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WHO'S WHO:

During the absence of Mr. Stuart-Stubbs, the following persons will assume the mantle of Acting University Librarian:

August 16 - 22	I.F. Bell
August 23 - 29	R.M. Hamilton
August 30 - Sept. 5	R. MacDonald
Sept. 6 - 14	I.F. Bell

HOW BIG?

The establishment of the Library, following the addition of new positions on July 1st, consists of $102\frac{1}{2}$ librarians and 308 supporting staff: a total of $410\frac{1}{2}$. Of the $102\frac{1}{2}$ librarians $60\frac{1}{2}$ are non-administrative, 33 are heads or assistant heads of a division, 3 are specialist staff, and 6 are Library administrators.

A PROBLEM OF SIZE: A WORD FROM THE LIBRARIAN:

In earlier open letters to all staff members, I have mentioned some of the difficulties in communication that plague large organizations, and how misunderstandings arise out of these difficulties. During the recent hot weather, we were provided with another example of how misunderstandings arise.

Any extremes of weather pose problems for the operation of the library. Most of us can recall the confusion of the winter months, when on several occasions heavy snowfall (and a transportation strike) made it hard, and in many cases impossible, for staff members to get to work, even though it had been decided that the University would remain open. Many staff members struggled to work; others couldn't make it; and some, it has to be admitted, thought it was a good opportunity not to make an effort. Inevitably, some hard feelings arose; staff members were annoyed that others seemed to be getting some free time, while they slaved.

Hot weather creates another type of problem. Staff members can get here, but in many locations it becomes less and less pleasant to work as heat builds up. Due to the architecture of the building and the permanent inadequacy of the ventilating system, working conditions in some divisions become almost intolerable.

No one wants staff members to risk life and limb getting to work when snow drifts stand in the way; similarly, no one wants staff members to drown in perspiration. Nevertheless, the Library is open and has to keep functioning. It is hard to know what steps to take when such dilemmas occur. To discharge everyone from their duties is impossible; to reduce the Library to minimum staffing is irresponsible; to excuse some and not others is bound to appear unfair, and in some instances to be genuinely unfair, because it is impossible to approach the problem at the level of the individual staff member, to see whether or not he or she is justified in leaving work early. How is the level of intolerance to be defined and fairly applied? Is there a certain temperature and humidity level which, when achieved, should result in the automatic release of staff?

In an attempt to excuse from work only those people who were genuinely suffering, I sent the following memorandum to all division and branch heads on July 27th.

"The weather forecast predicts a continuation of the present spell of warm days and clear skies.

"Inevitably, working conditions in some parts of the Main Library building, and in some branches, will be affected. However, in most parts of the Main Library, and in most branches, while the temperature may be higher than is customary, the working situation is not intolerable.

"We would like to make arrangements, selectively, to release from work at 3 p.m. each day staff members in those Divisions and Branches which are seriously affected by the hot weather.

