The Position Description

1. Work function
2. Accountable results
3. Strengths
4. Motivators
5. Boundaries
6. Must do's
7. Resources at an individual's disposal
8. Authority to make decisions
9. Consultative decisions
10. Who the individual can talk to freely
11. Collaborators
12. Responsibilities pending
13. Learning challenges
14. Big forgets
Forming Action Work Teams

Customer as Driven

- Driven by what the customer wants
- Align work toward customer, not the bosses

Assign a Task as a Full Process

- Focus on a full process
  - e.g., reduce all expenses in a process
- Best to have teams in parallel, working on many steps
  - Rather than several teams (with fewer steps) in the same process flow

Intention - Reduce Management Time

- Teams (eventually) become drivers of change
  - Reducing time spent reviewing, checking, controlling
  - And digesting info. for others
- Simultaneously tighten and loosen
  - Identify key variables for hierarchical control
  - Identify key variables for teams to run with it, independent of mgmt.

Charge: do it

- Teams don't just study and recommend
- Authorized to decide - things within boundaries
  - Requires decision maker as leader of team
- Enough authority to negotiate and leverage the workplace
A Transition Leader Carves a Path

From Bill Bridges work on Transitions
Greek Temple

- Single authority and unity of command, coordination from the top
- Strength in each function and specialty
- Information and decision making is vertical
- Efficiency from rationally allocating responsibility for work
- Work is controlled by roles, procedures and rules; power is at the top
Orchestrating Networks to Move Change

Propensity to Accept

Propensity to Reject

Immediate acceptors 10-15%
Early adopters 20-25%
Late adopters 25%
Skeptical 20-25%
Hard core resistors 10-15%

Start here - most profitable
Focus on each group and use it to teach the next group
Usually come along or leave; will fight first
Build a wave of sound and energy for change
Our Four Divine Natures - the "whole psyche" in which a person moves and imagines

<table>
<thead>
<tr>
<th>FEELING</th>
<th>THINKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Attending to love, value, relatedness</td>
<td>• Attending to order, logic</td>
</tr>
<tr>
<td>• Standing inside the information -- subjective</td>
<td>• Standing outside the information -- objective</td>
</tr>
<tr>
<td>• The soul</td>
<td>• The brain</td>
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opposite ways of judging
Fiscal year 1992 has been an exciting and challenging year for the Air Force Library and Information System. The forces of man and nature hammered out changes at a rapid and never-ending pace. The year started off with a bang.

The eruption of Mount Pinatubo in the Philippines buried the library in ash and hastened the closing of Clark AFB, one of the most important Far East bases since World War II. Eleanor Ballou, one of the historically great military librarians, kept the library open as an essential activity until most personnel were shipped out. She then packed her bags, ending almost 20 years in the Philippines, and took over the helm of the library at Hickam AFB. Hawaii has an active volcano, so we'll continue the saga next year.

The Air Force completely reorganized in FY 92. Strategic Air Command (SAC) merged with Tactical Air Command (TAC) to form the new Air Combat Command (ACC), now the largest command. Air Force Logistics Command (AFLC) and Air Force Systems Command (AFSC) merged to form Air Force Material Command, the third largest command. Military Airlift Command absorbed five additional bases from SAC and was renamed Air Mobility Command. We lost two command librarian positions, but the command librarians played musical chairs and found new jobs and challenges.

Joe Burke left his position as head of AFLC libraries to become the assistant to Eva Haas in Europe, replacing Barbara Wrinkle who became the director of the Geophysical Library at Hanscom AFB. This started a chain reaction. Gail Hodge left MAC headquarters to head up AFMC's 22 libraries. Mary Lou Sauer phased down SAC and moved over to AMC. Alice Roy, TAC Command Librarian, stayed at Langley and took over the helm of ACC which now has 33 libraries. Jeanette Hoel, assistant command librarian at SAC, packed up the SAC library records and moved to ACC as the new assistant.

In the midst of all the change, Tony Dakan, director of AFLIS for 16 years decided to retire on 1 May 1992. His assistant of eight years, Annette Gohlke, was selected as the new director. Barbara Wrinkle, recently of Hanscom AFB and USAFE moved south to become the new assistant director.
The creation of the four big "super" laboratories in FY 91 found the research and development libraries reorganizing in FY 92 and beyond. It will take several years to merge functions and collections and relocate. The four super-lab libraries include Armstrong Laboratory, Brooks AFB, Texas; Fred Todd, director; Phillips Laboratory, Kirtland AFB, New Mexico, Barbara Newton, director; Rome Laboratory, Griffiss AFB, New York, Michael Heines, director; and Wright Laboratory, Wright-Patterson AFB, Ohio, Carolyn Ray, director.

Last year, we reported a 20 percent vacancy rate in our libraries. This has been reduced to only four vacancies at bases which are not scheduled to close in the near future. Base closures and relocation of Air Force librarians has filled many of the vacancies.

During FY 92 libraries at Eaker AFB, Arkansas; England AFB, Louisiana; George AFB, California, and Torrejon AB and Zaragoza AB, Spain were closed as announced by Congress. In addition, natural disaster closed the libraries at Clark AFB, Philippines, and Homestead AFB, Florida. The closing of the PACAF library service center at the end of FY 92 closed a chapter in the annals of Air Force Library service which spanned fifty years - from World War II through the Korean and Vietnam conflicts, and Desert Storm. Seven more bases are scheduled to close in FY 93.

AFLIS now has 145 libraries, 11 academic, 20 technical, 113 general, and one special. In addition, it operates one library service center in USAFE, three bookmobiles, 33 branch libraries, and 212 field libraries. Service is provided to over 500 remote sites and embassies around the world.

Morale, Welfare, and Recreation (MWR) services, the umbrella for the Air Force Library and Information System, merged with Services this year. MWR includes officer and enlisted clubs; recreation, bowling, fitness, arts and craft, youth and child-care centers; outdoor recreation; and golf courses. Services has added dining halls, billeting operations, and mortuary affairs. Morale, Welfare, Recreation, and Services (MWRS) is now an expanded people program, in fact it is a womb to tomb operation.

The MWRS reorganization has some positive and some negative impacts on general libraries and librarians. Librarians which historically have always headed divisions and reported directly to MWR chiefs, are now branches in the Recreation Flight. The Recreation Flight includes outdoor recreation, arts and crafts, supply, libraries, and the recycle, recovery, resource program (RRRP). It appears that librarians have "lost ground" on this one. Other standard recreation programs belong to other "flights". For example,
sports and fitness and recreation centers are in the military flight, while bowling and golf are in the business flight. Child and youth activities are now in their own separate flight.

A positive factor has also resulted from the new flight structure. Strong library managers now have a chance for upward mobility, and many are now actively pursuing positions as flight chiefs. As librarians are selected for these positions, new librarians can be hired. This is badly needed since Air Force, like the rest of civil service, has an aging workforce. Flight chiefs with library experience can then serve as mentors to the new librarians.

Despite all the changes, many good things happened in Air Force libraries and to Air Force librarians during 1992. Sixteen librarians received certificates and monetary awards in the thirty-seventy Air Force Public Relations Awards contest for their exceptional public relations programs during FY 91. One technical, one academic, and 42 general libraries received Certificates of Excellence for meeting or exceeding the 1991 Air Force Library Program Excellence standard. These 44 libraries met the required criteria demonstrating strong planning, programming, automation, fiscal management, collection development, and staff training efforts; had aggressive goals and objectives to improve services; and provide exceptional mission and education support. Fred Todd, director of Armstrong Laboratory Library, received the Texas Star Award at the 83rd Special Libraries Conference in San Francisco. His distinguished service and dedication to the Texas Chapter contributed significantly to chapter achievements and effectiveness.

Barbara Newton, director of Phillips Laboratory and next year’s MLW hostess, was elected vice-chair, chair-elect of the International SIRSI users group. Marsha Dreier, director of the base library at Cannon AFB, New Mexico, was elected vice-president/president-elect of the Armed Forces Librarians Round Table. Carolyn Ray, Director of Wright Laboratory Technical Library is the newly elected chair/chair-elect of Military Librarians Division.

The Air Force library headquarters team sponsored a three day pre-conference workshop before the American Library Association Conference in San Francisco. Despite drastic cuts in TDY funds, 117 librarians participated. The workshop, dedicated to and attended by Tony Dakin, was the last of five "Path to Mission Excellence" workshops. The 1992 theme, "Targeting Tomorrow" offered five mini-workshop sessions on total quality service, building quality teams, guerilla marketing concepts and methods, leadership development, and coping with less resources. In addition, all librarians participated in three round table sessions,
putting their new or increased skills to use by identifying problem areas in twelve broad topic areas and recommending actions which need to be taken at base, command and Air Force levels to improve or resolve them.

The FY 92 central appropriated fund allocation used to support central procurement for libraries remained static until a 15 percent increase from end-of-year funding was received. The windfall was a real blessing since we're scheduled for exactly a 15 percent cut in FY 93. Faye Miller, acquisitions librarian at Air Force headquarters, worked hard to save over $1.6 million with central procurement, so we squeaked by another year and were even able to fund a full text CD-ROM serials service for all general and some academic and technical libraries.

Central funds were also used to purchase numerous publications and videos to support the Air Force Transition Assistance Program. Re-tooling people for new jobs is big business with current drawdowns in both military and civilian personnel. Air Force libraries are providing another outstanding service to customers.

Air Force libraries continued to move forward in using available technologies to improve services and productivity. Fifty to 75 percent of all libraries are using OCLC and on-line searching services; interlibrary loan and document delivery; and integrated library or circulation systems. Some libraries are using vendor on-line ordering software to order books and subscriptions on-line. Almost all libraries offer CD-ROM products, and many have public access computers with a variety of software.

The headquarters team developed and issued the first three Library Management Information System (LMIS) modules to all libraries, aptly named FUNMAN, COMONMAN and OCMAN by Robert Lanning, our young computer guru. FUNMAN and COMONMAN manage funds at the base and command levels. OCMAN manages office book and subscription accounts which librarians manage. The LMIS modules are designed to automate common management functions in Air Force libraries.

And finally, I'm proud to report the Air Force librarians continue to be responsive to their customers' needs and demands. They are providing innovative services of the highest quality and they continue to play a vital role in accomplishing Air Force mission objectives. Their enthusiasm is profoundly contagious and contributes to the high quality of their library staffs. The continual interaction with their professional colleagues fuels their energies and keeps their spirits high - even in the face of constant change.

It is almost certain that the future will bring more change. There will probably be more command and functional
consolidations, new organizational names, and a new way to do business. Librarians will be challenged to be better trained, and more knowledgeable, flexible, and adaptable. Air Force librarians will continue to treat chaos, crises and changes as challenges. They will continue to serve in the same tradition of those who led the way - with spirit, dignity, and dedication.
ARMY UPDATE

by Loulse Nyce, Pentagon Library, Washington, DC

I represent the library management function, Policy Directorate Office, director of information systems for command, control, communications and computers (ODISC4). I'll brief the army's current initiatives within the library program and discuss library integration within the total IMA program.

Integration is the primary function of the "BIG FOUR": The Secretary, Under Secretary, Chief of Staff, and Vice Chief of Staff. Increased program integration of activities at all levels, both from a DOD and IMA perspective can be expected. Congressional reviews and legislation, defense management reviews, OSD program actions, total force downsizing and integration, and top-down, bottom-up changes will impact the program. The only constant will be change.

Change within the army is not new. The Army has had a major reorganization in process every five to ten years since 1940. Two major initiators for organizational change are the Congress and the Secretary of Defense. Historically, the Goldwater-Nichols DOD Reorganization Act of 1986, Public Law 99-433, served to eliminate duplication of effort between the secretariat and the army staff requiring full integration of the two staffs into one HQDA component. It also elevated the information management function from the army staff to the secretariat.

Key personnel within ODISC4 are LTG Peter A. Kind, DISC4, Mr. Anthony Valletta, Vice Director, DISC4, Col. Richard Broome, Acting Director of Army Information, Ms. Linda Dean, Deputy Director for Policy, and Mr. David Mitchell, Information Management Division. The library program is a part of the information management division within the policy directorate, under the Director of Army Information.

The Policy Directorate performs the functions for the Library Program Manager, Policy Developer, Reviewer, and Technical Expert for the Army-wide Library Management Program. The Professional Development and Training Directorate performs career program, training and development, and educational functions within the consolidated CP-34 career program. Libraries play an increasingly important role in the information mission area. In June 1991, General Gordon Sullivan, VCSA, signed the IMA future message emphasizing the importance of integration of IMA elements within a global environment. In March 1992, LTG Hilmes, then DISC4,
approved making libraries a full discipline within the IMA and a new logo was produced and distributed integrating libraries into the IMA.

Full coordination among librarians and other information mission area personnel is essential for a successful program. Librarians, DCSIMS, DOIMS, and functional proponents must work closely together to gain full information regarding the army's future. The IMA policy development chart shows actions, beginning with the IMA future message, to be taken towards integration of functions. DRMD 918 will further impact on integration of IMA functions at the DOD level.

Integration is an important part of networking and will play an active part in implementation of the electronic gateway to army libraries (EGAL).

Libraries represent a variety of user groups and are resourced by their user communities. School libraries are usually organized within a training directorate under the school commandant. Medical libraries are organized under the clinical medical division under the hospital commander. Law libraries are organized under the installation Staff Judge Advocate. Technical libraries are organized within their parent agency. General libraries are usually organized under the installation's Directorate of Personnel and community activities under the installation commander.

The IM community, tasked with the overall coordination of the IMA disciplines plays an important role in library management. All staffing of HQDA actions occurs through IMA channels. If communication breaks down among the players concerned, the mission fails. The IM and library communities share a common interest in keeping an open line allowing both to receive full information.

The installation DOIM is the assessable unit manager for the IMA internal management control program. This responsibility requires assurance that performance standards of operating managers include internal control responsibilities (AR 11-2) and that internal control checklists are completed when scheduled (DA CIR 11-91-2). Library internal control checklists address completion of requirements for library property accounts (AR 735-17) including a physical inventory of accountable materials every 3 years, proper establishment and of library property accounts, staffing of the contemporary military reading list, and completion of required annual reports (AR 25-1).

Change will be constant as we move towards the future. Many players negotiating the issues of downsizing, limited resources, rapid technological changes and mission responsiveness will effect our future. Emphasizing our value to our commanders and communities will be imperative to the strength and success of the Army Information Management Program.
CANADIAN SERVICE UPDATE

by Gretchen Cheung, Chief Librarian, College Militaire Royal de Saint-Jean, Richelain, Quebec, Canada

It is always a pleasure for Canadian military librarians to come together here at MLW. This is the only opportunity we have, most years, to meet and share our experiences. We are, as always, grateful for your warm and gracious hospitality.

Canada has been very much in the news recently. Some baseball fans will think I am referring to the World Series victory by the Toronto Blue Jays last Saturday. Important as that victory was for our prestige in the sporting world, the referendum on changes to Canada's Constitution has been just about the only topic in the news in Canada for the last few months. The consequences of the defeat of the proposed changes are unknown, and we can only conclude that Canada, like many another nation these days, is living through interesting times.

Within the Canadian Armed Forces and the Department of National Defence, we are certainly feeling the effects of the recession and the end of the Cold War. Canadian military librarians have been challenged over the past year to take a proactive stance in the face of downsizing and budget cuts or freezes. At National Defence Headquarters (NDHQ) the integration of library services and records management under the leadership of Janice Hatt is an example of the trend towards the convergence of the provision of published and internal information services. However, this merger has been slowed by the difficulties the personnel classification staff have been having in fitting the new positions into the traditional classification scheme.

On the scientific and technical side, DSIS (Director, Scientific Information Services) is busy implementing a long awaited information management system, despite the staff cutbacks experienced at this NDHQ agency. DSIS is also experimenting with publishing its database, which has been named CANDID, on compact disc. Mike Schreyer, DSIS, will be hosting and AGARD Technical Information Panel in Ottawa in the fall of 1993.

One casualty of the recession was the Canadian Institute for International Peace and Security (CIIPS) which was closed down this year as a government cost-cutting measure. One agency's loss is often another's gain. In this case, Cathy Murphy at Canadian Forces College, Toronto, saw a window opportunity and won the competition to obtain this important collection and the database. The College will thus maintain and expand on this important Canadian information resource.
The directors of the libraries at the three military universities and the two post graduate schools have been working together on common projects for a number of years. At the moment they are in the final phase of acquiring a new automated library system which will be known by the acronym DEELS (Defence Education Establishment's Library System), and should be implemented in 1993.

Downsizing is definitely a reality for the Canadian Armed Forces, with the decision to reduce the force from 84,000 to 75,000 members. The civilian side has been less severely cut back by 1,000 positions to 32,000 employees. For the Canadian military universities, this has meant a slight decrease in enrollment but, so far, no loss of staff positions. There is also much discussion about closing some of Canada’s 34 military bases but these decisions for the most part have been postponed until after the next federal election. Canada’s bases in Germany will, however, be closed by the mid nineties.

In these times of change it is reassuring to know that the Canadian Armed Forces is, as always, dedicated to the mission of peacekeeping. Canadians have been on every UN peacekeeping mission since the very first one in 1947. Canada is currently providing over 10% of the worlds peacekeeping forces and over 4,000 Canadians are serving abroad with 15 different UN contingents. The training provided by MLW will be helpful in enabling Canadian military librarians to continue to meet the information requirements of the Canadian Armed Forces.
REPORT OF NAVY AND MARINE CORPS LIBRARY ACTIVITIES

Presented by Kathy Wright, Naval Command, Control and Ocean Surveillance Center, San Diego, CA

NAVY LIBRARY OVERVIEW

The big news in the Navy library community this year is that Stan Kalkus retired as Librarian of the Navy this summer. Stan is now splitting his time between teaching library courses at Charles University in Prague and spending summers in Newport, Rhode Island. The process of selecting a replacement has begun. Dr. Dean C. Allard, the Director of Naval History, has requested a waiver to fill the position at the GM-14 level and is optimistic that the waiver will be signed. Dr. Allard anticipates that a new Librarian of the Navy will be in place sometime after the first of the year.

Because the next Librarian of the Navy could have a major impact on the future of Navy and Marine Corps libraries, an ad hoc committee, consisting of eight Navy librarian leaders who represent the broad interests and concerns of these libraries, was formed to assist in both justifying a replacement and in defining the role of the new Librarian. The committee sent out a survey questionnaire to approximately 50 Navy and Marine Corps librarians to solicit their opinions. Most of the librarians receiving the questionnaire responded promptly and positively, and the results were forwarded to Dr. Allard for review. This was also an opportune time to re-examine priorities, needs, and goals for Navy and Marine Corps libraries to strengthen their positions for the future.

As a result of extensive reorganization within the Navy this past year, a large number of Navy and Marine Corps librarians were involved in issues related to mergers, moves, closures, and, of course, downsizing in general. (And everybody has a new name!) Many library managers have been faced with problems related to acquiring additional libraries and their accompanying personnel, often at remote locations. Consolidating the holdings of established libraries, often with different cataloging practices, as well as making necessary changes in other procedures and policies (such as purchasing) to develop a new, workable organization, can be a very difficult, time consuming, and stressful process.

Major shifts in the missions of the Navy laboratories have also caused librarians in these organizations to re-consider the
subject emphasis of their collections, review periodical holdings, and re-evaluate the type and level of service provided to users. These consolidations, closures, and shifts in mission are also resulting in large amounts of excess library materials with no good, established process for making the materials available to others in the Navy or DOD library community.

In spite of the doom and gloom connected with reorganization and consolidation, there are some bright spots on the scene. Next spring, the Marine Corps University Research Center Library in Quantico will move into a new $14 million building on the Potomac River. When the new building opens, the collections of three recently merged libraries will be accessible through their online library system MCCAT. The library at the Naval Postgraduate School in Monterey will soon be moving into a new extension that will more than double their present space, and the Naval War College in Newport will undertake a study to examine their space needs during FY93. The academic libraries aren’t the only ones moving into new quarters. The Navy Experimental Diving Unit in Panama City will soon move into a new environmentally controlled building that will more than double their current space; and, because of compact shelving, their storage capacity will increase six times. The Naval Command, Control and Ocean Surveillance Center, RDT&E Division (NRAE), in San Diego, is also adding a 2000 square foot extension which will be completed next February.

Technology has also played a major role in Navy and Marine Corps activities this past year. Many libraries are installing new automated library systems, replacing aging systems, or upgrading existing systems to provide better service to their users. Several libraries are now developing “libraries without walls,” where users can sit at their desks and tap into their library’s catalog or access other information resources (such as databases on the Internet, CD-ROM networks, etc.). Several exciting projects are in progress, and I’d like to briefly describe a few of them:

1. At the Naval Research Laboratory, Laurie Stackpole reports that more than 40,000 unclassified reports are now stored on 12-inch optical disks. Documents can be retrieved by an online search, viewed on a workstation, and printed for retention. Also at NRL, its new campus-wide information retrieval system, InfoNet, was made available to all employees in August. Information currently searchable on InfoNet includes the library’s book catalog, various CD-ROM databases, and remote services available on the Internet (such as OCLC’s First Search). NRL has also formed a study team to encourage journal publishers and others to provide journals electronically for simultaneous network access.

2. Joan Buntzen at NRAE reports that their library has also continued to expand its electronic library, NCat, which is accessible by all Center employees from their offices. NCat
includes the library's book catalog, Current Contents, and catalogs from two major California universities. In addition, NRad is evaluating CARL's UnCover, RLG's CitaDel, and Faxon Finder, all available through the Internet, as possible additions to NCat. NRad is also working with Information Handling Services to set up a CD-ROM network test in which IHS's military specifications and standards will be available to all Center employees at their desks.

3. Pearce Grove reports that the Marine Corps purchased a $1 million automated storage file server which will be electronically tied to MCCAT. Eventually, MCCAT can then be used by any Marine Corps installation in the world to locate, view, and print more than 240,000 documents. 76 Marine Corps doctrine publications and the 3-volume set Conduct of the Persian Gulf War have already been scanned into the system. Recent overseas experiments were successful, and it is anticipated that MCCAT will eventually be available to other DOD libraries as well.

Navy librarians have also been busy with various professional activities this year, and I'd like to briefly highlight just a few. Gerry Meyer at the National Naval Medical Center in Bethesda is trying to develop a network of Navy medical libraries to improve resource sharing. Kathleen Schollenberger and her staff at the Naval Ship Systems Engineering Station in Philadelphia hosted the annual CONSATL (Council of Navy Scientific and Technical Librarians) meeting. Bob Schnare, director of the Naval War College library, is now travelling with a group of research librarians who will be visiting and exchanging ideas with colleagues from libraries in St. Petersburg, Kiev, and Budapest. Two Navy librarians received special awards this year: Jim Aylward, Naval Education and Training Center, Newport, received the Armed Forces Round Table Achievement Citation, and Marilyn Smith from the Naval Supply Corps School in Athens received the Newsbank Scholarship for 1992.

NAVY GENERAL LIBRARY PROGRAM

Marge Homeward from the Naval Education and Training Command reports many changes in the Navy General Library Program during the past year, with downsizing being a key activity. 55 ship and 18 shore libraries were disestablished, but the Marine Corps libraries were able to hold firm. The Program now supports 152 Navy and Marine Corps shore libraries, 430 ships, and more than 300 remote or isolated naval units. Fewer closures are anticipated for FY 93; and two new Navy libraries at Staten Island, NY, and Everett, WA, are actually in the planning stage.

In spite of the downsizing issue, there are three positive items of particular significance to Navy general libraries:

1. As a result of some recent policy changes, general
libraries now have the option of using both appropriated and nonappropriated funds for the purchase of library collection materials, and fees and fines may now be charged. The public law which requires monetary collections to be returned to the U.S. Treasury is under study for a more beneficial solution.

2. For 1993 and beyond, general libraries are looking forward to being 1 of 10 elements selected to be part of the Navy’s Morale Welfare and Recreation Core Program. Program standards for general libraries will emphasize adequate staffing and increased automation and technological capabilities.

3. The General Library program has also been working with the Training Command to develop a learning resources center concept which provides not only informational and leisure time books but also materials and assistance to help sailors onboard ship to improve job and educational skills. Central to this program is a Navy produced CD-ROM with more than 200 General Military Training courses as well as basic skills courses. Information resources, including an online encyclopedia, directories, dictionaries, and almanacs, are also available. The lack of standardization in the searching continues to be a problem (as it is for others who use many different databases), and finding space on a ship for a computer that can be dedicated to free time use is also a problem.

SUMMARY

Navy and Marine Corps librarians have seen many radical changes this past year because of various reorganizations, consolidations, and the DOD drawdown. We’ve been forced to deal with organizational change, including changing user populations, and to reconsider the ways we have traditionally provided service to our users. These changes, coupled with the rapidly occurring advances on the technological front, offer real challenges to librarians in the military community. We’re not only asked to do more with less, we’re also challenged to do better with less.
THE GOVERNMENT-OWNED, CONTRACTOR-OPERATED
LIBRARY EXPERIENCE

by Marilynn Harned

INTRODUCTION

Federally Funded Research and Development Centers (FFRDC) are Government-Owned, Contractor-Operated (GOCO) Organizations

FFRDC SPONSORSHIP AND ADMINISTRATION

FFRDCs are usually sponsored by one of the following agencies:

Office of the Secretary of Defense
Department of the Air force
Department of the Army
Department of the Navy
National Institute of Health
Department of Energy
National Aeronautics and Space Administration
National Science Foundation

Sponsoring agencies rarely administer the FFRDCs they sponsor. The administration function is commonly performed by industrial firms, universities and colleges, and other non-profit institutions. Further, not all FFRDCs sponsored by the same agency are administered by the same type organization, as evidenced by DOE labs: Oak Ridge National Laboratory (Martin Marietta - industrial); Los Alamos National Laboratory (University of California - university); Pacific Northwest Laboratory ( Battelle Memorial Institute - non-profit).

BROOKHAVEN NATIONAL LABORATORY

Brookhaven National Laboratory (BNL) was established in 1946 to do research on the peaceful aspects of nuclear science. Since that time, the mission has broadened considerably to include basic and applied research ranging from high energy physics and nuclear physics through basic energy sciences to applied research in environmental and energy technology. The Laboratory currently operates under a contract between Associated Universities, Inc. (AUI) and the U.S. Department of Energy (DOE).

AUI was founded in 1946 by nine northeastern universities -- Columbia, Cornell, Harvard, Johns Hopkins, Massachusetts Institute of Technology, Princeton, University of Pennsylvania, University of Rochester, and Yale -- and is governed by a Board of Trustees. The majority of the Trustees have primary affiliation with the founding institutions; however, AUI is
an independent corporation, not a consortium, so individual Trustees do not represent their home institution on the Board.

The Laboratory provides access to major research facilities that are too large for individual institutions to construct or operate. At these facilities university, industry, and government scientists and engineers, as well as BNL staff, conduct fundamental and applied research in physics, chemistry, biological sciences, mathematics, medicine, oceanography, atmospheric sciences and selected energy technologies, either on a continued employment basis or during leave from universities, research institutions, industry, or government.

Before becoming a national laboratory, the BNL site was Camp Upton, an Army induction and training camp for U.S. soldiers during World Wars I and II. In 1944, it became a hospital for veterans. Now, the 5,000 acre site in central Long Island, New York contains 350 buildings and other structures. At present, there are approximately 3,300 employees and an almost equal number of visiting scientists and students from universities, research institutions, government and industry work at BNL each year.

There is an academic coloration to the policies applicable to the scientific staff. The policies are equivalent to those at a university, making the transition from the campus to the Laboratory familiar and comfortable.

POLICY MANUALS

Just as Navy Instructions and Army Regulations establish administrative rules, DOE Orders are comparable. Just as the Navy Instructions are adapted to individual laboratories, commands and other organizations, the DOE Orders are interpreted on a local level and published in Laboratory operational manuals which detail the policies and procedures of the Laboratory. There are many manuals other than those used by the Technical Information Division (TID), but those which give TID direction are:

Supervisors' Personnel Manual - issued by the Personnel Office; contains basic policies affecting all employees, chapters included are: Employment; Compensation; Payroll; Leave Policies; Insurance and Retirement Benefits; Site Security, Property Protection and Management; Employee Programs and Services.

Scientific Staff Manual - issued by the Office of Scientific Personnel; contains those Laboratory policies and procedures which directly affect members of the scientific staff; compliments the Supervisors' Personnel Manual.

Employee Guide - issued by the Personnel Office: included are Employee Handbook; Equal Opportunity Program; Insurance and Retirement Program; Salary Administration Program; and brochures for the Suggestion System, Employee Assistance Program, Employee Relations Program, Brookhaven Employees' Recreation Association, and Laboratory Security.
OPERATIONS MANUALS

BNL Safety Manual - published by the Safety and Environmental Protection Division; covers policies and regulations concerning personnel, materials, equipment, environments and other factors which affect safety of Laboratory operations.

Standard Practice Instructions - issued by the Director's Office; contains other than Supervisors' Personnel Manual policies, such as travel regulations and allowances.

Procedural Guide for Secretaries - created by and for secretaries as a guide to administrative policies and procedures; is a "how to" reference, with illustrations; includes topics such as Travel, Staff Services, Technical Publications, and Proposals.

ORGANIZATIONAL NEWS AND REPORTS

Brookhaven Bulletin - published on a weekly basis by the Public Affairs Division; is the Laboratory newspaper; reports organizational and extracurricular news of interest to the Laboratory community.

Brookhaven Highlights - published by the Public Affairs Division; an annual report which highlights the Laboratory's activities for the fiscal year.

HIRING

Laboratory job vacancies are established through a Forman process which includes management and budget approval, all completed prior to the initiation of recruitment. The process begins with the issuance of a Request for Personnel (Form 17), often referred to as a requisition. The requisition is first approved by the department head, then moves on for additional approval by the Laboratory Budget Office, and the Manager, Personnel and Labor Relations. When requisite approvals have been obtained, the position is announced in the Brookhaven Bulletin. The purpose for such publication is to give notice of an available position and to satisfy Laboratory placement policy. Final vacancy selection is not permitted until at least one week following publication.

PLACEMENT POLICY

The laboratory placement policy is to select the best-qualified candidate for an available position. Consideration for available positions is given in the following prioritization:

- present employees within the department/division, with preference given to those within the immediate work group
- present employees within the Laboratory;
- outside applicants.
When a vacancy is not filled from within the department the Employer Manager will assign the open requisition to a Personnel Representative. That person will consult with the department on job specifications and will then coordinate the recruitment procedures.

Some vacancy announcements only seek applications from Laboratory employees. However, employees are not eligible for transfer during the first year of Laboratory employment (or following a transfer), unless the transfer is initiated by the Laboratory for operational reasons.

Present employees, from outside the department, who are interested in being considered must complete an Employee Transfer Request Form (Form 2683). The Personnel Representative will review all transfer requests, supply the department with pertinent applicant background information and arrange for any interviews. At the completion of the interviews, the department will advise the Personnel Representative. If there have been no qualified employee candidates, the Personnel Representative will begin recruiting outside.

Pertinent applicant background information from suitable outside candidates is supplied to the department. Interview schedules are established. At the completion of interviews, the department advises the Personnel Representative of its choice of the best-qualified candidate.

The Personnel Representative completes background and reference checks; provides the applicant with information on Laboratory policies and benefits; and schedules the physical examination.

Following a satisfactory completion of pre-employment procedures and receipt of all necessary approvals, the Employment Manager makes a formal written offer of employment on behalf of the Department head. This offer specifies the job classification, rate of pay and employment category of the proposed appointment, and incorporates any special arrangements, e.g., reimbursement of travel and household goods relocation expenses. A mutually agreed upon starting date is usually established at this time.

**POSITION CLASSIFICATION AND PAY**

Positions are classified by the level of job complexity, based on the nature of the duties and level of responsibilities. Jobs are then measured against others at the Laboratory and in relevant job markets to ensure that salary assignments are competitive with those of similar organizations and other relevant job markets.

Most job classifications have a job family. These are sequences of related job classifications which share the same nature of work, but have different salary grades within the same work category schedule based on the level of work. Job families define a logical sequence for promotion. The librarian positions are:
- Library Assistant
- Senior Library Assistant
- Librarian
- Senior Librarian
- Supervising Librarian

The Database Specialist and the Systems Specialist on the TID staff are both in the job family of Staff Specialist.

Positions which are recognized in the library world as library technicians are:

- Office Services Assistant
- Senior Office Services Assistant

While growth is expected in most jobs, there is no guarantee that progression with a job family will continue indefinitely even when an employee demonstrates superior performance in all assigned responsibilities. Promotions within a job family are not based on service time or time within that classification.

**SALARY SCHEDULES**

The salary structure for nonscientific-staff is divided into five schedules:
- Engineer/Scientific Associate/Computer Analyst
- Administrative
- Technical Support/Supervisory
- Clerical Wage
- Technical Wage

Each of these schedules is further divided into a number of salary grades to which job classifications are assigned according to market and internal value. Each salary grade has a pay range which is divided into three parts: the growth area, the midpoint, and the merit area.

Salaries within the pay range for the classification are determined by performance and the level of proficiency and expertise exhibited by individual employees. For recently hired or promoted employees, the salaries are usually in the lower part of the range. As employees develop skills and experience, the and experience, the salaries tend to move closer to the middle of the range. The clerical and technical wage employees who show satisfactory progress received periodic increases through the lower portions of the range, as recognition of the growth.

**PERFORMANCE APPRAISAL**

Job performance of each employee is appraised annually. The primary objective is to ensure communication between employee and supervisor about major job responsibilities, performance expectations, current job performance and individual development goals. It is also designed to assist supervisors in making personnel decisions affecting salary, promotion, discipline and reassignment.