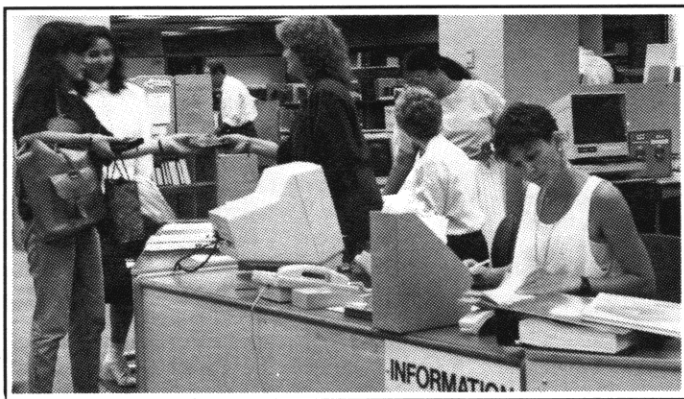


Physical Reorganization of Library Complete; Refinement Continues



◀ **Zita Murphy**
(standing)
and
Diane Granfield
help students on
the 5th floor

gation of responsibility and authority for important tasks continues!

The move would not have been as inexpensive had the events of the summer run a different course. As a result of the NDP government's programme to pay for jobs for students (see the box Students Assist with Reorganization), the library was able to use both Ryerson and non-Ryerson students to move all library materials from books to shelves to furniture. The support of the government in this way significantly reduced the costs of moving the library.

Being so close to the library materials, books, furniture and equipment also gave us a new respect for the size of the library operation. Centralizing the microforms in one area resulted in a reassessment of the numbers and types of readers needed and the cabinets required. Relocating furniture showed up items that needed fixing or discarding. Amalgamating the periodicals gave a clearer picture of the exact space for growth and the problems with display shelving and safety.

Concentrating staff offices on the fifth and sixth floors resulted in fewer offices being needed for staff and provided staff with some increased measure of security. Such a relocation resulted in more quiet study rooms on floors seven through ten but fewer staff throughout the day.

Some library staff and security have reappraised the security patrol sequence, indicated where and when staff are working and therefore expected to be and broadened the mandate of the security officers. The higher profile has resulted in the security officers being more appreciated as a natural and important part of the library life.

Revamping of all library collections and services points once again to the need for continued appraisal and reassessment of the library. Assessing the various user groups assists the library in adapting to their needs. Weighing the needs of one user group with those of others and coming up with a balanced approach is difficult. We remain responsive to changing circumstances and try not to be caught unawares and we hope to continue in this manner.

Over the last ten months much was accomplished by the Reorganization committee and the task groups. The initial committee composed of Adrian Bevis, Lily Cherian, Glen Clifford, David Demetriou, Claude Doucet, Aileen Farray, Rosemary Garry, Ophelia Kam, Lucia Martin, Joan Parsons, and Diane Smith examined alternatives that would best address the goals of centralized collections and services as well as increased access to collections. They also grappled with the layout and confines of the library building. Their work of sorting out ideas, measuring areas, conducting a survey of questions, holding staff meetings and producing an overall layout took six months of hard work. Their result is mirrored in the present layout of the library.

Once the elementary set up of the library was decided upon the initial reorganization committee broke up into several task groups. These working groups, coordinated by the supervisors, focused on the concern of the three largest departments. Lucia Martin, Head of Circulation organized staff to look at circulation, reserve reading room and floors seven through ten. Sue Giles, Head of Information Services, and her staff dealt with reference services and collections that were on floors five through ten and were to move onto the fifth floor. Eva Friesen, Head of Technical Services, and her staff considered the amalgamation of all the periodicals onto the sixth floor.

Amalgamation of collections and moves of material was the tireless work of Bob Jackson, Associate Librarian for Technical Support and Systems. His leadership melded the task groups into a very effective team. Bob lead the whole project so well that the new layout and locations of all elements were complete before the middle of August.

Throughout the process there were several crucial aspects that combined to make the move successful and bode well for a responsive and thriving library.

A new library project team approach was instituted. General directions were provided for the initial reorganization committee but the team refuted some of the initial guidance once they had looked at the feasibility of alternatives. Having reference on the second floor was abandoned after much discussion, measuring and assessment. The committee was in the lead because they had the information about what could work and what couldn't work. This shift to allowing a team composed of a cross section of library staff to lead the way in this case worked well. It has also worked well in the Roles and Responsibilities committee that has looked at, and continues to look at, generic job descriptions and assignments for library technicians and library assistants, and for the Training and Development committee that has and will continue to set up, training sessions for staff and users alike. This change to dele-

The Human Face of Reorganization

During the recent reorganization, the Library staff had to adjust as well. Much of the responsibility for maintaining staff morale is in the capable hands of Sue Giles, Head of Information Services.

Giles has nearly 30 staff members reporting directly to her (including Librarians, Library Technicians and Library Assistants). Sue is the ideal person to ask about the "human" aspects of reorganization.

Sue has been with the Ryerson Library since 1975, holding a variety of progressively more responsible jobs. Having been educated in London and Wales, Sue and her husband emigrated to North America in 1968. She obtained her Master of Library Science degree at the University of Western Ontario in 1974.

Among the most important aspects of reorganization in Sue's opinion is the centralization of the Reference Service on the 5th floor. Staff had formerly worked on individual floors with the same small group of co-workers. Now everyone works with a variety of colleagues and share offices with different people. In addition they are handling reference questions for unfamiliar subject areas, and this requires some adjustment by all the staff.

Positive changes include reducing the number of reference points throughout the Library and a diminishing of the stress of intensive hours on the Reference Desk. A larger group of colleagues with a broader range of reference skills makes this a positive learning experience.

Evening and weekend staff are now able to provide a wide scope of services formerly unavailable during the hours they worked.

Sue feels that there are several ways to help staff cope with change. Listening to their concerns and explaining reasons for changes is the most basic way to help with the changes. This reinforces the "why" of reorganization, and points out the positive aspects of the changes and what is being gained. Compromise solutions are also offered when possible in instances where staff feel ambivalent about a change.

Training sessions have been very useful in raising the "comfort level" of many staff members. Areas where training has proven useful are in the subject areas of marketing, maps and legislation. More training sessions will be conducted in subject areas where staff have expressed the greatest needs.

In the past year, much training has been offered to the Library staff (see Training and Development article). This training has been supplemented by changes in policies and the formation of a number of committees. The policies are intended to redefine roles and

responsibilities of the staff as well as codify some current behaviour.

Committees have become important in examining needs for improved Library services and other concerns. Staff from all levels participated in these committees.

Group reorganization meetings were held over the last few years to prepare staff for the changes. Their input enabled the changes to be workable.

There are still unresolved issues but these are being addressed through changes to Reference Desk procedures, altered training schedules, and increasing familiarity with different aspects of the Library.

Sue herself has been affected by the reorganization, including having to move her office. She now not only deals with more staff, but on a broader, more immediate basis. Getting to know many of her staff better, and working with them side by side has been a further change.

Staff now have a better idea of the functions of the whole Library, and improved reference service will eventually result.

"Staff have been largely supportive of all our efforts. Any ongoing concerns can be solved through working together and maintaining the improved lines of communication which we have worked to establish in the past year."

"I think," Sue concludes, "it's a very positive move for the Ryerson Library".

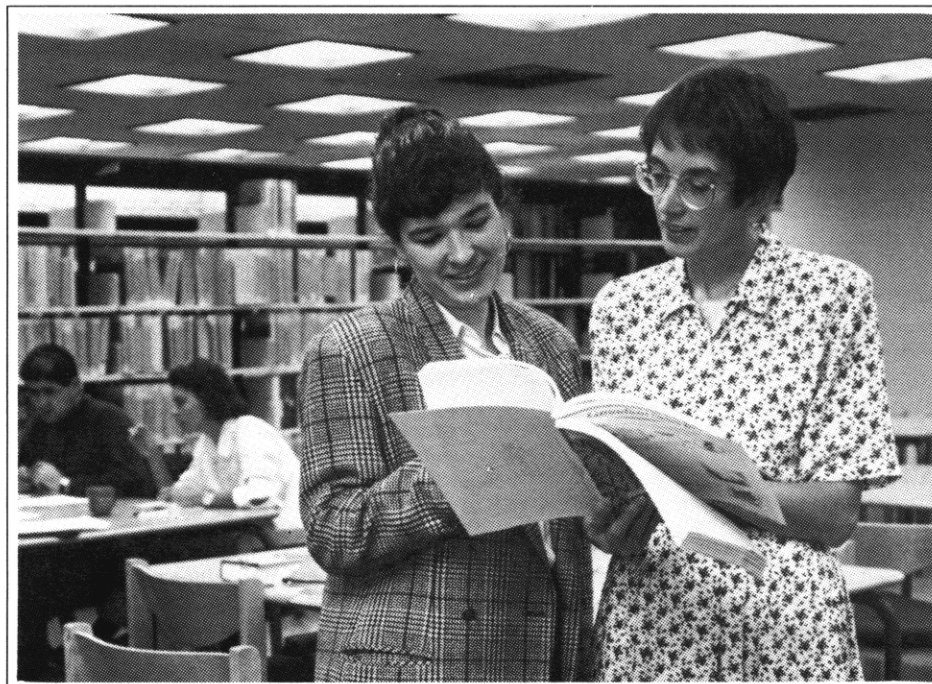
▼ **Sue Giles (below right) helping student on the revamped 5th floor.**

Students Assist with Reorganization

The relocation of the Library's book and periodical collections was achieved through the combined efforts of Ryerson students and by students hired through employment initiatives sponsored by Jobs for Ontario Youth and the Parachute Community Employment Development Centre.

Ryerson students were responsible for moving over 500,000 books and periodicals during the months of May and June. Two of the Ryerson students, Paul Nieman and Brenda Thomson, coordinated the interfiling of periodicals and microforms during July and August. Richard Bourne, another Ryerson student, was responsible for coordinating the movement of shelving and signage.

Students employed through the Jobs for Ontario Youth (JOY) program assisted with interfiling periodicals and shelf-reading the collection. The JOY program was developed by the Ontario Government to create summer jobs and training opportunities for youth. The program made special efforts to attract Black youth through outreach activities carried out by Black community agencies and FUTURES offices close to this clientele. Ryerson provided work for 50 youths under the program, nearly half of whom were employed either in the Library or the Bookstore. The Parachute Community Employment Development Centre provided the Library with an additional 8 student employees during July and August. The high school students hired through the Centre assisted with shelf reading, labelling and shelf cleaning.



Training and Development Committee

Library staff training and development have received considerable emphasis over the course of recent months. The momentum was accelerated by the formation, in 1991, of a Training and Development Committee (TDC), made up of representatives from the various departments within the Library including Charlotte Broome, Elizabeth MacLaurin, Anna Huta, Debbie Wood, Olive King, and Zita Murphy, Chair. The Committee assesses the training needs of Library staff planning programmes to address those needs in the context of the Library's goals and objectives. It has involved non-committee staff members in planning and presenting training sessions during the past two years.

A firm commitment to Library staff training was exemplified by the allocation of specific funds for training and the establishment of designated training times for activities or programmes.

Some of the training activities to date include :

- the development of an Orientation Manual For New Staff
- peer coaching on CD-ROM
- departmental cross-training in Information Services
- demonstrations of library equipment operations
- lunch-time film screening during "Anti-Racism" Week
- functional workshops, e.g., Wordperfect applications

Workshops have been held, especially in the context of the re-organization of the Library during the past year. The first of this series was held in August of 1991, during the early stages of the Library re-organization. Faculty member Gloria MacMahon, School of Information and Management, led a workshop entitled "Dealing With Organizational Change".

Ongoing information sessions and workshops include:

- CD-ROM staff training sessions
- Reference sources and materials and their usage
 - e.g., Legal and legislative materials
 - Bureau of Broadcast Measurement (BBM) information
 - Development Studies materials
 - Statistics Canada materials
 - Psychological tests and measurements sources

The TDC developed a special and concentrated series of training sessions entitled "Focus on Quality Service". These were directed and geared towards all Library staff and held during July and August, 1992.

The introductory session "The Philosophy and Ethics of Academic Library Service: the Ryerson Context", was presented by Richard



▲ The TDC: (left to right) Anna Huta, Zita Murphy, Charlotte Broome, Gina Coleman, Olive King

Malinski and Liz Bishop. The focus was the mission statement: "The mission of the Library is to assure access to information and to assure the development of life-long learners" and emphasised the goals of quality service expectations at Ryerson as consistent with the academic library community.

With the Library closed, all staff were able to attend the morning segment of the next session called "Communicating With Our Library Users". Introduced by V.P. (Academic) Dennis Mock, who placed emphasis on the importance of training programmes for Ryerson staff, the panellists for the session included Peter White, Faculty of Continuing Education, who outlined a profile of Ryerson students based on his research, Ben Yang, Acting Coordinator, International Students, who spoke on communication in a culturally diverse community and Bill Byrne, Manager, The Access Centre, who discussed communication with disabled persons.

An afternoon focus group discussions featured facilitators Lorraine Wilson, Programme Director, Continuing Education, and Ben Yang, with the assistance of two international students.

The morning segment was videotaped, and there has been an expression of interest by Ryerson faculty in using the video for other applications.

The series continued the following day with the workshops "The Reference Process: Identification of the Real Information Need", co-presented by Librarians Olive King and Zita Murphy. The final day's session "The Research Process" with faculty members Don Gilles, Film and Photo, Judith Dimitriu, Mechanical Engineering and Judy Waalen, Psychology concluded the series.

The staff training activities continue. Topics being considered include a session on the Ryerson Harassment Policies and Procedures.

Ryerson's Legacy

When the Institute celebrated the anniversary of Egerton Ryerson's birthday on March 24, 1992 the Ryerson Community was reminded of the often-forgotten events which led to our site's recognition as the "cradle of education" in Ontario. First and foremost, of course, was the construction of the province's first Normal and Model Schools for the training of teachers and the establishment of the Department of Education and a schoolbook depository. The need to cultivate as well as educate, however, led to other endeavours which blossomed into some of the most respected cultural institutions in the province.

In 1857, the first publicly-funded museum in Canada opened later evolving into the Royal Ontario Museum. In the 1870s, an art school was opened and eventually became the Ontario College of Art. In the 1850s to the turn of the century, important botanical and horticultural experiments were conducted on the Normal School grounds.

When the Normal School relocated in 1941, it was converted to a war-time training facility and to a rehabilitation centre after the war. To meet the training demands of a booming economy, the Ryerson Institute of Technology was born in 1948.

Information on these and other historical topics relating to the Institute are available in the Ryerson Archives on the fifth floor of the Library.

Compact Disc Technology: An Update

Free searching using the advanced CD-ROM technology continues to be popular with students in the Library. Students have participated in scheduled workshops to use this application of microcomputers which assists them in doing their assignments. Small groups of students can be observed working together at the CD-ROM workstations, showing their peers how to search the compact discs to their advantage. With the capacity to download the retrieved information onto a floppy disc, the need to laboriously copy down literature references is eliminated.

Faculty are also becoming familiar with this technology to develop and expand their research activities. Many have responded positively to "Open House" sessions that the Library held to introduce this service. Some faculty have requested specific CD-ROM sessions for their departments and/or their classes.

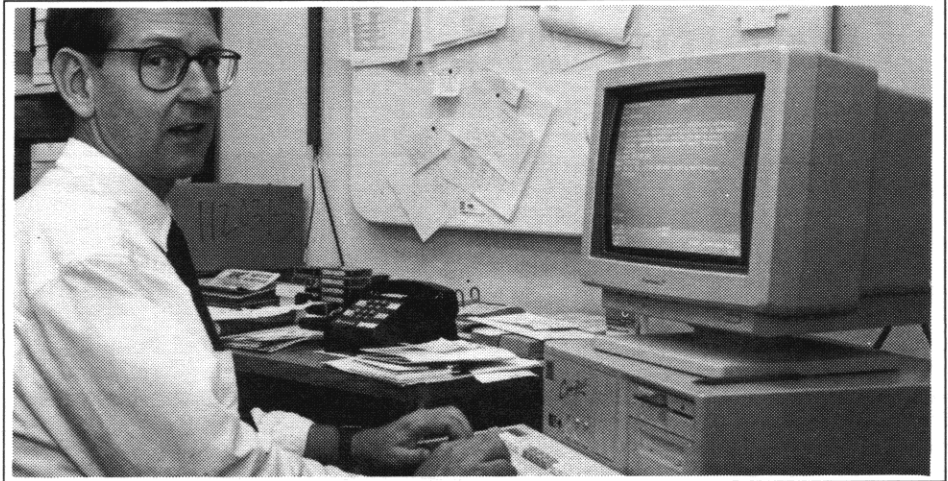
In a recent article in *LIBRARY JOURNAL*, the 20 most popular CD ROM products in libraries were listed. Ryerson now has seven of these titles in addition to some unique Canadian products.

The CD-ROM service is expanding with the addition of many new databases (on disc). In addition to the existing line-up (ERIC, CBCA, CCINFO, MEDLINE, COMPACT DISCLOSURE, COMPENDEX, MICROLOG), the Library has recently acquired The Toronto Star.

The Toronto Star on CD contains articles from 1989 to 1991- full text. Each year is on a separate disc. Entire articles may be copied on to a floppy disc and read at one's leisure. The Toronto Star on CD provides easy, to 90,000 stories covered in the 3-year period.

Six other databases -

PAIS: (Public Affairs Information Service International) on CD is a detailed database which indexes more than 1600 periodicals and as well as books, directories, reports and government documents since 1972. It is inter-



▲ Associate Librarian Bob Jackson, searching CD-ROM, was a key figure in reorganization.

national in scope, and emphasises factual and statistical information including government, business, social, economic, politics, public administration, environment, health, finance and international relations.

PSYCHLIT like its printed equivalent *Psychological Abstracts*, provides English-language summaries of the world's journal literature in behavioral science and psychology and dates back to 1974.

COMPUTER SELECT contains full text of over 40 computer magazines and newsletters, articles from over 100 other publications, specifications on computer products and a glossary of telecommunications terms.

ICONDA covers the world literature in architecture, environmental design, interior design, municipal planning and construction.

SOCIAL SCIENCE INDEXES covers 300 English language periodicals including economics, geography, psychology and sociology.

GLOBE AND MAIL and **FINANCIAL TIMES** are available on CD ROM for 1991 as complete full text versions.

These new CD-ROM products and the increasing familiarity of students and faculty are making this one of the most useful Library services.

Demonstrations or workshops can be arranged by signing up for the ongoing workshops or telephoning the Reference Desk at 5031.

ARMA Collection to Leave Ryerson Library

The Association of Records Managers and Administrators (ARMA) recently made the decision to move its collection from the Ryerson Library Reserve to the Metro Archives and Records Centre for the purpose of consolidating a records management collection. Its new home the Metro Archives and Records Centre at 255 Spadina Avenue near Davenport will be accessible to the general public including Ryerson students and faculty.

For the past ten years Ryerson students and faculty have used the ARMA collection extensively. To minimize any negative impact on students, the Library has purchased copies of heavily used texts. The Records Management Quarterly will remain in the Ryerson Library Reserve Collection.

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