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ABSTRACT

In the fall of 1972, the United States Air Force Academy (USAFA) Library began an internal management survey of its public service reference department (excluding circulation and special collections) with the objectives of streamlining operations and establishing more service points for users. Initial data was called from an earlier user survey. When additional administrative and service data proved necessary, an in-house and an external survey of reference operations was conducted. For the in-house survey, the reference staff formulated a master list of all tasks performed. Individual interviews provided estimates of time spent on tasks on an annual basis. For the external survey, a questionnaire and a copy of the reference task list was completed by the head of public services at each of eight college libraries in Colorado. Survey results indicated that the USAFA Library was very rich in public service resources; its higher costs were largely due to its function as a special, as opposed to a strictly academic library. The survey results have been incorporated into preliminary one-year and five year plans to streamline the public service department of the USAFA Library. (Author/SL)

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A REGIONAL SURVEY HELPS TO SOLVE THE PROBLEM OF
IDENTIFYING AND COMPARING LIBRARY SERVICES TO USERS

by

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Special Assistant to the Director of Libraries

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A REGIONAL SURVEY HELPS TO IDENTIFY AND COMPARE LIBRARY SERVICES TO USERS

In the fall of 1972, the Air Force Academy Library began an internal management survey of its operations. Phase I consisted of an analysis of the technical services and administrative units. Phase II, the topic of this paper, was a study of the public services unit.

Only the reference department will be considered here, excluding circulation and special collections. "Reference", however, in this context, includes not only a reference service desk but also a catalog information desk (since discontinued), a government documents department, an interlibrary loan section, reserve book collections and the specialized bibliographical services of subject librarians.

The chief objective of the study was to identify and attempt to cost, however approximately, the library's public services. We had a twofold purpose. First was our desire to streamline operations wherever possible, and to establish more service points for users. On the other hand, in sharp contrast, we knew it was inevitable that our budget would be reduced in the near future, so we hoped to identify areas and rank functions which seemed most expendable, in order to have our own contingency plan to offer rather than having ultimatums imposed from outside.

"Library services to users," within the limitations already described, were defined as those functions or tasks performed by library personnel whose primary charge was to work with users. Only the staff of the Academic Library was included in the experimental part of the survey.¹

We focused chiefly on: 1) the tasks performed by personnel, with frequency and total time computed; 2) number and type of personnel (professional, support and student) in public services units; 3) number of service points in the system; 4) hours; 5) costs and 6) clientele, or users served.

We had thought originally to evaluate our performance on the basis of an earlier user survey, in which a sample of cadets and all faculty were asked to express their opinions on library policies, services and resources. The results of this survey gave us some interesting and useful information, formatted in an unusually dramatic way by the consultant in computer science who wrote our programs.² For example, Figures I and II show "excellent" ratings for (I) REFERENCE SERVICES THROUGHOUT THE LIBRARY and (II) COMFORT AND ATTRACTIVENESS OF THE LIBRARY ENVIRONMENT, column five. Figures III and IV demonstrate vividly that our users

need education in the use of the SERIALS COMPUTER PRINTOUT, and the fact that we have ^{photographs} RECORDS which can circulate. Note the very high incidence of scores in the "DON'T KNOW" category, column two. Figures V and VI show the highest ratings of UNSATISFACTORY received: category three. At the time of the survey, the library photocopy machine was down fully 50% of the time, the result of using cheap paper which Air Force Procurement purchased. This has since been remedied. Dress requirements also received less than enthusiastic support. See Table VI. Cadets are required to wear full dress uniform to the library at all times; we have tried repeatedly to have these regulations changed but with no success to date.

Useful and interesting though these opinions of our users were, they were not sufficient to evaluate our public services. We needed more data of an administrative nature and also a comparison of our service products with those of other libraries, in order to form a conceptual framework in which we could better view our own output. For our earlier survey of technical services, we had adopted and adapted a model developed by investigators³ who were exploring the feasibility of establishing a book processing center for nine academic libraries in Colorado, so we could compare and contrast some aspects of our technical processing with their findings. Since nothing of a similar nature existed for public services, we decided that after our internal survey, we would do our own study of the public services departments of the same samples of libraries. However, our comparative analysis would be extremely simple by comparison.

For our in-house survey, we asked eight reference librarians and four library technicians to participate. The first step outlined was to develop individual task lists. From these, a master list was compiled. This master list was intended to include every job done by a member of our reference staff. See Appendix I. This is a working draft and is, of course, idiosyncratic, with highly specialized uses of terms. "INFORMATION SERVICES TO USERS", for example, meant answering questions when not scheduled on the Reference Desk. "INTERVIEWS" were meetings which lasted five minutes or longer but were unscheduled, in contrast to "MEETINGS", which by definition were scheduled ahead of time.

Using the final draft of the task list, public services personnel kept diaries for ten days. In order to supplement this observed sample, the research team also interviewed each staff member to get his estimate of how his time was spent on an annual basis. These records were called occupational audits.

From this experiment, we developed two basic products: individual job profiles of each staff member, and lists of tasks performed in rank order by time and cost. Figure VII is the profile of a reference librarian, according to her diary. Tasks are arranged in rank order by total time spent, column one, and percent of total time, column two. We also came up with a cost estimate for each task (by taking time, times wage per minute, divided by frequency). See column 4. This represents cost per occurrence but it needs careful interpretation, since it is a function of the frequency.

We have these same kinds of individual profiles for the job audits, or estimates, of the staff, in contrast to their diary studies, and also a comparison profile, as seen in Figure VIII. This is arranged in numerical task order number (column 4) and unfortunately lacks percentage comparisons. However, some clues to discrepancies do turn up in the last two columns; costs per occurrence for both diary and audit data.

The second format was a listing, in rank order by time and cost, of all 124 tasks performed by the department. Figure IX shows the three most time-consuming tasks according to the diary data. I) ANSWERING SIMPLE QUESTIONS ON THE REFERENCE DESK; II) REVIEWING SELECTION MEDIA, and III) PROFESSIONAL READING.

Next, the twelve highest ranking tasks on both the audit and diary printouts were identified and compared. See Figure X. The five (5) which overlapped were selected. These are shown in Figure XI. These we have identified as the costliest and most time-consuming tasks of our public services staff, arranged in rank order by the diary data: 1) SERVING ON THE REFERENCE DESK; 2) REVIEWING SELECTION MEDIA; 3) PROFESSIONAL READING; 4) INTERVIEWS; 5) REVIEWING NEW BOOKS.

This resume of our internal study hits only its highlights, of course. Several other studies were also conducted concurrently, such as an analysis of types and levels of reference questions. Certainly, there were qualifying conditions to our findings. Results are approximate and suggestive only, not final in any sense of the term. For example, several overlap jobs, such as selecting materials while sitting at the reference desk, were not clearly differentiated. The staff reminded us again, too, that no time is really a good time for diary studies. Technical services departments had objected to the times selected because of staff vacancies, or new personnel in training. The reference staff objected because they felt the period would not be busy enough to be representative of the usual faster

pace. Circulation objected because they thought the times were too busy. Finally, the entire staff disapproved of what they perceived as the lack of quality judgments inherent in the methodology, since the data did not provide any means of saying who did a good job and who did a poor one. They felt this omission was a serious flaw, although the research team had repeatedly told the staff that evaluation of performance was not an objective in the management study. Attempting to quantify library tasks has never been a popular occupation and continues to be particularly suspect in public services.

Our next step was to proceed to a survey of the libraries in the region. A questionnaire was designed⁴ [redacted] and sent, with a copy of the reference task list, shown in Appendix I, to each Assistant Director for Public Services or his equivalent at the nine Colorado libraries. A cover letter explained the purpose of the survey and asked for an appointment to conduct an interview. Since our first concern was to identify tasks performed by public services personnel through use of our task list, we wanted to assure understanding of our terminology through personal, on the spot, explanations. Also, some of the other material to be covered, such as salary scales, was judged to be sensitive, even though one could reasonably expect such information to be a matter of public record in any public institution. As it turned out, one librarian of the nine surveyed did indeed take issue with the request for this information.

Before the questionnaire and letters were mailed, a pilot project was run at the University of Colorado Libraries, the largest institution in the sample, where the Assistant Director for Public Services and the Chief of Reference agreed to review the project and suggest any needed revisions. Among these revisions were five tasks added to our original list: SHELF-LIST MAINTENANCE; SERVICING A COLLECTION OF AV MATERIALS; BINDERY PREPARATION FOR REFERENCE COLLECTION; BINDERY PREPARATION FOR GENERAL STACKS; CONTINUING EDUCATION AND STAFF DEVELOPMENT PROGRAMS.

The writer visited all nine libraries in the spring of 1973. One did not cooperate in the survey and the investigator was unable to repeat the trip at a later, more convenient date. So the total population, including USAFA (library no.1) consisted of nine, rather than ten, in most instances.

As noted earlier, we were especially interested in identifying a "core" of reference tasks, which all staff performed. Following is a list of those reference functions which all nine, or eight, libraries in the sample consistently observed:

A. Tasks performed by all nine reference departments:

BIBLIOGRAPHIES - PREPARE
 COLLECTION DEVELOPMENT - REVIEW SELECTION MEDIA
 COLLECTION DEVELOPMENT - REPLACE ORDERS
 CONVENTIONS - ATTEND
 CORRESPONDENCE - DRAFT
 CORRESPONDENCE - TYPE
 PERIODICAL INDEXES - USE
 FILE MAINTENANCE - ASSIGNING SUBJECT HEADINGS
 ANSWERING QUESTIONS FOR USERS WHEN NOT ON THE REFERENCE DESK
 SIMPLE AND SEARCH
 INTERVIEWS (UNSCHEDULED MEETINGS)
 LEAVE
 PERSONAL BUSINESS (ACTIVITIES NOT WORK RELATED)
 REFERENCE DESK ASSISTANCE - SIMPLE AND SEARCH
 SCHEDULES - PREPARATION
 TELECONS
 TOURS

B. Tasks performed by eight reference departments:

ACADEMIC ACTIVITIES
 BIBLIOGRAPHIES - SCREEN
 FILE MAINTENANCE - PREPARE AND FILE
 OBSERVATION OF ACTIVITIES IN LIBRARY (CONSCIOUS SUPERVISION)
 OPEN OR CLOSE LIBRARY
 PROFESSIONAL READING (FOR PERSONAL DEVELOPMENT, NOT SELECTION)
 TYPING
 WEEDING COLLECTION
 INSTRUCTION IN LIBRARY USE PROGRAMS

In contrast, we were also very alert to low frequency tasks. In other words, could we identify functions we were performing uniquely, for whatever reasons? Following is a list of those operations which only one, two, or three libraries conducted in their reference departments.

A. Tasks performed by one reference department only:

BUDGET MONITORING - SORT SLIPS
 CLASSIFIED MATERIALS - SIGN FOR
 CLASSIFIED MATERIALS - ASSIST USERS
 CLASSIFIED - MATERIALS - INVENTORY
 CLASSIFIED MATERIALS - DESTROY
 DOCS UN - PROCESS
 DOCS UN - SHELVING
 DOCS UN - OTHER TASKS
 DOCS UN - OTHER TASKS (besides routine reference and processing)
 REPORT LITERATURE - ANSWER QUESTIONS
 REPORT LITERATURE - SELECT
 REPORT LITERATURE - BIBLIOGRAPHIC CHECK
 REPORT LITERATURE - OTHER - SPECIFY
 SPECIAL TECHNICAL ORDER FILES - MAINTENANCE

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B. Tasks performed by two reference departments:

DOCS - US - INFORMATION DESK MAINTENANCE
DOCS - US - PROCESS DEPOSITORY SHIPMENTS
DOCS - US - PROCESS NON-DEPOSITORY ITEMS
HOSPITAL LIBRARY BACKUP DUTY
MICROFORMS - SERVICE THE COLLECTION
NEW ACQUISITIONS LIST - COMPILE AND REVISE
BINDERY PREPARATION - GENERAL COLLECTION

C. Tasks performed by three reference departments:

ABEL SLIPS - SORT
COLLECTION DEVELOPMENT - REVIEW OF FACULTY ORDERS
DEPARTMENTAL LIBRARIES - PLAN FOR COLLECTION
DEPARTMENTAL LIBRARIES - MAINTAIN COLLECTION
DOCS - US - SELECT FROM MONTHLY CAT., ETC.
INVENTORY, ANNUAL
KP IN STAFF ROOM
MUSIC COLLECTION - SERVICE
MUSIC EQUIPMENT - PLAN
PHOTOCOPIES - PROVIDE CHANGE
RESERVE - PROCESS LISTS
RESERVE - PROCESS BOOKS
RESERVE - REMOVE BOOKS
RESERVE - PHOTOCOPY
RESERVE - PROCESS PROBLEM SETS
RESERVE - OTHER SPECIFY
SUGGESTION BOX - REVIEW COMMENTS
SUGGESTION BOX - DRAFT OR TYPE REPLIES
TIME AND ATTENDANCE CARDS
AV MATERIALS, SERVICE A COLLECTION
READ SHELVES

Complete ranked listings of reference department functions appear in Appendix IV . Please note these "reference department only" functions differ from "public services functions", which were performed in areas other than reference, such as branch libraries. A ranked list of these public services functions, whose distribution varies in interesting ways, is also available, but it is not included here because of space constraints.

These low frequency tasks could be interpreted variously as 1) possibly expendable; 2) better located in a different system, or a different part of an existing system; 3) a function of our special library status, in comparison with the other purely academic institutions. For example, our handling of classified materials and special files, obviously fits the third, "special", category. Another example, processing and servicing a separately classified UN documents collection is not customary in reference departments and this suggests exploring the possibility of relocating this function.

Concerning public service personnel, we wanted to know about numbers, salaries, and professional/staff mix. We assumed initially that the number of professional staff in our own public services unit - thirteen - would be very high comparatively, and our assumption proved correct. This number was exceeded only by the biggest university in the sample, with twenty, and not equalled by any of the others. However, this figure can be misleading, for another "special" characteristic of the USAFA academic library is its inability to hire student help. One library in the sample had the equivalent of 36 FTE students. Nor are "work study" federal funds available to us. See Figure XIII which is a rough estimate of student bodies, hours and dollars available to the other publicly supported libraries in the sample, but not to us.

Figures XIV and XV show comparative salaries for professional and staff positions at the nine institutions. Salaries at USAFA are consistently higher, due to the salary schedules of federal civil service. Note, for example, in Figure XV the number of staff positions recruited at the \$5,000 or under level in other institutions. Until recently, the lowest grade level in the library was GS-3, with a salary floor of \$6,408.⁵ By the same token, the floor for a beginning librarian is GS-9, or \$12,167.⁶

Since our personnel costs are very high overall, averaging 65% of the total operating budget, we find it most helpful to be able to tell our allocators, when they question, that our higher costs can be demonstrated to be our inability, first, to utilize student assistants, or, second, to hire under the salary floors set by civil service.

Our professional/staff mix was also high. See Figure XVI. We have already taken some steps to reduce this and have further benefited by hiring part-time instead of full-time help, impossible to do before this year. This allows us much greater flexibility in staffing odd hours. Looking at Figure XVI, one could speculate that library no. 7 might be somewhat handicapped by its lack of professional personnel. By the same token, one might generalize that USAFA, library no. 1, was somewhat handicapped by its lack of support staff, and that librarians might be doing a good deal of clerical work.

The total number of USAFA's public service staff did not appear to be disproportionate on a staff/student ratio. As can be seen in Figure XVII, our library compared favorably with three of the smaller schools, and even with two of the larger ones.

The survey also showed the number of service points, or desks, within the libraries which were manned day and night. See Figure XVII. USAFA has only two service points nights and weekends, which is proportionately low.

We were the only academic librarians lacking faculty status. However, the writer found this point under hot debate on most campuses. Certainly, this is a major constraint on our personnel compared with other institutions where librarians sit on faculty committees, sometimes teach, frequently take courses, and generally interact with both faculty and students to a much greater degree. The library has suffered, as have the users, from this lack of communication on a day to day operational basis, in the opinion of the writer.

In summary, we concluded that, first, the regional survey affirmed our belief that the USAFA Library is very rich in public service resources - plant, print and professional people. Also, while our costs are high, they are in large part a function of our "special", as opposed to a strictly academic, nature.

Second, it would seem that several tasks might be more effectively performed, and almost certainly better understood, if our "reference" department were divided into more easily recognized units, such as government documents, interlibrary loan, reserve. We might well experiment with a tighter reference unit and more service points, offering greater specialization, and which would be manned more hours.

We note, too, that few public services librarians in libraries of comparable size are charged with acquisitions responsibilities for the entire collection. This has been a characteristic of university libraries; however, it seems to be a trend now in colleges too, although not in this sample. This acquisition function can be considered a part of our "special library" nature and also the greater number of librarians assigned to the public services division. Our librarians are expected to be responsible not only for acquisitions, but also for monitoring expenditures and performing other functions often considered the responsibility of a chief acquisition librarian. We are actually suffering a kind of internal culture lag, because our ordering system was never modified to fit a subject specialist operation, which was launched three years ago. Contrasts such as these, pointed up by the regional survey - in this case, the fact that our reference personnel were engaged in unusual ordering functions - effectively demonstrated the need for further study and modifications in other areas of the library.

The Assistant Director for Public Services typically handles suggestion box material, rather than a reference librarian, a sensible arrangement since he has the power to institute change as well as to respond to questions.

Some interesting ideas we encountered included having reference librarians do the revising of catalog cards filed in the public catalog; having a catalog assistance desk manned by cataloging and circulation personnel; establishing a closed periodicals collection of current issues which users must sign for, but which are much more accessible; instituting more aggressive outreach programs of educating for use of the library, such as term paper clinics, CAI programs, programmed learning devices with visuals, etc.; installing coin-operated electric typewriters; using TV and showing films in the library; acquiring a teletype for faster ILL service. No library in the sample had any kind of computerized information retrieval system. Three had computerized circulation systems, however.

As a result of this study, we have both one-year and five-year preliminary plans on the drawing board. They are still under consideration, and by no means complete or ready to publish. We know we will be required to lower personnel costs. We expect to do this by altering the professional/staff mix, through attrition. Reorganization of public services seems indicated, and in some instances, a reassessment of work load throughout the library. Findings from the internal survey suggest, particularly, that our staff does much more professional reading on the job than do others. Cutting back on a function such as this, and on time spent on unscheduled meetings, another high cost item, would be regrettable, but seem preferable to reducing services.

Because of space limitations, this paper omits many details gleaned from the survey which we expect to be very useful, such as information on budgets, advanced degree requirements for librarians, types of schedules, patterns of staffing. We found it a very worthwhile investment of time.

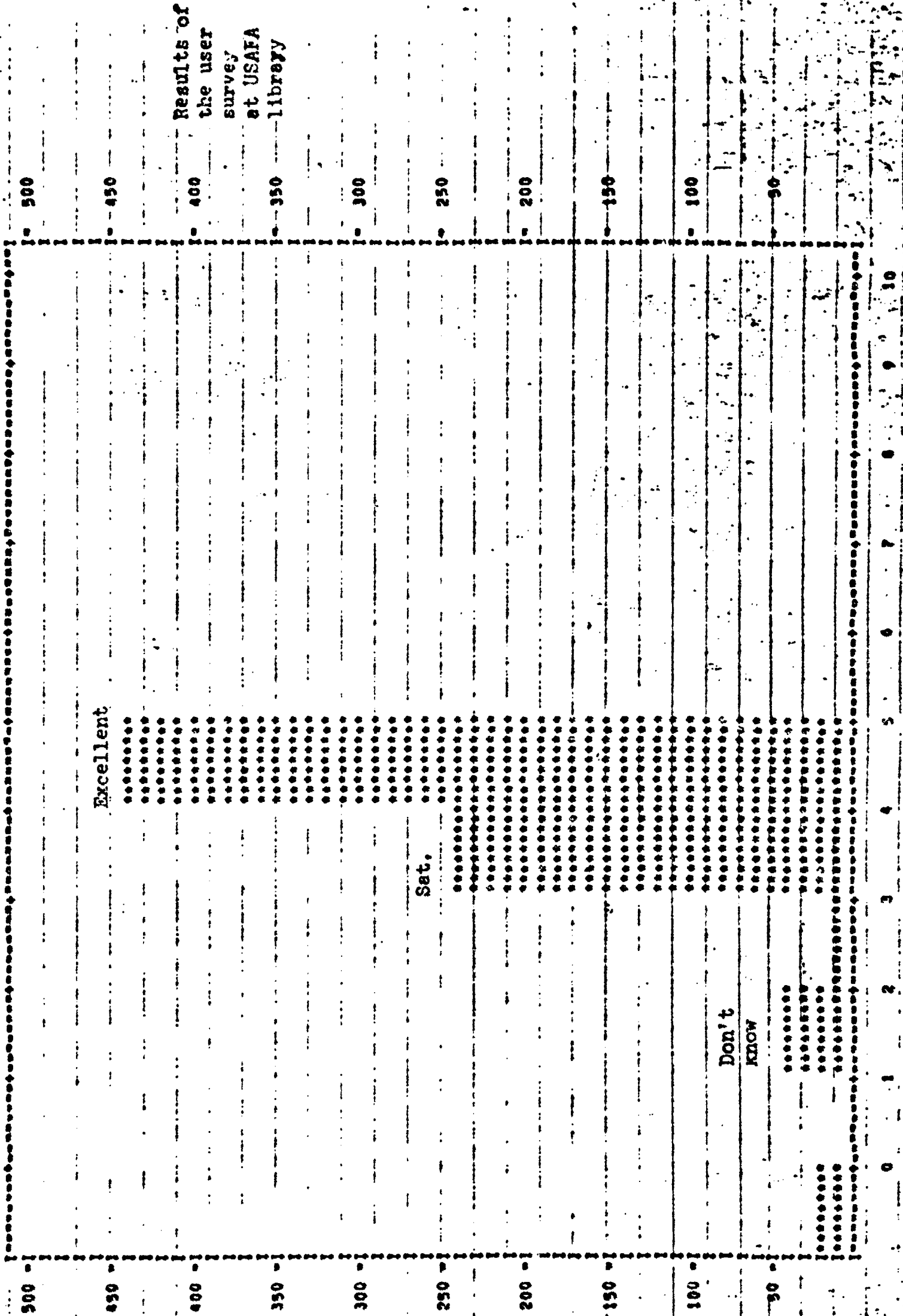
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NOTES

1. The total USAFA library system also includes a Community Center Library for the use of base personnel, and a Medical Library, which serves both doctors and patients at the base hospital.
2. Major Joseph Monroe of the Department of Astronautics and Computer Science was extremely helpful throughout.
3. Leonard, Lawrence E., Joan M. Maier, and Richard M. Dougherty. Centralized Book Processing, a Feasibility Study Based on Colorado Academic Libraries. Metuchen, N.J., Scarecrow, 1969.
4. See Appendix II for copy of questionnaire.
5. We now often must hire at a GS-2 level, \$5,682, for an initial two-three month period.
6. It is possible to hire an inexperienced librarian at the GS-7 level, but only for one year, and it is not common practice.

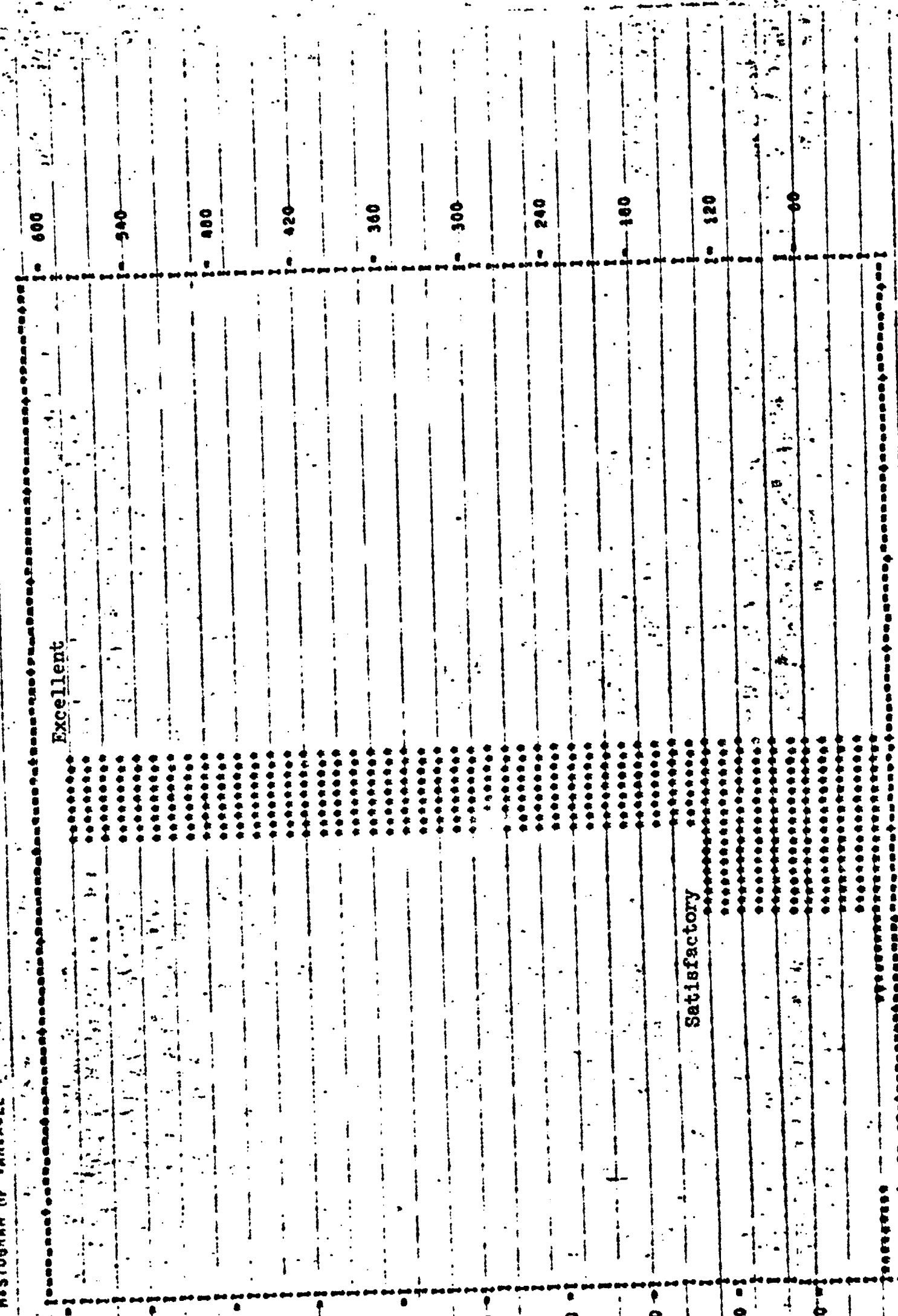
FIGURE I

HISTOGRAM OF VARIABLE 11 Reference Services Throughout the Library



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

FIGURE II 7 Comfort and Attractiveness of Surroundings

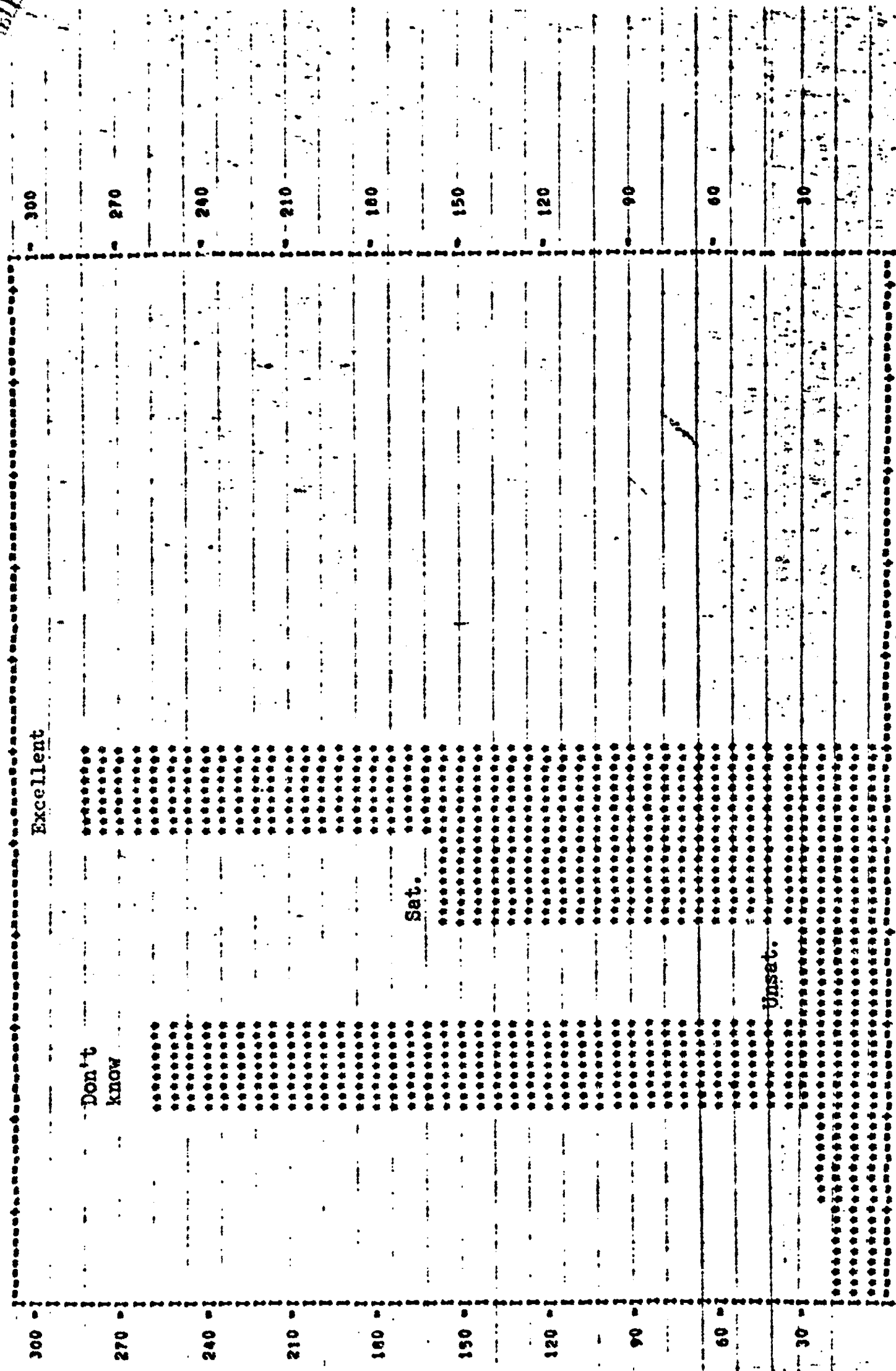


Phase of ocating Information About Books and Magazines
in the SERIALS COMPUTER PRINTOUT

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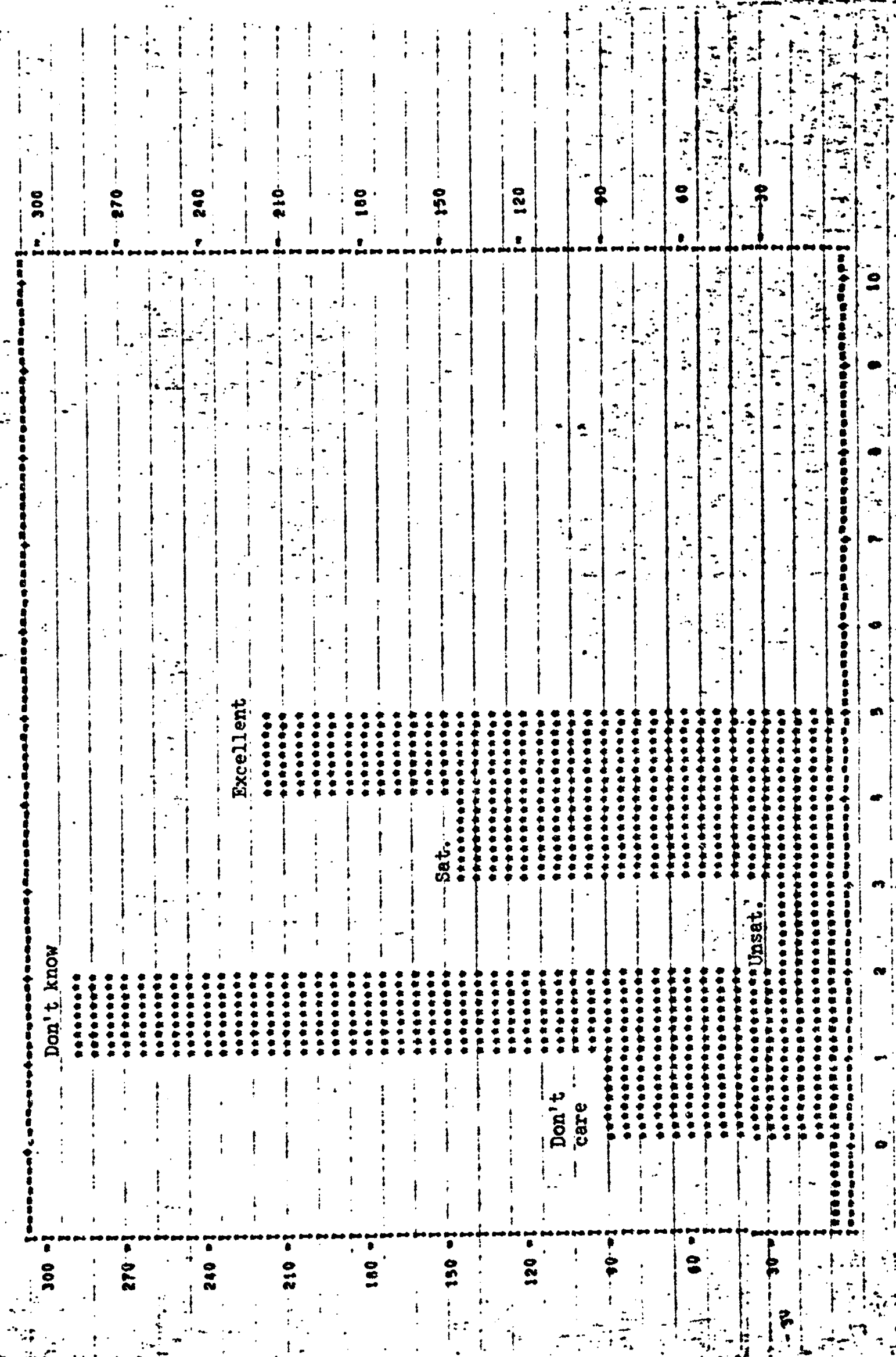
HISTOGRAM OF VARIABLE



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

FIGURE IV

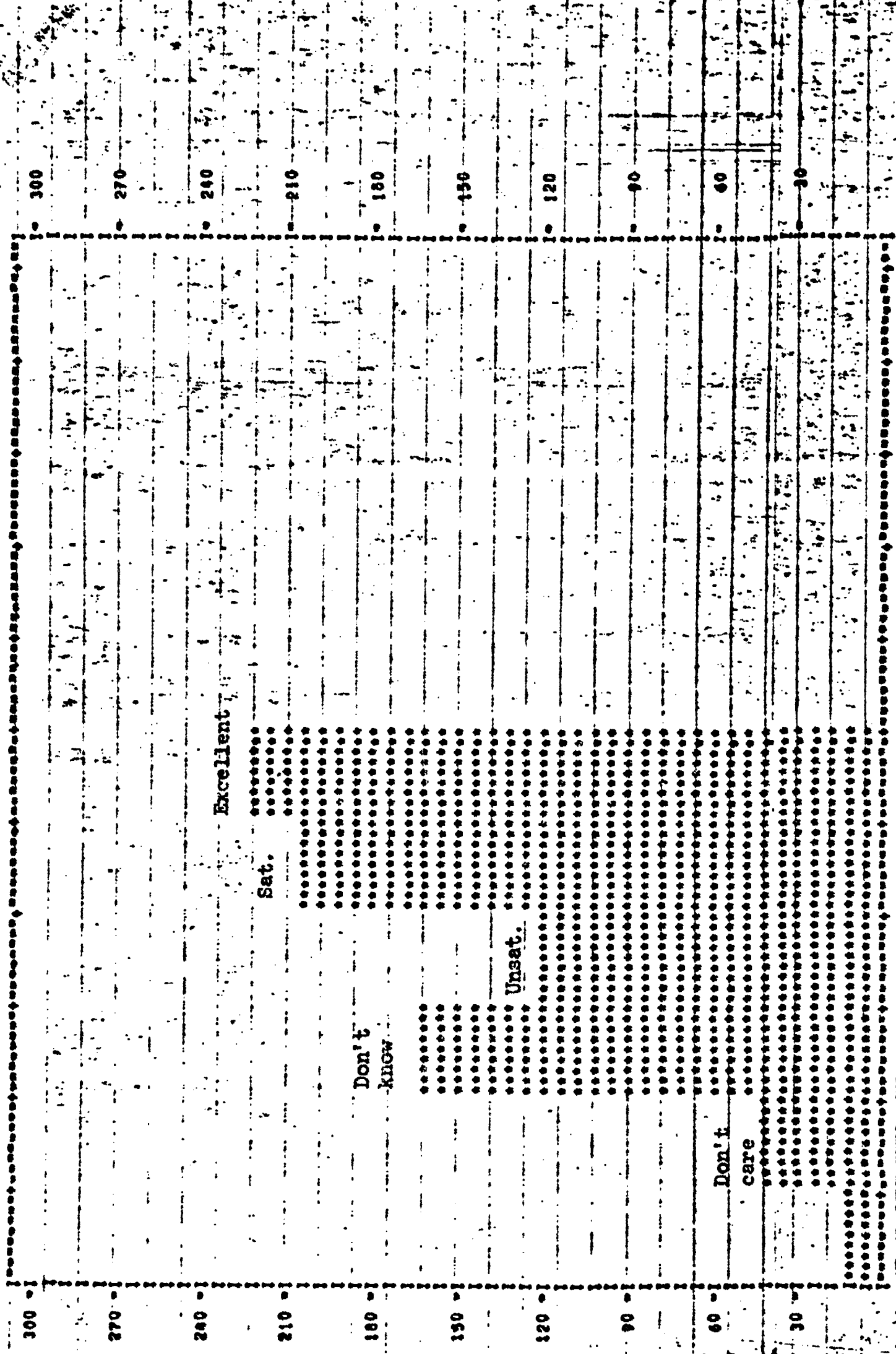
HISTOGRAM OF VARIABLE Length of Check-out Periods for Records



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

HISTOGRAM OF VARIABLE

14A Photocopying Services - Equipment

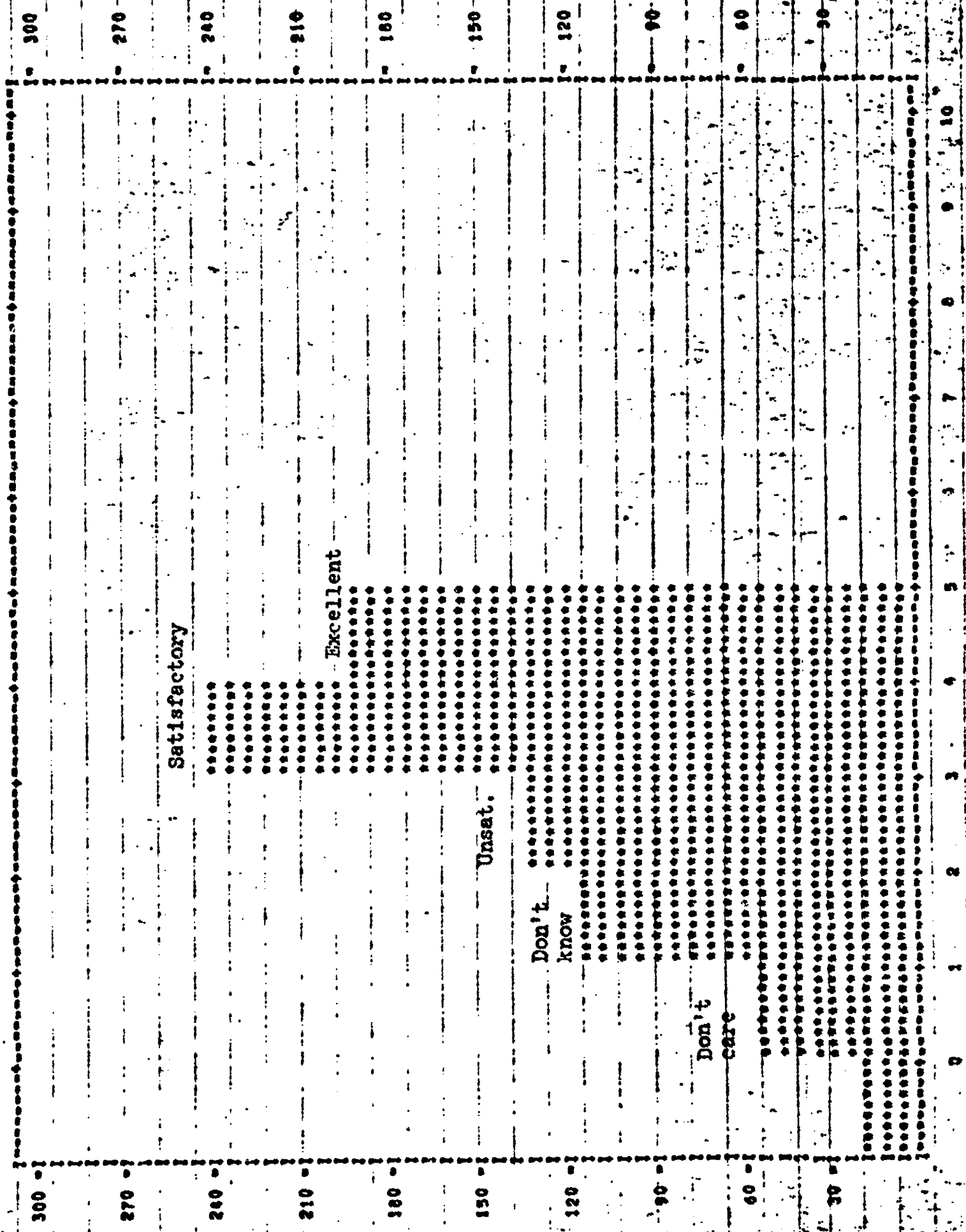


OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

NOT COMPLETABLE

FIGURE VI

HISTOGRAM OF VARIABLE 6 Library Policy on Dress Requirements



OBSERVED FREQUENCY PLOTTED AGAINST VALUE OF VARIABLE

FIGURE VII

DIARY USAF ACADEMY LIBRARY JOB PROFILE FOR Reference Librarian K 5733 TOTAL TIME

TIME (MIN.)	PERCENT OF TTL	DFPT CODE	TASK CODE	TASK	FREQ	MADE/MIN	COST PER OCCURRENCE
1185	21	R	089	REF SVS DESK - SIMPLE Q	033.00	0.11	3.95
0421	07	R	086	PROF READING (FIRST OBJ: PERSONAL DEVELOP)	020.00	0.11	2.32
0357	06	R	041	EXHIBITS	008.00	0.11	4.91
0345	06	R	016	COLLECTION DEVELOPMENT - REVIEW SELECTION ME	015.00	0.11	2.53
0262	05	R	008	222222222222222222222222222222222222	016.00	0.11	1.60
0198	03	R	111	TIME SPENT KEEPING THIS DIARY	022.00	0.11	0.99
0197	03	R	061	INTERVIEWS (UNSCHEDULED MEETINGS)	021.00	0.11	1.83
0185	03	R	044	FILE MAINTENANCE - PREPARE AND FILE	008.00	0.11	2.54
0178	03	R	034	DOC US - PROGRESS DEPOS SHIPMENTS	003.00	0.11	6.53
0177	03	R	060	MAIL DISTRIBUTION	016.00	0.11	1.08
0172	03	R	121	OTHER GENERAL ACTIVITIES, WORK-RELATED	015.00	0.11	1.26
0165	03	R	002	ACADEMIC ACTIVITIES	005.00	0.11	3.63
0164	03	R	055	ILL - REQUESTS FOR LOANS - OTHER, SPECIFY	010.00	0.11	1.80
0155	03	R	070	MEETINGS (SCHEDULED MEETINGS)	001.00	0.11	7.05
0120	02	R	045	FILE MAINTENANCE - OTHER - SPECIFY	009.00	0.11	1.47
0115	02	R	040	INDEXES - UPDATE	003.00	0.11	4.22
0112	02	R	033	DOC US - INFO SVS 6TH FLOOR ONLY	010.00	0.11	1.23
0106	02	R	251	CORRESPONDENCE ACT OR REFER	007.00	0.11	1.70
0100	02	R	021	COLLECTION DEVELOPMENT - OTHER - SPECIFY	003.00	0.11	3.67
0090	02	R	078	PERSONAL BUSINESS, ACTIVITIES, NOT WORK-RELAT	007.00	0.11	1.41
0086	02	R	112	TO'S AND INDEXES - MAINTAIN RECORDS	002.00	0.11	4.73
0077	01	R	049	INFO SVS FOR USERS - SIMPLE	019.00	0.11	0.45
0075	01	R	056	ILL - REQUESTS TO BORROW - TAKE REQUEST	003.00	0.11	2.75
0060	01	R	074	NEW BOOKS - REVIEW	002.00	0.11	2.75
0060	01	R	047	INFO AND CAT ASSIST DESK - SIMPLE Q	001.00	0.11	3.30
0060	01	R	043	FILE MAINTENANCE - ASSIGN SUBJECT HEADS	001.00	0.11	6.60
0055	00	R	072	MUSIC COLLECTION SERVICE	002.00	0.11	3.02
0045	00	R	039	DOC US - OTHER - SPECIFY	001.00	0.11	4.95
0045	00	R	091	REPORT LIT - QUESTIONS ANSWERED	001.00	0.11	4.95
0040	00	R	109	TELECON	005.00	0.11	0.88
0040	00	R	011	CIRC DESK ASSISTANCE	006.00	0.11	0.73
0032	00	R	060	ILL - REQUESTS TO BORROW - OTHER - SPECIFY	003.00	0.11	1.17
0030	00	R	077	OPEN OR CLOSE LIBRARY	004.00	0.11	0.83
0025	00	R	054	ILL - REQUESTS FOR LOANS - ALL FILING	002.00	0.11	1.38
0025	00	R	019	COLLECTION DEVELOPMENT - REVIEW GIFTS	001.00	0.11	2.75
0025	00	R	090	REF SVS DESK - SEARCH Q	002.00	0.11	1.38
0024	00	R	115	TO'S AND INDEXES - OTHER - SPECIFY	002.00	0.11	1.32
0020	00	R	120	WEED COLLECTION	002.00	0.11	1.10
0020	00	R	017	COLLECTION DEVELOPMENT - REVIEW OF ORDERS	003.00	0.11	0.73
0018	00	R	024	CORRESPONDENCE - DRAFT	003.00	0.11	0.66
0010	00	R	046	HOSPITAL LIB DUTY	001.00	0.11	1.10
0010	00	R	050	INFO SVS FOR USERS - SEARCH Q	001.00	0.11	1.10
0010	00	R	051	ILL - REQUESTS FOR LOANS - OPEN, GET CALL NO	001.00	0.11	1.10
0010	00	R	074	OBSERVATION OF ACTIVITIES IN LIB	001.00	0.11	1.10
0005	00	R	119	TYPING	001.00	0.11	0.55
0005	00	R	084	PHOTOCOPIER - REQUESTS FOR CHANGE	012.00	0.11	0.02

Job profile of a Reference Librarian: ten-day observed sample. Data is arranged in rank order by number of minutes spent (column 1) and percent of total time (column 2). Cost per occurrence is computed in column 3.

FIGURE VIII

USAF LIBRARY DIARY-AUDIT COMPARISON
BY EMPLOYEE

FOR Reference Librarian K

DIARY	AUDIT	DEPT	TASK CODE	TASK	FREQUENCY DIARY	AUDIT	WAGE PFR MINUTE	COST/OCCUR DIARY	AUDIT
330	25	R	2	ACADEMIC ACTIVITIES	10.00	0.50	0.11	3.63	5.50
	480	R	3	BACKUP (SEF ALSO HOSP LTB REPLACEMENT)		0.83	0.11		63.61
	50	R	4	BIBLIOGRAPHIES - PREPARE		0.17	0.11		32.35
524	120	R	8	??	36.00	4.00	0.11	1.60	3.30
	3	R	11	CIRC DESK ASSISTANCE	12.00	0.08	0.11	0.73	4.13
	40	R	16	COLLECTION DEVELOPMENT - DETERMINE POLICIES	6.00	4.00	0.11	0.73	1.10
	1400	R	17	COLLECTION DEVELOPMENT - REVIEW OF ORDERS	30.00	20.00	0.11	2.53	7.70
50	200	R	18	COLLECTION DEVELOPMENT - REVIEW SELECTION ME	2.00	4.00	0.11	2.75	5.50
	3	R	19	COLLECTION DEVELOPMENT - REVIEW GIFTS		1.50	0.11		0.22
	200	R	20	COLLECTION DEVELOPMENT - REPLACE ORDERS	6.00	0.50	0.11	3.67	52.60
	240	R	21	COLLECTION DEVELOPMENT - OTHER - SPECIFY		4.00	0.11	0.66	6.60
	240	R	23	CONVENTIONS - ATTEND	6.00	0.42	0.11		1.05
36	4	R	24	CORRESPONDENCE - DRAFT		4.00	0.11		1.65
	60	R	27	DEPARTMENTAL LTRS - PLAN FOR COLLECTION	20.00	1.00	0.11	1.23	6.60
226	60	R	33	DNCS US - INFO SVS 6TH FLOOR ONLY	6.00	1.00	0.11	6.53	
356	60	R	34	DNCS US - PROCESS DEPOS SHIPMENTS	2.00	1.00	0.11	4.95	
90	240	R	39	DNCS US - OTHER - SPECIFY	6.00	1.00	0.11	4.22	26.40
230	200	R	40	INDEXES - UPDATE	16.00	0.08	0.11	4.91	275.00
714	40	R	41	EXHIBITS		4.00	0.11		0.55
	40	R	42	FIFTH FLOOR USE (PFRS & INDEXES)	2.00	1.00	0.11	6.60	6.60
120	40	R	43	FILE MAINTENANCE - ASSIGN SUBJECT HEADS					

Comparison profile of a reference librarian, in which diary (observed sample) and audit (time estimates) data are contrasted. Data is arranged by task code number, column 4. Diary data has been doubled to be compatible with audit. This information should be used with the job profiles, since the percentages of time spent are omitted. It was assumed that staff estimates would be inaccurate in the sense of actual minutes spent on tasks but much more accurate in the sense of comparative amounts of time devoted to different tasks.

THREE MOST TIME CONSUMING DIARY TASKS - OBSERVED SAMPLE

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EPT	TIME	TASK	NAMP	EMP	CDDF	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	1420	89	MY	0		22.00	0.14	9.04	198.80
R	1719	89	CO	3		38.00	0.12	5.43	206.28
R	424	89	WA	12		8.00	0.07	3.72	29.75
R	1205	89	FQ	4		14.00	0.11	10.33	140.60
R	1185	89	KL	7		33.00	0.11	3.95	130.35
R	1880	89	HO	6		13.00	0.15	21.69	282.00
R	495	89	CO	2		21.00	0.06	1.41	89.70
R	545	89	SH	10		39.00	0.15	2.10	81.75
R	190	89	SU	11		2.00	0.14	13.30	26.60
----									-----
	9064					190.00			1129.83

ANSWERING SIMPLE QUESTIONS ON THE REFERENCE DESK

EPT	TIME	TASK	NAMP	EMP	CDDF	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	449	1A	HO	6		18.00	0.15	3.74	67.35
R	505	1A	SH	10		20.00	0.14	3.79	75.75
R	345	1A	KL	7		15.00	0.11	2.53	37.95
R	485	1A	FQ	4		8.00	0.12	7.28	58.20
R	350	1A	SU	11		15.00	0.14	3.27	49.00
R	45	1A	MY	8		3.00	0.14	2.10	6.30
R	520	1A	CO	3		22.00	0.12	2.84	62.40
----									-----
	2699					101.00			356.35

COLLECTION DEVELOPMENT - REVIEWING SELECTION MEDIA

DEPT	TIME	TASK	NAMP	EMP	CDDF	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	222	8A	FO	4		5.00	0.12	5.33	26.64
R	501	8A	HO	6		20.00	0.17	3.76	75.15
R	13	8A	CO	2		3.00	0.07	0.30	0.90
R	270	8A	SH	11		15.00	0.14	2.52	37.80
R	305	8A	SH	10		20.00	0.15	2.59	51.75
R	64	8A	MY	8		4.00	0.14	2.28	9.10
R	199	8A	CO	3		6.00	0.11	3.90	23.40
R	421	8A	KL	7		20.00	0.11	2.32	46.31
----									-----
	2034					93.00			271.05

PROFESSIONAL READING

DEPT	TIME	TASK	NAMP	EMP	CDDF	FREQ	WAGE/MIN	COST/OCCUR	TOTAL COST
R	2034					93.00			271.05

FIGURE X

COMPARISON OF 12 MOST TIME-CONSUMING REFERENCE TASKS,
DIARY AND AUDIT

Task No.	Diary Data (10-Day Sample)				Audit Data (20-Day Sample)				
	Task Title	Total Mins	Freq.	Cost	Task No.	Task Title	Total Mins	Freq.	Cost
9	Ref Desk Simple Q	9,064	190	\$1,130	*89	Ref Desk Simple Q	33,250	282	\$4,170
8	Selection	2,699	101	\$ 357	49	Info Simple Q	16,500	1,900	\$2,003
36	Prof Reading	2,034	93	\$ 271	*61	Interviews	13,400	1,035	\$1,773
23	Conventions	1,920	6	\$ 263	*18	Selection	12,590	160	\$1,653
51	Interviews	1,458	137	\$ 193	4	Make Change	5,160	2,460	\$ 644
70	Meetings	1,455	22	\$ 191	103	File Service Pubs	5,080	44	\$ 344
74	Review New Books	937	31	\$ 124	58	ILL Typing (Borrow)	4,200	20	\$ 252
21	General Activities	867	45	\$ 104	*86	Prof Reading	3,780	115	\$ 469
44	File Maintenance	857	33	\$ 76	3	Backup	3,610	33	\$ 458
51	Corresp in Baskets	783	64	\$ 107	*74	Review New Books	3,540	70	\$ 425
11	Time Spent on Diary	750	63	\$ 89	42	Periods, and Indexes	3,248	236	\$ 405
2	Academic Activities	722	11	\$ 96	78	Personal Business	3,060	432	\$ 362

*Overlap Tasks

The table shows tasks in rank order, with overlap items starred. Figures are unadjusted; diary data for 10-day sample; audit data, for 20 days.

FIGURE XI

HIGHEST RANKING FUNCTIONS OF THE USAFA LIBRARY REFERENCE DEPARTMENT

Task #	Task Title	RANK		TIME		FREQUENCY		COST	
		D	A	D	A	D	A	D	A
89	Reference Service Desk Duty	1	1	9064	16,625	190	141	\$1130.00	\$2085
18	Review Selection Media	2	4	2699	6,295	101	80	1357.00	846
86	Professional Reading	3	6	2034	1,890	93	58	271.00	235
61	Interviews	5	3	1458	6,700	137	518	193.00	886
74	Review New Books	8	10	937	1,770	31	35	124.00	212

This table identified the 5 highest ranking functions of the Reference Department, in rank order by diary data. Audit data has been adjusted to a 10 day sample, from 20, to be compatible with diary. Audit rank order appears in column four.

Professional reading is for personal professional development, in contrast to reviewing media for selection purposes.

STUDENT HELP AND FEDERAL FUNDING

1. All libraries contacted in this survey, with the exception of USAFA, have access to federal "work-study" funds which are not charged against the institution.
2. The Academy Library cannot utilize student help, free or otherwise. It must instead hire federal Civil Service employees, on a much higher pay scale. Note column 3 for number of FTE students working in other libraries, but not charged against their budget.
3. Note column 5 which roughly estimates tab picked up by work study funds. This figure is purely a guesstimate, since in some instances, libraries do pay for some portion of the student help. (Work-study students are not always the best workers; some managers prefer to retain an option, even though they must pay for it, to hire known quality workers.) Practice varies widely; more information is available in each instance listed below.

Student Help Available in All Libraries Except USAFA

Figures for 1972/73

Library Number	(1) Student Enrollment	(2) Student Help: FTE in Public Services	(3) FTE Estimate for Entire Library (60/40)	(4) Estimated Annual Expenditures Total	(5) 90% of Annual Expenditures (work study)	(6) Total Library Budget
10	2,007	8	11	\$ 14,000	\$ 39,600	\$ 154,356
9	20,000 ²	44	61	\$214,000	\$220,000	\$1,401,569
8	17,000	18	24	\$ 96,000	\$ 86,400	\$1,500,000
7	2,500	8	11	\$ 44,000	\$ 39,600	\$ 142,204
6	7,500	8	11	\$ 44,000	\$ 39,600	\$ 294,220
5	1,700	3	4	\$ 16,000	\$ 14,400	\$ 194,048
4	5,300	1	1	\$ 4,000	\$ 3,600	\$ 114,980
3	15,000 est.	32	42	\$168,000	\$151,200	\$ 554,566
2	3,000	2	3	\$ 12,000	\$ 10,800	\$ 192,721+
1	4,300	0	0	0	0	\$ 32,559
N	1,800	N/A	N/A	N/A	\$ 10,000 est.	from USOE \$ 845,553

¹ At 40 hours per week, \$2.00 per hour, 52 weeks = 4,000 per person

² Boulder campus only

³ Academic Library only.

FIGURE XIII

Estimated Salaries for Public Services Personnel, 1972/73, from Interviews Conducted
Spring/Summer 1973

Salary Range	FTE PROFESSIONAL ¹ LIBRARY STAFF, 10 COLORADO ACADEMIC LIBRARIES (Salaries roughly commensurate with faculty, except USAFA ³)										
	Library 10	Library 8	Library 9	Library 7	Library 6	Library 5	Library 4	Library 3	Library 2	Library 1	USAFA ³ (1)
\$20,000	2,007	17,000	20,000	2,500	7,500	1,700	5,300	15,000	3,000	4,300	
15,000-19,999	0		0	0	0	0	N/A	N/A	0	1	
11,000-14,999	0		3	0	0	1	N/A	N/A	1	7	
5,000-10,999	1		12 $\frac{1}{2}$	1	1	1	N/A	N/A	2	5	
0-4,999	3		4 $\frac{1}{2}$	2	4	4	N/A	N/A	0		
TOTALS	4	12	19-3/4	3	5	6	5	12	3 ²	13	

1 Master's degree is minimum requirement for Professional slot.

2 Includes all professional staff except Serials Librarian; Director, Chief of Reference and Circulation. Ref. Librarian works full 35 hours a week on Reference Service Desk; others fill in additional hours library is open, approximately 50. Note work week is 35 hours.

3 Includes Medical and Community Libraries.

FIGURE XIV

Estimated salaries for Public Services Personnel, 1972/73, from Interviews Conducted
Spring/Summer 1973

		NON-PROFESSIONAL STAFF (including both clerical and FTE students)									
		1	2	3	4	5	6	7	8	9	10
Salary Range		Library 10	Library 8	Library 9	Library 7	Library 6	Library 5	Library 4	Library 3	Library 2	USAF ³ (1)
\$20,000 -	Clerical Student	2,007	17,000	20,000	2,500	7,500	1,700	5,300	15,000	3,000	4,300
15,000-19,999											
11,000-14,999											
5,000-10,999		1	24	32½	3	4	8	12	6 ²	1	15
0-4,999			3	12	2		3	5	32		
Totals		3	71	62½	13	12	11	6	38	3	15

1 Note that Federal Civil Service sets salary floor for GS-3 at \$6,128; floor for GS-2 is \$5,432. USAF³ LIBRARY cannot compete in first salary range, 0-\$4,999.

2 Salary scales at SCSC and UNC still not available; both, however, are on State Civil Service as are all others.

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Rank order	% of Professionals	Library number	No. of Professionals		Total No. Staff	Bar. ment
			No. of Professionals	No. of Non-Professionals		
1	50%	2	3	3	6	3,000
2	46%	1	13	15	28	4,300
3	45%	4	5	6	11	5,300
4	35%	5	6	11	17	1,700
5	31%	10	4	9	13	2,000
6	29%	6	5	12	17	7,500
7	24%	3	12	38	50	15,000
8	24%	9	19-3/4	62-1/2	83	20,000
9	19%	7	3	13	16	2,500
10	14%	8	12	71	83	17,000

FIGURE XV

Ratio of professional/nonprofessional mix in

library Public Services units

1972/73

FIGURE XVI

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TOTAL NUMBER OF STAFF IN PUBLIC SERVICES UNITS - Professional, Clerical and FTE students, also RATIO OF STAFF TO STUDENTS

	1	2	3	4	5	6	7	8	9	10
Salary Range	Library 10 2,007	Library 8 17,000	Library 9 20,000	Library 7 2,500	Library 6 7,500	Library 5 1,700	Library 4 5,300	Library 3 15,000	Library 2 3,000	USAFSA (1) 4,300
\$20,000 -										1
15,000-19,999		5	3			1		6 est	1	7
11,000-14,999	1	7	12½	1	1	1	5 est	6 est	2	5
5,000-10,999	4	26	37	5	8	12	1	6 est	1	15
0-4,999	8	47	30	10	8	3	5	32	2	
TOTALS	13	83	83	16	17	17	11	50	6	28
Staff/Student Ratio	1/154	1/205	1/240	1/156	1/441	1/100	1/482	1/300	1/500	1/154

RANK ORDER, STAFF STUDENT RATIO

- | | | | | | |
|----|-------|------------|-----|-------|-----------|
| 1. | 1/100 | Library 5 | 6. | 1/210 | Library 9 |
| 2. | 1/154 | Library 10 | 7. | 1/300 | Library 3 |
| 3. | 1/154 | Library 1 | 8. | 1/411 | Library 6 |
| 4. | 1/156 | Library 7 | 9. | 1/482 | Library 4 |
| 5. | 1/205 | Library 8 | 10. | 1/500 | Library 2 |

FIGURE XVII

MANNED SERVICE POINTS IN SYSTEMS

Library Number	Day Service Desk	Night Service Desk
10	4	3
9	17	17
8	13	6
7	5	3
6	5	5
5	4	2+
4	NA	NA
3	6	5
2	4	Varies ¹
1	5	2

USAFA is library number 1.

Desks manned at night are frequently manned by students or staff personnel, not librarians.

1 Librarians from all departments share night duty but work at their own desks, not in Reference.

REFERENCE TASKS LIST

173 TIME IS 9130
 IN 14 BLOCKSIZE IV = 14
 UNITS=4095

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REFERENCE TASK LIST NOV. 1972

- R1 LABEL SLIPS - SORTING
- R2 ACADEMIC ACTIVITIES - SPECIFY
- R3 RACKUP (SEE ALSO HOSPITAL LIBRARY REPLACEMENT)
- R4 BIBLIOGRAPHIES - PREPARATION
- R5 BIBLIOGRAPHIES - PROOFREADING
- R6 BIBLIOGRAPHIES - SCREENING
- R7 BIBLIOGRAPHIES - OTHER - SPECIFY
- R9 BUDGET MONITORING - SORTING SLIPS FROM ACQUISITIONS
- R10 BUDGET MONITORING - MAKING ESTIMATES
- R11 CIRCULATION DESK ASSISTANCE
- R12 CLASSIFIED MATERIALS - SIGNING FOR, ETC.
- R13 CLASSIFIED MATERIALS - ASSISTING USERS
- R14 CLASSIFIED MATERIAL - INVENTORY
- R15 CLASSIFIED MATERIALS - DESTRUCTION
- R16 COLLECTION DEVELOPMENT - DETERMINING OR WRITING POLICIES
- R17 COLLECTION DEVELOPMENT - REVIEW OF DP ORDERS (FACULTY ORDERS)
- R18 COLLECTION DEVELOPMENT - REVIEW OF SELECTION MEDIA
- R19 COLLECTION DEVELOPMENT - REVIEW OF GIFT ITEMS
- R20 COLLECTION DEVELOPMENT - REPLACEMENT COPIES ORDERED
- R21 COLLECTION DEVELOPMENT - OTHER - SPECIFY
- R22 COLLEGE CATALOG PROCESSING
- R23 CONVENTIONS, ATTENDING
- R24 CORRESPONDENCE - DRAFTING
- R25 CORRESPONDENCE - TYPING
- R25.1 CORRESPONDENCE - TAKING ACTION AND/OR REFERRING
- R26 CURRENT ISSUES ROOM MAINTENANCE
- R27 PURCHASE REQUESTS SEE COLLECTION DEVELOPMENT
- R27 DEPARTMENTAL LIBRARIES - PLAN FOR COLLECTION
- R28 DEPARTMENTAL LIBRARIES - MAINTENANCE OF COLLECTION
- R29 DESK SCHEDULES SEE SCHEDULES
- R29 DOCUMENTS, U. N. - REVIEW FOR RETENTION
- R30 DOCUMENTS, U. N. - PROCESS
- R31 DOCUMENTS, U. N. - SHELF
- R32 DOCUMENTS, U. N. - OTHER - SPECIFY
- R33 DOCUMENTS, U. S. - INFORMATION SERVICES (GOVT. DOCS. SERVICE DESK ON 6TH FLOOR ONLY)
- R34 DOCUMENTS, U. S. - PROCESS DEPOSITORY SHIPMENTS
- R35 DOCUMENTS, U. S. - PROCESS NON-DEPOSITORY ITEMS
- R36 DOCUMENTS, U. S. - SELECT FROM MONTHLY CAT., ETC.
- R37 DOCUMENTS, U. S. - SCREEN ALL DOCUMENTS
- R38 DOCUMENTS, U. S. - SHELF-LIST
- R39 DOCUMENTS, U. S. - OTHER - SPECIFY
- R40 INDEXES - UPDATING
- R41 EXHIBITS
- R42 FIFTH FLOOR USE (PERIODICAL INDEXES AND SLIPS)
- R43 FILE MAINTENANCE - ASSIGN SUBJECT HEADINGS
- R44 FILE MAINTENANCE - PREPARE AND FILE
- R45 FILE MAINTENANCE - OTHER - SPECIFY
- RIFTS SEE COLLECTION DEVELOPMENT
- GOVERNMENT DOCUMENTS SEE DOCUMENTS, U. N. AND DOCUMENTS, U. S.

949 INFORMATION SERVICES FOR USERS-SIMPLE QUESTIONS
 950 INFORMATION SERVICES FOR USERS-SEARCH QUESTIONS
 951 INTERLIBRARY LOAN: REQUESTS FOR LOANS-OPEN REQUESTS. GET CALL NOS.
 952 INTERLIBRARY LOAN: REQUESTS FOR LOANS-PULL MATERIALS
 953 INTERLIBRARY LOAN: REQUESTS FOR LOANS-PREPARE FOR MATLING.
 954 INTERLIBRARY LOAN: REQUESTS FOR LOANS-ALL RELATED FILING OF FORMS
 955 INTERLIBRARY LOAN: REQUESTS FOR LOANS-OTHER-SPECIFY
 956 INTERLIBRARY LOAN: REQUESTS TO BORROW-TAKE REQUEST
 957 INTERLIBRARY LOAN: REQUESTS TO BORROW-VERIFY
 958 INTERLIBRARY LOAN: REQUESTS TO BORROW-TYPE FORMS
 959 INTERLIBRARY LOAN: REQUESTS TO BORROW-FILE FORMS
 960 INTERLIBRARY LOAN: REQUESTS TO BORROW-OTHER-SPECIFY
 961 INTERVIEWS (UNSCHEDULED MEETINGS)
 INSTRUCTION OF LIBRARY PERSONNEL SEE PERSONNEL ADMINISTRATION
 962 INVENTORY-ANNUAL
 963 INVENTORY-OTHER-SPECIFY
 JOB DESCRIPTIONS SEE PERSONNEL ADMINISTRATION
 964 KP (STAFF ROOM)
 LARGE REFERENCE FILES SEE FILE MAINTENANCE
 965 LEAVE-ADMIN
 966 LEAVE-ANNUAL
 967 LEAVE-SICK
 LETTERS SEE CORRESPONDENCE, INFORMATION SERVICES
 968 MAIL DISTRIBUTION
 969 MAP COLLECTION
 970 MEETINGS (SCHEDULED MEETINGS)
 971 MICROFORMS -
 MINOLTA SEE PHOTOCOPIES
 972 MUSIC COLLECTION -
 973 MUSIC EQUIPMENT -
 974 NEW BOOKS-REVIEWING -
 975 NEW BOOK LIST-COMPILING AND REVISING -
 OBITUARIES-SEE INFORMATION SERVICES
 976 OBSERVATION OF ACTIVITIES IN LIBRARY -
 977 OPEN OR CLOSE LIBRARY
 978 PERSONAL BUSINESS-ACTIVITIES NOT WORK-RELATED -
 979 PERSONNEL ADMINISTRATION-INSTRUCTION OF LIBRARY STAFF -
 980 PERSONNEL ADMINISTRATION-PERSONAL INTERVIEWS
 981 PERSONNEL ADMINISTRATION-WRITTEN FORM PREPARATION -
 982 PERSONNEL ADMINISTRATION-OTHER-SPECIFY
 983 PHOTOCOPIER-PERSONAL OPERATION FOR LIBRARY PURPOSES -
 984 PHOTOCOPIER-REQUESTS FOR CHANGE
 985 PLANNING FOR FUTURE-SPECIFY
 986 PROFESSIONAL READING (FIRST OBJECTIVE IS FOR PERSONAL DEVELOPMENT) -
 QUESTIONS ASKED SEE INFORMATION SERVICES TO USERS
 987 READ SHELVES
 988 REFERENCE BOOKS, NEW, REVIEWING.
 989 REFERENCE SERVICE DESK-SIMPLE QUESTIONS
 REPLACEMENTS SEE COLLECTION DEVELOPMENT
 990 REFERENCE SERVICE DESK-SEARCH QUESTION
 991 REPORT LITERATURE-QUESTIONS ANSWERED
 992 REPORT LITERATURE-SELECTING
 993 REPORT LITERATURE-BIBLIOGRAPHICAL CHECKING
 994 REPORT LITERATURE OTHER-SPECIFY
 995 RESERVE-PROCESS LISTS
 996 RESERVE-PULL BOOKS
 997 RESERVE-PROCESS BOOKS
 998 RESERVE-REMOVE BOOKS
 999 RESERVE-PHOTOCOPY
 1000 RESERVE-PROCESS PROBLEM SETS

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19
R101 RESERVE OTHER - SPECIFY
R102 SCHEDULES
SEARCH MISSING ITEMS SEE INFORMATION SERVICES
SELECTION REF COLLECTION DEVELOPMENT
R103 SERVICE PUBLICATIONS, MAINTENANCE
R104 SHELVING BOOKS
SMALL REFERENCE FILES SEE FILE MAINTENANCE
R105 STATISTICS PREPARATION-MONTHLY REPORT
R106 STATISTICS PREPARATION-OTHER-SPECIFY
R107 SUGGESTION BOX MAINTENANCE-REVIEW QUESTIONS
R108 SUGGESTION BOX MAINTENANCE-TYPE RESPONSES
TECHNICAL REPORTS SEE REPORT LITERATURE
R109 TELECON
R110 TIME AND ATTENDANCE CARDS
R111 TIME SPENT KEEPING THIS DIARY
R112 TJS AND NRT'S-MAINTAIN RECORDS
R113 TJS AND NRT'S-PROCESS
R114 TJS AND NRT'S-SHELVE
R115 TJS AND NRT'S-OTHER-SPECIFY
R116 TOURS-FOR ACADEMICS
R117 TOURS-OTHER-SPECIFY
R118 TYPING
R119 WANT LISTS
R120 WEEDING COLLECTION
R121 OTHER GENERAL ACTIVITIES-WORK RELATED

R122 INSTRUCTION IN LIBRARY USE PROGRAMS -
R123 CONTINUING EDUCATION OR STAFF DEVELOPMENT -
R124 SHELF LIST MAINTENANCE (FILING, NOTATION, ETC.)
R125 MAINTENANCE OF CATALOGS OTHER THAN S.L.
R126 AV MATERIALS, SERVICING A COLLECTION -
R127 PUBLIC RELATIONS WORK
R128 BINDERY PREPARATION, REFERENCE COLLECTION ONLY
R129 BINDERY PREPARATION, GENERAL STACKS
~~R130 READING SHELVES~~

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APPENDIX II

QUESTIONNAIRE

INFORMATION REQUESTED

Please note that this form is intended only as a guide to the type of question which will be asked. The interviewer will record the actual data.

1. Organization of Public Services

a. Units and reporting patterns

b. Staff, titles and grades

2. Any special requirements for Public Services personnel: e.g., double Master's or Ph. D. for professionals; B. A. for support personnel; OJT, or continuing education, or personnel development courses.

3. Estimated salaries for Public Services personnel:

Salary Range	Number of Personnel in Public Services, FTE's			
	11 - 12 months		9 - 10 months	
	Professional	Clerical	Professional	Clerical
20,000+				
15,000-19,999				
11,000-14,999				
5,000-10,999				
0- 4,999				

4. Estimated hours of student help per week

a. Hourly wages, high and low

b. Estimated number of hours per week

1. Academic year

2. Summer

5. Number of hours in standard work week (35, 38, 40, etc.)

a. Professional

b. Clerical

LIST CONTINUABLE

6. Service desks in the system

Name of desk or dept.	Staffing: Hours Per Week					
	Regular hours, M - F			Nights and weekends		
	Prof.	Clerical	Student	Prof.	Clerical	Student
1. (Ref.)						
2. (Govt. docs.)						
3. (etc.)						

7. Library service hours

8. Population served: students, faculty, others

9. Types of statistical data kept on users

10. Personnel evaluation

a. Frequency

b. Evaluator(s)

1. Supervisors
2. Peers
3. Self
4. Clientele

11. Compare and contrast functions performed on enclosed "Reference Task List"; delete those not included and add other services of reference (and branch) personnel not listed.

Library No. _____

Task No. R	Performed		Dept. in which performed, if not Ref.
	Yes	No	
1			
2			
etc.			

2. Budget

a. Institutional, overall

b. Total library

1. Books

2. Personnel

3. Equipment and supplies.

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LIBRARIES IN THE SAMPLE

Adams State College, Alamosa

Colorado State University, Ft. Collins

Colorado University, Boulder

Ft. Lewis College, Durango

Metro State College, Denver

Colorado School of Mines, Golden

Southern Colorado State College, Pueblo

University of Northern Colorado, Greeley

Western State College, Gunnison

U. S. Air Force Academy

APPENDIX IV

RANKED ORDER LISTINGS OF REFERENCE FUNCTIONS

- 9 4 BIBLIOGRAPHIES - PREPARE
 18 COLLECTION DEVELOPMENT - REVIEW SELECTION ME
 20 COLLECTION DEVELOPMENT - REPLACE ORDERS
 23 CONVENTIONS - ATTEND
 24 CORRESPONDENCE - DRAFT
 25 CORRESPONDENCE - TYPE
 42 FIFTH FLOOR USE (PERS AND INDEXES)
 43 FILE MAINTENANCE - ASSIGN SUBJECT HEADS
 49 & 50 ANSWERING QUESTIONS FOR USERS WHEN NOT ON THE INFORMATION
 DESK - SIMPLE AND SEARCH
 61 INTERVIEWS
 65 LEAVE, ADMIN
 66 LEAVE, ANNUAL
 78 PERSONAL BUSINESS, ACTIVITIES NOT WORK-RELATED
 67 LEAVE, SICK
 109 TELECON
 117 TOURS (FOR ALL OTHERS)
- 8 2 ACADEMIC ACTIVITIES
 6 BIBLIOGRAPHIES - SCREEN
 44 FILE MAINTENANCE - PREPARE AND FILE
 76 OBSERVATION OF ACTIVITIES IN LIB - CONSCIOUS SUPERVISION
 PATROLING PREMISES
 77 OPEN OR CLOSE LIBRARY
 80 PERSONNEL ADMIN - PERSONAL INTERVIEWS
 86 PROF READING (FIRST OBJ: PERSONAL DEVELOP)
 102 SCHEDULES
 116 TOURS (FOR ACADEMICS)
 118 TYPING
 120 WEED COLLECTION
 122 INSTRUCTION IN LIBRARY USE PROGRAMS
- 7 5 BIBLIOGRAPHIES - PROOF
 41 EXHIBITS
 45 FILE MAINTENANCE - OTHER - SPECIFY
 51 ILL - REQUESTS FOR LOANS - OPEN, GET CALL NO
 54 ILL - REQUESTS FOR LOANS - ALL FILING
 55 ILL - REQUESTS FOR LOANS - OTHER, SPECIFY
 57 ILL - REQUESTS TO BORROW - VERIFY
 70 MEETINGS (SCHEDULED MEETINGS)
 81 PERSONNEL ADMIN - WRITTEN FORM PREPARATION
 85 PLAN FOR FUTURE - FORMAL
 88 REF BOOKS, NEW - REVIEW - SA NEW BOOKS - REVIEW
 106 STATISTICS PREP - OTHER - SPECIFY
 119 WANT LISTS - YEF FILES

- 6
- 7 BIBLIOGRAPHIES - OTHER - SPECIFY
 - 19 COLLECTION DEVELOPMENT - REVIEW GIFTS
 - 21 COLLECTION DEVELOPMENT - OTHER - SPECIFY
 - 22 COLLEGE CATALOGS - PROCESS
 - 40 INDEXES - UPDATE
 - 52 ILL - REQUESTS FOR LOANS - PULL MATERIALS
 - 53 ILL - REQUESTS FOR LOANS - PREPARE AND MAIL
 - 56 ILL - REQUESTS TO BORROW - TAKE REQUEST
 - 58 ILL - REQUESTS TO BORROW - TYPE FORMS
 - 59 ILL - REQUESTS TO BORROW - FILE FORMS
 - 69 MAP COLLECTION
 - 74 NEW BOOKS - REVIEW
 - 123 CONTINUING EDUCATION, STAFF DEVELOPMENT
- 5
- 3 BACKUP
 - 11 CIRCULATION DESK ASSISTANCE
 - 16 COLLECTION DEVELOPMENT - DETERMINE POLICIES
 - 29 DOCS UN - REVIEW FOR RETENTION
 - 63 INVENTORY, OTHER - SPECIFY
 - 87 READ SHELVES
 - 103 SERVICE PUBS - MAINTENANCE
 - 104 SHELVES
- 4
- 10 BUDGET MONITORING - MAKE ESTIMATES
 - 26 CURRENT ISSUES ROOM MAINTENANCE
 - 47 INFO AND CAT ASSIST DESK - SIMPLE Q
 - 48 INFO AND CAT ASSIST DESK - SEARCH Q
 - 68 MAIL DISTRIBUTION
 - 83 PHOTOCOPIER - OPERATION FOR LIB PURPOSES
 - 96 RESERVE - PULL BOOKS
 - 105 STATISTICS PREP - MONTHLY
 - 124 SHELF LIST MAINTENANCE (FILING, ETC.)
 - 125 MAINTENANCE OF CARD CATS OTHER THAN S.L.
 - 127 PUBLIC RELATIONS WORK
 - 128 BINDERY PREP, REF COLL ONLY
- 3
- 1 ABEL SLIPS - SORT
 - 17 COLLECTION DEVELOPMENT - REVIEW OF FACULTY ORDERS
 - 27 DEPARTMENTAL LIBS - PLAN FOR COLLECTION
 - 28 DEPARTMENTAL LIBS - MAINTAIN COLLECTION
 - 36 DOCS US - SELECT FROM MONTHLY CAT, ETC.
 - 37 DOCS US - SCREEN DOCS
 - 62 INVENTORY, ANNUAL
 - 64 KP (STAFF ROOM)
 - 72 MUSIC COLLECTION - SERVICE
 - 73 MUSIC EQUIPMENT
 - 84 PHOTOCOPIER - PROVIDE CHANGE
 - 95 RESERVE - PROCESS LISTS
 - 97 RESERVE - PROCESS BOOKS
 - 98 RESERVE - REMOVE BOOKS
 - 99 RESERVE - PHOTOCOPY

100 RESERVE - PROCESS PROBLEM SETS
101 RESERVE - OTHER - SPECIFY
107 SUGGESTION BOX - REVIEW COMMENTS
108 SUGGESTION BOX - DRAFT OR TYPE REPLIES
110 TIME AND ATTENDANCE CARDS
126 AV MATERIALS, SERVICE A COLLECTION
130 READ SHELVES

2 9 BUDGET MONITORING - SORT SLIPS
33 DOCS US - INFO SVS 6TH FLOOR ONLY
34 DOCS US - PROCESS DEPOS SHIPMENTS
35 DOCS US - PROCESS NON-DEPOS ITEMS
46 HOSPITAL LIB DUTY
71 MICROFORMS - SERVICE COLLECTION
75 NEW BOOK LIST - COMPILE AND REVISE
129 BINDERY PREP, GENERAL COLLECTION

1 12 CLASSIFIED MATERIALS - SIGN FOR
13 CLASSIFIED MATERIALS - ASSIST USERS
14 CLASSIFIED MATERIALS - INVENTORY
15 CLASSIFIED MATERIALS - DESTROY
30 DOCS UN - PROCESS
31 DOCS UN - SHELVE
32 DOCS UN - OTHER - SPECIFY
38 DOCS US - SHELF LIST
39 DOCS US - OTHER - SPECIFY
91 REPORT LIT - QUESTIONS ANSWERED
92 REPORT LIT - SELECT
93 REPORT LIT - BIBLIOGRAPHIC CHECK
94 REPORT LIT - OTHER - SPECIFY