SPECIAL COLLECTIONS

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PROPOSAL FOR AN EXPERIMENT IN STAFF PARTICIPATION IN PLANNING AND MANAGEMENT

There is a continuing need for staff participation in the planning and management of the ibrary system, so that the organization on the one hand can benefit from the ideas and opinions f those who constitute it, and so that individuals, on the other hand, can have an opportunity o make their views known, to have them discussed and considered for implementation.

The Administrative Resources Committee and the system of committees and task forces which it anaged were intended to supplement the formal organization of the Library in providing for the fficient communication and consideration of ideas. Changing conditions have reduced the usealness of this approach. Some areas of immediate concern can no longer be dealt with by the ld committee structure. Specifically, salaries and benefits are now being handled, in the case f supporting staff, by the Association of University and College Employees Local no. 1., and the case of librarians, by an elected committee working in cooperation with the Faculty ssociation. Grievances, another subject of concern, are handled by A.U.C.E. on behalf of the upporting staff, while librarians are presently considering alternatives to the Ombudsman Comittee. Under the circumstances, A.R.C. has concluded that its usefulness has been so limited hat it should cease to exist.

There remain, however, many other issues relating to the overall development of the library nd its services and collections with which contractual arrangements do not deal, and with which RC found it difficult to deal. An experiment for approaching these issues, one which offers very staff member the possibility of direct participation, is proposed here.

The way in which resources, human and material, are allocated is one way in which an organiation changes and grows. At U.B.C. there is an opportunity to make fundamental changes to llocations just once a year, when a new budget is introduced on the first day of April. The imetable for the development of the budget is this: in the spring of 1974 budget proposals are bmitted by the division and branch heads to the Library administration, which combines them nto a single budget proposal for the Library, and sets priorities, usually within limitations stablished by the University administration. It in turn prepares a budget for the University, nd in doing so it may make alterations to the Library's proposal. This budget is submitted to he Universities Council in late summer, which reviews it in the fall and makes recommendations the government. The government in turn draws up its budget, which is brought down in the egislature in the first week of February. After that date the Universities Council will deermine the amounts to be given to U.B.C., and in late February and March there will be discusions between the University and Library administrations which will determine the amount of the ncrease. Although the Library's earlier submission more or less determines how amounts will be llocated, there is some flexibility at this time, allowing the Library to deal with unexpected evelopments and changes in priorities. Consideration of matters relating to the budget would timely now.

Of course, the allocation of resources is just one way of effecting Library change and growth. here is also the general area of procedures and policies, which govern the operations of the ibrary.

A three stage process is proposed for airing issues related to resource allocation, policies nd procedures.

STAGE I: Input.

All staff members are invited to submit in writing, either to their division or branch head, with a copy to the University Librarian, or directly to the University Librarian, any comments, suggestions, or proposals relating to resource allocation, policies or procedures within the following broad areas;

- collections
- public services
- technical services
- systems
- personnel services (anything not covered by contract)
- buildings and environment
- equipment

These submissions may be long or short, general or specific. It would be helpful if they were signed, but if there are reasons for not signing submissions, they will be considered in any case. All submissions should be in my hands by December 20th.

STAGE II: Analysis.

All submissions will be incorporated into working papers dealing with the above subject areas. In the course of this process, division and branch heads will be consulted for further information where the submissions deal with specifics.

STAGE III: Discussion.

A series of meetings will be held to discuss the working papers. These meetings will probably be organized according to subject areas, but they could be organized differently, depending on the content of the submissions. Attendance at the meetings will be mandatory for all members of the Library administration and for all branch and division heads. All other interested staff members will be invited to attend, and meetings will be held at times when the greatest possible number of staff members could attend.

STAGE IV: Review.

The results of the meetings will be reviewed by the Library administration in consultation with division and branch heads, and changes to resource allocation, policies and procedures will be planned or made at that time.

STAGE V: Summation.

The results of the process will be announced either in an issue of the Bulletin or at a general meeting.

This procedure, as stated at the outset, is experimental. It is not known what the results will be, what the degree of staff participation will be, how long it will take, or whether it will be necessary or possible to complete the whole process. However, let us try it, as one more way of attempting to give everyone a voice in the conduct of the Library's activities.

Basil Stuart-Stubbs
November 21, 1974.