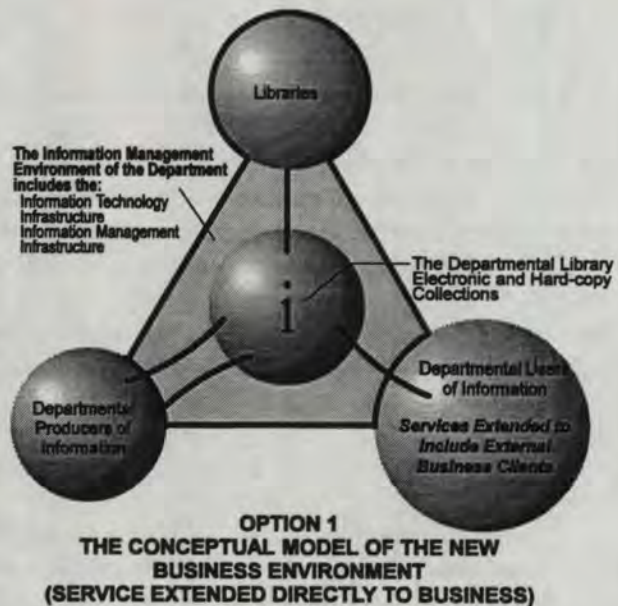
Figure 3

The second option considered by the Committee is to use intermediaries as a means of buffering the Libraries from the direct onslaught of the new client base. It is the belief of this committee that using intermediary groups or organizations to minimize the direct access that business would have to the Libraries and staff would significantly mitigate the negative impact that extending services could have on the quality of service to internal clients. Figure 4 clearly demonstrates the nature of this multi-tiered approach to service delivery. The diagram shows that the Information Management Environment can be extended to include the external business clients. As the Information Management Environment is highly automated and technology driven there would be minimal direct impact on the Libraries. This aspect of the strategy falls directly in line with the objective to satisfy greater demands for service through information technology and automated systems.

The other implication of this strategy is that the intermediary organization becomes an integral part of the service delivery mechanism. Organizations such as the Canadian Business Service Centres (CBSCs) could provide the primary contact points for service requests. The Libraries would, in turn, provide the necessary support to these organizations through the Information Technology Infrastructure and Information Management Infrastructure of the Department. This strategy will require that agreements be reached between these front line service groups and the Libraries.

External business clients of the Libraries should therefore be encouraged to use the "store front" service organizations being currently established by the Federal Government. The relationship of the front line organizations to the Libraries could be as "Value Added Distributors" (VADs) of the Library services. Through this relationship with organizations such as the CBSCs, Industry Canada Libraries will be in a better position to ensure the increased demand for service (by business through the VADs) does not diminish the quality of service to internal clients or the Value Added Distributors. (concentrate on 2nd level support to VADs and primary level support to internal clients).

OPTION 2
THE CONCEPTUAL MODEL OF THE NEW
BUSINESS ENVIRONMENT
(SERVICE EXTENDED TO EXTERNAL BUSINESS CLIENTS
THROUGH THE VALUE ADDED DEALERS)
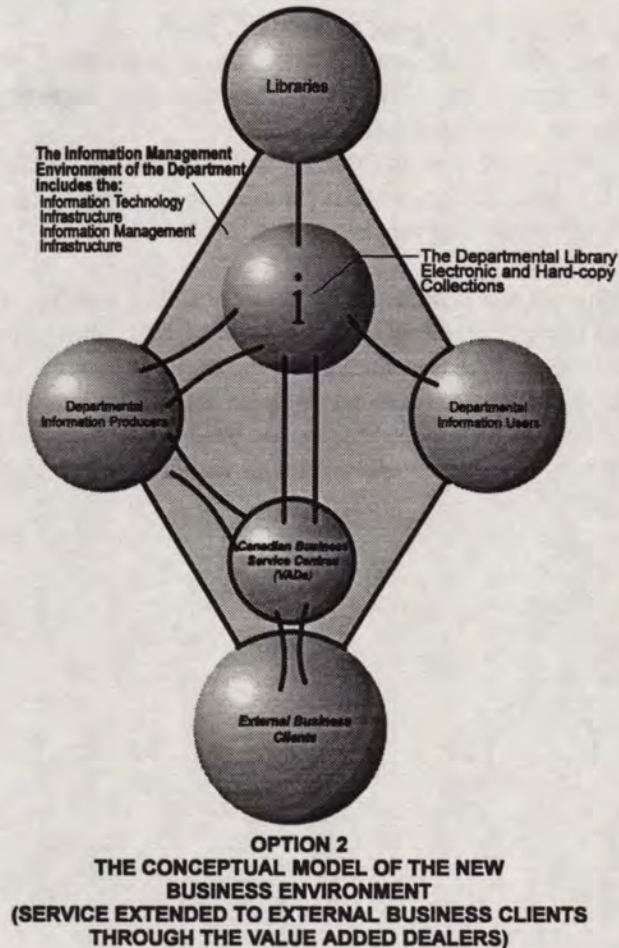
Figure 4

6.2.1   A Special Relationship With Canada Business Service Centres

This proposed Value Added Distributor relationship opens up additional opportunities. It was brought to the attention of the Committee that the CBSC's may have a need for specialized services that the Libraries of Industry Canada may wish to provide:

- each CBSC must develop its own information collection. The IC Libraries could provide expertise in this regard.
- the CBSC's have identified a need for Library support. The IC Libraries could provide national library support to the CBSCs.
- the CBSC's are actively developing information products for such services as "fax back" response. The IC Libraries could provide support in the design and packaging of these information products.
- each CBSC has an "Enhanced Service Area". The Winnipeg CBSC identified the need for a Librarian in this area and staffed the position two years ago. The IC Libraries may wish to staff these positions in other CBSCs.

Developing a special relationship with the CBSCs offers many mutual benefits. As a well defined and contained client, extending services to the CBSC should be a manageable resource issue. As a front line organization that is mandated to have direct contact with business, the CBSC is in an excellent position for filtering the service requests that an extension of services to business could generate for the Libraries. In return the support of the IC Libraries would permit the CBSCs to offer new or enhanced services that would not be as feasible otherwise.

APPENDIX II-IV

REPORT OF THE WORKING GROUP ON STATE OF THE ART
LIBRARY SERVICES

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Edith Core
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WORKING GROUP ON THE ORGANIZATION OF INDUSTRY CANADA
LIBRARIES AND THEIR AUTOMATION

DELIVERY OF INFORMATION SERVICES
STATE OF THE ART

March 29, 1994

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-networks and Internet
-access to electronic sources
-seamless interfaces

1.2 End-user searching

1.3 Value-added services

1.4 Organizational trends
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-Locally Shared Support Services (LSSS)

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INTRODUCTION

The network of library and information resource centres in Industry Canada should apply the latest trends in the delivery of information services to help the newly created department fulfill its mandate and respond to the focus of the federal government strategic direction for managing information and technology.

A survey of the recent library literature has shown that the major trends in delivering services are the move towards a virtual library, the emergence of experienced end-user searchers and corresponding changes in professional responsibilities with emphasis on the creation of value-added products. We must also take into consideration organizational trends that have an impact on the delivery of information services, such as the implementation of Total Quality Improvement and LSSS (Locally Shared Support Services).

After describing the best practices of selected libraries, we will propose a vision for the Industry Canada library and information resources network.

1

1. MAJOR TRENDS

1.1 Move towards the virtual library

Definition

The virtual library has been described as the library without walls or as the electronic library. The following description of the virtual library concept presents a vision of the library of the future to which Industry Canada information services can relate. (Refer to Appendix I The virtual library).

In spite of changes in communications and information technologies, the basic mission of the electronic library will still be to improve access to recorded information. For this reason, we chose the following definition by Kaye Gapen, Director of the University Library at Case Western University, to best describe the virtual library:

> the concept of remote access to the contents and services of libraries and other information resources, combining an on-site collection of current and heavily used materials in both print and electronic form, with an electronic network which provides access to and delivery from, external worldwide libraries and commercial information knowledge sources.
> (The Virtual library: visions and realities, edited by L.M. Saunders, 1993)

Use of technology

The development of new technologies has provided new opportunities for the broadening of access to information. The move towards the virtual library started a decade ago. In a discussion on the strategic issues towards the creation of the virtual library, two information specialists from SUNY, Barbara von Wahlde and Nancy Schiller quote a 1980 article by Harley pointing out that "interlibrary loan and online access to remote databases have for decades extended the range of resources available to the local library. However, these services have traditionally not been in real-time and have required the mediation of a librarian. Only recently, with the emergence of electronic publishing, electronic document delivery, end-user searching, and advances in high performance computing and telecommunications technologies--particularly the development of widely accessible, high-speed networks linking public, private, government, and academic institutions worldwide--has the concept of the virtual library become an attainable goal".

Networks and Internet

To broaden their information access and to reduce their operation costs, libraries around the world are connecting to local, regional or international networks. Of these, Internet is the largest network available to information specialists as well as end-users.

The main categories of **information resources** of interest to libraries are:

- access to union catalogues such as the LC Catalog, OCLC and RLIN, the British Library, ISM, DOBIS, etc. Internet access to these services reduces library operations costs by cutting on telecommunication charges, while allowing copy cataloguing for major parts of collections, providing locations for interlibrary loans, and supporting reference services;

- access to other library catalogues to complement a local collection, to evaluate other collections in the prospect of collaborative collection development, or to test other library automated systems;

- access to a wide range of databases, some of them with full text or in multimedia format;

- access to documents published in electronic format (ex. electronic journals, reports, government information, etc.);

- availability of electronic table of contents services that help libraries reduce the impact of acquisitions cuts in periodicals and conference proceedings collections;

- availability of electronic document delivery services that provide quick access to documents.

In the US, a major initiative is undertaken by the NSF (National Science Foundation), ARPA (Advanced Research Projects Agency), and NASA who have jointly launched an R & D funding program called RESEARCH ON DIGITAL LIBRARIES. The goal of the program is to lay the foundation for a national digital library which would provide key contents and intellectual sustenance for the NREN (National Research and Education Network), the US version of CANARIE.

In Canada, the emergence of CANARIE will have a significant impact on the evolution of Canadian libraries and must be viewed as an opportunity for other government library community to play a major role in the development of our national research and education network.

Seamless interfaces

New technologies have given libraries and end-users access to an incredible volume of information, but this information is poorly organized, and it is available in a variety of formats. Some tools are available on the Internet to facilitate information retrieval, but a lot of work remains to be done to provide powerful retrieval interfaces for the users to all the information resources available on the networks. Discussion groups on the Internet have addressed the pros and cons of cooperative indexing of full text information, and OCLC (Online Computer Library Centre) has a project team studying the feasibility of providing a standard bibliographic format for the description of full text information available on the networks.

As for local information access, several software packages that manage full text retrieval through different databases are already available. The progress in the adoption of the Z39.50 and Z39.58 protocols will lead to a consistent retrieval format for library catalogues, CD-ROMs, and online databases.

1.2 End-user searching

The virtual library empowers the end-user in his quest for information. Nancy Gersherfeld, User Services Librarian at Microsoft describes how:

> "Clients will be able to search from their desktop, or set up automated profiles to do regular searches, using one interface to reach thousands of systems worldwide. When appropriate sources are found, by clicking on an icon, the searcher will go directly to the host service for the actual information whether it is full image, graph, text or video. E-mail, with sophisticated work processing software embedded in it, will allow a much more streamlined downloading and delivery process to enhance the sharing of information".

End-users will also have access to newsgroups for public communication forums on specific issues, to remote computer login allowing access to Internet OPAC (Online Public Access Catalogues), and to file transfer protocols allowing exchange of bibliographic records and retrieval of full-text documents.

1.3 Value-added services

The concept of the virtual library presents a major shift in the way information is accessed, delivered and stored. The library will no longer be the keeper-dispenser of information to the end-user; in the new order, the end-user will be in control of access to a virtual world of information sources. End-users' experience in the electronic world is inversely proportional to the complexity and vastness of the web of information sources through which it will be necessary to navigate. Many sources are complex to use; some are poorly documented; others are incomplete or imperfect. Sources merge and cease and pricing structures change. Library information professionals have valuable expertise and experience to offer in support of the concept of the virtual or electronic library in many areas of information management and information technology. Many of the roles that one can envision in the new electronic library may be new but they will not be alien to the training and experience of the information professional.

Some of the value-added services might include:

Coordination of information sources
- evaluating information delivery channels
- evaluating the quality of sources
  (accuracy, completeness, relevance, etc)
- identification of resources that will be most heavily used
- assessing the need to store information locally and choosing the appropriate storage media
- evaluating price factors
- evaluating equipment need
- coordinating collections with other local libraries

Systems services
- facilitating interactive help to system user

- facilitating a variety of document delivery mechanism based on client needs
- managing technologically sophisticated interfaces (OPAC's and GUI's) to multi-media networks
- maintaining an ongoing awareness of technological developments in order to be able to assess means of improving system interfaces, making systems smarter, and expanding gateway systems
- developing partnerships with information systems staff within the parent organization
- creating value-added enhancements to systems (e.g. tables of contents and internal indexes to online catalogues, descriptions of and subject guides to resources in the electronic library, and user aids)

Client services
- training users in the information technology and navigation skills required to become effective in the sue of self-mediated services available on the electronic gateway system
- giving expert advice to users in order for them to make efficient and cost-effective use of electronic sources and services
- evaluating the use of electronic sources
- proactively promoting their special skills to the user community
by developing and maintaining a close association with research development within the organization in order to have an intimate knowledge of the goals and objectives of the organization and its clients

Management services
- balancing local collection and electronic access and delivery mechanisms
- planning and budgeting for continual changes in technology
- negotiating licensing/copyright agreements with suppliers of electronic information sources (may involve managing tracking systems, legal consultation, understand governing laws, and collection/payment of copyright fees)
- taking a leadership stance vis-à-vis the role of the library in the new electronic environment.

1.4 Organizational changes

Total Quality Improvement

In any organization, a TQI initiative aims at both improved productivity and increased customer satisfaction and is based on client concerns and priorities.

The essential ingredients to a successful implementation within an organization are mainly a commitment throughout the organization, strong leadership from senior management; employee empowerment; accurate measurement; implementation as an on-going process not a one-time exercise. The literature emphasises that an integrated, organization-wide approach is essential and that interconnectivity is vital: teams implementing TQM in isolation from each other may find

themselves working at cross-purposes.

The library community, and particularly special libraries, has always been client-focused and committed to providing a high quality of service. Libraries are adopting TQM, TQI or CQI (Continuous Quality Improvement) methods and philosophy to determine which services should have priority for limited resources, and to demonstrate to management, through measurement, the quality of the service provided.

Benchmarking is one TQM tool adopted by libraries to measure and compare their work processes with those in other libraries. Internal benchmarking of the common services provided by the libraries of the founding departments will identify best practices for adoption throughout Industry Canada. External benchmarking against the processes of other libraries or a profession-wide standard, provides a means of demonstrating to management the efficiency of their library based on superior library practices.

In her inaugural address "Delivering quality in tough times", Françoise Hébert, president of the Canadian Library Association, outlined five steps to ensure that users expectations are met:

> First, we deliver quality by finding out what our customers expect from us...
> Second, we deliver quality by designing programs and setting goals to meet those customer expectations....
> Third, we deliver quality by training our staff to deliver quality, by ensuring they have the right attitude,the right knowledge, the right authority and the right tools to do the job that we want them to do.
> Fourth, we deliver quality by communicating effectively and realistically...
> Finally, fifth, we deliver quality by doing what we say we re going to do, the right way, the first time.
> (Feliciter. v. 39, no. 7 & 8, July/Aug. 1993, p. 63).

The challenge is to move towards a virtual library concept while keeping in mind the TQI principles of being attentive to library client needs.

LSSS (Locally Shared Support Services)

Locally Shared Support Services was introduced by the Council for Administrative Renewal in an attempt to reduce costs and improve services within the federal government and with other jurisdictions. Under LSSS, organizations within a limited geographical area are encouraged to share support services, by acting either as host or user, on a cost-recovery or fee-for-service basis.

Under this initiative, the Journal Towers library is currently negotiating with other Departments in Journal Towers to establish a single LSSS library which will provide library services to all areas of Journal Towers; the Portage libraries are examining projects ranging from providing federal government employees of Portage with direct open access to the collections of the Portage libraries to developing strategies for sharing library systems hardware and expertise.

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2. LIBRARY INITIATIVES

Several organizations at the national and at the international levels are involved in the implementation of electronic services or are well on the way towards the virtual library. Although not everyone yet agrees on the definition of the virtual library, it seems that the advent of networking, distributed processing, and "just-in-time" services replacing "just-in-case" collections is inevitable. We will now look at some of these initiatives.

2.1 Federal library community initiatives

Council of Federal Libraries

The Council of Federal Libraries has focused on the concept of the "virtual library" as its broad vision for the future of federal government libraries and information services. In order to create the framework for moving towards the virtual library, the Council is involved in a number of initiatives.

The Systems and Networks Committee is working on identifying standards and related technical requirements which would permit the technical infrastructure of the virtual library for the federal library community. The committee is also tasked with preparing a 2 year and 5 year strategic plan with specific practical suggestions to move federal libraries closer to the virtual library.

Other issues being explored in the virtual library context, include identifying a mechanism for ensuring that all federal libraries have access to the Internet and knowledge of procedures for mounting federal library databases on the Internet.

Library staff members from all founding departments are active in these committees to ensure that Industry Canada is aware of new developments and offer their expertise to the federal library community.

The AMICUS project

In 1992, the National Library announced the signing of a $7.9 million contract in a joint venture with CGI Information Systems and Management Consultants Inc. in order to modernize the National Library's computer systems and telecommunications architecture. The National Library is attempting to set the stage for the future through this new generation of systems by ensuring that the benefits of technologies such as open systems, standardized protocols, high speed computer and telecommunications networks, electronic publishing, image processing, information/knowledge worker workstations, electronic multimedia, expert systems etc. are incorporated into Amicus.

The new system replaces the DOBIS system which provided access to the Canadian union catalogue and supports the latest standards for information retrieval and query language (ie. Z39.50 and Z39.58) which permit the use of common search and command language. It also features sophisticated searching capacity, multi-tasking (windows), cooperative processing, and adherence to standard communications protocols based on open system interconnectivity.

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Amicus will also include interlibrary loan/document delivery, directories, electronic document management, collections management, reference services and publishing applications. Of particular interest to federal libraries is a recent proposal by the National Library (in partnership with the Canada Communications Group) to provide a single point of access to full text electronic government publications and manuals to both the government and the Canadian public. This initiative is based upon the rationale that the electronic delivery of government publications via a co-ordinated, economic and professionally designed system will provide enhanced access to government information in a cost effective way.

Upon the successful completion of the project, Amicus will rank as one of the most sophisticated library and information systems in the world with benefits for the National Library staff, clients and partners.

2.2 Best practices

Through an analysis of the literature and of the selected models discribed in Appendix II, best practices were identified which Industry Canada could follow in planning its own move toward the virtual library.

User interfaces

With the increasing number of users conducting their own searches, and with the proliferation of databases available for information retrieval, it becomes increasingly important to devise menu-driven interfaces to facilitate retrieval. An example of a good interface is FirstSearch, a menu-driven information service designed for end-users. It is a product of OCLC (Online Computer Library Centre) that provides consistent retrieval interface to about 40 databases.

Electronic document delivery

For years, libraries such as CISTI (Canada Institute for Scientific and Technical Information) have been offering document delivery to users directly or through local libraries or other information brokers. As more documents are available in electronic format and as scanning devises are more reliable, CISTI focuses on document dissemination through their planned Electronic Document Dissemination System (EDDS). CISTI is preparing for the virtual library by using a system capable of storing documents as images. It also uses off-the-shelf hardware and software for imaging, document management and workflow and is built using client-server technology.

As well as experimenting with the technology, CISTI is investigating into the legal and administrative aspects of resource sharing, such as copyright.

Electronic publishing and copyright management

The British Library is involved in several interesting partnership projects, one of them consisting in

the agreement to develop a royalty payment mechanism against the right to scan, index, store and distribute journals in electronic format. As a lot of libraries facing budget cuts had to cancel subscriptions, some publishers see this initiative as an opportunity to compensate for the loss in revenues. The British Library obtained the rights for 50 journals and intends to continue to develop more alliances with publishers. Any document received from the document delivery service of the British Library is copyright cleared, and the charges for copyrights are included in the client's invoice.

Integration of library and corporate information

The integration of both library and corporate information provides users with access to the global environment in a "one stop shopping" approach.

Microsoft Corporation Information Services give company employees access to information produced either internally or externally in one single menu. Both the library holdings in all formats and the company's archives are available to employees worldwide through a single system.

Client-oriented customer services

In an electronic environment, libraries can offer products so that users can manipulate the data to produce desired reports without having to re-key the information. At the Bank of Montreal, libraries are developing user self-sufficiency with customized products that meet corporate needs. Users can access these desktop library products from their workstations.

3. VISION

3.1 Current situation

The various libraries now forming the Industry Canada Library Network are already offering to their clientele or have already planned for the delivery of electronic services which are an integral part of the "virtual library". For example, most libraries offer access to their own library catalogue and/or access to network versions of CD-ROMs. Others are planning to do so. They also provide access to other library collections in Canada and the United States through some form of union catalogue. (Refer to Appendix III Virtual library services; current situation).

The reorganization of the network creates an opportunity to evolve together towards a cohesive approach to the virtual library.

3.2 Towards the virtual library at Industry Canada

The creation of a virtual library opens up important opportunities for cost-effective management of information services to internal and external clients. It also raises a number of challenges:

. **the human aspects.** Mechanisms to facilitate and stimulate the transition from old practices to new ways of accessing information will have to be developed. They may include integrating user-friendly interfaces, setting up training sessions, and redeployment of library personnel to provide additional support in reference area.

. **the technical aspects.** There are currently four integrated library systems running in the main IC libraries. Our first priority should be to provide access to the library catalogues for our clients, no matter what computer platform they use. Running all these library catalogues is not a cost-effective solution, and it should be considered as a temporary measure. A decision to centralize all or some of the catalogues will have to be reached, after considering the benefits of these options from the users and from the operations points of view.

The CD-ROM collections will also need to be organized to provide access to all IC employees, no matter what computer platform they use. In a later stage, we should consider the pros and cons of CD-ROM database management and performance, compared to downloading databases to hard disks.

In order to develop our document delivery activities, we may have to select and implement document imaging technology, based either on optical character recognition (OCR) or on digitalized photography of documents.

. **the organizational aspects.** In IC, several groups are involved in the management and delivery of information. There should be more synergy between these groups to maximize resource sharing and

reduce the costs associated with the delivery of information. Close cooperation with the information technology professionals is also essential.

A consensus should be reached on the means of diffusion of the electronic information, and on the design of an interface that will provide an integrated access to all or selected databases, depending on client needs.

. the legal aspects. Database licenses will have to be renegociated to take into account the broader client base. Special care should be taken to examine clauses that can limit the conservation and the retention of the data in electronic format. Competition with the private sector and copyright issues should also be carefully studied.

. the financial aspects. Although networking our information resources should limit duplication between the branches of IC, additional funding will be required for the new licenses and to maintain some printed reference documents, at least for a transition period. We will have to decide if the costs associated with the virtual library will be recovered from the clients and what recovery mechanisms will be required. In the case of external clients, it may involve getting the authorization of the Treasury Board to bill for information services, and setting up a billing system.

. the security aspects. Network managers will have to control the access to the information, secure the equipment from malicious damaging, prevent pirating, maintain the equipment in good working condition, and provide recovery mechanism in case of power failure.

CONCLUSION

The use of existing information and communication technologies have already had an impact on the services offered by Industry Canada libraries. The pace and extent of further developments are dependent on a variety of factors such as user acceptance. Further planning of the delivery of services will be affected by the definition of a mandate and of the client base both at Headquarters and in the regions

THE VIRTUAL LIBRARY

DATABASES

EXPERTISE

E-MAIL

CURRENT
AWARENESS
SERVICES

e.g. Table
of Contents
Bulletin
Board
Services

Value
Added
Information
Products

END-USER MULTIMEDIA WORKSTATION

VARIOUS NETS
e.g. Internet

ONLINE LIBRARY
CATALOGUES

PAPER LIBRARY

ELECTRONIC PUBLISHING

Appendix II   Selected Models
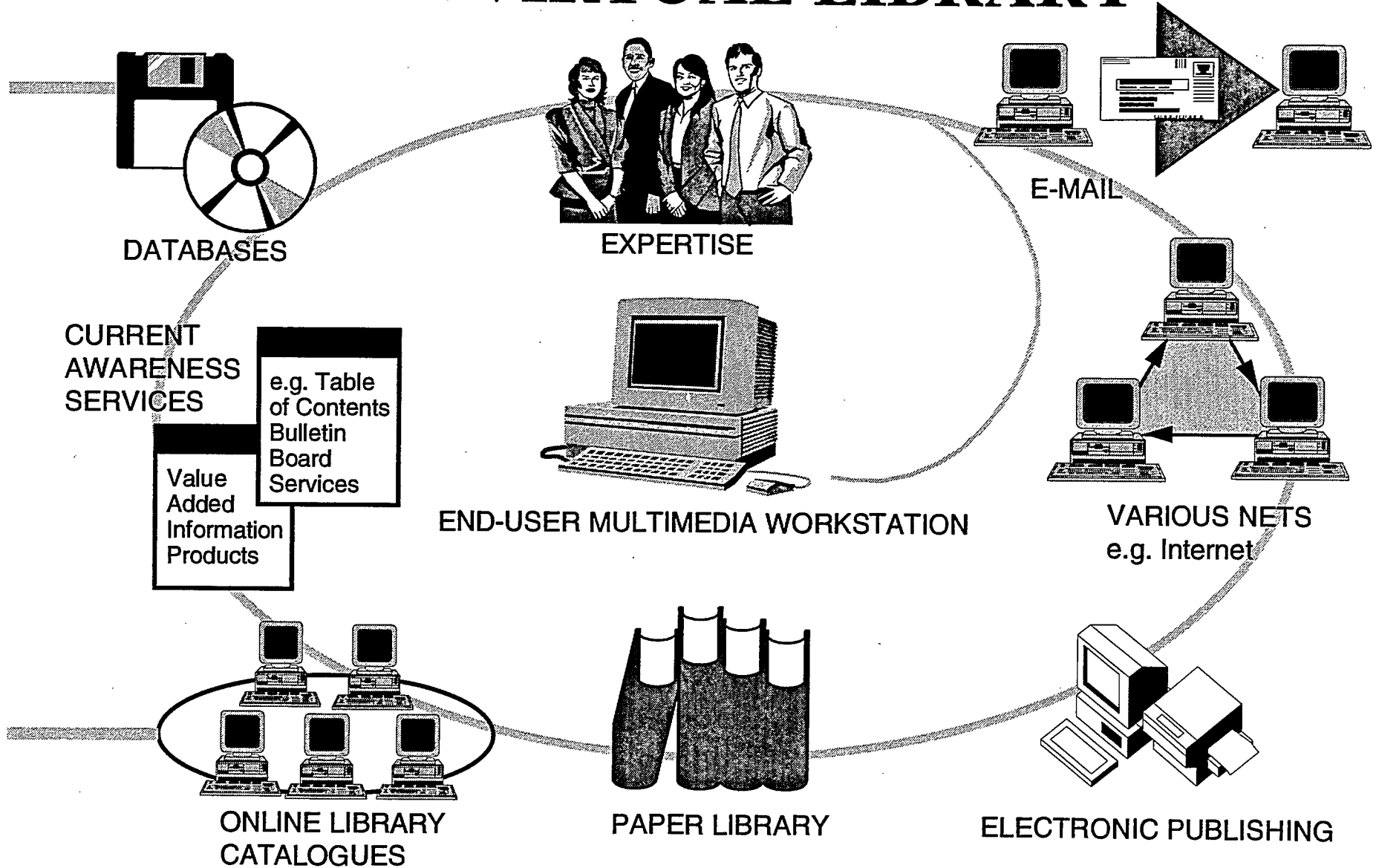
A. The British Library

Who are they?

The British Library is one of the world's prime supplier of published documents to remote users. Their extensive collection includes 220,000 journal titles, 500,000 theses, 300,000 conference proceedings, and more than 3,000,000 books. The British Library collection is very strong in science and technology, and about 80% of their clients are from academic or special libraries. 25% of the British Library clients are from overseas.

What do they do?

The British Library's business strategy is to develop information products that maximize the utilization of the collection. More recently, the BL has also got involved in electronic publishing and in copyright management for electronic documents.

The BL launched its new Online Public Access Catalog in December 1993. (Digital Equipment supplied the equipment used for the online catalog as part of a $ 2,000,000 sponsorship). Clients can have access through JANET (Joint Academic Network), and to portions of the BL holdings through RLG's Citadel database (Research Library Group), through EBSCONET, and through OCLC (Online Computer Library Centre). They can transmit they requests electronically through Dialog, ESA, ORBIT, and OCLC PRISM ILL systems. ARTTEL is an automated request transmission system that manages the incoming requests.

From its collection, the BL has developed a number of information products:

Reference Services:

- Inside Information is a Table of Contents service that covers 10,000 of the BL's most popular serial titles. It is a monthly service available online through JANET, EBSCONET, the Research Library Group, and OCLC's FirstSearch. It is also available on CD-ROM.

- Inside Conference indexes 20,000 conference proceedings available at the BL per year. It is also available on CD-ROM. OCLC's FirstSearch clients can have access to Inside Conference records and request copies of the documents directly from the BL Service Centre in Boston, Mass.

- Patent Express is a collection of 1,000 compact discs covering more than 1,000,000 patents from the UK, US, and Europe. 600,000 requests per year are processed through Patent Express. The BL plans to automate faxing, billing, and file transfer, and to provide 24 hours/day access to remote users.

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Electronic Publishing

In an effort to encourage publishers to develop less expensive ways of distributing documents, the BL obtained the rights to scan, index, store, and provide access to 50 journals. In return, the BL will develop a royalty payment mechanism for electronic documents that will ensure steady revenues to the publishers, as the library community switch its priorities from ownership to access to information. CITED is the BL pilot project that studies copyright in transmitted electronic documents. IBM supplied the equipment necessary for scanning and storing the electronic journals.

The BL develops information products on CD-ROM such as "Current Research in Britain", "Boston Spa Books on CD-ROM" (600,000 titles), "Boston Spa Conferences on CD-ROM" (300,000 proceedings), "Boston Spa Serials on CD-ROM" (475,000 records).

Document delivery

The BL is a supplier for the Research Library Group, Ebsco and OCLC. Orders can be processed within 24-48 hours. Documents are sent by fax or by mail, copyright cleared. Cost includes a flat transaction fee, copyright fees, and delivery costs.

B. CISTI (Canada Institute for Scientific and Technical Information)

As stated in CISTI's Strategic Plan (december 1992), the biggest trend in document dissemination consists in the emergence of electronic or visual libraries. CISTI's move toward this new model is based on the assumption that the scientific world will move to a fully electronic information environment within a decade.

The incentive for CISTI to adopt the virtual library concept as the main stream of its future developments is based on the following factors:

-major funding reduction from CNRC;
-spiralling subscription rates;
. -financial devolution and other fiscal constraints forcing Canadian libraries to seek new incomes;
-the rapid evolution of high speed and high capacity data distribution networks, and
-the advent of electronic publishing.

In the light of this reality, CISTI aims to become a far more aggressive, "business-like", and streamlined organization offering new services and seeking significant recovery costs.

At present, the prime source of CISTI's revenues comes from transmission of journal articles (which are generally photocopied and then faxed or mailed to the client). CISTI has adopted a twofold strategy to extend its services focusing mostly on document dissemination through their planned **Electronic Document Delivery System (EDDS)**.

CISTI proposes to strike contractual arrangements with libraries within universities, research institutes, other government departments, and industry to share a portion of acquisition costs and to expand interlending and distribution services via their EDDS. EDDS is CISTI's virtual library solution to increase productivity, reduce costs and provide better service to clients. During the planning phase, the technology for document scanning and transmission was becoming more reliable, thus paving the way for the feasibility of an EDDS based on the scanning of printed documents from their journal collection.

CISTI's EDDS has been planned and designed considering the characteristics of their business: high volume of documents transmission; lots of routine operations such as photocopying to be automated; a large disparate group of clients; necessity for high reliability and billing control; provision of status information regarding client's requests, integration with an automated invoicing system. Such a system is expensive to develop and must be paid from revenues it can generate and necessarily entails other elements, such as partnerships to acquisition costs sharing.

CISTI's experience with the Ariel workstation and with legal and administrative issues related to the technological aspect of EDDS can be meaningful to all libraries migrating to an electronic environment.

C. OCLC (Online Computer Library Center)

Who are they?

OCLC is a non-profit organization created in 1967. Originally known as the Ohio College Library Centre, it was meant to be a solution to the increase of library costs by providing an online union catalog and a shared cataloguing system to a group of 54 Ohio universities and colleges.

OCLC's computer system began to operate in 1971 and currently has more than 17,000 client libraries in 47 countries. A large part of them are academic libraries, but public, special & government libraries are also well represented. It is currently the world largest bibliographic service, and its operations generate almost $100 million on an annual basis.

What do they do?

In the last three years, OCLC's priorities have been to install a new telecommunication network, to enhance its cataloguing and resource sharing services, and to develop a new line of business in reference services. The provision of online services is a logical step for this organization dedicated to maximizing access to information and to reducing information costs.

OCLC's R&D strategic plan gives priority to the development and enhancement of online services in core activities (cataloguing, resource sharing and reference) over offline and noncore products.

OCLC provides a wide range of services in its core line of activities:

Cataloguing services:

- OCLC Online Union Catalog (OLUC) is the world largest bibliographic database. It increases productivity in OCLC's 17,000 client libraries by allowing them to have access to more than 29 million cataloguing records. OLUC speeds up interlibrary loans by providing locations for these documents.

- PRISM is OCLC's new cataloguing system launched in November 1990. The system feeds the OCLC Online Union Cataloguing with some original cataloguing. It also provides the possibility to download cataloguing records to local library systems. As a result, additional locations are reported for the documents, and it contributes to further enhance productivity in interlibrary loan services.

- The Retrospective Conversion Service is a cataloguing service that experiences a steady growth.It is a $8 million business which purpose is to provide descriptive and bibliographic information in a standard machine readable format for older collections or for collections that were not inventoried in a standard format.

Interlibrary loans and document delivery:

- PRISM-ILL is a new service launched in December 1992 to manage the interlibrary loan requests. It is used by more than 5,000 libraries doing over 6 million electronic loans per year.

- Contents Firsts is service available on Firstsearch that provides end-users with table of contents of more than 9,500 periodicals. It is available on the Internet and it is updated every weekday. A related service is called Contents Alert: it allows clients to have current awareness profiles made up to retrieve information on a specific topic as it is published. Strategic alliances with UMI, the British Library and Dynamic Information are at the origin of ContentsFirst and ArticleFirst services. An agreement has recently been reached between the British Library and OCLC to allow FirstSearch end-users to order documents directly from the Bristish Library. Clients also have the option of requesting documents from other locations provided by the OCLC Online Union Catalog.

- Article First is OCLC document ordering service for articles and OCLC Dispatch is its document delivery service for the Firstsearch service clients.

Reference services:

- Introduced in 1991, FirstSearch Catalog is a menu driven interface designed for end-users to provide them access to a collection of OCLC, government, and commercial databases. For an annual fee, the basic package provides access to selected databases, and for a supplement, client can have access to a broader range of electronic sources. 38 databases are offered by FirstSearch:

  - WorldCat: OCLC's union catalog of 29 million records (OLUC).

  - OCLC's ContentsFirsts and ArticleFirst services.

  - USGPO Monthly Catalog: the publications of the US government.

  - Bibliographic databases such as: Biosis, Georef, Public Affairs Information Service, PsycFirst, Business Periodical Index, Newspaper Abstracts, Humanities Index, etc.

Site mounted versions of FirstSearch are available through the SiteSearch Service.

- EPIC is a similar service, but it is command-driven, and it is intended for experienced searchers. It was launched in 1990 and currently offers more than 40 databases. Selective Dissemination of Information (SDI) is available on EPIC.

<u>Other services:</u>

- OCLC/Amigos is a collection analysis program designed to help the acquisitions librarian identify priorities by assessing the strengths, weaknesses, and overlap of similar collections.

Where are they going?

OCLC's priorities for the next 5 years are to develop and improve services related to its core activities. OCLC plans to concentrate on fulfilling needs that are not being met by others, or on needs that could be met at a much lower cost (ex. the pricing structure for FirstSearch makes it an interesting alternative to CD-ROM workstations or local networking).

Concretely, activities will focus on expanded service hours for EPIC and FirstSearch, adding more databases to these services, increasing electronic publishing and document delivery through more strategic alliances, and enhancing PRISM cataloguing capabilities.

OCLC will also keep on broadening its client base internationally, concentrating its efforts in areas other than Europe and Asia where they already have a strong client base.

OCLC has a research project underway that evaluates the nature of textual information available on the Internet, and that studies the feasibility to provide a standard machine readable cataloguing format for these records.

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D. <u>Bank of Montreal</u>

The Bank of Montreal model is summarized as described by Sylvia Piggott, manager of the Business Information Centre at the Bank of Montreal in an article entitled **The virtual library: Almost there ...** (<u>Special Libraries,</u> vol 4, n:4 Fall 1993, pp.206-212).

At the Bank of Montreal, librarians implemented prototypes in the form of "desktop libraries":

-The library aggressively seeks out and exploits replacement of hard copy relevant sources.

-Users are able to access bilingual information electronically on a LAN linked across the country.

-Using existing technologies such as the LAN, E-mail and facsimile to identify, gather, enhance and deliver information.

-Access to multiple online databases as well as an extensive CD-ROM collection on the LAN gives the users all information they need instantly.

-Internet is used to have access to a number of university library catalogues (opacs) thus facilitating the search process.

Services provided:

-**Execunews** - daily SDI's provide latest international, national and Bank of Montreal news via the LAN. The SDI are run several times during the day to keep users from all time zones current with the latest issues. It consists of:

Newswatch - brings together major news headlines, daily currency rates complied by the inhouse economists.
Newsanalysis - a thorough analysis is provided by the research analytical service on various topics by the staff of the Economics department. Commentaries and weekly bulletin are included. Analysts can be reached for detailed information.
Customnews - is targeted towards a specific group of users meeting their information requirements.
Infotopics - consists of world news, world business, globe & mail front page, international financial news, Canadian financial news as well as BO news.

-**Newsedge service** - permits users to have access to their own custom monitored news. The service receives combined news from over 100 newswires and delivered by satellite. Predetermined profiles deliver the days news with the capability of saving or printing.

-**Research Stations** - can be found at several locations. They provide access to the electronic library, the CD-Rom and execunews. Newsedge service is available on these stations but on a cost recovery basis. Research results are transmitted electronically

which makes it feasible for the users to incorporate the data into the desired report without having to re-key it.

-CD-ROM - a significant number of CD-ROM products are subscribed to but only a selection of these are contained in the electronic desktop library. Users can conduct their own searches. Librarians are only called upon to supplement this service.

Benefits:

-Data can be electronically manipulated and distributed in a manner that the user chooses for he is the raison d'etre of the virtual library..

-Electronic access economically provides relevant and filtered information to a number of locations from one physical location. This saves on additional costs, staff and space requirements.

-A system such as this leaves the librarians free to manage the information effectively and keep up with current trends. As knowledge managers librarians are increasingly involved with instructional strategies thereby facilitating the use of the virtual library.

-Resources are shared and competitive intelligence is valued.

-Encourages self-reliance among users.

-Libraries formed alliances with groups which have the necessary skills to allow for the implementation of emerging technologies effectively.

-Librarians are visualized as experts in selecting, disseminating and implementing information in a timely manner.

-Increased the value of librarian's skills to the organization.

-End users are beginning to ask for more in-depth research as their curiosity is peaked by what all can be made available.

E. Microsoft Corporation

WINFO is the Microsoft Corporation Information Services department's response to Bill Gates ideal of "Information at your fingertips". The forty-five staff of Information Services (which includes 13 librarians) fulfill their department's mission to link users with information, services and resources that facilitate the company's product development, sales and support worldwide.

The Information Services department manages both the Microsoft Library and Archives. The Archives preserves the company's history and internal records which includes every Microsoft product every manufactured.

The Library contains books, subscriptions, technical reports, competitive software programs, videos, audiotapes and an extensive market research collection. Services include circulation of materials, online and CD-ROM database searching, ready reference, subscription routing, document delivery and market research. Most request are sent via EMAIL as the Library services employees worldwide.

WINFO, a software program designed to give Microsoft employees instant access to key information resources was developed by Library staff working with Management Information Systems staff.

WINFO contains the following 5 components:

- **Corplib** is the catalog of the Microsoft Library's holdings

- **News** is a daily newswire and press release alerting service using Microsoft's electronic bulletin board service

- **Computer Select** - a bibliographic database published by Computer Library (Industry Canada subscribes to this database on the CIS)

- **Microsoft History** contains historical facts about the company

- **BILLboard** is a database of articles which give Bill Gates' point of view on pertinent industry topics plus the full text of his speeches with accompanying slide presentations.

The Library provides support to clients on the use of WINFO. In addition, WINFO training classes are taught by the Microsoft Software Learning Centre.

Microsoft outsources much of their work so the library has contracted out all their clerical functions. They also use contract employees for certain research projects during busy times.

It is interesting to note that the Microsoft library is trying to design a new customer service model; they are trying to re-engineer the way that they deliver information to their clients. They feel they have not done enough to determine customer satisfaction and more importantly, assessed how valuable the information is to their clients.

Best Practices:

The WINFO project team demonstrated their skill and expertise in organizing various types of information for their clients. They have integrated both internally generated information and externally produced (third party) information on one menu. The "library" collection includes material in all formats so that their clients can go to one menu to find the information which they need. Their next step is to design an integrated database which will combine all the elements of WINFO so that the client is searching one database instead of five.

The WINFO project team combined staff with both technical expertise and subject content expertise who designed a product which meets the needs of their clients. This team approach is one that could be adapted to Industry Canada's needs.

They use an off-the shelf integrated library system - Dynix Marquis for their library catalogue. Marquis is a client- server application.

They have added the collections of their branch libraries to WINFO so that the local user searches the local collection first and the main library database second.

The Dynix borrower table (client file) is updated from the company EMAIL name file.

They are planning to add other department's databases to the WINFO system so that the client has "one stop shopping".

Industry Canada

Virtual Library Services

current situation

	CITI	CRC	C.D. HOWE	INV. CANADA	PORTAGE	CIPO	JOURNAL TOWER
Desktop access to CD-Roms	P	P					P
Desktop access to catalog	■	■	■	■	■	■	P
Internet access to OPAC	■	■					
Access to union catalog	■	■	■	■	■	■	■
Internet navigation	■	P	P	P	P	P	P
Document image management	P	P					
Electronic full-text	■	■	■	■	■	■	■
Current awareness	■	■	■	■	■	■	■
E-mail services	■	■	■	■	■	■	■
Table of contents service	P	■	P		P	P	P

P   = *Planned*

■   = *Implemented*

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VIRTUAL LIBRARY

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APPENDIX II-V

STOCK TAKING EXERCISE

STOCK TAKING EXERCISE

Special Study

March 1994

OPERATIONS AUDIT BRANCH

SPECIAL STUDY - STOCK TAKING EXERCISE

FINAL REPORT

March 1994

TABLE OF CONTENTS

CONTEXT

While examining common needs of the department, the Information Management Committee (IMC) charged a working group to examine the various departmental "libraries". Refered to as the "*Working Group on the Organization of Industry Canada Libraries and Their Automation*", this working was then divided in order to cover the full scope of the mandate. The five following sub-committees were therefore created: (1) Client Needs, (2) State of the Art Library Services, (3) Stock Taking, (4) Position of IC Libraries Within the Departmental Information Infrastructure and (5) Service to Business.

MANDATE

Thus the aim of the working group was to determine if the department could achieve scale economies by grouping library related operations while maintaining client services at their current level, and if it would be possible to improve services by using the concept of the virtual library.

More specifically, the objective pursued by the sub-committee responsible for stock taking was:

- to identify which resources were acquired, by Industry Canada in regards to libraries and related services, through the major reorganization of the federal departments that was announced on 25 June 1993 by the Prime Minister of Canada.

METHODOLOGY

In conducting this special study, the members of the sub-committee on Stock Taking used a questionnaire to collect the required data. In order to ensure the reliability of the results, knowledgeable members of the working group identified the pertinent libraries and related services that should be included in the special study. The members also identified the appropriate contacts in the founding departments that could fill out the questionnaire.

For each of the issues selected, a number of questions were developed. The questions examined organization, personnel, budgets, collections, clients, services, and systems & networks. Once the questionnaire was drafted, it was then reviewed and approved by the members of the working group. On February 22 1994, 62 questionnaires were sent out, accompanied by a cover letter that explained the objective of the special study. A week later, a follow-up was conducted to see if individuals had any questions regarding the questionnaire or required further information. This follow-up allowed the team to screen out a number of very small office or working collections that had been previously identified as potential interest to the stock taking exercise.

Finally, 27 questionnaires were returned. Once again, the team screen out a few very small office or working collections. It is important to note that 100% of the libraries and large resource centres, completed the questionnaire.

**ORGANIZATION
OF THE REPORT**

This report presents the main findings gathered during the stock taking exercise. However, the information presented in this report should be used cautiously when comparing different libraries and related services, as this report is a summary of the principal characteristics evident from the completed questionnaires.

In order to facilitate reading, the report is organize according to the four buildings located around the National Capital Region, (C.D. Howe Building, Place du Portage - Phase I, Journal Tower, and the CRC) and also includes the CITI located in Laval, where Industry Canada employees work.

Each section summarizes the principal characteristics of the libraries located in the specified buildings. Those principal characteristics being:

- Reporting Structure;
- Status of Personnel;
- Main Subject Areas;
- Clients;
- Floor Space;
- Budget;
- Cost Recovery Operations; and
- Status of Automation.

Furthermore, each section briefly describes certain characteristics of the other related services located in that particular building.

In addition, *Appendix A* contains 2 tables that identify the types of materials contained in each library collection. The tables also indicate the number of titles available in each type of materials.

As for *Appendix B*, it contains 2 tables that indicate the number of transactions per services which were provided by the libraries during the 1993-1994 fiscal year.

Finally, *Appendix C*, identifies the various CD-ROM collections presently owned by the libraries.

**C.D. Howe Building
235 Queen St.
Ottawa, Ontario
K1A 0H5**

1. *C.D. Howe Library*
   3rd Floor
   West Tower

2. *Investment Canada Library*
   (Policy Information Centre)
   5th Floor
   West Tower

3. *Tourism Reference and Documentation Centre*
   4th Floor
   East Tower

4. *Service de la photographie - Photothèque*
   2nd Floor
   West Tower

5. *Aboriginal Economic Program - Resource Centre*
   1st Floor
   West Tower

6. *Canada Business Service Centre (CBSC)*
   1st Floor
   Lobby

"blank page"

1. *C.D. HOWE LIBRARY*

REPORTING STRUCTURE

The Library Manager presently reports directly to the Director General Information Management Branch.

STATUS OF PERSONNEL

As of January 31 1994, the status of the library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	LS-04 (1)	LS-03 (2) LS-02 (3)	SI-01 (2)	CR-04 (1) CR-03 (1) Commissionaire (1) Clerk (1)
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract[1]
Full-Time	LS-03 (2) LS-02 (2) SI-01 (2) CR-04 (1)	CR-03 (1) LS-02 (1)	LS-02 (1) Commissionaire (1) Clerk (1)
Part-Time	--	--	--

1: till March 31, 1994.

MAIN SUBJECT AREAS

The main subject areas covered by the C.D. Howe library collections are:

- Science & Technology (20%), Trade, (10%), Small Business (5%), Industrial Policy & Industry Studies (20%), Economics & Economic Policy (20%), General Business Management (5%) and Statistics - National & International (20%).

CLIENTS

It is estimated that 95% of the C.D. Howe library clients are internal to the department. However, their clients also include public servants from other departments, namely:

- Office of the Auditor General;
- Transport Canada;
- Public Service Staff Relations;
- Canadian Labour Relations Board; and
- Agriculture Canada.

For its external clients, the library mainly provides the following services: (1) training in use of CD-Roms, (2) reference services, (3) reading rooms, and (4) training in use of catalogues.

FLOOR SPACE

The total floor space occupied by the C.D. Howe library amounts to 1054 square meters. Of this floor space 548 square meters are occupied by the collections.

BUDGET

The 1993-1994 budget figures for the C.D. Howe library are as follows:

Salary	$ 365,164.00
O&M base budget (including minor capital)	450,000.00
Additional funding:	
Special funding	118,700.00
Mid year review	38,000.00
Cost recovery	1,000.00
Total	$ 972,864.00

The O&M base budget includes $320,000 for acquisitions of books and periodicals, $40,000 for online services and $8,200 related to system management and maintenance. Special funding includes an amount of $80,000 for accessing CD-Roms on the Corporate Services Network as well as $16,000 for a barcoding project.

COST RECOVERY OPERATIONS

For the moment, the C.D. Howe library operates on a cost recovery basis in the case of online searches that exceed $200. As for future strategies regarding cost recovery, none are planned for now.

STATUS OF AUTOMATION

Presently, the reference, circulation, cataloguing, and acquisition services are automated. As for periodical control, the library expects this service to be automated by the end of the 1994-1995 fiscal year.

Internally, the library provides E-mail services (receipt of reference/document requests), current awareness services, electronic full-text, as well as access to union catalog. Moreover, the library catalog, the recent additions, and a number of CD-Roms are accessible from desktop through the Corporate Services System.

Finally, it is possible for the library staff to gain access to external information sharing networks such as Freenet, Internet, ISM (...) in the case of ILL (Interlibrary Loans) locations and to the library holdings included in the National library DOBIS System via library computers.

EQUIPMENT

Personal computers:

NEC 386SX 20i	(5)
DEC PC LP V+466DZ	(1)
DEC 486 25	(1)
BULL 386SX Plus	(6)
BULL 386SX 20i	(1)
Epson Equity II+286	(1)
Philips 286 P3230	(1)

Printers:

HP LaserJet IIID	(2)
HP LaserJet 4	(1)
Epson LQ 1050	(8)
Epson FX 850	(2)
Digital LA 210	(3)

Facsimiles:

Canon - Fax L785	(1)

CD-ROM Drives:

Pioneer DRM-600 - Jukebox	(1)
NEC Intersect - External	(1)
Hitachi - External	(1)

Photocopiers:

Savin 9210	(1)
Xerox 5028	(1)

Other:

USR Sportster 14.4 - External	(2)
Cardinal - External	(2)
Microfiche Reader Canon PC Printer 70	(1)
Microfiche Reader ABDICK 780	(1)

2. *INVESTMENT CANADA LIBRARY*

REPORTING STRUCTURE

The Information Centre Manager directly reports to the Director General Micro-Economic Policy Analysis.

STATUS OF PERSONNEL

As of January 31 1994, the status of the Investment Canada library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	LS-03 (1)	SI-02 (1)	SI-01 (1)	CR-04 (1)
Part-Time	--	LS-02 (1)	--	--

Status	Indeterminate	Term	Contract
Full-Time	SI-02 (1) SI-01 (1) CR-04 (1)	LS-03 (1)	--
Part-Time	LS-02 (1)	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the Investment Canada library collections are:

- Economics (10%), Investment (40%), Corporate (ie. Business) Information (25%), and Other (25%).

CLIENTS

Currently, most of the Investment Canada library clients are internal to the department. On occasion, public servants from other departments use the reference services (10%) or the interlibrary loans services (40%).

As for external clients, reference services are called upon by consultants, academics, and businesses.

FLOOR SPACE

The total floor space occupied by the library is 421 square meters. 295 square meters of this floor space is occupied by the collections, while 126 square meters are allocated to office space.

BUDGET

The 1993-1994 budget figures for the library are as follows:

Salary	$ 183,702.00
O&M base budget (including minor capital)	201,566.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	00.00
Total	$ 385,268.00

The O&M base budget includes acquisitions which totalled $130,000 and system management and maintenance were estimated at $9,500. Also, Informatics computer services (including online searches) were estimated at $31,000.

COST RECOVERY OPERATIONS

There are no cost recovery initiatives presently used by the Investment Canada library; nor are there any planned.

STATUS OF AUTOMATION

Presently, cataloguing, circulation, reference, periodical control, and acquisition activities are all automated.

Internally, the Investment Canada library information sharing network capabilities include E-mail services, electronic full-text services, and current awareness services.

The library is also connected with the Investment Canada LAN, and to the Industry Canada Corporate LAN.

As for desktop access, it is possible to gain access to CD-Roms and to the library catalog from desktops.

A few of the library computers give access to external information sharing networks such as Internet, DOBIS, Dialog, Infomart, Infoglobe, Lexis/Nexis, QL, Canole and Westlaw.

EQUIPMENT

Personal computers:

NETLAND 386	(1)
SIDUS 486	(1)
AGI 486	(1)
NETLAND 486	(3)

TRILLIUM	(1)
DELL 386 (laptop)	(1)
NETLAND (disc-less work station)	(1)

Printers:

Epson FX-185 (dot-matrix)	(1)
LaserJet III	(1)
LaserJet II	(1)
Epson LQ1500 (dot-matrix)	(1)

Facsimiles:

Ricoh Fax 65	(1)

CD-ROM Drives:

Sony	(4)
Hitachi	(1)

Photocopiers:

Savin 7150 (rental)	(1)

Other:

Microfilm Reader-Printer	(1)
Cannon PC70	(1)

3. *TOURISM REFERENCE AND DOCUMENTATION CENTRE*

REPORTING STRUCTURE

A Customer Service Coordinator reports directly to the Director of Research and Information Management.

STATUS OF PERSONNEL

As of January 31 1994, the status of the Tourism Reference & Documentation Centre (TRDC) personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	--	--	SI-01 (1)	CR-04 (1)
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	SI-01 (1) CR-04 (1)	--	--
Part-Time	--	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the Tourism Reference & Documentation Centre collections are:

- Tourism (85%), and Leisure and Recreation (15%).

CLIENTS

Most of the Tourism Reference & Documentation Centre clients are external to the department (60%). Their main federal clients are :

- Heritage Canada;
- Statistics Canada;
- Transport Canada; and
- National Capital Commission.

Requests also come from external clients such as: associations (5%), consultants (20%), provincial governments (20%), municipal governments (5%), business (20%), general public (5%), media (5%), academics (15%), and M.P.'s offices (5%).

The services mostly required by these external clients are (1) online database searching, (2) training in use of databases, (3) advisory services, (4) reference services, (5) loans, (6)interlibrary loans, (7) publication distribution, and (8) photocopies.

FLOOR SPACE

The total floor space occupied by the Tourism Reference and Documentation Centre is 825 square meters. Of this floor space 500 square meters are occupied by the collections, while the remainder is occupied by display cases for publications, offices, carols, photocopiers and work tables.

BUDGET

The 1993-1994 budget figures for the Tourism Reference and Documentation Centre are as follows:

Salary	$ 65,550.00
O&M base budget (including minor capital)	54,700.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	00.00
Total	$ 120,250.00

The O&M base budget includes acquisitions which totalled $40,000.

COST RECOVERY OPERARATIONS

The Tourism Reference and Documentation Centre proposal for cost recovery initiatives are on hold in the Department.

STATUS OF AUTOMATION

Presently, cataloguing, reference, and listing of recent acquisitions activities are all automated. As for circulation and periodical control the TRDC expects these activities to be automated by the end of the 1994-1995 fiscal year.

Internally, the Tourism Reference and Documentation Centre is connected to Minisis and to the Industry Canada LAN (*Access*). This allows departmental staff to have online access to cataloguing, reference and recent acquisitions from their desktop. However, full text retrieval is not possible, only annotated bibliographic search by subject, title, author and key word is possible.

The Centre is also connected with external information sharing networks such as INTERNET, DOBIS and TRINET. TRINET links thousands of tourism experts worldwide and allows them to e.g. send and receive E-mail of book reviews, new books on the market, sources of information, etc.

EQUIPMENT

Personal computers:

BULL	(2)
Zenith Data System	(1)
Digital (connected to mainframe)	(1)
Epson	(2)

Printers:

Epson LQ-2550	(1)
Epson LQ-1050	
HP LaserJet Series II	(1)

Facsimiles:

Ricoh Fax 105	(1)

CD-ROM Drives:

NEC Multi Sync 3XE	(1)

Photocopiers:

Xerox 5034	(1)

Other:

Optical Character Reader	(1)

4. PHOTOGRAPHIC SERVICES - PHOTOTHÈQUE

REPORTING STRUCTURE

The reporting structure is not available at the moment; it is presently being reviewed.

STATUS OF PERSONEL

As of January 31 1994, the status of the Photothèque personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	IS-03 (1)	IS-01 (1)	--	--
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	IS-03 (1)	--	IS-01 (1)
Part-Time	--	--	--

MAIN SUBJECT AREAS

The Photothèque collection is comprised of 100,000 photographs - slides.

CLIENTS

The Photothèque is open to clients from all government departments, as well as to a vast number of external clients.

These clients include:

• External Affairs Ottawa (7%), Federal Public Sector (23%), Canadian Public Sector (16%), Organizations (11%), Tourism and Convention Bureaus (2%), Canadian Tourism Operators (7%), Non Canadian Tourism Operators (7%), Marketing Communications (2%), Non North American Newspapers and Magazines (4%), Canadian Newspapers and Magazines (2%), U.S. Newspapers and Magazines (7%), Book Publishers (4%), and Corporate Commercial (9%).

FLOOR SPACE

The total floor space occupied by the Photothèque represents 225 square meters. Of this amount, 52 sqare meters are occupied by the collection of photographs - slides.

BUDGET

The 1993-1994 budget figures for the Photothèque are as follows:

Salary	$ 80,740.00
O&M base budget (including minor capital)	18,000.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	00.00
Total	$ 98,740.00

The O&M base budget includes $3,000 for supplies and $15,000 for photo shoots.

COST RECOVERY OPERATIONS

The Photothèque is presently reviewing the possibility of introducing cost recovery initiatives.

STATUS OF AUTOMATION

At the moment, the cataloguing activity is automated. Furthermore, the Photothèque is presently developing an application that will allow all its clients to access the collection of photographs - slides via the Industry Canada Online.

EQUIPMENT

Personal Computers:

DEC 425 SXLP   (2)

CD-ROM Drives:

NEC Multi Sync   (1)

Other:

Nikon 35mm Film Scanner
Model LS-3510AF   (1)

Trac Industries Inc. Slide Printer   (1)

HP ScanJet Printer   (1)

5. ABORIGINAL ECONOMIC PROGRAM - RESOURCE CENTRE

STATUS OF PERSONNEL

As of January 31 1994, the status of the Resource Centre's personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	--	CO-01 (1)	--	--
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	CO-01 (1)	--	--
Part-Time	--	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the Aboriginal Economic Program's Reference Centre collections are:

- Aboriginal Business Development (60%), Aboriginal Entrepreneurship (10%), Aboriginal Economic Studies (10%), Small Business Development (5%), "Other" Aboriginal Issues (5%), Program Related Documentation (5%), and Departmental Documentation (5%).

Ten percent of the holdings are considered restricted access.

CLIENTS

Most of the Resource Centre's clients are internal (90%). However, 5% of the requests come from Indian and Northern Affairs Canada, the difference coming from other departments.

Occasionally, associations, consultants and academics visit the Resource Centre. They either use the loans, the advisory or the reference services.

FLOOR SPACE

The total floor space occupied by the Aboriginal Economic Program's operation, including its Resource Centre is 50 square meters.

BUDGET

No specific budget is identified for the Aboriginal Economic Program's Resource Centre. Funds come from the O&M base budget of the Director General, Policy and Program Services.

EQUIPMENT

Personal Computers:

NEC 386SX 40 MG HD, connected to LAN   (1)

6. *CANADA BUSINESS SERVICE CENTRE (CBSC)*

STATUS OF PERSONNEL

As of January 31 1994, the status of the Canada Business Service Centre's personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	CO-02 (1)	CO-01 (1) AS-02 (1) IS-02 (2)	--	IS-01 (1)
Part-Time	--	--	--	--

CBSC's ROLE

The CBSC's resource collection section is but one of the many services offered to clients. The CBSC is a prime user and distributor of Industry Canada documents, and soon will be offering access to sources of program/service/regulatory information from other federal business departments.

The CBSC's "library" role is minimal since it does not carry text book materials, but mostly government information.

MAIN SUBJECT AREAS

The main subject areas covered by the CBSC's collections are:

• Trade Information (40%), Business (20%), Sectoral Information (20%), and Corporate Literature / Reports (10%).

CLIENTS

The CBSC's clients are mostly, business (40%), associations(5%), consultants (30%), provincial governments (5%), academics (10%), and people from the general public (10%).

Information services account for 95% of the 15,000 annual inquiries the CBSC receives.

Specific services used are: (1) special collections services, (2) customized information profiles, (3) reference services, and (4) reading rooms.

FLOOR SPACE

The total floor space occupied by the CBSC amounts to 85 square meters. Of this total, 10 square meters are occupied by the collections.

STATUS OF AUTOMATION

Presently, both services offered by the CBSC, reference and cataloguing, are automated.

EQUIPMENT

Personal Computers:

Digital PC 486 66 MB HD, 16 MB RAM	(3)
Digital PC 486 33 MB, 120 MB HD, 8 MB RAM	(4)
IBM Portable 486 ThinkPad 340 MB HD, 4 MB RAM	(1)

Printers:

HP LaserJet 4SI	(1)
HP LaserJet III	(1)
HP LaserJet IID	(1)

Facsimiles:

Xerox Telecopier 7033	(1)

Photocopiers:

Canon	(1)

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> **Place du Portage, Phase I**
> **50 Victoria St.**
> **Hull, Quebec**
> **K1A 0C9**

1. *Portage Library*
   14th Floor

2. *CIPO Library*
   11th Floor

3. *Compliance & Coordination Branch - Resource Centre*
   Bureau of Competition Policy
   21st Floor

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1. *PORTAGE LIBRARY*

REPORTING STRUCTURE

The Chief Librarian of the Portage library reports directly to the Director Information Management Services, who in return, reports to the Director General Corporate Services.

STATUS OF PERSONNEL

As of January 31 1994, the status of the Portage library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	LS-04 (1)	LS-03 (2) LS-02 (1) LS-01 (1)		CR-04 (4) CR-03 (2)
Part-Time	--	LS-02 (2)	--	--

Status	Indeterminate	Term	Contract
Full-Time	LS-04 (1) LS-03 (2) LS-01 (1) CR-04 (4) CR-03 (1)	LS-02 (1) CR-03 (1)	--
Part-Time	LS-02 (1)	LS-02 (1)	--

MAIN SUBJECT AREAS

The main subject areas covered by the Portage library collections are:

- Competition Law & Policy (25%), Consumer Law & Policy (15%), Economics (15%), Corporate Law & Policy (15%), Business (10%), Management (5%), Public Administration (5%), and Law - general (10%).

CLIENTS

The Portage library is mainly used by clients that are internal to the department (90%). However, public servants from many other departments use the library. As for external clients such as associations, consultants, academics, businesses, law firms, people from the general public and other libraries; these clients use: (1) reference services, (2) training in use of CD-Roms, (3) training in use of databases, (4) reading rooms, (5) interlibrary loan, and (6) special collections services.

FLOOR SPACE

The total floor space occupied by the Portage library is 1200 square meters. This floor space is broken down as follows: 725 square meters occupied by the collections, 20 square meters for a conference room, 15 square meters for a mail room, 30 square meters of onsite storage and 60 square meters of offsite storage.

BUDGET

The 1993-1994 budget figures for the Portage library are as follows:

Salary	$ 473,000.00
O&M base budget (including minor capital)	270,000.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	53,700.00
Total	$ 796,700.00

Included in the O&M base budget is an amount for $214,000 and for $5,000 which are allocated to acquisitions and to system management and maintenance respectively.

COST RECOVERY OPERATIONS

Furthermore, the cost recovery of $53,700 is funded by the various bureaus based on usage of services.

STATUS OF AUTOMATION

The Portage library has a DOS-based integrated library system (Information Navigator) which automates the reference (OPAC), cataloguing, management reports (fund tracking), periodical control (serials check-in, routing), and acquisition (books & serials orders and renewal) functions.

Automated circulation service, will commence April 1994.

Internally, 13 of the departmental library's computers are connected to the local library LAN which provides access to the integrated library system (Information Navigator). A the current time this is the only locally-networked software.

The Portage library gives access to union catalog, and to services such as, electronic full-text, current awareness, and E-mail. Desktop access is possible to various CD-Roms, and the catalog of the Portage library.

Finally, the Portage library is connected to DOBIS (for interlibrary loans), to STM (for derived cataloguing), and to Dialog, Infoglobe, Infomart, Lexis/Nexis, Westlaw, QL, Dunserve II, Canale, CL/ONLINE, CAN/LAW (for bibliographic online retrieval).

EQUIPMENT

Personal computers:

DELL 450 DE42 486 CPU, 322 MB HD, 16 MB RAM	(1)
Digital DECPC LPV 466D2 486 CPU, 234 MB HD, 8 MB RAM	(7)
Ogivar System SX386 386 CPU 100 MB HD, 4 MB RAM	(1)
Ogivar Inter System SX386 386 CPU, 40 MB HD, 4 MB RAM	(4)
DELL 466/2 486 CPU, 100 MB HD, 8 MB RAM	(2)
DELL 433/DE 486 CPU, 330 MB HD, 8 MB RAM	(2)

Printers:

HP LaserJet II	(1)
HP DeskJet 500	(2)
Citizen GSX-240	(2)
Epson LQ-510	(1)
Epson LQ-570	(2)
Epson Action Printer 3250	(1)
Epson FX-1050	(2)
Epson FX-286e	(2)

Facsimiles:

Toshiba TF251	(1)

CD-ROM Drives:

Toshiba XM-2200A (single)	(1)
Hitachi CDR-1503S (single)	(1)

Photocopiers:

Savin   (1)

Other:

Concentrator   (2)
Lattis Net Model 2800 (10Base-T)

UPS American Power Corp.   (1)
Back-ups 1200vx

Barcode Reader   (1)
Intermec Wedge Barcode Reader

Tape Backup model FC-02   (1)
Colorado Memory System

Tape Backup Tallgrass v.1.3   (1)

Hayes 1200 Modem   (1)

Hayes 9600 Modem   (1)

Hidem 2400 Modem   (2)

ATI 2400   (1)

2. *CIPO LIBRARY*

REPORTING STRUCTURE

The Canadian Intellectual Property Office (CIPO) Library Manager reports directly to the Chief Librarian, Industry Canada.

STATUS OF PERSONNEL

As of January 31 1994, the status of the CIPO library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	LS-02 (1)	--	--	--
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	--	LS-02 (1)	--
Part-Time	--	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the CIPO library collections are:

- Copyright (13%), Patents (12%), Industrial Design (13%), Topographies of Integrated Circuits (13%), Biotechnology (12%), Inventions (12%), Intellectual Property Organizations (12%), and Trademarks (13%).

CLIENTS

The CIPO library clients are mainly internal to the department (90%). As for public servants from other departments, they mainly use the interlibrary loans service (25%). The reference service provided by the library is used by internal clients (75%). However, legal firms and businesses (15%) and people from the general public (10%) also use this service.

FLOOR SPACE

The total floor space occupied by the CIPO library is 1000 square meters. This total floor space includes 800 square meters that are occupied by the collections.

BUDGET

The 1993-1994 budget figures for the CIPO library are as follows:

Salary	$ 40,000.00
O&M base budget (including minor capital)	58,000.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	32,300.00
Total	$ 130,300.00

The O&M base budget includes the acquisition costs of books and periodicals that were estimated at $55,000.

COST RECOVERY OPERATIONS

At the moment, the CIPO library operates on a cost recovery basis per services. Interestingly, the costs recovered during 1993-1994 fiscal year reached $32,300 as of January 31, 1994.

STATUS OF AUTOMATION

The CIPO library has access to the Portage library's automated library system (Information Navigator) and all technical services (reference, cataloguing, serials control) are provided by the Portage library.

Internally, the CIPO library provides E-mail services, current awareness services, electronic full-text, as well as access to union catalog. The library LAN gives access to various CD-Rom products, the library catalogue, as well as the department's Corporate Services Database. As for desktop access, a number of CD-Roms and the library catalogue are accessible. At the moment 1 of the CIPO Branch library computer is connected to the Portage library's integrated library system (Information Navigator).

Externally, it is also possible to gain access to various online services including DOBIS, ATLAS, and OPAC. Yet, the CIPO library is not connected with Freenet or Internet.

EQUIPMENT

Personal computers:

DELL 486/L, 8.2 MB	(1)
Ogivar 386	(1)

Printers:

Epson FX86e (dot-matrix)	(1)
DeskJet 500 (inkjet)	(1)

3. *COMPLIANCE & COORDINATION BRANCH - RESOURCE CENTRE*

REPORTING STRUCTURE

The Manager of the Resource Centre reports to the Director of Compliance and Coordination, who reports to the Director General, Compliance and Operations, who in return reports to the Director of Investigation and Research.

ROLE

The Resource Centre's goal is to act as a specialized research facility for the Bureau of Competition Policy, which enforces the criminal and civil law provisions of the Competition Act. In accordance with the law, all inquiries are conducted in private. Hence, the confidential requirements of the Resource Centre material. Its goal is to provide research and reference services as well as to collect and manage information relating to competition law, policy, legislation, economic, competition analysis and law enforcement. To this end, it collects internal legal, policy and legislation development documents of a confidential nature.

STATUS OF PERSONNEL

As of January 31 1994, the status of Compliance & Coordination Branch Resource Centre personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	SI-04 (1)	Contract (1) Coop (1)	SI-01 (1) SI-02 (1)	--
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	SI-04 (1) SI-02 (1) SI-01 (1)	--	Contract (1)
Part-Time	--	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the Resource Centre's collections are:

- Competition Law (70%), and Competition Law/Economics (30%).

It is important to note that 80% of the holdings found in the collections are considered restricted access.

CLIENTS

Since most of the Resource Centre collection is confidential, it can only be accessed by Bureau of Competition Policy staff. 90% of reference and research requests are internal. While 25% of the Resource Centre's workload is involved with responsibility to competition law complaints.

External clients, predominantly people from the general public (including law firms), do not have open access to the Resource Centre's catalogue. However, in response to some external queries (complaints and information requests), staff can provide documents which are not confidential.

Services include: answering legal and legislative research requests, online research on external databases, responding to information requests, and receiving competition law complaints.

FLOOR SPACE

The total floor space occupied by the Resource Centre is 362.5 square meters. The collection takes up 60 square meters of this space, while the storage room takes up 256 square meters.

BUDGET

Strictly speaking, the Resource Centre does not have its own budget. Expenses are part of the Compliance and Coordination Branch budget, as well as part of the **Bureau of Competition Policy budget** as a whole.

EQUIPMENT

Personal Computers:

IBM Compatible	(5)
MacIntosh	(4)

Printers:

IBM Printer	(2)
MacIntosh Printer	(1)

Facsimiles:

Xerox 7024	(1)

Photocopiers:

Xerox 5028	(1)

Journal Tower
300 Slater St.
Ottawa, Ontario
K1A 0C8

1. *Journal Tower Library*
    14th Floor

2. *Information Holdings in DGCP*

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1. *JOURNAL TOWER LIBRARY*

REPORTING STRUCTURE

The Director, Information Resources Services, who retained the fuctions of Chief Librarian, reports directly to the Director General Administrative & Technical Services.

STATUS OF PERSONNEL

As of January 31 1994, the status of the Journal Tower library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	AS-07 (1)	LS-03 (1) LS-03 (1)[1] LS-02 (1)	SI-01 (1)[1] SI-01 (1) CR-04 (1)	CR-04 (2) CR-03 (2)[1]
Part-Time	--	--	--	--

Status	Indeterminate	Term[1]	Contract[1]
Full-Time	LS-03 (1)[1] LS-03 (1) LS-02 (1) SI-01 (1)[1] SI-01 (1) CR-04 (3) CR-03 (2)[1]	--	--
Part-Time	--	--	--

1: These FTE's have gone to Heritage Canada in the negotiations.

MAIN SUBJECT AREAS

The main subject areas covered by the library collections are:

- Arts & Culture (12%), Broadcasting (10%), Business (8%), Law (3%), Management (9%), Science & Technology (18%) and Telecommunications (40%).

CLIENTS

In addition to serving its internal clients as well as Communications Research Centre clients, the Journal Tower library also serves clients from other departments, namely:

- Heritage Canada;
- Government Services; and
- National Defense.

These departments, mainly deal with the library through interlibrary loan and ILL borrowing.

As for external clients, the library receives requests from consultants, municipal governments, academics and businesses. These clients usually require the following services: (1) training in use of CD-Roms, (2) advisory services, (3) training in use of databases, and (4) reference services.

BUDGET

The 1993-1994 budget figures for the Journal Tower library are as follows:

Salary	$ 358,726.00[1]
O&M base budget (including minor capital)	239,081.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	00.00
Total	$ 597,807.00

Salary includes $140,000 for employees who now belong to Heritage Canada, but does not include the salary of the Director. The O&M base budget includes acquisitions $113,000, system management and maintenance fees of $5,000 and acquisition of CD-Roms of $24,500.

COST RECOVERY

Cost recovery had been done for the past 6-7 years for the routing of periodicals. However, it was not done in 1993-1994 because of the reorganization. In 1992-1993, $19,000 were recovered.

FLOOR SPACE

The total floor space occupied by the library is 1800 square meters. 1051 square meters of this floor space is occupied by the collections, while 749 square meters are allocated to offices, users, staff and a video room.

STATUS OF AUTOMATION

Presently, the cataloguing, periodical routing, reference (OPAC) and acquisition activities are automated. As for the circulation and periodical control, these activities are not yet automated. However, the library expects to automate them by the end of the 1994-1995 fiscal year.

Internally, desktop access to the library's CD-Roms and catalogues is not yet possible. However, this initiative is in planning. The library provides electronic full-text, current awareness, and E-mail services to its clients.

Finally, the Journal Tower library computers allow the library staff to access FREENET, INTERNET, DOBIS (to be replaced by Amicus), and GEMDES.

EQUIPMENT

Personal computers:

AST 4/33	(6)
BULL	(2)
SIDUS 386	(5)
LANPAR	(1)

Printers:

HP LaserJet IID	(1)
HP LaserJet 4M Printer	(1)
Panasonic	(2)
Epson LX810	(2)
Fujitsu DL 1150	(1)
Okidata ML 395 (continuous printer)	(1)

Facsimiles:

Canon FX-270	(1)
Cannon Laser Class Fax L785	(1)

CD-ROM Drives:

Hitachi CDR-1503S	(3)

Photocopiers:

Savin 7350	(1)

Other:

ALOS Microfiche Reader	(2)
Minolta Microfiche Reader (Reader-Printer)	(1)
Cardinal Modems	(3)

2. *INFORMATION HOLDINGS IN DGCP*

**CURRENT
SITUATION**

Before the re-organization of DOC in June 1993, DPP which is responsible for Information Management in Communication Development Branch (DGCP) had begun establishing a branch library in Room 746, JTN, with a mini-collection being kept in DAI/DPP at CRC. Since then, DGCP has expanded to include DSI, DIT and DPT and each of these new divisions also has its own collection.

The collection at headquarters will remain in their current respective divisions. However, when DGCP moves to its new location, all information holdings will be in one central location in the branch.

The following is a list of information holdings and their current location:

a) **Directorate Standards & Interconnections (DSI)**
   16th Floor, JTN

Their information holdings contain:

- Canadian Standards Association Standards;
- IT & T Standards;
- Technical Standards related materials from Treasury Board Information technical Standards (TBTTS);
- Standards from various Standards bodies in Europe and the US ITU-T technical information relating to the White Contributions and Delay Contributions and Temporary documents for Study Groups;
- International Standards Organization (ISO) - Joint Technical Commission 1 (info from five subcommittees) interrelated working documents, draft international standards, etc.

b) **Telecommunication Trade & Technology Cooperation (DPT)**
   17th Floor, JTN

Their information holdings contain:

- European Community Directives and Policies on Telecommunications, Information Technologies, and Science and Technology;
- Telecommunications
- OECD and APEC documentation;
- GATT and NAFTA documentation;
- US documentation - FCC, NTIA, Electronic Highway;
- Various technical reports and studies.

c) **Directorate International Telecommunications Relations (DIT)**
   17th Floor, JTN

Their information holdings contain:

- ITU-R Study Groups documents (DIT is the Canadian
  Secretariat for ITU-R);
- Some ITU-T documentation (DGTP is the Canadian
  Secretariat for ITU-T);
- ITU Plenipotentiary documents, official ITU documents and
  other ITU material.
- The Final Acts for WARCs, WRCs.

d) **Technology Impact Assessment (DPP)**
   7th Floor, JTN

Their information holdings contain:

- Some past Annual Reports for Industry Government;
- Various studies commissioned by DPP and DTP, relating to
  information technologies;
- Technical reports on various information technologies,
  satellites, etc.;
- Reports prepared DPP and DIP on various information
  technologies related issues;
- Conference proceedings (international and local);
- OECD documentation;
- Subscription services reports by A.D. Little, Evans Research,
  BIS, etc.;
- Federal documentation on Communications and Information
  Technology and R&D;
- Vision 2000 documentation;
- Past Strategic Planning Sessions documentation;
- Privacy of Information.

e) **Social & Informatics Applications (DPP/CRC)**
   Building 4, CRC

Their information holdings contain:

- Technology and Disabilities holdings;
- Social issues related to disabilities;
- Electronic Publishing;
- Database Licensing;
- Aboriginal Syllabics;
- Telework.

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Communications Research Centre (CRC)
3701 Carling Avenue
Ottawa, Ontario
K2H 8S2

1. *CRC Library*
    Building 7A, Room 106

2. *Instrument Repair Service - Technical Library*
    Building 2A, Room 45

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1. *CRC LIBRARY*

REPORTING STRUCTURE

The Library Manager directly reports to the Executive Vice-President of the Communications Research Centre (CRC), who in return reports directly to the President of the CRC.

STATUS OF PERSONNEL

As of January 31 1994, the status of the CRC library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	LS-03 (1)	--	SI-01 (1)	CR-03 (1)
Part-Time	--	LS-02 (0.8)	--	CR-04 (0.8)

Status	Indeterminate	Term[1]	Contract
Full-Time	LS-03 (1) SI-01 (1) CR-03 (1)	--	--
Part-Time	CR-04 (0.8)	LS-02 (0.8)	--

MAIN SUBJECT AREAS

The main subject areas covered by the CRC library collections are:

- Electrical Engineering & Electronics (45%), Physics (15%), Computer Science (15%), Mathematics (5%), Aeronautics & AeroSpace (5%), Reference (5%), Telecommunications - Economics (5%), and Others (5%).

CLIENTS

Approximately 70% of the CRC library clients are internal to the department. The CRC library also provides various services to employees from:

- Defense Research Establishment Ottawa (DREO) (17%); and
- Canadian Space Agency (CSA) (13%).

The services requested by the two above-mentioned departments, range from: (1) training in use of CD-Roms, (2) training in use of databases, (3) advisory services, (4) reference, and (5) reading rooms. The interlibrary loans service is also made available to CSA employees. The interlibrary loans service is also used by academics and by people from representing various businesses.

FLOOR SPACE

The total floor space occupied by the CRC library is 425 square meters. 250 square meters of this floor space is occupied by the collections, while 100 square meters are allocated to office space and 75 to consultation.

BUDGET

The 1993-1994 budget figures for the CRC library are as follows:

Salary	$ 160,000.00
O&M base budget (including minor capital)	142,200.00
Additional funding:	
Special funding	00.00
Mid year review	50,000.00
Cost recovery	1,800.00
Total	$ 354,000.00

Acquisitions during this fiscal year totalled $153,500, DOBIS $5,000 , CD-Roms $10,000 , online $6,000 , system management and maintenance $2,000 and interlibrary loans $3,000.

COST RECOVERY OPERATIONS

In 1994-1995, cost recovery will apply on the acquisition of periodicals for the CSA, this represent a cost recovery of about $4,000 annually. Furthermore, CRC partners will now have to pay to be entitled to use the library services. In the upcoming agreements with its partners, CRC intends to include a clause stipulating that the partner will have to pay an overhead cost if it intends to use library services. A costing grid has recently been approved by upper management and the Business Development Service will ensure the promotion and negotiate the agreements.

STATUS OF AUTOMATION

Presently, the cataloguing, circulation, and reference activities are automated. As for the periodical control and the acquisition services, the library expects both services to be automated by the end of the 1994-1995 fiscal year.

Internally, the CRC library information sharing network capabilities consist of a local network connected to PCs, to McIntoshs and to Unix machines. This network allows users to access the library catalogue, the listing of conferences and the listing of recent additions from their desktop. It is important to note that the CD-Roms are not accessible via the network.

The CRC library can gain access to external information sharing networks such as INTERNET and FREENET.

EQUIPMENT

Personal computers:

BULL 486 Model 433 50 MHZ, 660 MB HD, 32 MB RAM	(1)
DELL 486 Iverance 486L/33 8 MB RAM, 120 MB HD	(2)
DELL 486 50 MHZ, 12 MB RAM, 230 MB HD	(1)
Ogivar 386/25 25 MHZ, 4 MB RAM, 80 MB HD	(1)
Ogivar 386/25 25 MHZ, 2 MB RAM, 100 MB HD	(1)
Epson Equity II Plus 6 MB RAM, 40 MB HD	(2)
Ogivar Internote 286 (portable) 2 MB RAM, 20 MB HD	(1)

Printers:

NEC-Silentwriter LC-800 Laser Printer Postscript	(1)
Panasonic KX-P1624 (dot-matrix)	(1)
Epson LQ-1050 (dot-matrix)	(2)
BULL Compuprint 4/23 (dot-matrix)	(1)
DATASOUTH (dot-matrix)	(1)

Facsimiles:

Canon FX-270	(1)

CD-ROM Drives:

BETACORP 4 CD-ROM Drive Tower   (2)
(Daisy Chained)

Hitachi CDR-1503S (1 drive)   (1)

Photocopiers:

Savin 7350   (1)

Other:

BELL & HOWELL Microfiche Reader   (1)
(with impression capability)

ALOS Microfiche Reader   (2)
(without impression capability)

2. *INSTRUMENT REPAIR SERVICE - TECHNICAL LIBRARY*

REPORTING

The Instrument, Information, Component & Control Technician reports to the Manager Instrument Services, who reports to the Chief of Technical Services, who in return reports to the Director, Site and Research Services of CRC.

STATUS OF PERSONNEL

As of January 31 1994, the status of the Technical library personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	--	--	--	GT-02 (1)
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	GT-02 (1)	--	--
Part-Time	--	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the Technical library collections are:

- Electronic Research & Development (100%).

CLIENTS

Approximately 90% of the CRC's Technical library clients are internal to the department. However, the Technical library provides reference services to two other departments in a proportion of 4% and 6% respectively:

  - Defense Research Establishment Ottawa (DREO);
  and
  - Canadian Space Agency.

FLOOR SPACE

The total floor space occupied by the Technical library is 100 square meters. Of this floor space, 60 is occupied by the collections.

COLLECTION

The Technical library is responsible for purchasing and cataloguing its own publications and subscriptions.

BUDGET

The 1993-1994 budget figures for the Technical library are as follows:

Salary	$ 36,000.00
O&M base budget (including minor capital)	34,000.00
Additional funding:	
Special funding	00.00
Mid year review	00.00
Cost recovery	00.00
Total	$ 70,000.00

According to the figures provided, the entirety of the O&M base budget, $34,000 went towards acquisitions.

EQUIPMENT

Personal Computers:

DELL 486-33   (1)

Printers:

HP LaserJet III   (1)

CD-ROMS Drives:

supplied by company   (1)

**CITI
1575 Chomedey boulevard
Laval, Quebec**

1.   *ISIR*

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1. *ISIR*

REPORTING STRUCTURE

The Manager of the Integrated Service of Information Resources (ISIR), located in Laval at the Centre for Information Technology Innovation (CITI), reports directly to the Director General of the CITI.

STATUS OF PERSONNEL

As of January 31 1994, the status of the ISIR personnel is as follows:

Level	Management	Professionals	Technicians	Admin. Support
Full-Time	LS-04 (1)	LS-03 (1) LS-02 (1) AS-02 (1)	SI-01 (2)	CR-04 (1)
Part-Time	--	--	--	--

Status	Indeterminate	Term	Contract
Full-Time	LS-04 (1) AS-02 (1) SI-01 (2) CR-04 (1)	LS-03 (1) LS-02 (1)	(1) person
Part-Time	--	--	--

MAIN SUBJECT AREAS

The main subject areas covered by the ISIR collections are:

- Telecommunication Equipment (3%), Industry/Business (10%), Softwares (12%), Use of Computer science (12%), Processing of natural languages (11%), Peripheral Materials (5%), Magnetic Memories/optics (2%), Computers (6%), Networks (4%), Services & Telecommunication systems (2%), Knowledge Based Systems (5%), Technology Anthropology (7%), User - Multimedia System Interface (9%), Content Numerization (8%), and other subject areas (4%).

Since ISIR is responsible for records management, 23% of the collections is therefore considered restricted access.

CLIENTS

In addition to providing services to CITI personnel (70%), the ISIR also provides the services to partners of the CITI (20%) that work at the CITI through the National Exchange Program. These partners come from organizations, the private sector and research centres.

As for external clients, the ISIR also gets requests from associations, consultants, provincial governments, academics, businesses, and other research centres.

FLOOR SPACE

The total floor space occupied by the ISIR is 539 square meters. 27 square meters of this floor space is occupied by the collections. A storage room also takes up 81.25 square meters.

BUDGET

The 1993-1994 budget figures for the ISIR are as follows:

Salary	$ 228,320.00
O&M base budget (including minor capital)	210,000.00
Additional funding:	
Special funding	00.00
Mid year review	20,000.00
Cost recovery	00.00
Total	$ 458,320.00

In the O&M base budget, acquisition amounted to $10,000 while systems management and maintenance amounted to $23,000. It is important to note that the service support (maintenance) is not done by ISIR staff, but rather by Hewlett Packard.

SERVICES

Besides the traditional library services, it is important to note that ISIR staff are also responsible for records management and archives. Therefore, in addition to library services, the ISIR also provides: documentary analysis, classification, file searching, indexation, database management, data entry and file preparation services.

COST RECOVERY OPERATIONS

Cost recovery initiatives are in place for reference, consultation, telereference, acquisitions, and interlibrary loans services, as well as for the sale of CD-Roms. In 1993-1994, ISIR recovered $10,000 with these initiatives.

Presently, the cost recovery regimes only apply to certain partners. CITI now plans to extend this regime to 50% of its partners. Starting this coming year, CITI plans to extend cost recovery to external clients for reference and interlibrary loans services.

STATUS OF AUTOMATION

Presently, the main ISIR automated activities include: cataloguing, acquisition, thesaurus, diffusion, file management, circulation, and reference. As for the periodical control ISIR expects this service to be automated by the end of the 1994-1995 fiscal year.

Internally, ISIR is setup using a TCP/IP internal network. Users can access the ISIR catalogue and many databases stored on Minisis.

ISIR, is also connected externally with INTERNET and 29 other information sharing networks.

Finally, ISIR provides services ranging from electronic full-text, current awareness, E-mail services to access to union catalog. Desktop access is possible to CD-Roms and to the library catalog.

EQUIPMENT

Personal computers:

IBM Compatible PC 486 with DOS   (1)

IBM Compatible PC 386 with DOS   (3)

IBM Compatible PC 286 with DOS   (1)

IBM Compatible PC 386 with OS/2   (1)

IBM Compatible PC with windows   (2)

MacIntosh SE   (1)

MacIntosh LC   (1)

MacIntosh CENTRIS   (1)

MacIntosh QUADRA   (1)

Printers:

Epson SQ-2000   (1)

HP LaserJet II   (1)

HP LaserJet IIP   (1)

Facsimiles:

April 1994

CD-ROM Drives:

Toshiba TXM-340 1A4 SCSI   (2)

Hitachi CDR-3600 U   (1)

Photocopiers:

April 1994   ( )

Other:

BELL & HOWELL Microfiche Reader   (1)

Mini-Computer HP Micro 3000XE   (1)

LANPAR Terminal   (1)

VT 220 Terminal   (1)

HP 700/a2 Terminal   (1)

APPENDIX A

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Stock Taking Exercise

Number of Titles / Type of Material

(figures for 1993-1994 fiscal year)

Location	Portage	Investment Canada	C.D. Howe	Journal Tower
Types of Materials	Number of Titles			
1. Computer files	7	16	20	18
2. Microforms	30,000	12	2,220	n/a
3. Online Databases	1,000	800	+ 500	+ 400
4. VCRs & Motion Pictures & photos	40	166	33	146
5. Parliamentary Publications	150	10	n/a	n/a
6. Sound Recording	50	23	32	471
7. Monographs (books & pamphlets)	40,000	4934	25,608	≈ 23,000
8. Internal Reports	see #10	n/a	100	see #7
9. Periodicals	1,000	200	1,000	400
10. Departmental Publications	5,000	140	3,504	see #7
11. Government Documents	1,200	1189	≈ 2,220	n/a
12. Newspapers	20	12	12	7
13. Other:				
a. Company Reports	1,200		348	
b. Government Annual Reports	150			
c. Canadian Government Documents	500			
d. Statutes & Regulations	24			
e. Law Reports	75			
f. Foreign Government Documents	500			
g. Indexed Articles				

Number of Titles / Type of Materials

(figures for 1993-1994 fiscal year)

Location	CRC	CITI	CIPO	TOURISM
Types of Materials	Number of Titles			
1. Computer files	4	20	--	on order
2. Microforms	20	44	--	--
3. Online Databases	500	1,350	n/a	4
4. VCRs & Motion Pictures & photos	250	46	--	--
5. Parliamentary Publications	100	--	n/a	--
6. Sound Recording	--	15	--	--
7. Monographs (books & pamphlets)	13,000	20,825	n/a	6,000
8. Internal Reports	1,000	54	n/a	--
9. Periodicals	350	210	n/a	200
10. Departmental Publications	200	165	n/a	1,200
11. Government Documents	100	see #10	n/a	900
12. Newspapers	--	10	--	--
13. Other:				
a. Company Annual Reports	50	100		
b. Government Annual Reports	50	19		
c. Canadian Government Documents		774		
d. Statutes & Regulations				
e. Law Reports				
f. Foreign Government Documents				
g. Indexed Articles		56,800		

APPENDIX B

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Number of Transactions / Service

(figures for 1993-1994 fiscal year)

(handwritten notes in margin: 28, 7½ / 3⅝, 36, 3⅞b)

Location	Portage	Investment Canada	C.D. Howe	Journal Tower
Services	Number of Transactions			
1. Training in Use of CD-ROMS	100	100	1,000	132
2. Special Collections Services	100	n/a	n/a	--
3. a. Online Searching - Databases	850	600	1,200	96
b. Online Searching - CD-Roms	see 3. a.	see 3. a.	2,220	672
4. Training in Use of Databases	n/a	20	--	50
5. Current Awareness	n/a	n/a	see #7	34
6. Advisory Services (Orientation)	12	n/a	n/a	60
7. Customized Information Profiles	--	80	648	--
8. Reference Services	9,200	2,945 *(300)*	7,200	5,453 *@ 7% = 3817*
9. Loans (Circulation)	12,000	n/a	11,000	6,672 *@ 75%*
10. Publication Production	n/a	--	18	--
11. Interlibrary Loans	2,600	514	2,400	2,304 *1725* *@ 75% 11725*
12. Periodical Routing	16,000	4,800	13,344	6,252
13. Reading Rooms	n/a	n/a	n/a	n/a
14. Publication Distribution	--	--	--	--
15. Other:				
a. Acquisitions	3,000		2,508	*2,000*
b. Cataloguing	3,000		1,410	
c. Training in Use of Online Catalogue			800	

Number of Transactions / Service

(figures for 1993-1994 fiscal year)

Location	CRC	CITI	CIPO	TOURISM
Services	Number of Transactions			
1. Training in Use of CD-ROMS	85	240	11	April '94
2. Special Collections Services	--	1,000	--	see #14
3. a. Online Searching - Databases	140	700	192	2,000
b. Online Searching - CD-Roms	≈ 200	2,000	see 3. a.	see 3. a.
4. Training in Use of Databases	85	240	--	10
5. Current Awareness	--	100	--	120
6. Advisory Services (Orientation)	see #8	60	11	25
7. Customized Information Profiles	--	20	--	25
8. Reference Services	1,400	1,000	800	1,500
9. Loans (Circulation)	3,500	3,500	1,200	2,500
10. Publication Production	--	70	--	--
11. Interlibrary Loans	1,130	1,800	4,000	100
12. Periodical Routing	300	250	n/a	1,200
13. Reading Rooms	n/a	500 visits	n/a	--
14. Publication Distribution	--	--	--	3,000
15. Other:				
a. Acquisitions	950			100
b. Cataloguing	1,500	4,380[1]		
c. Training in Use of Online Catalogue	100			

1: figure for 1992-1993 (including monographs and periodicals)

APPENDIX C

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CD-ROM COLLECTIONS

	CIS	CD Howe	Portage	Policy	Journal Tower	CRC	CITI	TRDC
ABI-Inform	X*				X*			
Actualité Québec	X		X		X		X*	
Auditor General Reports		X	X		X			
Books in Print					X	X	X	
BRIO							X	
Business Dateline	X							
Canadian Business & Current Affairs	X*				X			
Canadian Business Disk	X*							
Canadian Newsdisk							X	
Canadian Periodical Index					X			
C.C.H.S.T.							X	
CHOIX							X	
Compact D / Canada	X*							
Compact D / Worldscope				X				
Compton's Multimedia							X	
Computer Database							X	
Computer Select	X*				X*		X*	
Constitution Canada					X			
CRTC					X			

* : indicates heaviest use

CD-ROM COLLECTIONS

	CIS	CD Howe	Portage	Policy	Journal Tower	CRC	CITI	TRDC
Directory of Corporate Affiliations		X						
Dr. Dobb's Journal							X	
Dun's Business Locator			X*	X				
Econlit	X							
Encyclopedia of Associations		X						X
ERIC							X	
F & S Indexes Plus	X							
Faulkner Communications					X			
Gartner Group							X*	
General Business File				X*				
Goble & Mail, Financial Times	X							
Grand Robert Electronique					X		X	
Harrap's Multilingual Dictionary					X			
Hospitatlity Index								X
ICP Software Database							X	
IHS of Electronic Components & Specs.						X		
Inspec					X*	X*		

* : indicates heaviest use

CD-ROM COLLECTIONS

	CIS	CD Howe	Portage	Policy	Journal Tower	CRC	CITI	TRDC
Language of the World							X	
Leisure, Recreation & Tourism Abst.								X
Library of Congress					X			
Magazine Rack							X	
Moody's US Business				X				
Moody's International Corporations	X							
Moody's Economic, Social & Environm.	X		X					
National Trade Databank	X							
New York Times				X				
NTIS						X*		
Public Affairs Info. System (PAIS)		X						
Repère					X			
Serials Directory					X			
Statistical Abstracts of the U.S.		X						
Support on Site							X	
Termium			X		X	X	X	
Time magazine Compact Almanach							X	

* : indicates heaviest use

CD-ROM COLLECTIONS

	CIS	CD Howe	Portage	Policy	Journal Tower	CRC	CITI	TRDC
Treasury Board Publications		X	X		X	X		
U.S. Exports of Merchandises	X							
U.S. Imports of Merchandises	X							
Zyzomis (Encyclopédie Hachette)					X			

* : indicates heaviest use