INDIANA LIBRARIES

A Quarterly Journal

Summer 1983
Volume 3
Number 2

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A Quarterly Journal

Manuscripts should be sent to the editor, Ray Tevis, INDIANA LIBRARIES, Department of Library Science/NQ322, Ball State University, Muncie, IN 47306.

Content: INDIANA LIBRARIES publishes original articles written with the Indiana library community in mind. Many issues are theme oriented. The Publications Board welcomes all timely contributions.

Pot Pourri	Winter 1983	Sept. 1, 1983
Oral History Projects	Spring 1984	Dec. 1, 1983
Video Collection Development	Summer 1984	March 1, 1984

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Photographs or graphics are welcome and should accompany manuscript if applicable. Contributions of major importance should be 10-15 pages double spaced. Rebuttals, whimsical pieces, and short essays should be 2-7 pages double spaced.

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Technical Services

Technical Services is the acquisition, classification, cataloging, and processing of library materials. These responsibilites indicate the importance of Technical Services departments.

An efficient Technical Services department is vital to every library. Without proper administration and diligent, responsible staff members, departmental inefficiencies can create great consternation among not only the Public Services staff but also the library's patrons.

The complexity of Technical Services departments varies from library to library. The intricacies of Technical Services departments at large university and research libraries are beyond the capabilities of small and medium-sized libraries. However, the advancements and utilization of technology that result from the efforts of these departments impact upon even the smallest libraries.

Janet L. Hartzell of Allen County Public Library presents a personal observation about the Indiana library community in "Technical Services in Indiana in 1983: An Informal State of the Art Report." One technological change that is affecting Technical Services is the utilization of computers, and Hartzell states that "the salvation for many Technical Services departments has been the microcomputer." She also remarks that many Technical Services librarians are functioning "as adjunct members of Public Services." This is certainly not a recent development for all Technical Services personnel, but it clearly indicates that when funding restrictions occur, Technical Services personnel have the versatility to perform adequately outside the perimeters of their own department.

The complexity and changes of a single department, Automated Processing Department at Indiana University Libraries, are examined by Todd L. Butler of Indiana University Libraries in "Cataloging in Search of Catalogers: Contributed Copy at Indiana University—Past, Present, and Future." His narrative of this department begins with 1975 and identifies and explains the numerous variables effecting change. Butler believes that additional changes will be mandated by technological advances and that the result will be "change in the next decade of a degree similar to if not greater than the degree of change that has occurred within the past decade."

In "Acquisitions with DB MASTER," David L. Cooper of Noblesville Public Library presents a library director's frustrations and satisfactions with a software program. He explains two methods for proceeding—"the way I did it" and "the way it should be done." Librarians who have done it "the way I did it" will empathize immediately with Cooper and perhaps chuckle at his misfortunes, as their memory banks momentarily but vividly recall the past. Librarians who have yet to do it—take notes!

The final article in this issue is "Policy Manuals" by Deanne Holzberlein of Ball State University. Holzberlein states the necessity for developing policy manuals and identifies and explains the basic elements of a policy manual. She places the responsibility for deciding whether or not "having a manual is worth the effort required by its preparation" upon Technical Services personnel. Holzberlein realizes the value of such a manual, and perhaps her illustrations and concise presentation will assist Technical Services personnel to evaluate or reevaluate their opinions about policy manuals.

Although Technical Services receives justifiable attention in library schools, most students gravitate toward Public Services areas, where they have the opportunity to interact directly with library patrons. The articles in this issue reveal the activities in Technical Services departments and the opportunities and the challenges confronting Technical Services personnel. All librarians and library school students will reflect at some time upon the importance of Technical Services departments, as the results of the work efforts of Technical Services personnel are affecting, and will continue to affect, the quality of Public Services that libraries offer to their communities.—RT

Indiana
Technical Services, 1983: An Informal Report

Janet L. Hartzell
Cataloging Services Manager
Allen County Public Library

"What's happening in Technical Services in Indiana?" How could anyone accurately and completely respond to such a question, when one considers that the library world is in the midst of a technological revolution most of us would scarcely have dreamed possible only ten to fifteen years ago?

Perhaps the most appropriate answer to the question is simply that we are where we are—that is, the Indiana library community is functioning on many technological levels, levels inherently linked to the size of the library and/or its funding. Most of the large libraries in the state have adopted some form of online cataloging system. This availability of local information in a machine-readable format capable of providing the nucleus for an in-house computer system has led the more visionary libraries to automated circulation systems and online catalogs which have searching capabilities that no card catalog could possibly provide. The majority of the libraries in the state, however, fall into a middle category—they are partially automated and anxiously awaiting the moment they can claim to be fully automated. On the other end of the spectrum are the smaller libraries. Although these libraries no longer type catalog cards because of card availability through jobbers or Library of Congress, their Technical Services departments still operate as they operated twenty-five years ago (in most cases serving their patrons equally as well as the larger, computerized libraries).

Twenty-five years ago, however, technology had not yet given birth to the information explosion, which all librarians must now confront in some fashion. The wealth of information to be accessed, coupled with inflationary prices and shrinking library budgets, has left many people (not just librarians) alarmed about how this information is to be controlled. In 1983, the library community knows that to survive, to provide effective service to the public, libraries must share information and resources. Perhaps this digression seems removed from the original question, "What's happening in Technical Services in Indiana?" yet Technical Services departments are responsible and will continue to be responsible for both control of and access to the information that flows through their departments. Isn't it significant that in the OCLC system, shared online cataloging (a Technical Services function) was operational long before online interlibrary loan (a Public Services function)?

Concurrent and sometimes synonymous with the concept of shared resources is the concept of networking. The goal is, of course, to eventually have a statewide computerized network of libraries so that patrons would, theoretically at least, have access not just to the information physically housed in their library building, but to all the information available in the state. To accomplish this, Technical Services departments have worked and will continue to work many extra hours in such areas as retrospective conversions of all materials (nonprint is equally valid as a disseminator of information and/or entertainment), and updating and general maintenance of the Indiana Union List of Serials.

The information explosion outside libraries has made itself felt inside Technical Services departments as well by the voluminous amounts of paperwork to be handled, along with an increasing number of required statistics to be recorded. Returning duplicate or defective materials may well become a full time position in some libraries—and that does not account for the time spent and paperwork generated in tracking down missing issues of periodicals. The salvation for many Technical Services departments has been the microcomputer. With a relatively small monetary investment, the department can accomplish a multitude of functions—storage of statistics, mailing label lists, acquisition records, word processing, etc. The only problem is that libraries that bought microcomputers for joint use by the public and their staff often find that there is not enough time for both groups to use the terminals productively, especially as library staff members discover more ways to use the computer as an easily accessed storage tool for replacing paper files.

This information is certainly not new; in fact, I have compiled these comments from conversations that I have had over the last three years with other Technical Services librarians. A common theme running through these conversations has been the myopic vision of many librarians, and Technical Services librarians are no exception. All of us need an occasional reminder of what is happening within the library community in Indiana. How easy it is (and necessary most of the time) to become caught up in the internal workings of our own Technical Services department.

My own myopia became very apparent as I examined my initial response to "What's happening in Technical Services in Indiana?" My first impulse was to reply, "We [i.e., my library] have just moved into the twentieth century!" The arrival in Technical Services of two OCLC terminals and one LIBRIS terminal within a two-week period was enough to distract me from a consideration of anything but the basic "how-to's" of the systems. The concept of state networking was easily subsumed by the much more immediate concerns of how catalog cards would be generated, why the printer was not working, or when we should enter a new bibliographic record in the database. Even if the machinery were not new, the daily distractions of Technical Services often play havoc with any serious consideration of long range goals. Somehow, deciding what to do with Victoria Holt becomes a more immediate concern on most days than the much less concrete considerations of the overall role and function of Technical Services departments in Indiana.

In addition to the concerns about the myriads of details within the various Technical Services processes, Technical Services librarians in many libraries are being given new "part-time" hats to wear as adjunct members of Public Services. Wearing more than one hat has been the norm in small to medium public and academic libraries, but the current economic situation has led to doubling of staff functions in many of the larger libraries as well. As a consequence, more clerical and paraprofessional staff are often added to Technical Services in an attempt to counterbalance the professional librarians' change in function.

As more and more demands are placed on Technical Services departments—technological demands, staffing demands, etc., one of our greatest resources has yet to be adequately tapped. We, as Technical Services librarians, must maintain close contact with each

other for reinforcement, suggestions, moral support, and new ideas. Involvement in the Indiana Library Association, or any other professional organization, is important, but a conference meeting once a year cannot be expected to provide sufficient time to address the multitude of challenges that Technical Services librarians are facing.

What's happening in Indiana Technical Services departments in 1983? We are dealing with computers for cataloging, ordering and receiving materials, for creating online catalogs and for circulating materials, for eliminating paper files and recording statistics. We are faced with the task of reconciling three sets of goals: those goals of our department, our library and the state. Finally, we work daily with increased work loads and increased responsibilities but less time to devote to either and often fewer professional staff members than five years ago.

In spite of the almost constant assimilation of new information and techniques and the adjustment and readjustment of routines, we are moving ahead. We ARE making progress. Backlogs of materials have been decreasing and information reaches the public sooner than it did ten years ago in many libraries. Computers are providing greater bibliographic control of information, which makes the work of acquisitions and cataloging librarians much easier. If the cliche is true, "The end justifies the means," then Technical Services departments are well on their way toward that ultimate end of serving the public in the most efficient and effective manner possible.

Cataloging in Search of Catalogers

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As a system of shared cataloging, the Online Computer Library Center (OCLC) cataloging subsystem possesses characteristics that represent the best and the worst in shared cataloging. The size of the database and the large number of specialized contributors are the major strengths of the subsystem. At this writing, the database contains more than nine million records, and 3529 members subscribe to the subsystem.[1] A veritable Goliath among bibliographic utilities, OCLC is not without weaknesses. A serious flaw of the cataloging subsystem is the variance in quality among the member contributed records that constitute the majority of records in the database. Unlike the records of the Library of Congress (LC) that are loaded into the subsystem, member contributed records frequently

are not cataloged in accordance with applicable cataloging codes or OCLC input standards, often lack appropriate call numbers and subject headings, and often possess a number of typographical errors. Studies conducted to identify these flaws and their frequency of occurrence indicate that in random samples of member contributed records between 40 and 43 percent of the records need local enhancement.[2]

Because of this variance in quality, catalog departments have adopted a variety of methods to enhance locally member contributed records. These methods have centered on two factors: the degree to which OCLC member records are verified and the staffing patterns necessary for verification. Surveys of libraries demonstrate a variety of verification patterns and reveal the conditions established to accept member records without verification. Of those libraries that verify member records, according to one survey, 70 percent indicate that they verify call numbers against LC or Dewey classification schedules; approximately 70 percent verify that the choice and form of entry is in accordance with applicable cataloging codes; 88 percent similarly verify the bibliographic description; and a majority verify subject headings against Library of Congress *Subject Headings* (LCSH), check the supplied heading for appropriateness to the item, and assign or further subdivide existing headings.[3] Conditions by which libraries accept member contributed records without verification include such critera as whether the record was input by a "reliable library," whether the record appeared incomplete or of poor quality vis-a-vis cataloging codes, input standards, etc., or whether the record was an I level record with LC call number or subject headings. Other conditions included the format of the material and the library's expertise in cataloging that format or the cataloging ability of the terminal operator or online cataloger.[4] Surveys also show that a variety of staffing patterns have emerged. Responsibility for cataloging with member copy in some libraries rests entirely with librarians; others use only support staff; and in other institutions, librarians and support staff share this responsibility. A number of respondents distinguish among degrees of complexity of member records and assign the most difficult to librarians. Other libraries use support staff for verification and professional staff for revision. Many catalog departments use support staff exclusively to verify member records that have LC copy for a variant edition.[5]

Since the implementation of OCLC's system of shared cataloging, libraries have come to rely increasingly on support staff to verify and revise member contributed copy. This represents a departure from an older division of labor that existed prior to the advent of online cataloging systems, a division that assigned cataloging with LC copy to support staff and cooperative cataloging copy and original cataloging to librarians.[6] The advent of online bibliographic utilities, such as OCLC, has necessitated a change in verification and staffing patterns because of the utilities' ability to make available immediately more member contributed cataloging than was available through older cooperative cataloging efforts, such as LC's National Union Catalog. As the availability of contributed copy increased, so increased the variety of methods adopted to utilize it effectively.

At Indiana University Libraries (IUL), many of the methods identified by the aforementioned surveys have been considered, rejected, adopted, or abandoned since the library first went online. Patterns of verification and staffing have changed frequently in order to establish the most effective method of using contributed copy cataloging and at the same time maintain acceptable standards of quality as defined by changing cataloging codes, input standards, classification schedules, and subject headings. This article describes the evolution in verification and staffing patterns of the Automated Processing Department at IUL. An outline of the evolution provides the opportunity to examine one member of the cataloging community and its attempts to effectively utilize member contributed copy by relying heavily upon support staff for verification and revision. This history presents a microcosm through which cataloging with member contributed copy may be further analyzed.

Monographic cataloging at IUL first went online with OCLC in October 1975 with the installation of four terminals and a printer.[7] Terminal operators searched the database, printed records, ordered cards from edited printouts and LC cards, and input new records. Librarians handled materials with no copy or with member copy. Support staff, known locally as Junior Catalogers, edited LC copy to conform to local practices. Local authority files took precedence over LC's, and the use of Cutter-Sanborn tables precluded the use of LC's sliding scale. Having made these changes in accordance with local practices, Junior Catalogers routed the edited cards or LC printouts to the terminal operators to order OCLC printed cards. The

practice of cataloging material online was not implemented in this initial period of automation.

In order to more effectively utilize the automation potential offered by an online system of shared cataloging, IUL established in July 1977 the Automated Processing Department. The new department contained the filing unit, a catalog support unit, and for materials with LC copy, a newly established online cataloging unit. Support staff primarily from the old catalog department filled all of the twenty-three positions, and a support staff member headed each unit. Three professional positions, the Head of Automated Processing, the Catalog Consultant and Liason to the Catalog Department, and the Special Assistant for Work Flow, Production, and Quality Control, topped the organizational pyramid.

The reorganization also necessitated changes in procedure. LC authority took precedence over local authority files, and the use of LC's sliding scale precluded the use of Cutter-Sanborn tables. Most authority work, shelf listing, and the resolution of filing conflicts occurred after the receipt of cards.

The assignment of material with OCLC member contributed copy proved difficult. In a report to IUL prior to the reorganization, Susan Brynteson, Assistant Director for Technical Services, summarized the strengths and weaknesses of this type of copy. Assets included its immediate availability, the ever growing number of member records in the database, and its potential for cutting cataloging costs. On the other hand, she asserted that "Some of the contributed cataloging is not of a quality basis and should be rejected. However, it is assumed that the contributed cataloging of certain libraries, especially that of large research libraries . . . is of a sufficiently high quality to be accepted by the IU Library." Brynteson recommended cataloging online contributed copy of an acceptable quality, defined as copy conforming to ISBD(M), AACR, and OCLC MARC format input standards and having LC subject headings. However, Dean of Libraries Carl Jackson maintained that the recommendation needed further study, and it was not adopted at that time.[8]

The Committee on Catalog Department Organization, formed to assist with the reorganization of that department, later renewed the discussion on the definition of acceptable OCLC member copy, the compilation of lists of institutions whose cataloging was considered acceptable, and the question of whether to distribute ma-

terials with member copy to librarians or support staff. The committee polled the technical services librarians and support staff, branch librarians, and subject and area bibliographers to solicit their input. In its September 1977 report on reorganization, the Committee declined to recommend a policy for cataloging with member copy and suggested instead "That members of all cataloging units be allowed input into deciding what is acceptable OCLC member copy and that unit heads work together in establishing acceptability lists."[9] Librarians in the catalog department continued to catalog materials with member contributed copy.

The next year support staff in Automated Processing acquired limited responsibility for cataloging with member copy. A change in departmental procedures allowed online catalogers to catalog variant editions. The procedure applied to materials for which a database search retrieved a matching member record and a LC record for an edition that varied by place of publication and/or publisher. The member record was altered to reflect the classification and access of the LC copy, and verification, shelf listing, and resolution of filing conflicts occurred after the receipt of the OCLC cards. Later in the year, a reorganization merged the cataloging and processing activities of the Regional Campus Libraries (RCL) with those of the Bloomington Libraries.[10] The merger added another unit with ten more support staff positions to Automated Processing. The responsibility of one of the positions was devoted entirely to cataloging material with member contributed copy. For the first time the department included a staff member with cataloging responsibility formerly delegated only to professionals. The merger also marked the first full year of operation for Automated Processing, and the presence of a contributed copy cataloger in RCL was indicative of the future of contributed copy cataloging for the Bloomington Libraries.

The annual report for that first year recommended that Bloomington online catalogers begin cataloging material with member contributed copy, and in August 1978 the procedures were implemented. Member copy had to have a LC classification number that could be verified in the LC schedules. Belles lettres without a LC number could be cataloged if the author's literary number had already been established in the IUL files. Subject headings had to be LC headings pertinent to the text. The copy had to show any applicable series, and these had to be verified in either the local series file or in LC's

Monographic Series (LCMS). Member copy sent to catalogers included copy with no classification number, only a Dewey number, or a number for a classed together series that IUL classed separately. Other materials sent to the catalog department included items whose records lacked requisite subject headings or those with non-LC headings, records with series not established in the series file or LCMS, and items that presented problems because of language, access, or subject coverage. Online catalogers initially concentrated on English language material and, of those, primarily on belle lettres. Verification occurred offline and prior to card production. Staff members were instructed to spend one hour a day on materials with member copy. The Catalog Consultant and Special Assistant provided training and offered guidance regarding cataloging problems.

These procedures remained in effect for over a year, but within that time staffing patterns changed radically. As a secondary priority for online catalogers, materials with contributed copy received less than their necessary attention, and the time span between receipt and cataloging increased. To allow for more timely processing of this material, one of the online positions was redefined as a cataloger of contributed copy in May 1979. Instead of eight staff members each verifying member copy for one hour a day, one person would catalog for eight hours. However, eight hours was still insufficient time to stem the slow growth of the Bloomington backlog. In November another, albeit larger, reorganization of staffing patterns occurred that further effected the evolution of contributed copy cataloging at IUL. The member copy position for RCL and the Bloomington position were combined with a new full time position and a half time, temporary position, both for Bloomington, to form a new section designated as the Contributed Copy Cataloging Section. The section assumed the responsibility for cataloging material with member copy as outlined in the August 1978 procedures. Online returned to cataloging only material with LC matching copy or to cataloging occasional member-copy material for which LC copy for a variant edition existed. The Special Assistant, one of the three librarians in Automated Processing, assumed responsibility for supervision and training. This marked the first time that a librarian assumed direct responsibility for any section in Automated Processing.

With training and accumulated experience, the staff began gradually to assume more responsibility for cataloging a larger

variety of material with member contributed copy. As a result, the strict limits imposed by the August 1978 procedures were relaxed. Staff members gained the expertise to perform the following: change or assign LC classification number; add, delete, or further subdivide LC subject headings; change existing or establish new name heading for local files; submit to the Name Authority Cooperative Project (NACO) name headings established in accordance with AACR2; modify or establish new series; revise descriptive cataloging in accordance to the appropriate cataloging code; input new records for variant editions; and, catalog in any western European language. Workshops provided instruction to contributed copy catalogers in AACR2, NACO guidelines, and LC subject heading practices. The staff also has access to the same cataloging tools and reference works as librarians, and they regularly consult with the Department Head, Cataloging Consultant, and Special Assistant regarding cataloging problems. Certain materials, primarily works in east European languages and/or works in a non-Roman alphabet, remain off limits. Contributed copy catalogers may elect to route other materials to the catalog department if they think the level of cataloging difficulty too great or the language or subject material too abstruse or esoteric. Despite the cataloging difficulties presented by the materials that IUL as a large research library collects, contributed copy catalogers elect to route few items to the catalog department. By far, the majority of the material received by IUL and for which contributed copy is retrieved is cataloged by contributed copy catalogers.

Not only did the unit grow in expertise and experience, but it also grew in size. In March 1980, the section assumed responsibility for cataloging audiovisual (AV) and curriculum laboratory materials for the RCL. Because LC purchases little of this type of material, most of the copy retrieved is member copy. This reassignment reduced the workload of the RCL original cataloger and provided more timely cataloging for these materials. In September 1980, another Bloomington online position was reassigned to Contributed Copy, and in 1982 another position within the department was redefined as an AV position for RCL. These reassignments brought the total number of staff members to six. The section also received regular allocations for a part-time searcher. New, detailed search procedures were written that stressed the importance of broadly based searches to retrieve all matching copy and to retrieve or identify copy for variant editions.

Increases in size and responsibility of the contributed copy cataloging section resulted from attempts to utilize in a cost effective manner member contributed copy while maintaining national standards of cataloging quality. The section's growth paralleled the growth in the size of OCLC's database as more institutions went online and began to contribute their own cataloging to the database. Because of the variance in the quality of this copy, it could not be cataloged online; however, it did not necessarily warrant the attention of librarians. By dividing the responsibility of cataloging material with member copy between highly trained staff and librarians, the library has been able to use in an effective and timely manner OCLC's system of shared cataloging.

With change as the norm of the past, contributed copy catalogers should expect additional changes in the future. Both verification and staffing patterns will further evolve. The increased complexity of input standards, reflecting in part an increase in the level of cataloging afforded government documents, technical reports, and nonprint material, will necessitate additional training for contributed copy catalogers. Regarding more traditional materials, surveys of samples of member contributed records indicate that between 57 and 60 percent of member contributed records either conform to applicable cataloging and input standards or can easily be revised at the terminals.[11] If these studies accurately depict the quality of member contributed records and if future studies substantiate these findings, then these records can be utilized at the terminals and can be verified after the receipt of the cards. Catalog copy supplied by publishers for titles in large microform sets may be processed in a similar fashion. The implementation of OCLC's enhance project could also affect staffing and verification patterns. On the one hand, an improvement in the quality of member contributed records could reduce the workload of a contributed copy section. On the other hand, implementation could increase the status and responsibility of such sections if their libraries were selected as enhance libraries and if responsibility were delegated to contributed copy catalogers or shared between them and librarians. Other changes await the future. One that has great potential is the future automation of libraries. A continued investment in online systems, both in integrated local systems and in shared systems, provides the challenge of retrospective conversion, of redefining even further traditional boundaries within technical services, and of increasing the interdependence of technical

and personal services. At IUL, such advances would necessitate change in the next decade of a degree similar to if not greater than the degree of change that has occurred within the past decade.

Notes

[1] Telephone call to OCLC via the Indiana Cooperative Library Services Authority (INCOLSA), 3 March 1983. Total number of subscribers is current as of 12 January 1983.

[2] Cynthia C. Ryans, "A Study of Errors Found in Non-MARC Cataloging in a Machine-Assisted System," *Journal of Library Automation* 11 (June 1978): 125-132; Judith Hudson, "Revisions to Contributed Cataloging in a Cooperative Cataloging Database," *Journal of Library Automation* 14 (June 1981):116-120.

[3] Sally Braden, John D. Hall, and Helen H. Britton, "Utilization of Personnel and Bibliographic Resources for Cataloging by OCLC Participating Libraries," *Library Resources & Technical Services* 24 (Spring 1980):147-148.

[4] Barbara Moore, "Patterns in the Use of OCLC by Academic Library Cataloging Departments," *Library Resources & Technical Services* 25 (January 1981):34-35.

[5] Braden, 138-139.

[6] *Ibid.*, 148-149.

[7] All materials about the Automated Processing Department at the Indiana University Libraries are from the following sources. 1) Department Files, General, which includes the following files: Automated Processing, Implementation; Automated Processing, Annual Reports, 1977-78 through 1981-82; Catalog Department Organization. 2) Automated Processing Procedure Memos. 3) Personal interview with Julie Nilson, 16 February 1983. 4) Personal interview with Lois McCune, 16 February 1983. This report does not include serial cataloging, which is a separate department within the Indiana University Libraries.

[8] Susan Brynteson, "Cataloging Program Recommendations," TS, p. 18; W. Carl Jackson, "Cataloging Program Recommendations of the Assistant Director for Technical Services," TS, p. 4.

[9] Committee on Catalog Department Organization, "Report," TS, p. 6.

[10] Regional Campus Libraries include the Indiana University campuses at Fort Wayne, Gary, Kokomo, New Albany, Richmond, and South Bend. Before the merger, centralized processing and cataloging for the Regional Campus Libraries were administered separately from the Bloomington Libraries.

[11] Ryans, 128; Hudson, 118.

Acquisitions with DB Master

David L. Cooper
Director
Noblesville Public Library

How many times have you discovered that your library just purchased an unnecessary duplicate copy of a book and vowed "Some day when I get time, I'm going to come up with a way of preventing this from happening!"? Well, a sentiment like that is partly what prompted me to come up with a primitive book ordering system utilizing DB MASTER by Stoneware Microcomputer Products. In order to spare those of you with millions of things to do some wasted time, let me say right now that the results have not been perfect (we still occasionally duplicate titles). For those of you who suffer from insomnia or an utter lack of better things to do, read on and I will try to explain what we have accomplished and how it is all done.

The first step in automating any process is to examine the process and decide what it is you wish to accomplish and whom you wish to do the job. You might well look at the way you are currently ordering material and ask: Do we REALLY need 16 copies of everything or could we reduce it to say 14? This really isn't the way I did it, but it is the way it should be done.

Next, you should examine available software programs to see if they can handle the number of items you might create (amount of storage required), check on the reputation of the manufacturer and dealer, and compare the difficulty in learning to operate the program and its adaptability to your needs. I also did not really do this, but do as I say and not as I did.

If you should be so lucky as to know a little old lady down the block who owns a lot of computer programs or sells them and lets you open them and run them on her computer to test their ease of use and suitability, please let me know her name, address, and vital statistics. If you live in the real world and must, instead, make a trip to a highly commercial computer store or order from a catalog, then you face dilemmas in evaluating programs which we faced several months ago. You can search for program evaluations in current literature. The trouble with that approach is that you will not find the perfect program which does everything you wish, costs what you can afford, is without bugs or flaws, and is available by anything other than special order. The evaluations will give you food for thought.

Notice I haven't mentioned the computer yet? Well, in the ideal world you buy the software first and then "find" the computer to run it on. Now I have conducted intensive searches (Boolean and otherwise) through meadows, woods, and every other logical place and have yet to just "find" the first computer. Perhaps they haven't been in season when I have looked. Some of us will have the computer first for some reason or other and perhaps have even had to purchase it and will then be looking for programs to run on it. For those of you who are novices, please be warned that a program designed for one brand of computer probably will NOT run on another brand even though they both speak the same language (BASIC, PASCAL, FORTRAN, etc.). Just think of it like English., Ever hear a Cockney, Southerner, and Jamaican try to communicate? You may even have the right brand and still not have the ingredients to make soup. Apple III programs will not run on Apple II and a program designed for an Apple II with 48K and 16K RAMcard will not run on an Apple II without some expenditure of money for the card.

When you are ready to make that trip to the computer store, have an idea of how many titles you will want on the database at any given time and how many characters of information you wish to store about an average title. Then as you have a chance to speak to the salesperson in three-minute bursts, you will have a better chance at speaking his language. The three-minute bursts are because a lot of salespersons have to deal with as many customers and phone calls all at once as a librarian does.

Now if you are still with me, you have the patience of Job and shall be rewarded immediately with a description of our book ordering system using DB MASTER. I first surveyed two or three key

staff members and decided what elements we wanted to be able to identify in any book order. This is the list, Table A, we came up with and a short explanation of each. Remember, the more information you store about each title, the fewer titles you will be able to handle on a diskette, and the longer it will take to manipulate or search the database.

TABLE A

FIELDS

ACQUISITIONS 020283

1257 RECORDS IN FILE

REC.LEN.=267 KEY LEN.=35

No.	FIELD NAME	PRIM KEY	SEC KEY	READ PROT	FIELD TYPE	LEN	Explanation
1	ISBN	YES	NO	NO	ALPHA	15	
2	LAST NAME	YES	NO	NO	ALPHA	20	Author's last name (20 letters).
3	FIRST NAME	NO	NO	NO	ALPHA	15	Author's first name.
4	TITLE	NO	NO	NO	ALPHA	30	
5	TITLE CONT'D.	NO	NO	NO	ALPHA	20	
6	PUBLISHER	NO	NO	NO	ALPHA	12	
7	YR.	NO	NO	NO	INTGR	4	Year of publication.
8	DEALER	NO	NO	NO	ALPHA	8	
9	PRICE	NO	NO	NO	$$$$$	7	
10	NO. COPIES	NO	NO	NO	ALPHA	2	
11	REVIEWS	NO	NO	NO	ALPHA	25	Journal, date, page number.
12	DATE ORDERED	NO	NO	NO	DATE	8	Later, this is date received.
13	ORD. NO	NO	NO	NO	ALPHA	6	
14	STATUS:	NO	NO	NO	ALPHA	20	On order, received, etc.
15	ADULT N-F	NO	NO	NO	$$$$$	7	Space for price for accounting.
16	ADULT F	NO	NO	NO	$$$$$	5	"
17	ADULT REF	NO	NO	NO	$$$$$	6	"
18	AD. A-V	NO	NO	NO	$$$$$	7	"
19	JUV N-F	NO	NO	NO	$$$$$	6	"
20	JUV F	NO	NO	NO	$$$$$	6	"
21	JUV A-V	NO	NO	NO	$$$$$	6	"
22	CALL NO.	NO	NO	NO	ALPHA	12	Completed after cataloging.
23	LOCATION:	NO	NO	NO	ALPHA	12	Indiana Room, Office, etc.
24	LIB. CODE:	NO	NO	NO	ALPHA	12	Our OCLC library code
25	RESERVES? ? ?	NO	NO	NO	ALPHA	8	To alert us for reserves.

After paying over two hundred dollars for a database program, one would assume that good, clearly written instructions would be provided. I hate to put down Stoneware, Inc., BUT it is my own personal theory that their instructions for DB MASTER were written

onto a diskette and then exposed to magnetism which was strong enough to garble everything but not powerful enough to erase the whole thing. Therefore, as a service to librarydom, I shall offer some advice which is intended to supplement the book which comes with the program.

To create a file like ours, you first boot the DB MASTER program diskette in drive one. Answer the questions asked of you and you will be on your way to creating a file. Table A is a listing of our fields and their specifications and will serve as a guide for you. You will undoubtedly wish to modify these to suit your local needs.

We decided that the ISBN would have to be the primary key for our file since author, title, or any other field might be duplicated in our process. Another possibility would be the Library of Congress card number or you might wish to try an acronym code or other device. Just be sure that no two books will have the same code or you will be in trouble. What do we do for books where no ISBN can be found? We use an "X". If we have more than one book with the same author's last name and no ISBN, we go to "XX", "XXX", etc.

Using this system, if you know all or most of an ISBN for a title that you wish information on, you will find the title in two winks of an eyebrow. If you have a small file of say one hundred items or fewer, searches by author, title, or other data will take longer but still be tolerable. When your file gets up to one or two thousand items like ours, you give up on searches other than by ISBN or manual searches of printouts unless you are pretty desperate.

Now for some practical applications using the file you have created. How about a nice bibliography of titles recently received or on order to supplement your card catalog or to send out on the van or to a branch? Easy. Go to the main menu. Tell it that you want selection No. 5 Set up or Print Report. The thing will whir and click and ask "do you wish to create a new format?" For sure the first time you do. YES. Now we need to create the page format. Here is what we use (Table B):

TABLE B

Page Format = New Materials

Put date on page?	YES
Number Pages?	YES
Spaces between records =	1
Print lines per page =	46
Total lines per page =	51
Pause between pages?	NO

Next comes the data format and here again is what we have chosen (Table C):

TABLE C

DATA FORMAT = NEW MATERIALS
==========

REPORT WIDTH = 79

COMMENT LINES:

1234567890123456789012345678901234567890123456789012345678901234567890123456789

THE FOLLOWING BOOKS ARE ON ORDER OR HAVE RECENTLY BEEN RECEIVED.
PLEASE CHECK THE STATUS COLUMN TO DETERMINE WHETHER ON ORDER OR RECEIVED.
* * * * *
A STAFF MEMBER WILL BE HAPPY TO HELP YOU IF YOU CANNOT LOCATE WHAT YOU WANT.
* MOST NEW BOOKS WILL BE IN THE NEW BOOKS SECTION EAST OF THE CARD CATALOG. *

COLUMN TITLE LINES:

1234567890123456789012345678901234567890123456789012345678901234567890123456789

==========

CALL NO. AUTHOR'S LAST NAME FIRST NAME ISBN

TITLE TITLE CONTINUED DATE ORDERED STATUS

==========

(Table C continued)

L! I! N! E! ! #!	FIELD NAME	! F ! I ! E ! L ! D ! #	!T !A !B ! !	!W !I !D !T !H !	!C!H!D !O!.!E !D!S!C !E!U!I !S!B!M ! !T!L	P!T L!O A!T C!A E!L S!S
1	CALL #	22	0	12	N O O	N
1	LAST NAME	2	1	20	N O O	N
1	FIRST NAME	3	3	15	N O O	N
1	ISBN	1	4	15	N O O	N
2	TITLE	4	O	30	N O O	N
2	TITLE CONT'D.	5	1	20	N O O	N
2	DATE ORDERED	12	4	12	N O O	N
2	STATUS:	14	2	10	N O O	N

Now things start to get exciting! You may sort by any method you choose. We do two for this bibliography. The first is author order (Table D):

TABLE D

SORT FORMAT = AUTHOR ORDER

SORT #	FIELD NAME
1	LAST NAME
2	FIRST NAME
3	TITLE

Which produces a product like this:

THE FOLLOWING BOOKS ARE ON ORDER OR HAVE RECENTLY BEEN RECEIVED.
PLEASE CHECK THE STATUS COLUMN TO DETERMINE WHETHER ON ORDER OR RECEIVED.

* * * * *

A STAFF MEMBER WILL BE HAPPY TO HELP YOU IF YOU CANNOT LOCATE WHAT YOU WANT.
* MOST NEW BOOKS WILL BE IN THE NEW BOOKS SECTION EAST OF THE CARD CATALOG. *

CALL NO.	AUTHOR'S LAST NAME	FIRST NAME	ISBN
TITLE	TITLE CONTINUED	DATE ORDERED	STATUS
	COEL	MARAGARET	0-8061-1602-1
CHIEF LEFT HAND		09-25-81	ON ORDER
	COHEN	JAMES	0-87223-685-4
NIGHT CHASERS		10-23-81	ON ORDER
641.568 COL	COLCHIE	ELIZABETH S.	LC81-15211
READY WHEN YOU ARE:MADE-AHEAD	MEALS FOR ENTERTAINI	09-02-82	RECEIVED

After doing my first juvenile order, I would suggest that you also include title continued or ISBN as a fourth element. Why? Because if you have more than one title by the same author, and each title starts out the same, the poor little computer will throw up its arms, cover its eyes, and ignore any entries after the first one it finds.

The next sort format we use is title (Table E):

TABLE E

SORT FORMAT = TITLE ORDER

SORT #	FIELD NAME
1	TITLE
2	TITLE CONT'D.
3	LAST NAME

You guessed it! This produces a lovely bibliography alphabetically arranged by title. Warning. "A's", "An's", and "The's" are not ignored any more by computer than by the average Joe Jones library patron off the street. Also, numbers will be listed at the beginning of the alphabet as follows:

1 Is My Lucky Number
2 for Tea
ALPHABET SOUP

If you want numbers alphabetized, spell them out.

You can use this same function to print out lists of books by any field in your form and you can get running totals. You can also run lists on the monitor rather than printing them out on paper. Example: How much is the list price of books ordered from March 1st to the present? This can be found by telling the program you wish to do function No. 1 Display/edit/delete records. This will produce a screen titled Find Acquisitions. We space down to the field titled Price and enter Control/T (for total). Next, we space down to the field titled Date and enter 02-29-83 and Control/F (for find). The computer immediately goes to work and produces a screen which lists the following:

Date for Price
Count= (number of items found)
Sum= (total of prices listed)
Ave.= (average price of prices listed)
Std. Dev.= (standard deviation of prices listed)

Other possible questions you might want to answer would be: How much did juvenile fiction orders total? How many books were ordered? What was the average price?

We began by putting juvenile and adult orders on the same form. I have recently created a separate juvenile file and will be deleting the juvenile fields from the adult file. This will speed searches and allow us to get more adult titles on fewer disks (we currently have about 1,200 adult titles on two disks).

Our book orders are placed with Baker & Taylor through the Indiana Cooperative Library Services AuthoritY (INCOLSA) Processing Authority. We have been able to tailor our program to type our five-part order slips for us. In order to do so, we tell the program to perform function No. 5 Set up or print report. We then select our page format as follows (Table G):

TABLE G

```
PAGE FORMAT = ORDER SLIPS
========================================

PUT DATE ON PAGE?                    NO
NUMBER PAGES?                        NO
SPACES BETWEEN RECORDS =              7
PRINT LINES PER PAGE =               56
TOTAL LINES PER PAGE =               56
PAUSE BETWEEN PAGES?                 NO
```

Next comes the data format (Table H):

TABLE H

```
DATA FORMAT = ORDER SLIPS
=============================================
REPORT WIDTH = 45

L!                              ! F  !T  !W !C!H!D   P!T
I !                             ! I  !A  !I  !O!. !E  L!O
N!     FIELD NAME               ! E  !B  !D  !D!S!C  A!T
E!                              ! L  !   !T  !E!U!I  C!A
  !                             ! D  !   !H  !S!B!M  E!L
#!                              ! #  !   !   !  !T!L  S!S
=====================================================
```

1	LIB. CODE:	24	0	6	N	0	0	N
1	TITLE	4	4	30	N	0	0	N
2	TITLE CONT'D.	5	13	20	N	0	0	N
3	LAST NAME	2	10	20	N	0	0	N
3	FIRST NAME	3	1	14	N	0	0	
4	ORD. #	13	0	6	N	0	0	N
5	PUBLISHER	6	17	12	N	0	0	N
6	DATE ORDERED	12	0	8	N	0	0	N
6	YR.	7	20	4	N	0	0	N
6	PRICE	9	7	6	N	0	2	N
7	ISBN	1	13	15	N	0	0	N
8	(BLANK LINE)							
9	# COPIES	10	3	2	N	0	0	N

Our sort format is next (Table I):

TABLE I

Sort Format =	Order Slip
Sort Number	Field Name
1	Title
2	Title Continued
3	Last Name

And then, for a select format, we enter the order number for the order we are ready to print (perhaps 83-B or J83-D). A finished order slip will look like this and they will all be printed in title order as requested by INCOLSA:

LIBRARY CODE: ICPN

TITLE: ACID WATER: A PLAGUE UPON THE WATERS

AUTHOR: OSTMANN ROBERT JR.

LIB. ORDER NO.: 82-L

PUBLISHER: DILLON PRESS

VOLS.:

DATE ORDERED: 09-31-82

EDITION: YEAR: 1982

LIST PRICE: 18.00

DATE RECEIVED:

ISBN: 0-875 18-224-0

REMARKS:

FOR CENTER USE ONLY

COST:

NO. OF COPIES: 1

INCOLSA PROCESSING CENTER
Book Order Form

As books are actually received from the jobber or the Processing Center, we again turn to DB MASTER. This time, we go to function No. 1 Display/edit/delete records and find the records for the books just received by giving the computer the ISBN. When the record is found, we push the escape key to edit the record. We then change any pertinent fields including the addition of the call number, changing status from on order to received, and change the date from the date ordered to the date received. This way, the next time we run a holding list, everything will be current.

We are still gaining knowledge of what this program will do for us and we still have training to do with staff members to get the best benefit from the program. Using DB MASTER has taken some of the drudgery out of ordering books and certainly makes information available more readily. I think it has even cut down on unwanted duplicates!

This explanation has necessarily left out a lot of information, but we would be pleased, within reason, to assist anyone wanting more information about how we are using DB MASTER.

Policy Manuals

Deanne Holzberlein
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This article explores the need for a policy manual, how to begin writing one, how to keep it current, and a brief synopsis of what to include—juxtaposed with distinctions between policy and procedure manuals. Even a small, one-person library would find a policy manual useful because with infrequent acquisitions a hard-copy "memory" will ease the search for past decisions. Then too, if the result from the last decision was unsatisfactory, corrective changes can be recorded for future reference. In departments both large and small a policy manual provides for consistency in decisions through changes in personnel.

Need For Recorded Policy

Policy manuals develop uniform answers for similar questions. Libraries thrive on the elusive quality of consistency. A policy manual provides the mental framework for consistency and communicates to everyone working in the library the guiding principles behind its procedures. In essence, the procedures should flow from the policies. The manual should not set the policy in epoxy, but should provide a place to record changes. In short, the ideal of consistency must not be abandoned simply because we often fail to achieve it.

Are there administrative problems? Yes, some administrators find policy making difficult, others make decisions quickly, or should one say hastily, and do not want to record this as policy.

These equally untenable problems will not be addressed in this article but it is well to acknowledge that they exist and can make manual production "manual labor." Matters of policy must be clearly formulated, but this need not relate to either a lengthy or hasty process. Formulating a policy requires a clear understanding of the problem each policy addresses and the effect of the decision. After a policy is established, it should be recorded in a way that can be easily applied. As administrators learn to use computer spread sheets, forecasts can be made based upon some, if not most, of the effects of their decisions, and this in turn may encourage better policies.

Beginning a Policy Manual

To design a policy manual for an on-going institution, one must first discover the explicit and implicit policies in effect. This can be done by examining the procedures and edicts frequently found in a procedure manual already in existence.

Policy Manual Layout

A Policy Manual needs a cover page telling what it is, for which department and/or library it applies, who wrote it and at what date. When it is revised, the new editor and date should be added to the current information—do not delete the past records. Following the title page shere whould be a topically organized Table of Contents. Most librarians find a very detailed Table of Contents helpful, because each user can see at a glance what section to use. Next, there should be a Preface containing general policies for this library. For example, a Policy Manual for the Cataloging Department will have the same approved policies in its Preface as will be found in manuals for the Reference or Circulation Departments. These might include a collection policy, a censorship policy, and a gift policy; policies governing special projects that affect many departments such as reclassification, reconversion, or massive weeding will be included in this widely distributed Preface. At the end of the Preface it is helpful to have an organizational chart of the library, showing positions and the reporting hierarchy within the library. Since this manual deals with "policies," it will be useful to designate those officers who

approve policy and the routes for effectively enhancing or changing previous policy decisions.

At the end of the Preface the published books or other material used by the department in carrying out its routines should be listed. For instance, the Cataloging Department's manual may list the latest edition of the unabridged Dewey Decimal Classification and the latest edition of the *Library of Congress Subject Headings;* the Reference Department may list the latest edition and updates of *Guide to Reference Books;* and the Circulation Department may list a printed guide produced by the vendor of their circulation system. Listing these books or other material at the beginning of the Policy Manual will help the user of the manual gain a policy overview. Following the Preface are the current policies for the department.

Materials To Be Considered In A Technical Services Policy Manual

The manual should describe which classification system is used and why, the type of catalog used and why, the philosophy behind the subject headings used to index the collection, and the descriptive cataloging used and why.

The Catalog

An overall policy statement is needed concerning what is to be accomplished with the catalog. This may be the point to state what is desired; for instance, a catalog accessible from many locations may be a necessity, and the policy manual can show this. But if this is not possible at present, include the policy governing the current catalog. With care, you may be able to show how the current activities fit into the broader plan of the optimum catalog. The more specific you can be with the goals and objectives for the catalog, the easier it will be to monitor the success of the catalog, or to analyze the costs needed for success. Also, if the goals and objectives are very specific, the library staff can examine them and trade-off some goals for some economy.

The Classification System

There should be a general policy regarding guidelines for classifi-

cation. For instance, do you want a classification system to store material compactly? Do you want the classification to encourage browsing? Do you want the classification to be useful with automatic retrieval and discharge devices? Do you want the classification system to be useful in maintaining the shelving order? For example, a small library might choose a system which would help the user reshelve material. After naming the specific classification used, information about modifications, shortcuts or abridgements to that classification are included. A policy of what to do when the classification system changes and relocates material should be considered.

The Procedure Manual will include information about how to use Cutter tables, whether or not to identify editions within the "call number," how multiple copies are handled, etc.

Subject Headings

A policy statement should identify the goals of subject access. Do you want subject access to be "finely tuned" for specifics, so the patron has small groups of material to examine? Or should it focus on larger topics, thus providing the patron with a larger group of possible relevant material to sift through? Should the subject approach be a linear arrangement, such as the subject headings of the Library of Congress Subject Headings? Should there be provision for Boolean coordination of subject headings or descriptors? Are cross-references provided in the catalog? Are see-references provided in the catalog? Is there an "authority list" used for the subject and other entries? In providing answers to some of the questions, only the policy issues should be considered in this manual. What is actually done is part of the procedure manual.

Other questions should include what descriptors or subject headings are in use? What general modifications, short-cuts or abridgements are made in this library? What do you do if the descriptors or subject headings are changed by the issuing agency?

Descriptive Cataloging

The catalog entry for a small library may only include the author, title, publisher and date for material. There is no reason to expect the detail of edition statements, place of publication, series

statements in every library, and this is stated in the *Anglo-American Cataloging Rules*, 2d edition.[1] For libraries using a national cooperative cataloging database, the original cataloging added to the database must be detailed. This distinction should be recorded as policy in this manual as well as being stated in the Procedure Manual. If the library does much original cataloging, the statistics for cataloging output will be low, due to the inordinate amount of time needed in cataloging the original input items.

Shelving

A shelving policy must consider whether it is the patron or the library worker who takes precedence. For example, do you want a browsing collection? In this case, the classification and the subject access must keep this strategy in mind. At the other extreme, you might want the collection to be accessed almost entirely from the catalog. If so, time-and-motion considerations might dictate a different layout for

(1) location and arrangement of
- reference material
- periodical indexes and abstracts: current
- periodical indexes and abstracts: retrospective
- display of new material for patron interest
- circulating books
- circulating nonbook material
- current serials
- retrospective serials
- microform serials
- equipment for using nonbook material
- government documents
- equipment for using nonbook government documents
- material of local interest
- material of interest to special groups, i.e., librarians, teachers, etc.
- stored material

(2) inter-library loan requests and pickups

(3) material requested by patrons and being held for them to pick up.

Each of the foregoing should be considered in relation to the

catalog (the index to the collection), the circulation desk, elevators, stairs, escalators, etc.

Inventory and Collection Development

As with other policy statements, the inventory policy should start with what is to be accomplished by doing an inventory. This policy will interact with the collection development policy and may interact with the business office's insurance policy for the library. A collection development policy that relies upon the shelf list to establish whether there is or is not adequate material in predetermined areas of the classification will be sadly deceived by the evolving collection if some areas are missing or have large segments of the material missing from the shelves while listed in the shelf list. Inventory control may be needed for an accrediting agency and for budget purposes. The policy about inventory control should include information about frequency and thoroughness. One library may use the sampling technique to study its inventory and formulate conclusions. Another may inventory each item in the library.

The inventory policy statement should also cover how long the material is listed as missing, and the policies about withdrawal and reordering, which may be integrated with the collection development policy. As with many other policies, this one will be more effective when integrated with the Circulation Department policies, which may or may not be under Technical Services.

Serials

Serials warrant a separate policy manual. However, the ordering, checking, binding and housing of serials are a part of Technical Services, and will receive brief mention. Serials must be included in the collection development policy and each title reviewed annually to see if it continues to fill a need in the collection worthy of its costs and space demands. Other policies needed for serials include checking in of serials, completion of back files, and a cataloging policy for serials. With the emergence of union lists of serials, a library's policies should address the reason for joining or not joining such a list. A policy statement that supports joining a union list of serials necessitates another policy statement regarding the main-

tenance of the listing for this library. For example if the library adds or deletes serials in its collection, these changes must be made immediately in that library's entries in the union list.

Forecasting

Each policy section is enhanced by a 5-year forecast but this may be too much to expect when a policy manual is first written. Ultimately these forecasts can be added at the end of each article.

Professional Duties

Some libraries may want to include policy on professional activities in each area covered in their policy manual. Other libraries may find, however, that this can be covered adequately in the procedure manual.

Statistics

The concluding policy will deal with statistics. What statistics are kept and for what reasons will probably be incorporated into each of the sections already described, while a general statistics policy is summarized here. This policy can be used later in developing forecasting strategies. How statistics are kept should be detailed in a procedure manual, but what to keep and why, is a legitimate part of the policy manual.

Index

Some may want to index the policy manual, while others may use the detailed Table of Contents and may not want to spend the time in developing an index. This will be a matter of personal preference.

Keeping A Policy Manual Current

Many libraries will have only one copy of the Technical Services policy manual; large libraries may have several copies. For libraries with several copies, the copy with or near the head of Technical Services will be designated as the master copy, and changes, deletions,

notes, etc. will be recorded in this copy. Other copies may or may not be kept current until the time the manual is retyped. When first preparing a policy manual you should set guidelines for the layout and updating. Think of your policy manual as a highly structured outline, probably in sentence form. Allow for handwritten additions by including an inch of space between each segment of the outline. When the handwritten additions become too difficult to read, retype the manual (or at least that section). The easiest method for revision is the computer. When the early edition of your manual is in computer storage, the additions can be easily typed in, deletions made, title page updated, and a newly printed Policy Manual produced. The computer does not make the work simple, but it takes the onus out of a repeated typing of largely unchanged text. Without the computer, updated policy manuals can be produced easily by typists who know nothing about libraries, if a librarian will cut and paste an edited edition out of xerox copies of the master—of course clarifying illegible notes as the text evolves. If this route is taken, a yearly revision might be anticipated possibly during the drag days of August. As a personal preference, this author prefers policy manuals to be single spaced for easy scanning with large expansion blanks between sections.

Changing Policy

This will depend largely upon the administrative style and organizational plan within the library but clearly it should be done in consultation with all involved. In the manual, an immediate deletion should be done in a way that preserves the old text until time for a reprinting. This old-juxtaposed-with-the-new policy will aid in maintaining continuity through the transformation the revision produces.

Is Writing A Policy Manual A Big Undertaking?

Yes! But the real question is whether having a manual is worth the effort required by its preparation. You might ask yourself, "Can a Technical Service area function easily without a policy manual?" And your answer will hinge on the word "easily." If you and others in the Technical Service area can work "easily" without a defensible

framework for consistency, then the answer may be yes. That framework must answer the "why" questions. Knowing the answer to these questions makes new decisions flow easily within the system. Knowing the "why" for procedures distinguishes between an understanding and rote memory and this understanding helps new staff (and even some old staff) fit in as an integral part of the system. That in itself is justification for much of the effort. Policy manuals offer beautiful opportunities to formulate the reasons for the things we do, and this then encourages us to ask questions that lead to improvements. If you see a better method, "buy it."

Note

[1] "Base the choice of a level of description on the purpose of the catalogue or catalogues for which the entry is constructed." *Anglo-American Cataloguing Rules*, 2d ed. (Chicago: American Library Association, 1978), pp. 14-15.

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