Information Outlook, July 1998

Special Libraries Association

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The art of the reference interview... sounds boring doesn't it? But unless we understand what our clients want, we can't provide them with professional information services. Mary Ellen Bates provides some practical tips on how to master this important skill.

Librarians at Work: Are We as Satisfied as Other Workers?
Do librarians have a positive outlook on work, workplace conditions, and work style changes? Johann van Reenen shares the results of a survey he conducted during workshops conducted at various conferences. The results? Read on!

Creating an Online Client Information Database
Janice Eifrig and Carol Roberts explain how the Information Research Services group at Digital Equipment Corporation created a Client Information Database to meet their diverse information needs. With combined input from the special project team, database users, and programmers, a reliable system was put in place.

Executive Outlook
SLA President Suzi Hayes stresses the importance of mentoring fellow SLA members to create a strong association for the future.

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Ninety Years of Knowledge Leadership

Guten Tag! Bon Jour! Buenos Dias! Hello! An international association should begin its new year with an international greeting. With some sixty countries represented by SLA members, I have a few more languages to learn. Learning to better function in a global society means not only learning the language, but also the information needs and policies of the countries where members live and work.

At the beginning of this decade, SLA President Ruth Seidman began her term in office by discussing “the information professional and the international arena.” Her words described a broad focus for the association and repeating her speech now, at the close of the decade, would require surprisingly few changes. And yet, SLA and its members have grown and changed much during this time.

What was described at the beginning of the decade as new or emerging is now routine. Articles published in Information Outlook are summarized in several languages. Continuing education videoconferences are broadcast in several countries. Electronic chats have had participants from several countries. Members from outside North America serve on association committees and the Board of Directors. In the fall of 2000, the Board of Directors meeting will be held outside of North America for the first time, in conjunction with the Global 2000 worldwide conference on special librarians in Brighton, England.

Notwithstanding that the Internet makes much of the diversity of time and place seem transparent to most of us and that SLA services are becoming more virtual every day, the practicalities of day-to-day work in a global society still require some attention. In addition to language differences, currency fluctuations, for example, can affect the cost of membership dues for many current and potential members. Such ordinary things as the size of a piece of paper have an impact on how we association members work with each other. I feel confident that these are all manageable concerns.

With our new strategic plan in place and the work the Board of Directors is doing on the long term governance of the association, we will continue to improve our global effectiveness.

In order to continue this improvement in the association, we need to pay particular attention to recruiting and retaining new members. Information professionals are good at mentoring each other in our careers. Now it is time to turn that focus to mentoring our “SLA life.” Students and new members need an orientation into all the possibilities and benefits offered by the Special Libraries Association. Not everyone wants to be a leader, and there is a place in SLA for followers. Just because you have never held a title such as president or chairperson doesn’t mean you haven’t contributed to the improvement of SLA and your fellow members. Share your competencies with the new members. SLA offers a unique blend of management, technical, and subject expertise.

A young student who has never worked in a library or information center may need to develop in all three areas. An older student who is coming into information work from another discipline may need only the management or technical skills, having learned the subject expertise before discovering our wonderful profession. And, of course, others join our field from their on-the-job experience and can bring new expertise to existing members. Making sure these new members feel comfortable on the SLA team is a role those of us who are experienced members should adopt now if we haven’t been doing it all along. I encourage you in your chapters, divisions, caucuses, and committees, and as individuals, to explore the possibilities for mentoring those who are the future of our association.

The theme for the 90th Annual Conference in Minneapolis is “Knowledge Leaders for the New Millennium, Creators of the Information Future.” Some of you will remember a television show starring Mary Tyler Moore that was set in Minneapolis. Part of her theme song was “turn the world on with your smile.” This past year, you were urged to start your engines. Now it is time to take that energy from your revving engine, use it both far afield in the global arena as well as near at home in member development, and Turn The World On...With SLA.

L. Susan Hayes, President
William Clifford Lowe

William Clifford Lowe, retired assistant director for reference services, North Carolina State University Library in Raleigh, NC, died on May 17, 1998. Born in Brooklyn, NY, Lowe earned his B.A. from Colgate University in 1952 and his master's degree from State University of New York at Geneseo. Lowe had been an SLA member since 1957. His career began as a research engineer for the Xerox Corporation in Webster, NY, working on early development of the xerographic photocopy process. He later served as the company's research librarian. In 1966, he moved to Raleigh, NC, to accept a position as director of the technical information center at the North Carolina State University library. In 1972, he was promoted to assistant director for reference services of the library, until his retirement in 1989. During his long career, he was very active in the profession, serving as president of the Western New York and North Carolina Chapters. He was also a longtime member of the Science-Technology Division.

Philadelphia Chapter Announce Award Winners

The Philadelphia Chapter named the 1998 award recipients for outstanding contributions to the chapter and the information science profession. Christine Chastain-Warheit and Bill Patterson each received the High Achievers Award for significant contributions to the management of their employer's information resources and outstanding professional achievement in special librarianship. Luray Minkiewicz and Ann Koopman each were presented the Appreciation Award for their contributions to management of the chapter. The Special Achievement Award was given to Genie Tyburski in recognition for outstanding contributions to the profession of special librarianship. The awards were announced at the chapter's annual banquet this past May.

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Students Honored at Conference

SLA's 89th Annual Conference in Indianapolis, Indiana, was the site of many programs and events designed to highlight the achievements of SLA's student members. Among the most memorable was the President-Elect's Reception for Students, hosted by then SLA President-Elect Suzi Hayes. The annual reception is a forum for honoring the noteworthy accomplishments of the student member population.

This year's reception, held on Monday, June 8, was the first at which two categories of student awards were presented. Barbara Semonche, chair of SLA's Student and Academic Relations Committee, and Bill Fisher, then chair of SLA's Scholarship Committee, joined Hayes in presenting SLA's Certificates of Merit Honoring Contributions to Student Groups. The winners and runners-up of the second annual Certificate of Merit Program appear below.

For the first time, winners of SLA's Scholarship Program were also honored at the President-Elect's Reception for Students. Each year, the association provides over $30,000 in financial aid to students in programs of library or information science. The winners of the 1998 Scholarship Program are:

Tamika Barnes is the winner of SLA's Affirmative Action Scholarship. Barnes is enrolled in the graduate program of the School of Library and Information Sciences at North Carolina Central University. She received her bachelor's degree in biology from the University of North Carolina at Chapel Hill.

Barbara Billings and William Jenkins have both been awarded SLA Scholarships. Billings is enrolled in the M.L.S. program at Kent State University and plans to graduate in 1999. She received a bachelor's degree in History from Cleveland State University. Jenkins is a recent graduate of Cornell University. At Cornell, he gained solid experience with special libraries in an academic environment.

SLA extends its congratulations to each of our student award winners, and encourages the continued participation of our student members at every level of the association.

For more information on Student News or to contribute to the column, please contact Director, Membership Services Christine Kennedy at: 1-202-234-4700, ext. 648; fax: 1-202-265-9317; e-mail: christine@sla.org.

Recipients of SLA's Certificates of Merit

SLA Certificate of Merit for Outstanding Leadership in a Student Group
University of Texas-Austin SLA Student Group, Julie Hallmark, advisor

SLA Certificate of Merit for Innovative Programming in a Student Group
University of Michigan SLA Student Group, Maurita P. Holland, advisor

SLA Certificate of Merit for Electronic Promotion of a Student Group
Universite de Montreal SLA Student Group, Pierrette Bergeron, advisor

SLA Certificate of Merit for Chapter/Division Support of Student Groups
Boston Chapter, Sandy Moltz, president/Ruth Kampe, president-elect

Runners-Up for SLA's Certificates of Merit

SLA Certificate of Merit for Outstanding Leadership in a Student Group
University of Kentucky SLA Student Group, Joseph B. Miller, advisor
University of Michigan SLA Student Group, Maurita P. Holland, advisor
University of Toronto SLA Student Group, Joanne G. Marshall, advisor

SLA Certificate of Merit for Innovative Programming in a Student Group
Kent State University SLA Student Group, Marcia L. Zeng, advisor
Universite de Montreal SLA Student Group, Pierrette Bergeron, advisor
University of North Texas SLA Student Group, Yvonne J. Chandler, advisor
University of Tennessee - Knoxville SLA Student Group, William C. Robinson, advisor

SLA Certificate of Merit for Electronic Promotion of a Student Group
The Catholic University SLA Student Group, Ingrid P. Hsieh-Yee, advisor
University of Maryland - College Park SLA Student Group, Eileen G. Abels, advisor
University of Michigan SLA Student Group, Maurita P. Holland, advisor
University of South Florida SLA Student Group, Anna H. Perault, advisor
University of Texas - Austin SLA Student Group, Julie Hallmark, advisor
University of Wisconsin - Madison SLA Student Group, Barbara J. Arnold, advisor

SLA Certificate of Merit for Chapter/Division Support of Student Groups
Cleveland Chapter, Sara J. Hill, president
Eastern Canada Chapter, Ruth L. Noble, president
Kentucky Chapter, Judith L. Wulf, president
Philadelphia Chapter, Elizabeth Swan, president
San Diego Chapter, Julie Silh, president
A Library Fellow in Equatorial West Africa

The sun was setting in Accra, Ghana, when I arrived for my ten month stay in July 1997. On the drive from the airport to my new home, the flicker of kerosene lamps at stands along the roadside and the women carrying headboards added to the exotic atmosphere. Ghana is about the size of Oregon. It is mainly agricultural and has a population of more than seventeen million people. Formerly British, Ghana celebrated its fortieth year of independence in 1997. Accra, Ghana’s Capital City, lies along the Atlantic coast.

My stay in Ghana was the result of the recommendation of lawyer-librarian Jo Ann Humphreys for a Library Fellow to provide much-needed law librarianship training in the country. She had visited Ghana in late 1994 at the request of the United States Information Service (USIS). Following this visit, the Cultural Affairs Officer and the librarian at USIS in Accra submitted a proposal for a United States Information Service/American Library Association Library Fellow.

Goals of the Fellows project in Ghana were to provide training and consultation to strengthen library services, help train law library staff on current American legal research in order to increase the knowledge of U.S. librarianship and law librarianship, survey current available systems, assist in the refinement of collection plans, and design and teach a course in legal research. Current legal library/information storage, retrieval, and dissemination systems were also reviewed. A key component of the project was to propose a workable network plan for law library systems in Ghana.

To achieve these goals, I provided training and consultation through weekly visits to libraries including the University of Ghana Faculty of Law Library, Ghanaian Parliament Library, Supreme Court Library, Ghana School of Law Library, Council for Law Reporting Library, Law Reform Commission Library, and the Attorney General’s Department Library, and by teaching a four-month hands-on legal research course for law librarians titled, “Law Librarianship and the Legal Research Process.” This course encompassed several aspects of librarianship, including cataloging, classification, marketing, administration, collection development, selective dissemination of information techniques, and document preparation.

The Fellowship also succeeded in proposing and receiving two grants and one donation to obtain multimedia computers with Internet connectivity. Two grants were received from the U.S. Ambassador to Ghana’s Democracy and Human Rights Fund, one for computing equipment for the Supreme Court Library, the Ghana School of Law Library and the University of Ghana Faculty of Law Library, and one for computers for the Council for Law Reporting Library and the Attorney General’s Department Library. At the Fellow’s request, the U.S. Agency for International Development donated two multimedia computers with Internet connectivity, one for the Law Reform Commission Library, and the other for the non-governmental organization FIDA Ghana Legal Services Center, an affiliate of the International Federation of Women Lawyers (Spanish acronym FIDA).

I also requested and received CD-ROMs containing cases from the United States Supreme Court for three law libraries from Michael Wolf of the American Bar Association Africa Law Initiative Legal Education Program. During the Fellowship, Wolf received guided tours of the law libraries on a USIS-sponsored visit.

Library-related projects included teaching a comparative legal research component of the Advocacy and Legal Ethics course at the Ghana School of Law for the fall term 1997. The ten weekly sessions, attended by ninety students in their final year of a two-year program preparatory to admission to the Ghana Bar, focused on a comparison of Ghanaian, British, and U.S. print and non-print legal research tools and their uses. I also assisted the non-governmental organization, FIDA Ghana Legal Services Center, with computer training and collection assessment.

Although not explicitly stated in the project description, it was appropriate for me to become involved in the completion of the USIS-sponsored Central Law Library Project, another of the recommendations of Humphreys. Books and equipment, consisting of a photocopier and computer with modem, printer, and scanner were purchased with part of a grant from the U.S. Democracy and Human Rights Fund. Following my arrival, the Central Law Library was commissioned by Mr. Justice I.K. Abban, chief justice, Supreme Court. The books and computers are now being used at the Ghana School of Law.

I used the balance of the grant to purchase the Small Library Information Management System (SLiMS) library cataloging software recommended by Humphreys in her report for three law libraries.

Ancillary activities of the Fellowship included observing FIDA lawyers provide legal literacy training to queenmothers in the Western Region of Ghana, working on a development plan for community libraries throughout Ghana; attending many school library openings; speaking at the Ghana Library Association Annual Congress; and addressing a library school class at the University of Ghana.

By using the new technologies acquired during the Fellowship, law librarians in Ghana can now begin to contribute to the global library community.

by Carol Elliott, reference librarian, University of Arizona College of Law Library, Tucson, Arizona. For more information on International News or to contribute to the column, please contact Barbara Hutchinson at: 1-520-621-8578; fax: 1-520-621-3816; e-mail: barbara@az.arizona.edu.
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And the Winner Is...

The Arizona Chapter of the Special Libraries Association found a new way to get some positive PR with an association-wide essay contest. Laura Bender, the chapter's president-elect, wishes to thank all of the SLA members who entered the contest, and helped the Arizona Chapter celebrate its twentieth anniversary as well as the profession. The final decision was difficult. We are happy to announce that Xenia Stanford is the winner. Stanford is currently a change leader at the NOVA Corporation in Calgary, Alberta, Canada.

Delighting the Customer: The Role of Information Professionals in the 21st Century
by Xenia Stanford

Delight results from exceeding the expectations of satisfied customers. Meeting only current needs “locks us into the present” (“Customer Satisfaction and Beyond”, The Drucker Magazine, Spring 1995) but to move beyond the threshold of satisfaction, we must tap into the unmet and, perhaps even, unimagined needs of the customer.

The only key that can unlock this door to delight is a new way of thinking and working. For some of us keeping up or meeting the constantly changing paradigms may be difficult enough but, if we wish to surprise and, therefore, delight, we must exceed the following currently accepted standards of good service:

- Providing proactive services
- Knowing our own business
- Better marketing
- Over-delivering
- Following best practices
- Beating the competition
- Managing change

We have been warned of the perils of reactive service but few realize the pitfalls in the proactive approach. Reaching beyond expectations means providing value rich information not merely delivering more than the customer requested. Demands on customers are constantly changing and to anticipate their needs based on yesterday’s assumptions means wasting valuable time finding new information for those who no longer need it. Thus if we aim to exceed expectations, we must be prepared to run alongside. One-way contacts, whether reactive and proactive, must be supplemented by ongoing interactive or networked communication. Rather than regarding ourselves as servants, to remain abreast or one step ahead, we need to form partnerships of equals.

To discover customers’ unanticipated needs we must not be content to know only our own business or profession. As Davenport and Prusak advise in their article “Blow Up the Corporate Library” (International Journal of Information Management, December 1993), we need to get out of the library and into the business. We can no longer cocoon behind even a virtual desk and think we know best how to provide service to our customers. Since for most of us, our customers usually are in the same organization as we are, this means knowing our companies business beyond that which directly impacts us. We must understand the products, competition, external and internal impacts, government and legal responsibilities, and determinants of success or failure. To be true business partners, we must align our vision, mission, goals, and objectives with the customers or the business as a whole. This way we are at least running in the same direction and have a chance of outdistancing the customers’ expectations.

The third belief we need to update is that more or better marketing provides the solution. Marketing is self-serving not customer oriented. Embarking on advertising campaigns for stale or unneeded products only guarantees a waste of time and money. Successful companies have found the way to the customer’s heart is through building interpersonal or interactive relationships. Thus Procter and Gamble fired their Marketing Department and formed a new Customer Relations team. The goals of the new group were to involve the customers in defining their own problems and assisting in determining the solutions. This demonstrates the success of treating customers as equals and of gaining their loyalty, not through marketing, but by building a trusting relationship.

Another outdated habit that must be replaced, if we wish to delight, is over-delivering. Too much or too fast on a regular basis builds levels of service that we may not always be able to match or surpass establishing false expectations. Neither should we under-deliver or lower the standard so that acceptable service is a surprise. What we must find instead is what McKinsey & Company calls “the zone of indifference” which is the point at which no matter how much faster the service or greater the amount, it will not increase the level of satisfaction. Therefore, we will have expended valuable effort for no greater return. In fact, too much information is not just a waste of our time and effort but may overwhelm the

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customer so that it detracts from the real needs. Our true value as information navigators or brokers is found through cutting out the lemons (flawed), dinosaurs (outdated) or fat (unwanted or unneeded) enabling our customers to find lean, value-laden knowledge.

Another self-limiting behavior is following best practices or standards set by others. Although a good base, to stop there means always trying to catch-up and losing the opportunity to be the best. Moving beyond sometimes requires breaking the rules or creating new practices. Again, not succumbing to the belief there is one right or best way is our only hope of leaping over successes of competitors and happily astonishing our customers.

Beating the competition may be necessary to succeed. However, to reach beyond, we need to create new market value by finding and developing our own competitive advantage or edge. Rather than thinking of competitors as enemies, we need to form strategic alliances with them whether they are our colleagues in the industry, teammates, other service providers or even

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Sports on the World Wide Web

About two years ago, after I created a web page that essentially amounted to a list of my favorite general research sites on the Internet, I was called upon to create a more comprehensive Intranet page for my employer. I'm a researcher at the National Broadcasting Company (NBC), and my colleagues in the library felt we needed something that would categorize the most useful and reliable research sites on the web—sort of a "Yahoo with peer review," so to speak.

Each of the researchers in our library was assigned subjects of particular expertise for the Intranet page project. The charge was to continually review the sites in our assigned subjects, and determine whether or not they were "worthy" of our page. Because I am a sports buff, I naturally volunteered to review sports sites.

Since the beginning of the project, one of our most important responsibilities has been to keep the Intranet page from becoming unwieldy. Our library's clients are primarily news producers who don't have all kinds of time to be surfing the Internet. With that in mind, we try to limit each of our subjects to no more than a few dozen of the most useful sites.

I was able to do that with the sports category, but during my initial review process, I realized there were many more sports sites worthy of mention.

So, to come full circle, I decided to build my own index of sports sites, as an extension of the original web page I had created for myself. I call it "The Sports Hot Sheet," and it's located at http://www.wp.com/hotsheet/sports.html. Although this page is nothing more than a leisure pursuit, I do maintain it as if it were my job.

When you visit the page, it's obvious it was created by a librarian. It loads quickly (no graphics!), and has more than 600 sites neatly broken down into logical categories. Best of all, you can count on the information you'll get from the sites indexed. That's because "The Sports Hot Sheet" does not attempt to rival Yahoo as a comprehensive directory of sports on the web—only official sites for the major spectator sports are included. "Joe's shrine to Michael Jordan" or "a tribute to the sport of curling" won't be found on this site.

Television Network Sites

Convincingly, the most up-to-date and comprehensive sources of sports news on the web can be found on the sites maintained by the television networks. Among these, the undisputed king is ESPN SportsZone. Actually, this site was created by a company called Starwave, and ESPN just bought into it and added content. News, columns, features, statistics, and audio are available for a smorgasbord of sports. The amount of information at ESPN SportsZone sometimes seems limitless, and most of it is free. If the free information doesn't satisfy your craving, even more is available for a monthly fee.

Though not quite there yet, other networks' sites have challenged ESPN's supremacy over the past year or two. CBS, CNN/SI, and Fox Sports all field rival sites. CBS Sportsline is the most similar to ESPN SportsZone. That's hardly surprising, because CBS also bought into a company that originally created the site (Sportsline), and also makes extra information available to paying subscribers. But unlike ESPN, CBS seems to have simply bought name recognition, because they add none of their own content. However, one nice thing that the CBS Sportsline, CNN/SI, and Fox Sports sites all have (that ESPN SportsZone does not) is a searchable archive of past stories. That can be very useful for a researcher.

MSNBC maintains a somewhat different sports web site. It seems to focus more on opinion than the others, using big-name columnists. It's also heavier on interactivity and multimedia. The die-hard fan will probably prefer ESPN SportsZone, CBS Sportsline, CNN/SI, or Fox Sports, but MSNBC Sports might be better for the casual fan who doesn't want to be overwhelmed with information.

Newspaper Sports Sections

Newspaper sports sections are another great source of sports news on the web. Most of the major daily newspapers have web sites that include their sports pages. Naturally, a metropolitan newspaper offers more in-depth information on the teams it covers than a nationwide television network does, because it can draw from its own beat writers, rather than just wire services. The New York Times has a great sports section that requires a free registration to browse. "The Sports Hot Sheet" lists most of the other major metros, as well. If you're looking for something more national.
in scope, you might try USA Today's site, but you'd be better advised to stick with the television network sites, because those are updated more frequently.

Other Sport News Sources

There are plenty of other sport news sources on the web that don't fall under either of the two categories described above. Some, such as Sports Extra and Total Sports, cover sports in general. Increasingly, however, these sites are sport specific.

Among the latter, one of the most impressive efforts is put forth by College Hoops Insider (CHI). Along with the wire stories that you'll find at most sports web sites, CHI also includes stories written by its own staff of writers. Additionally, CHI publishes regular columns written by nearly 200 college basketball coaches. Toppling all that off is a live radio show that was a huge success during the NCAA tournament in March. Real Player software is needed for the radio show.

If European basketball is your thing, EuroBasket is another fantastic site. It covers pro hoops in thirty-nine countries and includes a comprehensive list of Americans playing abroad. EuroBasket has a tremendous amount of information that can't be found anywhere else on the web.

Other sport specific web sites worthy of mention include Fastball for baseball fans, Race Wire for auto racing aficionados, and Golf.com for golf buffs. "The Sports Hot Sheet" has a more complete list.

Live Audio

Perhaps the one site that has me most addicted to the web is Audionet Sports. As a boy, I fell asleep to the sounds of a ballgame coming from some far away radio station. The only bad thing was, the distance of that station would frequently cause some pretty poor reception. No more. Via the magic of the Internet, Audionet Sports allows you to listen to games "crys-
tal clear" through your own computer. Real Player or NetShow software is needed, of course. On rare occasions, the audio of a game is accompanied by live video too, although the picture is pretty small and choppy. Additionally, Audionet features sports news and talk programming. You might consider getting a dedicated line to accommodate an Audionet addiction. Otherwise, it can really tie up your phone.

League Sites, Team Sites, and Special Sites

All of the major professional sports leagues now have well-established web sites, chock full of the latest news and statistical information. Probably the most impressive of them is the one maintained by the National Basketball Association, which includes official team pages, and full profiles of all the league's players. If you're a college sports fan, the NCAA's site is really nice, too, not to mention the various conference web sites. Again, consult "The Sports Hot Sheet" for a complete listing.

Aside from the NBA (where the league maintains the team pages), most pro and college sports teams maintain their own separate web pages, as well. On the pro side, team sites routinely offer schedules, news, statistics, bios, and the like released by media relations departments. One site worthy of special mention is maintained by the Forysthe Racing Team. It features live in-car audio and a continuously updated timing chart during practices, qualifying, and races. On the college side, site quality continues to improve, especially as more and more schools employ commercial services—such as FANSonly—to do the maintenance.

During certain times of the year, sports leagues and media entities also often maintain special sites in conjunction with major sporting events, such as the Super Bowl, or the NCAA basketball tournament. These sites normally receive heavy promotion at the time they are active.

In Search Of...

Of course, an important thing to keep in mind when visiting all these sports sites is that very few of them keep archival information. If you need up-to-date material, they're great, but if you need information from the past, online databases (e.g. NEXIS) and reference books are still superior.

Like all librarians, I'm constantly searching for more useful sites. If you have one that should be added to "The Sports Hot Sheet," let me know. Keep in mind...official sites only.

Sports on the World Wide Web

The following is a listing of the web addresses mentioned in the column. They are current as of May 1, 1998.

Audionet Sports
(http://drew.audionet.com/sports)
CBS Sportsline
(http://cbs.sportsline.com)
CNN/SI
(http://cnn/SI)
College Hoops Insider
(http://www.collegeinsider.com/hoops)
ESPN SportsZone
(http://espn.sportszone.com)
FactsBasket
(http://www.eurobasket.com)
FANSonly
(http://www.fansonly.com/channels/site/network.html)
Fastball
(http://www.fastball.com)
Forysthe Racing Team
(http://www.forysthe-racing.com)
Fox Sports
(http://www.foxsports.com)
Golf.com
(http://golf.com)
MSNBC Sports
National Basketball Association
(http://www.nba.com)
National Collegiate Athletic Association
(http://www.ncaa.org)
NCAA Basketball Tournament official site
(http://www.finalfour.net)
New York Times Sports
(http://www.nytimes.com/sports)
Racewire
(http://www.racewire.com)
Sports Extra
(http://web.sportsextra.com)
The Sports Hot Sheet
(http://www.wp.com/hotsheet/sports.html)
Super Bowl official site
(http://superbowl.com)
Total Sports
(http://www.totalsports.net)
USA Today Sports
(http://www.usatoday.com/sports/sfront.htm)
Yahoo's index of sports sites
(http://www.yahoo.com/Recreation/Sports)
### THE TOP 100 U.S. NEWSPAPERS (BY CIRCULATION)

| USA Today | St. Petersburg Times | Hartford Courant | Nashville Tennessean |
| The New York Times | St. Louis Post-Dispatch | Richmond Times-Dispatch | Record |
| Los Angeles Times | Baltimore Sun | Oklahoma City Oklahoman | Toledo Blade |
| Chicago Tribune | Milwaukee Journal-Sentinel | Seattle Post-Intelligencer | Chicago Daily Herald (Arlington Heights) |
| Newsday | Sacramento Bee | Cincinnati Enquirer | Salt Lake City Tribune |
| Houston Chronicle | Boston Herald | Austin-American Statesman | Allentown Morning Call |
| San Francisco Chronicle | Buffalo News | Philadelphia Daily News | Tacoma News Tribune |
| Dallas Morning News | New Orleans Times-Picayune | Memphis Commercial Appeal | Columbia State |
| Boston Globe | Orlando Sentinel | Florida Times-Union | San Francisco Examiner |
| Arizona Republic/Phoenix Gazette | Dekalb News | Arkansas Democrat-Gazette | Spokane Spokesman-Review |
| Philadelphia Inquirer | Pittsburgh Post-Gazette, Sun Telegram | Des Moines Register | Albuquerque Journal |
| Newark Star-Ledger | Fort Lauderdale Sun-Sentinel | Riverside Press-Enterprise | Lexington Herald-Leader |
| Atlanta Journal & Constitution | Charlotte Observer | Tulsa World | Worcester Telegram & Gazette |
| Minneapolis-St. Paul Star Tribune | Investor's Business Daily | Palm Beach Post (coming soon) | Charlotte Post & Courier (coming soon) |
| Cleveland Plain Dealer | Louisville Courier-Journal | Las Vegas Review-Journal | Jackson Clarion-Ledger |
| San Diego Union-Tribune | Tampa Tribune | Anhony Park Press | Long Beach Press-Telegram |
| Orange County Register | Searles Times | Raleigh News & Observer | Honolulu Star-Advertiser (coming soon) |
| Miami Herald | Omaha World-Herald | Fresno Bee | Roanoke Times & World News |
| Portland Oregonian | Indiana Star | Birmingham News | Washington Times |

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Professional Development

SLA Launches Self-Paced Online Courses

As SLA continues to build the virtual association, the Professional Development department is proud to present ten high-quality, continuous education courses that can be accessed through the SLA web site. With this new format, you can brush up on your skills in a flexible, affordable, and convenient format without having to leave your home or office. Online classes allow you to access the materials any time you want, 24 hours a day.

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One of the priorities of SLA's Strategic Plan is to ensure that you have opportunities to develop your professional and personal competencies as outlined in Competencies for Special Librarians of the 21st Century. The self-paced online courses cover a variety of competency areas so you can find ones that meet your specific needs. Currently, the following courses are available:

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- Legal Research for Non-Lawyers
- Subject Indexing: An Introductory Guide
- Time Management in Libraries and Information Services
- The Financial Management Series including:
  - Money Talk: Accounting Fundamentals for Special Librarians
  - Control of Administrative and Financial Operations in Special Libraries
- Analyzing Costs for Decision-Making and Cost Recovery
- Communicating with Library Users
- Presenting with Power: An Introduction to Public Speaking
- Winning Marketing Techniques: An Introduction to Marketing for Information Professionals
- Grace Under Pressure: Writing with Clarity, Conciseness and Impact
- Owning Your Numbers: An Introduction to Budgeting for Special Libraries

Here's how it works:

- Go to the SLA web site http://www.sla.org/professional/self.html to read the descriptions of the available courses.
- Once you decide which course(s) in which you would like to enroll, print out the registration form shown on the web site and either mail or fax the form to SLA headquarters with payment. (Courses are only $69 for SLA members!)
- Within two weeks, you will receive a confirmation letter which will include your user ID and password so you can access your course(s).
- Go to the web site at your convenience to participate in the course(s). You have two months to complete each course. (Programs average about three hours to complete.)

For more information on the self-paced online courses, contact the Professional Development department at 1-202-234-4700, ext. 649 or via e-mail at profdev@sla.org.

For more information on Professional Development Outlook or to contribute to the column, please contact Director, Professional Development Valerie Taylor at: 1-202-234-4700, ext 617; fax: 1-202-265-9317; e-mail: valerie@sla.org.

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Finding the Question Behind the Question

by Mary Ellen Bates

The art of the reference interview... sounds boring, doesn't it? Or perhaps it sounds like a lost art, like tatting or building a table without nails. But unless we really understand what our clients want, we can't provide them with professional information services. Perhaps it's not such an obscure skill after all.

It is possible that the ability to conduct a good reference interview cannot be taught and can only be learned through experience, but there are some pointers that help librarians hone their skills and identify possible problem areas. Some may seem self-evident, some may seem overly time-consuming. But remember, the time you invest in the reference interview is time you don't spend later re-doing your work when you finally figure out what your client really wanted.

Approach the encounter as a negotiation for a sale. You are providing a service that,

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one way or another, is being paid for. You are no
an order-taker in a fast
food restaurant ("do you
want fries with that bibli-
ography, sir?") Rather
you are determining how
best to allocate you
scarce resources, in term:
of your time, your library
resources, and your re-
search budget to most ap-
propriately meet the need
of your client. That may
mean pulling out all the
stops, and it may mean
negotiating down the
complexity or depth of
your client’s request.

While every library has
some VIP clients for
whom no question is too
outrageous, approach the
reference interview pro-
cess with the assumption
that everything is negotia-
table, including:

The question. You can
negotiate with the client
to limit the initial research
or to expand the question to one that you
think will better meet the client’s needs.

The time frame. It is your prerogative
to explain to the client that there are three
aspects to delivery of research—good,
fast, and cheap—and you only get two of
those three.

The resources used. A client may feel
that a particular research project is most ap-
propriately done on the Net, for example,
but it is your job to establish that an infor-
mation professional is the best judge of the
best information source.

Who you speak with. One of the most
awkward negotiations is
dealing with an interme-
diary and explaining
that, no, you really do
need to talk to the per-
son who actually needs
the information.

One approach in han-
dling the issue of getting
past the intermediary to
the ultimate client is to
provide the go-between,
often a secretary or ad-
ministrative assistant,
with a written list of
questions you need an-
swered before you can
proceed with the re-
search. Explain that it
will take only a couple of
minutes for you to dis-
cuss this directly with
his or her boss; other-
wise, you will need to
have the assistant get
the answers to each of
these questions before
you can begin. The trick
here is to enlist the as-
sistant to your side so
that you are working as a team to get the
background information you need in order
to begin your research. Sometimes it helps
to practice this negotiation with other li-
brary staff members in order to learn how
to turn a possibly adversarial conversation
into a productive one.
Determine the level and depth of information needed at the beginning of the interview. Often, this can be done by library policy—some groups of clients automatically get more in-depth research while other requests may normally be limited to fifteen minutes, for example. Does the client want "a few good articles" or a comprehensive study of the subject? Does the client expect an executive summary or just the data you found? Are you sure about this, or are you just assuming you know based on past experience? Be careful; providing too much information is just as annoying to many clients as not receiving enough. On the other hand, you want to make sure your client understands the depth of the research services available. You build better, stronger relationships with clients, and turn them into loyal advocates for your library, by making sure they understand the extent of the information services you can provide.

Avoid premature diagnosis. The initial question your client asks may not be what the client really wants to know. A request for information about "statistical software" may mean statistical packages such as SPSS, and it may mean relevance-ranking search software that uses statistical analysis of retrieved documents. Be sure that you have confirmed with the client what you understand the research project to include, expressing the request in words other than those used by the client.

Ask the client what this information will be used for. This is a question that needs to be asked delicately, and the ability to ask the question at all depends on your relationship with the client. But understanding why the information is needed is often useful in determining what information to look for. Would technical journal articles be too abstract? Would statistical information be just what's needed?

Be aware of possible blockages to communication between you and the client. Some typical causes of miscommunication or lack of communication include:

- Your client's perception of your skills and abilities
- Your perception of the client's skills, ability and "rank"
- Your client's perceptions of resources and tools available to you
- Your client's uncertainty about the project
- Your inability to speak with client directly and in close to real-time

All of these factors can influence how well the client describes the information she needs and how well you interpret the request and negotiate the final scope of the research.

Be sure you agree on the delivery mechanism. Does the client want hard copy or an electronic file? Is e-mail better? Can the client accept and download attached files? What word processing package does the client have? Is the client expecting photocopies of articles, annual reports, and so on or is the client expecting downloaded material? Does the client want a bibliography or only full text sources? Does the client want or need a summary of the retrieved material? While writing a summary takes time, it can both indicate the added value the library brings to the organization and can remind the client that you are indeed more than an order-taker.

By concentrating on all the various aspects of the reference interview, you can help clients to better articulate their information needs and can provide information services that best meet those needs.
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Inc. magazine's first annual Inc./Gallup survey on attitudes of American workers [Seglin, JL. "The Inc./Gallup Survey: The Happiest Workers in the World." Inc. 18 no. 7 (1996): 62] showed surprisingly high levels of job satisfaction among those surveyed, and a positive outlook on work, workplace conditions, and the many changes in the ways work gets done. Writers of the survey expected to find a "crisis in worker confidence" as pictured in the daily news and books on the "dejobbing of America," such as William Bridges, Jobshift: How to Prosper In a Workplace Without Jobs (Addison-Wesley, 1994). Additionally, the survey was conducted in November 1995, a year in which 37,000 United States jobs were cut on average every month!

The title, "The Happiest Workers in the World," made me wonder if this is also true for library workers. For almost three decades, libraries have experienced rapid change, first in behind-the-scenes technical processes, then gradually everywhere. These changes provided enhanced services to our customers and new opportunities for library workers. Did they make us happier workers, or at least as happy as the general American worker? Many job satisfaction surveys have been reported and analyzed in the library literature. I decided to review these for overall satisfaction indicators and to ask permission from Inc./Gallup (I/G), to administer six of their thirty-four questions verbatim to library groups. (Questions 1, 2, 9, 14, 15, & 28 reprinted with permission, Inc., May 1996. Copyright 1996 by Goldhirsh Group, Inc., Commercial Wharf, Boston, MA).

The six I/G questions were added to follow-up surveys sent to participants who attended a four-hour workshop I presented on "Risk Taking and Decision-Making in the Electronic Environment." Two groups answered these six questions ONLY before and after one of the workshops to learn if taking the workshop might influence their replies. As expected, no significant differences were found as the course did not directly address these questions. Surveys were completed by librarians attending workshops between December 1995 and October 1997. Conferences included the NASIG 1996 Conference—North American Serials Interest Group (50 participants); SLA/Rio Grande Chapter meeting (11); Health Libraries Association of British Columbia meeting (18); New Mexico State University education event (15); Computers in Libraries '97 Conference (10); South Central Chapter of the Medical Library Association (30); and at a meeting of New Mexico state and public librarians (18); for a total of 132 surveys. Of these, 77.3 percent (102 surveys) were returned correctly completed. Although this is a high rate of return, I believe these results and thus the comparison with the I/G results is preliminary and a complete replication would supply more useful insights.

There are numerous surveys of work satisfaction in various types of libraries and library workers reported in the literature. I chose six of these to reference when appropriate and to place the I/G questions in a broader perspective. The studies were chosen for their comprehensiveness and, in one case [Voelck], "Job Satisfaction Among Support Staff in Michigan Academic Libraries." College & Research Libraries 56

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(1995): 157] because of the excellent overview of survey results published before 1994. It is interesting to note that the summary conclusions of Lynch and Verdin ['"Job Satisfaction in Libraries: Relationships of the Work Itself, Age, Sex, Occupational Group, Tenure, Supervisory Level, Career Commitment, and Library Department. Library Quarterly 53 (1983): 434] holds true for most of these studies, with an additional generalization (number 7 in the list that follows) that can be drawn from both the work of Horenstein ['"Job Satisfaction of Academic Librarians: An Examination of the Relationships Between Satisfaction, Faculty Status, and Participation." College & Research Libraries 54 (1993): 255] and Leckie and Brett ['"Job Satisfaction of Canadian University Librarians: A National Survey." College & Research Libraries 58 (1997): 31]. These conclusions are:

1. Older workers were more satisfied than younger workers.
2. Experienced employees were more satisfied than those with less experience.
3. Those who planned to be working in the same library five years hence were significantly more satisfied than persons with other plans.
4. Those lacking supervisory responsibilities had the lowest satisfaction while department heads were the most satisfied.
5. Reference department employees had significantly higher levels of satisfaction than employees of any other department, except acquisitions.
6. Professional librarians were more satisfied than nonprofessional staff.
7. The factor that consistently scored the highest satisfaction rates was working directly with customers.

One should remember these underlying complexities when considering the results from the six, rather generalized I/G questions used to compare librarians with other workers.

Questions and Answers
I chose the six questions from the I/G survey. They included two questions regarding job satisfaction and the opportunity to do one's best, two questions to measure opportunities to learn and use one's full potential, and two questions about the future.

Question 1 (also Q.1 of I/G): On a 5-point scale, where 1 is EXTREMELY DISSATISFIED and 5 is EXTREMELY SATISFIED, how satisfied are you with your place of employment? (Results in percentages)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>1+2</th>
<th>3+4+5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Workers</td>
<td>9.9</td>
<td>13.7</td>
<td>38.3</td>
<td>34.3</td>
<td>9.8</td>
<td>19.8</td>
<td>80.4</td>
</tr>
<tr>
<td>U.S. Workers</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td>35</td>
<td>36</td>
<td>9</td>
<td>51</td>
</tr>
<tr>
<td>Horenstein (1993)**</td>
<td>88.03</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bloom/McCawley (1963)**</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNM General Library</td>
<td>5</td>
<td>15</td>
<td>27</td>
<td>28</td>
<td>12</td>
<td>20</td>
<td>77 ***</td>
</tr>
</tbody>
</table>

* I extracted replies from public library respondents as a subset.
** I added comparable results extrapolated from studies by Horenstein (op cit), Bloom and McCawley ['"Job Satisfaction in the Library Profession. Results and Implications From A Pennsylvania Survey." Library Administration & Management 7 (Spring 1993):89] and from a recent survey at my own organization that asked a similar question. (Extracted, with permission, from the results of a Training and Development survey administered to all staff and librarians (180 in all) at the University of New Mexico General Library during June 1997, by Baldwin, DA, and others).

*** "No replies" excluded.

Satisfaction rates are high for library workers according to the majority of previous surveys, including those listed in this article. A Canadian replication of the Horenstein study (above) also found "above satisfactory levels of overall job satisfaction." Yet, the average U.S. worker expressed a 10.6 percent higher overall job satisfaction rate than the highest rate for library workers from any of the studies. How one asks the question may also make a difference. In a recent survey conducted by Library Journal, [St. Lifer E. "Net Work: New Roles, Same Mission. The Profession's Changing Face. A 1996 Library Journal Report." LJ 121, no. 19 (1996): 20] nine out of ten respondents said "they enjoy what they do." The same survey found that librarians' top three job satisfaction factors were working with patrons, helping people find what they need, and having a diversity of job responsibilities.

Question 2 (also Q.2 of I/G): At work, do you have the opportunity every day to do what you do best? (Results in percentages)

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Workers</td>
<td>57.8</td>
<td>42.2</td>
</tr>
<tr>
<td>U.S. Workers</td>
<td>82</td>
<td>18</td>
</tr>
</tbody>
</table>

The lower rating from library workers were also true for subgroups of public librarians (62 percent positive) and health sciences librarians (54 percent positive). Obviously, library workers as a group do not feel as challenged, i.e., being able to use most of their skills daily, as do a high percentage (82 percent) of American workers. There are probably many reasons for this, but one reason frequently singled out by other studies are the stratification of library positions and the narrow scope of some jobs, especially in technical and processing areas. The high satisfaction rating for diversity of duties found in the LJ survey, as mentioned earlier, shows an encouraging trend. Another factor that might be important is workload. Both the Horenstein and Leckie/Brett studies of job satisfaction of academic librarians found that "levels of satisfaction with workload were below satisfactory on the scale" and "scores ranked it near the bottom." In the Canadian study, 28 percent remarked that their workloads were a "very distressing aspect of their positions." This, too, is reinforced by the LJ survey that found "while emerging new technologies are yielding new roles, most librarians are still having to juggle their new responsibilities with their existing one, leading to excessively long hours

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and job descriptions that could easily accommodate two, or even three, full-time people."

Question 3 (Q.9 of I/G): This past year, have you had opportunities at work to learn and grow? (Results in percentages)

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIBRARY WORKERS</strong></td>
<td>91</td>
</tr>
<tr>
<td><strong>U.S. WORKERS</strong></td>
<td>84</td>
</tr>
</tbody>
</table>

Library workers are exposed to a lot of training and continuing education as the 91 percent positive responses show. This response rate is 7 percent higher than that of the average American worker. Libraries are obviously investing in their employees during these times of rapid electronic change. This is also confirmed by the recent Association of Research libraries (ARL) study of the state of formal training and development in ARL libraries. (Association of Research Libraries, SPEC Flyer 224: Staff Training & Development. June, 1997: 2p.) They found that most libraries (73 percent) have a budget for staff training and development and conclude that all respondents agree "that these programs create a working environment conducive to personal and professional growth." and that the overall effect on employee morale appears to be very positive.

Question 4 (Q.14 of I/G): In terms of your potential, about what percentage of your ability do you use in your work? AVERAGE PERCENTAGE FOR:

| **LIBRARY WORKERS** | 63% |
| **(PUBLIC LIBRARIANS)** | (55%) |
| **(HEALTH SCIENCES LIBR.)** | (58.8) |
| **U.S. WORKERS** | 78% |

As in question 2, regarding their ability to do their best at work, library workers also rate themselves lower in the potential ability they use at work compared to other workers. It would be interesting, in fact important, to know what prevents nearly 40 percent of library workers from doing their best and using their full potential at work.

Question 5 (Q.15 of I/G): Do you believe you will continue with your current company/organization until you retire? (Results in percentages.)

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIBRARY WORKERS</strong></td>
<td>53</td>
</tr>
<tr>
<td><strong>U.S. WORKERS</strong></td>
<td>65</td>
</tr>
</tbody>
</table>

The results of this question might be surprising as library workers are generally thought of as employees who commit to one organization for a long time. Yet these results indicate they are as likely to 'move on' as the general workforce. Lynch and Verdin's survey in 1983 also found that only 40 percent of librarians and 27 percent of non-professional staff "expect to work in the same library five years hence."

Question 6 (Q.28 of I/G): Do you worry that your job may become obsolete because of advances in technology? (Results in percentages)

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIBRARY WORKERS</strong></td>
<td>14</td>
</tr>
<tr>
<td><strong>U.S. WORKERS</strong></td>
<td>11</td>
</tr>
</tbody>
</table>

* Some "No Replies".

Apparently, very few U.S. and library workers worry about being replaced by the machine, or in the librarian's case, by a "know-bot." This is encouraging considering that in the 1991 Pennsylvania study only 43 percent of respondents felt that "the library profession has a bright future," while 50 percent thought their own library had a bright future. This change of perception could be because of the extensive training activities in libraries since then, and in reality, only 3 percent of positions were lost to technological advances according to respondents in the IJ survey.

**Job Satisfaction Internationally**

Comparisons between U.S. librarians' job satisfaction and that of other countries is sparse and imbedded in broader work place issues. I am not sure how useful such comparisons would be considering the difference in practice and culture in some foreign library systems. An international study of stress and burnout in libraries, both dissatisfaction factors, was done by David Fisher [Fisher, D. "Are Librarians Burning Out?" *Journal of Librarianship*, 22, no.4 (1990): 216-235]. He also attempted comparisons with studies of other worker groups. The results are inconclusive and beg more research.

Job satisfaction studies among academic libraries in Britain show some similarities with U.S. studies, but the results are not consistent. In the early 1970's the Cambridge Management Unit (CMU) found that 20 percent of respondents thought their professional education was wasted in their current duties, i.e., 80 percent did not think so. (Smith, GCK, and JLA Schofield. "A General Survey of Senior and Intermediate Staff in University Libraries." *Journal of Librarianship* 5, no.2 (1973): 79-96). Compare this with Question 4 of the current survey. CMU also found that just under 50 percent of respondents were thinking of leaving their current job or the profession altogether. This approximates the results of Question 5 of the current survey. A follow-up to the CMU of graduates [Roberts, N. "Graduates in Academic Libraries: A Survey of Past Students of the Postgraduate School of Librarianship and Information Science, University of Sheffield." *Journal of Librarianship* 5, no.2 (1973): 97-115] found that job satisfaction ran at 51 percent. This study suggests overall, job satisfaction increased as librarians settled into work and gained experience and confidence. This is similar to findings in the United States. Roberts also noted that more men achieved job satisfaction in

Are American Library Workers Less Satisfied at Work Than the Average American Worker?

This seems to be so, although the overall job satisfaction of library workers is still high at 80.4 percent. What is most striking is the difference between library and U.S. workers when one compares responses that rate job satisfaction very high to extremely high (columns four and five of Question 1). These workers conceivably make up the enthusiastic leading edge of worker groups. Only 44.1 and 43.75 percent of all library and public library workers, respectively, fall into this group, while 71 percent of the average worker rates here. In our own library, 50 percent rated here. The number of workers in libraries who were either extremely or very dissatisfied, 19.6 percent, were also higher than for the I/G survey (9 percent).
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At a time of tremendous opportunity for information workers in the evolving information economy, one would expect library workers excitement rating (columns four and five in Question 1) to be at least as high as that of the average American worker. In other words, a very large sector of the library workforce by all standards that were early adopters of technology and the Internet would be excited about being part of the information and knowledge workplace—especially considering the large number who reported opportunities to learn and grow at work (91 percent), and the results of the survey done by LJ that found a "career renaissance of sorts." More than six out of ten surveyed said that their job responsibilities have changed in the past year and three out of four said they had done so in the last three years. All library workers reported fundamental changes in the way they did their jobs. Work done by Baker and Sandore ["Motivation in Turbulent Times: In Search of the Epicurean Work Ethic." Journal of Library Administration 14, no. 4 (1991): 37] suggests, contrary to the popular stereotypes, librarians have embraced new technologies enthusiastically. "It is not, then, the advent of new technology which causes attitudes to shift. Rather, it is the uncertainty and turbulence that accompanies such rapidly advancing technologies that causes confusion and ambivalence which can cloud the path toward high motivation and resultant productivity."

What is the importance of job satisfaction and what factors contribute to it? Paul E. Spector sees job satisfaction as "an emotional-affective response to a job or specific aspects of a job: It is assumed to present a cluster of evaluative feelings about a job." and Subodh Nandy says that job satisfaction is "only a relatively enduring state which undergoes a change with the needs of the individual, the capacity of work situation which fulfills these needs, and the individual's own perception of the situation" [Both quoted in Parmer C. and D. East. "Job Satisfaction Among Support Staff in Twelve Ohio Academic Libraries." College & Research Libraries 54 (Jan. 1993): 43]. Thus feelings and emotional reactions to work are important factors in satisfaction. How we speak and write about our jobs and the future of our profession will influence library workers job satisfaction.

**Conclusion**

In my "Risk Taking" workshop, I try to convey that the librarians' time for innovation and risk taking has arrived. We are poised to help the U.S. economy shift gears to an information economy and to take up the banner for equal access to the Internet and to information in general. I frequently find skeptics in the audience! It seems that libraries are investing in lots of training and re-training. However, are we focusing too little on the bright future of knowledge workers, and in particular, on information workers who are prepared to take the necessary risks? Are we devoting too much press to journal cancellations, predatory publishers, and chaos on the Internet? This comparison with the average American worker, incomplete as it is, highlights the trends found by the LJ survey about the evolution of library jobs. It elucidates the contrast between perceiving these re-invented jobs as "exciting" and "exhilarating", and the worry that was expressed by one interviewee that "libraries are slipping inexorably away into some new, unpleasant world. Information has replaced knowledge; quantity over quality." Libraries need to re-organize to not only accommodate, but highlight the new jobs while clearly indicating which duties and services we see as lower priority and which may have to be stopped entirely. This may address some workload and motivational issues. It is also becoming more important that our profession focus on the successful re-invention of library jobs, not only in library journals, but also in the popular press, when doing training and staff development, and in our visioning and strategic planning. As the saying goes, "belief changes reality!"

**NEW SURVEY RESULTS**

The second Inc./Gallup survey has been out for a while. The results are as follows.

**Question 1:** On a 5-point scale, where 1 is EXTREMELY DISSATISFIED and 5 is EXTREMELY SATISFIED, how satisfied are you with your place of employment?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>1-2</th>
<th>3-4</th>
<th>5+</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997 Results: 4%</td>
<td>6%</td>
<td>16%</td>
<td>37%</td>
<td>36%</td>
<td>10%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

Almost no change from the previous survey.

**Question 2:** At work, do you have the opportunity every day to do what you do best?

1997 results: YES = 82% NO = 17% 
[NO change from previous survey]

**Question 3:** This past year, have you had opportunities at work to learn and grow?

1997 results: YES = 84% NO = 15% 
[NO change from previous survey]

**Question 4:** This one was not asked in 1997.

**Question 5:** Do you believe you will continue with your current company/organization until you retire?

1997 results: YES = 55% NO = 39% DON'T KNOW = 6% 
[There is a minus 10% change in the YES, which brings the % closer to that of the librarians polled.]

**Question 6:** Do you worry that your job may become obsolete because of advances in technology?

This was not asked in 1997, probably because the 1995 survey showed such an overwhelming NO vote. Instead, Inc./Gallup chose to ask more specific questions about self employment and security. To the question: "Are you more secure or less secure in your job than you were a year ago?" 61% said that they were more secure.

Libraries use geographic information system (GIS) software from ESRI to manage "location-based" information—information about places. GIS provides the tools to display and analyze locations and related information such as population characteristics, economic development opportunities, or vegetation types. GIS is more than computer maps; it gives you the power to link databases to maps to create dynamic displays. More importantly, it provides tools to query and overlay those databases in ways not possible with traditional spreadsheets. ESRI's ArcView® GIS for Libraries package includes ArcView GIS software and a wealth of geographic information: eight CD-ROMs of map and statistical data. Call ESRI today for more information about ArcView GIS for Libraries or other ESRI® GIS solutions.

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E-mail: info@esri.com
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Special Libraries Association

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City: _____________________________________________________________

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(Please submit your essay with this form).

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Creating An Online Client Information Database

by Janice Eftrig and Carol Roberts

HISTORY

The Information Research Services group at Digital Equipment Corporation (Info Research) supports all divisions of the corporation and offers a wide range of services. The group has sites in Northeastern United States; Colorado; Reading, England; and Valbonne, France. The forty-five employees provide information research services to this worldwide community.

From 1989 to 1996, an internally developed automated tracking system was used to record, store, and report metrics on reference transactions. The Library Research Tracking System (LRTS) was written in COBOL and ran on VMS, Digital's operating system at that time. As the corporation moved toward a Windows NT environment, it became more difficult to obtain system support for VMS based software such as LRTS. Periodically, LRTS needed tweaking and updating which was accomplished by “borrowing” support services from other groups in the corporation. In August 1996, several irreparable failures occurred in the software, rendering it unreliable. To solve the immediate need of tracking reference queries, an interim manual tracking system was initiated. The process was a hybrid of manual tick sheets, heavy data entry, and labor-intensive rollups. For all the work involved, the results gave only partial client data and incomplete measurement information.

Janice Eftrig is part of the measurement program in the Information Research Services at Digital Equipment Corporation. She may be reached via e-mail at: Janice.Eftrig@digital.com. Carol Roberts is desktop systems manager, Information Research Services, Digital Equipment Corporation. She may be reached via e-mail at: carol.roberts@digital.com.
Info Research needed to quickly replace this manual tracking system with an automated system that would capture all client queries, not only those for reference, and bring consistency to metrics reporting. Info Research assigned a project team to lead the search for a new automated client tracking system in September, 1996. The breakthrough came in adapting third party help desk software to produce an online client information database, that came to be known as the Client Information Center (CIC).

DEVELOPING THE SYSTEM REQUIREMENTS

The system design was an iterative process. Individual focus groups were held with each organization. In brainstorming sessions, groups were encouraged to “blue sky” what they would like to see in such an automated system. The requirements identified in each session were mapped on a grid and reviewed a second time by the group for additions and corrections. In the final step of this phase, each group reviewed the combined needs of all the groups.

From this exercise, we were able to develop a system requirements grid that showed many common as well as some unique needs. This grid became the basis for the system requirements and product specifications list.

From a measurement perspective, the richness of the output and the sophistication of the reporting capability were perceived as essential system requirements. Other unique features to be considered were an international client-server environment, multiple user access, the need to pull data from corporate databases on a weekly basis, a point and click user interface, and hooks for future World Wide Web interfaces.

THE PRODUCT SELECTION TEAM

The product selection team consisted of representatives from each Info Research Organization. The teams reviewed the literature, investigated the available software, determined the hardware requirements for the environment, and evaluated user interface options. The group chose a working name for the system, the Client Information Center (CIC), that was retained as the production name. This cross-functional team kept the focus on the initial premise throughout the work, and in addition they contributed to the managing of the expectations of all the groups through frequent updates. The team evolved into the design team, which provided most of the input to the development group.

The similarity between customer help desks and the client interface of Info Research was close enough to provoke further examination of automated help desk tools. The team discovered that most help desk systems capture client demographics, query subject, and status, time and expenses, staff notes, solutions, etc. Not only did it appear such an application would meet Info Research’s needs for measurement and management, but would also track client queries, staff workload, common solutions, and more. The team decided to pursue help desk systems as a solution to client tracking and measurement.

A first pass of the literature yielded over two-hundred product names. This list was winnowed down to eighteen names by focusing on the hardware and software requirements in our environment.

On the next pass, the team was able to cut the list to ten by using the following criteria:

1. Ease of data conversion
CUSTOMIZATION

Consistent data from a reliable source—
the cornerstone of our installation.

The challenge was to identify a source
for client data which would be up-to-date,
consistent in detail, and track each client's
place in the hierarchy of the corporation.
Two internal employee master files man-
geled by corporate personnel were selected
for inclusion in the application. These two
databases are the keys to the success of
the underlying data for CIC. The application
is constructed in such a way as to automati-
cally pull the data from those databases,
merge them, and then display on the screen
for use by the staff person. By simply key-
ing in the client's identification number or
name, the staff person can see all the de-

graphics associated with that client. This
eliminates chance of error when inputting
client data; encourages staff involvement
with the database due to the streamlined
interface; and provides consistent tracking
of the client. We believe this feature is one
of the main reasons for the growing, wide-
spread use of the system.

Because measurement data was an es-

tential output of the system, the implemen-
tation team member responsible for mea-

urement rollups spent considerable time
testing and verifying the corporate data
feeds that would link client badge numbers
with client demographic data. She was
present for each team meeting acting as a
sounding board as well as providing a sani-
ty check for the participants. This was an
important role for the project as it provided
a consistent voice in the planning for data

collection and reporting.

Six weeks of customization resulted in a
system that met most of Info Research's re-

quirements. We had several unique needs
that the programmer had to address. The
extensive analysis done early in the project
paid off in efficient use of the programmer's
time. In order to address our need for an
automated solution to collecting metrics,
data had to be imported from two corporate
databases, merged, and presented on one
screen to then be manipulated by the staff
person. The alternative to this method
would be to key in the demographics at
each interaction. Such activity cannot be

depended on for consistent data. Further,

client provided data is frequently fraught
with inaccuracies. The ability to import data
from a known entity such as an employee
master file or other such corporate database
ensures consistent, reliable data.

The workflow documentation took five
full days and involved mapping the work-
flow to the screens. The actual touch-and-
feel of the system now began to come into
focus and provided us with a snapshot of
the final product. The staff became more
engaged during the process. The application
seemed to come into focus for the staff at
this point and we received very valuable in-
put from them during this period. Charting
the workflow process with the implemen-
tation team fully engaged smoothed the way
for the remaining customization.

METRICS

Initially there was some resistance from
Info Research staff to inputting and track-
ing client interactions in an online data-
base. The three main concerns about the
database were:

- The lack of available time to enter data
  for each client interaction
- The necessity to track research in this
  way
- The complexity of the interface

The management team addressed the
first two concerns. They reiterated the
need to collect statistics to show for whom
the work is being done and to identify the
primary customers and their respective di-
visions. The underlying theme continues
to hold true: to be seriously regarded as a
business, one must deliver consistent,
quantifiable business metrics to upper
management in a format that is quickly
understood.

WHAT'S IN IT FOR ME?

Over time the staff has learned to pro-
duce their own personal metrics by query-
ing the database and producing on-screen,
ad hoc reports. Queries can be created by
staff at the click of the mouse. The database
has become a knowledge center where work

can be distributed, assigned, and re-as-
signed; client partnership activities tracked,
and client inquiries identified by frequency, organization, subject area and geographic location. This aspect of the use of the system has opened new avenues of use for the staff and has worked to demystify the application for many.

KEYS TO SUCCESS

The metrics needs of senior management, the participation of all staff, and the need to gather charge back information are of equal importance. All staff was involved in evolving discussions of the schedule, design, work integration, and output expectations. When major shifts in direction loomed, the group was polled for input. The key to success was to find a common ground, to compromise, and to find solutions that met the real needs of most users.

RECOMMENDATIONS:

- Avoid the temptation to over-design the system. Design tasks can get bogged down if one tries to follow all the ‘what ifs’.
- Organize a user group within your corporation or organization.
- Discuss measurement criteria with other groups to learn what types of metrics are important in those organizations.
- Join the vendor’s user group. Be visible and assertive to influence the direction of software enhancements.
- Participate in industry conferences and conventions.
- Subscribe to professional publications or web pages and be a contributor.
- Keep current on what the professional literature is saying about measuring the value of information services.

TRAINING TIPS

- Develop a “quick reference” guide and distribute it soon after going into production mode. This guide assumes that
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the reader has some familiarity with the product but needs occasional quick refreshers. This is the manual that will be used most often. Be sure to include contacts so the user does not feel isolated.

- Compile a detailed guide after the system is in production. The system should be stable so as to reduce the inevitable number of adds and changes. The detailed guide should contain client installation instructions, data entry screen shots, query instructions, key terminology, report guidelines, and an index.
- Attend staff meetings and listen to the users' experiences with the system. Be flexible and willing to “tweak” the database where possible to respond to user suggestions. Be available for one-on-one training sessions as needed.
- Conduct brown bag sessions during the lunch break. Focus on single topics, such as, how to enter records for market research inquiries, or how to run ad hoc queries against the database. Provide handouts and be available for one-on-one follow-up sessions. Avoid being drawn into lengthy individual discussions.

CONCLUSIONS

The Client Information Center (CIC) has become the group's worldwide online system for tracking and measuring key customer indicators. The system is flexible, easy to use, and operates in the PC and laptop environments using commercial grade hardware and software. Info Research managers are now able to access a wide range of client data at a glance.

Metrics gathered from the first reporting run included:
- All information by geography and organization such as how many clients we have from each designated geographic region and each main division of the corporation
- Individual client demographics—what do the people report to; where is the office; what are they working on; products and services used—provide valuable information about which of our services are used, by whom, and how often billable charges incurred—this item is used to do charge backs to cost centers for document delivery; client partnership work; online searches time spent per client—useful for workflow management.
- This data is, and will continue to be, highly useful for measurement reports, marketing programs, budget presentations, fund-raising, staff workload balancing, collection development, productivity metrics and benchmarking. The project was more complex and time consuming than anticipated. It is our belief that the decision to customize help desk software to track and report client activity in a reference and research setting is a sound one. The flexible, powerful software permits changes which accommodate an always changing environment.

NEXT STEPS

- Make the interface less confusing for users by improving the data entry screens in order to encourage staff to use the system as part of the regular workflow. Staff can search for solutions, run reports, understand their client base, and more.
- Make the report writer software usable for a shared reporting scenario.
- Use CD-ROM technology for ease of installation on distributed systems.

Appendix A

Installation

Server software: Where possible, have the vendor install the product on the server. The vendor installation is usually an additional charge above the cost of the software, but it is money well spent. The vendor has the expertise and is then responsible for resolution of problems which arise as a result of the installation. If you have any input or control in the purchasing negotiations, ask for a price break if your company has multiple installed sites.

Client software: For ease of installation, we put the needed files in a shared area. When we were ready to install the client software on machines in remote sites, we moved the files over the network.

Technical environment: Info Research supports two operating systems, Windows NT 4.0 on the office desktop and Windows 95 on laptops and on home machines. The server software resides on an Alpha 2100 server running NT 4.0 with Microsoft SQL server 6.5. The Clarify services are on an Intel server running Windows NT 4.0. Licensing: Info Research has 35 concurrent user licenses. Users reside in the United States (Massachusetts and Colorado); Reading, England; and Valbonne, France. All staff members experience very good to excellent network performance. Run-time licenses are provided via the Microsoft SQL licensing package.
Copyright Resources on the Web

The IRC receives many questions about copyright of varying complexity. As we have to be particularly careful about the legal reliability of our replies, more often than not, we refer patrons to our Copyright Electronic Information Packet (EIP) on the subject, see http://www.sla.org/membership/irc/copyright.html.

The University of Texas Web page, “Copyright in the Library: The Digital Library” http://www.utsystem.edu/ogc/intellectualproperty/t-diglib.htm deals with the implications of U.S. copyright and electronic resources, a question about which we receive many queries. This site outlines the current implications of copyright for libraries and for digital libraries, and has links to the actual section of the U.S. Copyright Act. It deals with acquisition under contract and links to a software and database license agreement checklist. On the latter subject I refer you to the Principles for Licensing Electronic Resources http://www.sla.org/govt/diglic59.html prepared by the American Association of Law Libraries, American Library Association, Association of Academic Health Sciences Libraries, Association of Research Libraries, Medical Library Association, and Special Libraries Association, which can also be used as a checklist. The University of Texas also has a Copyright Crash Course at http://www.utsystem.edu/ogc/intellectualproperty/cprindex.htm#qa which is well worth reviewing.

There is very rarely an exact answer as to whether copyright has been infringed or not, but it will look a lot better in the judge’s eye if your organization has well publicized copyright guidelines. The Copyright Clearance Center has a web page on “Guidelines for Creating a Policy for Copyright Compliance” http://www.copyright.com/guidelines.htm which suggests wording to be used and walks you through the areas you need to consider. These simple guidelines were developed to help companies support and direct copyright compliance within their organizations, minimizing legal exposure while educating employees on the importance of respecting intellectual property.

The international aspects of copyright are becoming more and more important with the globalization of electronic resources. The web site of WIPO (World Intellectual Property Organization) orOMPI (French and Spanish version) at http://www.wipo.org/ gives a useful overview of international copyright issues, but each country has its own specific laws to be respected.

<table>
<thead>
<tr>
<th>Government Copyright Sites</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td><a href="http://www.copyright.org.au">http://www.copyright.org.au</a></td>
</tr>
<tr>
<td>Canada</td>
<td><a href="http://cipo.gc.ca/">http://cipo.gc.ca/</a></td>
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<tr>
<td>France</td>
<td><a href="http://www.inpi.fr/">http://www.inpi.fr/</a></td>
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<tr>
<td>Germany</td>
<td><a href="http://www.deutsches">http://www.deutsches</a></td>
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<td>Patentsamt.de/</td>
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<td>UK</td>
<td><a href="http://www.dla.co.uk/">http://www.dla.co.uk/</a></td>
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<tr>
<td>USA</td>
<td><a href="http://lcweb.loc.gov/copyright">http://lcweb.loc.gov/copyright</a></td>
</tr>
</tbody>
</table>

IFLA’s bibliography on copyright and intellectual property includes many different resources, not just articles, and has web links to all the citations, which is a real boon. Some really useful links, way down at the bottom of the page, are those to periodicals, organizations and other copyright collections, international instruments, and web links to copyright sites in the U.S. and Canada, Australia and Japan, and a few in Europe. See http://www.nlc-bnc.ca/fsla/ii/copyright.htm

The Copyright Office of the Library of Congress is an obvious U.S. resource for keeping up-to-date with Federal regulations and copyright news in general. Their listserv address is listserv@rs8.loc.gov, and to subscribe send e-mail to the listserv with message “subscribe USCopright.” You can keep abreast of copyright legislation by referring to the Library of Congress website, Thomas, with its useful search engine at http://thomas.loc.gov. In addition, SLA’s Government Relations web site posts information on copyright, see http://www.sla.org/govt/digital.html, and regularly addresses copyright issues in its monthly Government Relations Update at http://www.sla.org/govt/index.html under the “What’s New in Government Relations” section. The Government Relations Director’s monthly audio briefing is dedicated to current issues and legislation, and is presented in lecture mode, including a 15–20 minute presentation followed by a 10–15 minute Q&A period. To be notified of these sessions subscribe to the SLA-GR listserv at listserv@listserv.sla.org.

For a quick and dirty reference source “Ten Big Myths about copyright explained” answers some often asked questions and refutes some common myths at http://www.templetons.com/brad/copymyths.html. A good site for web-related issues is The Copyright Website at http://www.benedict.com/. Stanford University Libraries Copyright and Fair Use site at http://fairuse.stanford.edu/ has a search engine to help you through the site which includes section on Current Legislation, Cases and Issues, Resources on the Internet and an Overview of Copyright Law. The Washington State University copyright site at http://publications.urel.wsu.edu:80/Copyright/Copyright.html has a useful copyright fact series, but also a link to a copyright quiz. Who is bold enough to give that a try?
Canadian Court Opinions Clarify Copyright Laws

A Canadian Court of Appeals has ruled that a phone directory lacked creativity and, thus, copyright protection in Tele-Direct Inc. v. American Business Information, Inc. This case is very similar to the U.S. decision in Feist Publications, Inc. v. Rural Telephone Service Co. (1991). Tele-Direct, an affiliate of Bell Canada and publisher of the Yellow Pages directory in Canada, claimed copyright protection for its organization of subscriber information received from Bell Canada.

The Court of Appeals has ruled in support of the “creativity” doctrine over that of the “sweat of the brow” doctrine. It ruled that a selection or arrangement of data results in a protected compilation only if the end result qualified as an original intellectual creation. In this case, Tele-Direct’s in-column listings were held to be devoid of creativity and, thus, unworthy of copyright protection.

The court maintained that the definition of “compilation” was incorporated into the Copyright Act as a result of Canada’s approval of the North American Free Trade Agreement (NAFTA). The purpose of the change, in the opinion of the court, was to protect compilations of data that illustrate original expression. The court emphasized that protectable compilations are meant to constitute “intellectual creations,” as stated in Article 1708(1)(b) of NAFTA. The Supreme Court of Canada may consider the case in the near future.

In an unrelated case, a three-judge panel in the Ontario Court of Justice has overturned a lower court decision on copyright infringement and fair dealing in the matter of Jim Allen v. Toronto Star Newspapers, Inc. The plaintiff, a freelance photographer, had taken a famous color photograph of Sheila Copps in 1985, then a Member of Parliament and now the Minister of Canadian Heritage. The photograph was used on the cover of Saturday Night, a Canadian weekly newsmagazine.

By 1990, Copps was a candidate for the national leadership of her political party. The Toronto Star published an article about her and included a black and white image of the Saturday Night cover. Apparently, The Toronto Star never asked Saturday Night for permission to reproduce the cover, but Saturday Night did not object to the reproduction. However, the photographer, who still owns the rights to the photo, sued for copyright infringement.

In the trial, the court rejected the Toronto Star’s arguments that the reproduction of the cover was not a reproduction of the photograph itself or that, if it was a reproduction, it was permitted as fair dealing under Section 27 of the Canadian Copyright Act. In the appeal, the court ruled that the photographer’s copyright in the photograph was not infringed by the reproduction of the entire magazine cover. The court subsequently held that the photographer did not own or have a legal interest in the copyright for the magazine cover. The decision clearly reflects the opinion that the photographer had given up his right to control use of the photograph when it was reproduced as part of the cover as a whole.

The court also concluded that the use of the magazine cover was a fair dealing for the purposes of review of a newspaper summary. The three-judge panel rejected the view that reproduction of an entire work can never be fair dealing, a standard that had existed in Canadian law since 1943.

In the “Believe It or Not!” Section...

Walt Disney Company has won an appeal in the matter of Boosey & Hawkes Music Publishers Ltd. v. Walt Disney Co. The U.S. Court of Appeals for the Second Circuit abandoned the summary judgment of a lower court that Disney’s use of Igor Stravinsky’s copyright composition The Rite of Spring in the movie Fantasia did not extend to video release of the movie.

In 1939, Stravinsky licensed worldwide rights to his composition to Disney for use and distribution in Fantasia for $6,000. However, Disney needed no authorization in the United States, because it had fallen into the public domain under U.S. law. In 1991, Disney released Fantasia in video format in the U.S. and abroad. Boosey & Hawkes, the copyright designee for Stravinsky’s works, sued in the U.S. and in other countries, based on the presumption that the 1939 agreement did not include a grant of rights for the video format.

The summary judgment by the lower court said that the license was broad enough to give Disney recording rights, but also held that a condition in the license relating to places of performance prevented Disney’s distribution of the video.

On appeal, the Second Circuit ruled that “new-use analysis should rely on neutral principles of contract interpretation, rather than solicitude for either party...If the contract is more reasonably read to convey one meaning, the party benefited by that reading should be able to rely on it; the party seeking exception or deviation from the meaning [of the contract] should bear the burden of negotiating for language that would express the limitation or deviation. This principle favors neither licensors nor licensees....”

It is rather interesting that Disney—one of the most outspoken supporters of more restrictive copyright protections—has successfully beaten a patent for licensees. The next time you are negotiating a license with an information provider, remember this article.
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Introducing the Copyright Permission Pages Web Site

Have you ever tried to get copyright permission from a publisher or journal either for yourself or on behalf of a patron? If so, was it hard for you to reach the publisher that holds the copyright of the work of interest to you (or your patron)? How long did it take for you to receive such permission? Would you really enjoy going through this experience again? If you are like many of us, you probably would not want to repeat the permission process that is often filled with frustration and delays.

For these reasons, teachers, scholars, and practitioners sometimes avoid using the best sources available for fear of going through the copyright permission procedure. Because of this problem, the staff of the Professional Center Library for Law and Management at Wake Forest University has created a Copyright Permission Pages web site to make getting copyright permissions easier.

The Birth of the Copyright Permission Pages Web Site (CPPs)

The Copyright Permission Pages (http://www.law.wfu.edu/library/copyright/) began as a service of the library to the faculty of the law school. After repeatedly scouring up copyright permission information for individual faculty members, the library staff decided in November 1997 to set up a web page to facilitate the process by which the faculty could seek copyright permissions. The goal of this site is to make it easier for a teacher, scholar and user to obtain permission to use a copyrighted work for teaching or scholarly activities. The site accomplishes this objective by bringing together in one place links to the copyright permission web pages of publishers and journals, both print and online.

What the CPPs Contain

The CPPs is simple in design. The whole site is nothing more than alphabetical lists of links. There are four types of links available:

- **Publishers**—an alphabetically arranged list of links to publishers’ web sites;
- **Journals**—an alphabetical directory of journals linked to their web sites;
- **Forms, Letters & Other Resources**—a collection of links to various web sites that have standard copyright permission forms, sample letters or policies;
- **Other Copyright Web Sites**—a group of links to other copyright web pages containing more substantive information or discussion about copyright issues.

Whenever a publisher or journal is needed for copyright permission purposes one click on the link takes the user to that publisher or journal directly.

At present, the CPPs contains links to nearly two-hundred publishers (law, business, and other types) and over seven-hundred journals (law reviews, social science, business, computer science, and other periodicals) around the world. As time passes on, the staff of the library continues to add more links to the site on a weekly basis.

A Note of Caution

The CPPs site is an attempt to make the process of obtaining copyright permission more convenient and efficient. It allows the individual to find out what each publisher or copyright holder requires, expects, and/or will grant. However, it does not provide information or advice about copyright law itself. There are circumstances where permission to copy may not be required because the work in question is in the public domain or because the work is exempted under the Fair Use or other provisions of the U.S. copyright law. Therefore, it is the user’s call to decide whether they must seek permission in the first place.

In addition, the web site can only link to those publishers and journals that have created and made available a web site with copyright permission information. While we have asked publishers to put this information up on their web sites, we cannot compel them to do so. If the publisher that the user wishes to contact is not linked from our web site, they must contact them directly.

Moreover, publishers’ and journals’ copyright permission web pages vary greatly in the level of detail of the information posted. Some publishers, for example, American Bar Association and University Press of Virginia, provide detailed information on their copyright permission guidelines and procedures. Others, like Sage Publications, even go so far as to furnish an electronic form for the user to fill out and send online. However, some other publishers give only sketchy information about their copyright policy or just post contacts. While we do our best to uncover and link to the best place for copyright permission information on a publisher’s or journal’s web site, we sometimes can only identify contact information from a publisher’s or journal’s site. For this reason our site posts a notation “contact information only” next to a publisher or journal to alert you about the limited nature of that particular link.

Help, Please

The CPPs is an evolving web site that is frequently updated with additions and improvements. Thus, we need your help in making our site better and more useful. If you know of a publisher’s or journal’s whose copyright permission information we do not list, please tell us. If you contact a publisher/journal not listed on our site, please ask them to put their copyright information up on their web site and inform us so that we may link to it.

by Habin Hu. Hu is reference librarian at the Professional Center Library, Wake Forest University Winston-Salem, NC. He may be reached at: 1-336-758-6114; fax: 1-336-758-6077; e-mail: habin_hu@law.wfu.edu. For more information on Copyright Corner or to contribute to the column, please contact Lawrence Guthrie at: 1-202-662-6158; fax: 1-202-778-8658; e-mail: lguthrie@cov.com.
Budgeting 101

The association is currently in full-swing with the budgeting processing for FY 1999. It actually began last winter when staff developed program philosophies and financial assumptions for the Board of Directors to review at the 1998 Winter Meeting. Ongoing input from the leadership and membership via strategic plans, surveys, Board actions, and unit reports lead to the development of the 1999 Association Program Plan.

The plan is developed each spring by staff and is submitted to the Board of Directors for approval in June. The plan details the activities of each program within the association. Once the plan is approved by the Board of Directors in June, the 1999 annual budget is developed by staff in July and August. Requests for funding are also solicited at this time from the association units (chapters, divisions, caucuses, and committees). A budget request form is sent July 1 to the presidents, chairs, and treasurers of each unit. The units then have the opportunity to request funds in excess of the annual dues allotment. Each request received is incorporated by staff into the draft budget to be reviewed by the Finance Committee for conformance to association funding guidelines.

A draft budget is submitted to the Finance Committee in September. The Finance Committee reviews the budget for viability within a certain economic framework and makes its recommendation to the full Board of Directors. The draft budget is then submitted to the Board of Directors for final approval in October. The budget is implemented by staff throughout the next fiscal year. The budget is monitored continually through the monthly financial statements, variance analysis, and trend reports. Further, through the independent annual audit the fulfillment of the budget objectives is examined and reviewed.

The annual budget is also utilized as a long-term planning tool. Using the current budget as a base, the staff and leaders are able to identify trends through a five-year historical analysis, five-year financial projections based on economic indicators and strategic objectives, and costs per member statistics based on current levels of service.

As outlined above, the budgeting process is quite comprehensive. Since the budget process for any given year begins at a minimum one to five years prior to implementation, it is imperative that input be given the appropriate length of time for consideration for inclusion as a budget item.

by Richard Wallace, SLA Treasurer. For more information on Money Matters or to contribute to the column, please contact Wallace at: 1-217-421-3283; fax: 1-217-421-2419; e-mail: rewallace@aestaley.com.

As catalogers, we know that we have to keep up with changes in computer technology, we know the impact that the World Wide Web has had on our OPACs, and we know how valuable cataloging courses are for all librarians. Cataloging and Classification emphasizes these points and provides a broad review of the current research in the cataloging profession.

The book is a compilation of essays that are separated into four groups: The Cataloger, The Future of Classification Systems, New Technology and Its Implications, and A Director's Perspective.

The various papers in The Cataloger group deal with education, employment, and cross-training in libraries. The joys and hardships of holistic librarianship, mentioned in Alan Thomas' essay, may be recognized by anyone working in a small library, but may be somewhat new territory for those of us who work in large libraries.

The Future of Classification Systems section provides an interesting and forward-looking vision of cataloging work. C.D. Hurt sees a "problematic and ultimately catastrophic" future for our profession unless we "take classification and subject analysis to a more useable and more sophisticated level."

The papers making up New Technology and Its Implications attempt to create an educational agenda that catalogers should follow. Ling Hwey Jeng states that catalogers "have not expanded their scope of professional reading" and that they need to "go beyond self-defense and accept a certain level of risk." Gillian McCombs finds that "it is safe to say that technical services has pretty much missed the boat as far as exploring innovative use of the Internet." This section is a call to arms for catalogers to take initiative with new technology by means of research and risk-taking changes.

In the final section, A Director's Perspective, Richard Meyer shares a director's view of the cataloger's future. Catalogers should read this book and then encourage librarians from other departments to read it and perhaps see better the position in which catalogers are constantly placed. Catalogers are caught "between the forces of evil and a crumbling societal infrastructure" says Meyer, dramatically, but well. In addition to some illuminating comments on the future of bibliographic control, Meyer provides us with a lesson in library economics.

Shearer and Thomas have compiled a group of papers that promote change by frequently looking to the future of new technology and the effect that it will have on cataloging and classification professionals. I encourage, not only catalogers, but also students, teachers, and all library professionals, to read this informative book.

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by Pamela Colburn Harland, M.L.S. Hartland is web specialist in the Research Department at the Federal Reserve Bank of Boston.


Automated Information Retrieval: Theory and Methods is one of many volumes in the Library and Information Science Series from Academic Press. Its purpose is to describe the development of automated retrieval systems. It accomplishes this purpose with text that is thorough, detailed, and methodical. The book is dry, but not dull, and requires the reader to pay careful attention to the logical progression of theory and systems analysis as it is presented in each chapter. Mathematical models, graphs, and formulas are used throughout the text. This may intimidate readers until they realize that these techniques are merely ways to represent the concepts of systems analysis and information retrieval. The first two authors are from departments of computer and information science and statistics and computer information systems, respectively. The third author is with the National Library of Russia.

Beginning with "Systems and the Systems Approach", the authors begin a building a foundation for looking at automated retrieval systems. This first chapter describes the characteristics of a systems approach, followed by chapters on information needs and information crises. Chapters four and five consider information retrieval systems and languages, while chapters six and seven cover indexing of documents and search requests, with topics such as algorithms, statistical indexing methods, and constructing queries. Storage and access to information are discussed in chapter eight, and chapter nine covers the important issues of control and feedback in information retrieval systems. Chapters ten and eleven cover the evaluation of searches and objects. Chapter twelve looks at new directions in the development of information systems, including artificial intelligence. All chapters have references and most have bibliographic remarks, directing the reader to additional sources of information.

Automated Information Retrieval is not a book to be picked up and digested in one sitting. Complex and theoretical, it requires slow and thoughtful reading in order to grasp the concepts fully. However, for librarians, scholars, and researchers with an interest in information retrieval systems, it presents a thorough and well-organized treatment on the topic. Librarians with an online searching background will be particularly interested in this book and will become increasingly confident with the concepts as they proceed through the volume. It would be a good addition to academic libraries, particularly those supporting information science, mathematics, and computer technology programs, as well as special libraries with collections in these areas.

by Sara Anne Hook, Hook is head librarian, Indiana University School of Dentistry.
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November 5-6, 1998
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SLA Winter Meeting
January 21-23, 1999
San Francisco, CA

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January 24-26, 1999
San Francisco, CA

SLA 90th Annual Conference
June 5-10, 1999
Minneapolis, MN

SLA 91st Annual Conference
June 10-15, 2000
Philadelphia, PA

Global 2000
"The Information Age: Challenges and Opportunities"
October 16-19, 2000
Brighton, England

Other Exhibits Schedule

July

American Association of Law Librarians
http://www.aallnet.org
AALL
July 11-16, 1998
Anaheim, CA

Internet World 98
http://events.internet.com/summe98
Mecklermedia
July 13-17, 1998
Chicago, IL

Church & Synagogue Libraries
http://www.worldaccess.net/cls/conferen.htm
CSLA
July 26-28, 1998
cleveland, OH

August

Information Seeking in Context
http://www.shef.ac.uk/misc/groups/disc/isc/isc2.html
ISIC 98
Sheffield, England

Substance Abuse Librarians and Information Specialists
http://salis.org/98mgl.htm
SALIS
August 14-17, 1998
Los Angeles, CA

International Federation of Library Associations
http://www.ifla.org
IFLA
August 16-21, 1998
Amsterdam, Netherlands

September

International Conference on Geoscience Information
http://earth.agu.org/editor/info98
AGU
September 10-14, 1998
Washington, DC

Association for Global Strategic Information
http://www.infonotics.com/agispage.html
AGSI
September 16-18, 1998
Atlanta, GA

Int'l Association of Aquatic & Marine Science Libraries & Info Centers and the Polar Libraries
http://www.hafro.is/hafro/joint/conf.html
IAMSIL & PLC
September 20-25, 1998
Reykjavik, Iceland

October

Association of Records Managers and Administrators
http://www.arma.org/hq/home.html
ARMA
October 4-7, 1998
Houston, TX

Midwest Regional Law Library
wentz@ums.csd.mu.edu
Law Librarians Association of WI
October 8-10, 1998
Milwaukee, WI

KM Expo '98
http://www.kmexpo.com
KN World
October 13-15, 1998
Chicago, IL

FID (Biennial)
http://www.db.dk/fid/home.uk.htm
FID
October 11-17, 1998
New Delhi, India

Australian Library and Information Association
ALIA
October 25-28, 1998
Adelaide, Australia

ASIS Annual Meeting
http://www.asis.org/Conferences/index.html#am98
ASIS
October 25-29, 1998
Pittsburgh, PA

November

Internet Librarian '98
http://infotoday.com/il98/il98.htm
Information Today
November 1-5, 1998
Montrely, CA

For more information on the events listed above, please contact Manager, Information Resources Center John Latham at: 1-202-234-4700, ext. 659; fax: 1-202-265-9317; e-mail: john@sla.org
Finding the Question
Behind the Question
by Mary Ellen Bates

The art of the reference interview. Sounds boring doesn’t it? Or perhaps it sounds like a lost art, like building a table without nails. But unless we really understand what our clients want, we can’t provide them with professional information services. It is possible that the ability to conduct a good reference interview cannot be taught and can only learned through experience, but there are some pointers that help librarians hone their skills. Remember, the time you invest in the reference interview is time you don’t spend later re-doing your work when you finally figure out what your client really wanted.

Librarians at Work: Are We as Satisfied as Other Workers?
by Johann van Reenen

Do librarians have a positive outlook on work, workplace conditions, and workstyle changes? For almost three decades, libraries have experienced rapid change, first in behind-the-scenes technical processes, then gradually everywhere. These changes provided enhanced services to our customers and new opportunities for library workers. Did they make us happier workers, or at least as happy as the general American worker? Many job satisfaction surveys have been reported and analyzed in the library literature. See how librarians answered questions about their professional satisfaction in a survey administered during various professional conferences.

Creating an Online Client Information Database
by Janice Eifrig and Carol Roberts

An internally developed automated tracking system was used to track, store, and report metrics on reference transactions at Digital Equipment Corporation. When a new operating system was installed at the organization, the tracking system became unreliable. As a result, the Info Research Group needed to quickly replace this system with an automated system that would meet their needs. The breakthrough came in adapting a third party help desk software to produce an online client information database that came to be known as the Client Information Center.

Trouver la question derrière la question
par Mary Ellen Bates

L’art de l’interview préliminaire. A-t-il une valeur? Ou peut-être est-ce une art perdue, tel assembler une table sans clous. Mais si nous ne comprenons pas exactement ce que veulent nos clients, nous ne sommes pas en mesure de leur fournir des services d’information professionnels. Il est possible que l’art de conduire une bonne interview préliminaire ne puisse être enseigné et qu’il ne puisse être acquis que par l’expérience. Mais quelques conseils pratiques aideront les bibliothécaires à perfectionner leurs talents. Rappelez-vous que le temps investi dans l’interview préliminaire est du temps que vous n’aurez pas à passer référant votre travail plus tard quand vous aurez finalement compris ce que vos clients voulaient exactement.

Les bibliothécaires au travail : Sommes-nous aussi satisfaits que les autres travailleurs ?
par Johann van Reenen

Est-ce que les bibliothécaires ont une image positive du travail, des conditions de travail et des changements dans le mode de travail? Au cours de ces trois dernières décennies, les bibliothèques ont connu des changements rapides, d’abord dans les coulisses pour les processus techniques, puis graduellement partout. Ces changements ont permis une meilleure prestation de services aux clients et ils ont procuré de nouvelles opportunités au personnel de la bibliothèque. Est-ce qu’ils nous ont rendu, nous les travailleurs, plus contents ou du moins aussi contents que les travailleurs en général? La plupart des sondages sur la satisfaction professionnelle ont été réalisés dans des bibliothèques. Voyons comment les bibliothécaires répondent aux questions sur leur satisfaction professionnelle dans un sondage administré lors de différents congrès de la profession.

Cree une base de données client en ligne
par Janice Eifrig et Carol Roberts

Digital Equipment Corporation utilisait un système automatisé de poursuite des données labor intérieurement pour effacer le stivage, le stockage et la mémoire logique des tâches sur les mouvements dans le secteur. Mais après la mise en place d’un nouveau système d’exploitation dans l’organisation, le système de poursuite des données n’était plus fiable. Par conséquent, le groupe de recherche documentaire a dû remplacer rapidement ce système par un système automatisé qui satisferait les besoins de la société. La personne de production a accédé à partir de l’architecture, et une autre compagnie pour le groupe d’assistance a adapté le système de production une base de données en ligne sur la clientèle, et cette base de données est maintenant connue sous le nom de l’information client (Client Information Center).
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