

USACE Library  
Program  
Annual Report  
FY98

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# USACE Library Program Annual Report for FY98

## Library Program Manager's Message:

Today's Corps of Engineers is a multi-disciplinary force with expanded roles and an increasingly complex mission. With this growing diversity comes the driving need for concise, relevant, and timely information to address intricate problems and to influence major decisions. Within the Corps of Engineers, the efficient transfer of information from source to user rests in the hands of the professional librarians. These library professionals work closely with employees to provide fast, pertinent information to advance the mission of the Corps of Engineers.

The challenges of the USACE Library Program today are many. As the year 2000 approaches, the world of libraries and librarians is undergoing profound change. Rising costs, inadequate budgets, service cutbacks, manpower cuts and library closings are all realities within the U.S. Army Corps of Engineers today. Paralleling this trend are several other significant factors: (1) libraries are turning to automation to organize, store, access, retrieve, and distribute the world's ever-expanding information; (2) library users have been introduced to electronic access to information, and their library service expectations continue to rise; (3) the growth in the volume of information and the cost of that information are most definitely outpacing the staff and budgetary resources of libraries; and (4) libraries must also be able to adapt to rapid changes/advances in information technology very quickly. In short, changes in the role, priorities, staffing and funding of libraries, technological advances, and changes in library customer expectations have altered some of our basic assumptions about libraries. Furthermore, the National Performance Review<sup>1</sup>, USACE Vision<sup>2</sup>, and CORPSPLUS Master Strategy<sup>3</sup> with its goals of revolutionizing effectiveness, seeking growth opportunities, and investing in people offer the USACE Library Program an opportunity to reassess its basic approach to business and its role within the Corps of Engineers.

Plans were in place to re-engineer the USACE Library Program during FY98, making it a more efficient and effective service organization. However, funding for this project was not realized. We are hopeful that in FY99 we will be able to establish Virtual Libraries and Regional Information Centers for the Corps of Engineers. These re-engineered libraries will provide further efficiencies to the Corps and will increase the current return on investment of 2.97. Regardless of how you look at it, well-run libraries and professionals who know how to use them can save the Corps of Engineers a significant amount of money. The bottom line is that libraries remain a sound investment in the future of the U.S. Army Corps of Engineers because they can fulfill specific needs and satisfy certain requirements better and less expensively than any other alternative. Libraries add value and help achieve organizational goals by facilitating increased productivity and improving the quality of the work of the engineers and scientists.

Carol McMillin  
USACE Library Program Manager

## Our Mission:

*“To retrieve and disseminate information, as well as to provide access to information resources and services with a firm commitment to delivering the right information at the right price in the right format to the right people at the right time.”*

## Our Vision:

The U.S. Army Corps of Engineers’ vision statement depicts the organization as, “The world’s premier engineering organization. Trained and ready to provide support anytime, anyplace. A full spectrum Engineer Force of high quality, dedicated soldiers and civilians:

- \* A vital part of the Army;
- \* The Engineer team of choice - responding to our Nation’s needs in peace and war;
- \* A values-based organization - Respected, Responsive, and Reliable.”

*The USACE Library Program plays a vital role in helping the Corps achieve, not only its mission, but its vision as well, by:*

*\* Being the leading information navigator and supplier for the Corps of Engineers by providing equal and effective library/information services to all Corps of Engineers employees.*

*\*Further developing a service-driven, customer-focused culture.*

*\*Ensure a sound return on investment by increasing the productivity of users in their data-gathering efforts and reducing overall costs to the organization.*

*\*Existing as a virtual service, using electronic media to allow information to be sought wherever it exists and used immediately by local or remote customers; to provide real-time information as a valuable competitive tool.*

## Corps Plus Strategy

The CORPS PLUS Strategy is designed to provide:

- \*Better service to the Army and nation in traditional Corps mission areas and
- \*Enhanced service through an expanded Corps role in strategically targeted Army military and civil mission areas.

The CORPS PLUS Strategy has three goals and seven sub-strategies:

**\*Revolutionize Effectiveness:** Dramatic improvement in performance and customer satisfaction will be achieved through best business practices, bold process reengineering, and innovative use of technology.

**\*Align for Success**

**\*Satisfy the Customer**

**\*Build Team**

**\*Seek Growth Opportunities:** Growth will be strategically targeted to meet emerging Army and national needs, sustain and enhance core competencies, and maintain full-spectrum capabilities critical to the Army.

**\*Serve the Army**

**\*Enhance Capabilities**

**\*Invest in People:** Enlightened leadership and a talented productive, and diverse work force will enable the Corps to enhance its value to the Army and the Nation.

**\*Build Strategic Commitment**

**\*Reshape Culture**

## Our Goals

*The USACE Library Program has developed several goals which are designed to help the Library Program attain its vision and support the mission and vision of the Corps.*

- \* Focus on customer-valued service.*
- \* Improve remote access to information.*
- \* Promote resource sharing within the USACE Library Network.*
- \* Support professional staff at all locations.*
- \* Ensure accountability of library property.*
- \* Maintain integrity of information.*
- \* Increase outreach activity.*
- \* Improve planning and business processes.*

## Our Contributions to the Corps:

- \* Trained Information Professionals
- \* World-Wide Information Access
- \* Value-Added Information Service
- \* Modern Information Technology
- \* Repository of Corps Publications

## Professional Library Services Offered by USACE Libraries:

- \* Information Search and Retrieval
  - Value-Added Online Database Searches
  - Value-Added Internet Resource Searches
  - Reference Services
  - In-depth Research
  - Bibliographies On Demand
- \*Current Awareness
  - Electronic Alert Services
  - Journal Routing
  - Recent Acquisitions Lists
  - Internet Homepage
- \*Maximize Use of Limited Resources
  - Interlibrary Loan Services
  - Buying “Smartly” for Library Collection
  - Obtaining Customer-Requested Materials from Outside Resources “Just in Time”
  - Maintaining Exchange Agreements for Technology Transfer
- \*Cost-Effective Management of Resources
  - Shared Access to Library Materials
  - Electronic Access to Corporate Database of USACE Library-Owned Materials
  - Workstation Access to World-Wide Resources Through Innovative Technologies
  - Property Accountability

# USACE Library Program Vision 2000

By the year 2000, it is envisioned that the following will have been achieved:

## Getting Back To Basics

1. The USACE Library Program will have been accepted as the leading information navigator and supplier for all the engineers and scientists within the Corps of Engineers by meeting the needs of the engineers, scientists, researchers, i.e., our customers; and by delivering the information they need, in the time frame they require, for a reasonable price, and in the format they request.

2. The USACE Library Program will have identified consolidated reository libraries to archive all Corps-produced reports.

3. The USACE Library Program will expand resource sharing to include cooperative collection development offering the most value using limited budgets.

## Cutting Red Tape

4. The USACE Library Program will have identified centers of library expertise that will be available to provide full library services to other Corps sites on a cost reimbursable basis.

5. The USACE Library Program will have consolidated its acquisitions and cataloging processes.

## Putting Customers First

6. The USACE Library Program will have calculated its annual return on investment and will target an increase to this ration each year.

7. The USACE Library Program will have effective measurement techniques in place, including surveying techniques, to ensure customer satisfaction and cost effectiveness are achieved.

## Empowering Employees to Give Their Best to Produce High Quality Results, and Powering Down Decision Making to the Lowest Level to Empower Teams and Communities to Solve Their Own Problems

8. The USACE Library Program will benchmark and have effective quality assurance measures in place to establish and identify model libraries and practices.

## USACE Libraries Accomplishments in FY98

Database Searches Conducted for Customers (including Internet)	45,412
Reference Questions Answered Requiring < 10 Minutes of Work	63,221
Reference Questions Answered Requiring > 10 Minutes of Work	20,397
Interlibrary Loans as Borrower	7,764
Interlibrary Loans as Lender	9,683
Documents Ordered for Customers	5,178
Items Ordered for Library Collections	3,508
Items Cataloged Into Corporate Database	22,674
Current Awareness — Number of Alert Services Used by Customers	15,509
Items Circulated to Customers From the Collections	49,730
Items Checked Out to Customers On Long-Term Loans	73,417
Journal Subscriptions Maintained	9,309
Journal Issues Routed to Customers	62,764

\* Statistics not received for the following libraries:  
 Detroit, Jacksonville, Los Angeles, Memphis, New York, Pittsburgh, and Tulsa.

## Library Services and Their Value to Customers

<b>Library Service and Estimated Value to Customers</b>	<b>Number of Library Services</b>	<b>Total Value of Library Service</b>
Literature searching — online database searching (excluding Internet) *Valued at \$272.00 per search.	10,448	2,841,856
Interlibrary loans borrowed for a customer. *Valued at \$138.00 per loan.	7,764	1,071,432
Journals routed to customers. *Valued at \$57.31 per journal routed.	62,764	3,597,005
Items circulated to a customer from the collection. *Valued at \$51.49 per item loaned.	49,730	2,560,598
Reference questions answered for customers. Answers required <10 minutes of research. *Valued at \$7.50 each.	63,221	474,158
Reference questions answered for customers. Answers required > 10 minutes of research. *Valued at \$45.00 each.	20,397	917,865
Number of items ordered specifically for a customers. *Valued at \$30.57 each.	5,178	158,291
Number of article reprints purchased for customers. *Valued at \$138.00 per reprint.	2,235	308,430
Number of photocopies made for customers. *Valued at \$29.27 per article.	8,143	238,346
Use of CD-ROM workstations by customers. *Valued at \$16.67 per session.	8,212	136,894
Use of card catalog by customers. *Valued at \$17.00 per session.	14,632	248,744
Number of current awareness alert services used by customers. *Valued at \$56.90 each.	15,509	882,462
<b>Total Value for Library Services</b>		<b>13,436,081</b>

\* Values derived from study cited in: Griffiths, Jose' Marie, and King, Donald: "Special Libraries: Increasing the

## Return on Investment for USACE Libraries FY98

Library Budgets	Library Value	Return on Investment
\$6,961,124.00	\$13,436,081.00	1.93

### Additional Library Program Accomplishments in FY98

- \* Conducted a Joint Workshop with Navy Libraries in Washington, D.C. in Sep 97 on "Strategic Budgeting."
- \* Automated the Program Statistics Reporting and Compiling Through the USACE Intranet.
- \* Maintained and Improved Website for Library Program.
- \* Wrote Proposal to Re-Engineer the Library Program Moving to a Regional/Virtual Library Environment.
- \* Created a Process Action Team to make recommendations to the Board of USACE Directors on the Virtual Library Proposal.
- \* Briefed the Virtual Team 4 on the Virtual Library Proposal in Mar 97.
- \* Prepared briefing for the USACE Board of Directors on the Virtual Library Proposal.
- \* Wrote New Business Plan for Program for FY99.
- \* Promoted the SLA Competencies for Librarians for the 21<sup>st</sup> Century.

## Library Expenditures per Engineer and Scientist

Library Budgets FY98	USACE Engineers and Scientists	FY98 Average Library Expenditure per Engineer and Scientist in the USACE	1993 Average Library Expenditure per Professional in Library Study **
\$5,150,693	11,472	\$449.00	\$1,700.00

\*\* Study cited in: Griffiths, Jose'Marie, and King, Donald: "Special Libraries: Increasing the Information Edge," New York, Special Libraries Association, 1993.

## USACE Library Program Corporate Memory Bank

The USACE Library Program has a Collective Corporate Memory of 863 years with the Corps of Engineers. The Library Program knows and understands the work of the U.S. Army Corps of Engineers.

# USACE Library Program Manpower

As of 30 Sep 98

## **\*Manpower Summaries:**

USACE Employees: Approximately 38,000

USACE Engineers and Scientists: Approximately 14,000

USACE Library Program Employees (including government and contract employees)

USACE Librarians only (including government and contract employees)

## **The Ratio of Library Staff to Customers:**

All Library Program Staffing to all USACE Employees:

All Library Program Staffing to all Engineers and Scientists:

Librarians (only) to all USACE Employees:

Librarians (only) to all Engineers and Scientists:

## **Comparisons:**

### **Association of Research Libraries**

Librarians to All Students and Faculty: 1 to 245

### **Special Library Association Standards**

Library Staff to Professionals: 1 to 166 or 1 to 142

For comparison, the ration of professional library staff to students and faculty of 100 major academic research libraries (Association of Research Libraries, ARL) is 1 professional librarian to 245 clients. The USACE figures are slightly below this standard with professional library staff members (librarians only) to serve 14,000 engineers and scientists throughout the USACE, a ratio of 1 to

In a recent survey conducted by library professionals and published by the Special Libraries Association, the investigators concluded that a library staff (librarians, technicians, information specialists, other) of 30 to 35 is required to serve 5,000 professionals (such as engineers and scientists). This is a ratio of 1 to 166 or 1 to 142. This figure was derived from 27 independent studies performed with 16 companies and 7 government agencies, and included 4 national surveys of professionals (more than 10,000 statistical survey responses came from scientists, engineers, lawyers, management, and other professionals). Using this standard, the USACE should have a ration of to library staff members to serve the 14,000 professional engineers and scientists it employs; it currently has 85 staff members (including librarians, technicians, contractors, and others) to serve their primary customers, the engineers and scientists, a ratio of 1 to . The USACE Library Program also has the additional challenge of being geographically dispersed, while most libraries in this survey were not.

## **Facts About USACE Library Program:**

Within the USACE Library Program there are 4 distinct categories of libraries:

**Libraries:** Fully staffed; managed by a professional librarian (GS-1410 series); provides full services to local customers. There are 27 libraries within the Program today.

**Satellite Libraries:** Not fully staffed; no professional librarian on staff; provides only limited services to local customers, must rely on one of the COE Service Centers for in-depth reference service, interlibrary loans, cataloging, acquisitions, collection development, current awareness, document delivery, etc. There are 9 satellite libraries within the Program today.

**Library Service Centers:** Fully staffed; managed by a professional librarian (GS-1410 series); provides full service to local customers; provides service to other Corps libraries on a cost-reimbursable basis. There are 4 libraries willing to serve as a Library Service Center today.

**Government Owned Contract Operated Libraries:** Fully staffed by non-government employees; managed by a professional librarian (GS-1410 series qualified); provides full services to local customers only, with the exception of property accountability. The CIM at these locations will be responsible for property accountability. There are 6 GOCO libraries within the Program today.

### **Career Program 34, Track 21 "Librarians"**

Government employed librarians are in the professional job series # 1410. A Masters Degree in Library Science is required for entry level. There are currently 45 librarians in the USACE Library Program. Librarians are part of the Information Management Career Program 34; they make up Track 21.

## Appendix A

### Study on the Value of Libraries

The 1993 report, "Special Libraries: Increasing the Information Edge," presents accumulated evidence of the usefulness, value, and impact of information, and of the contribution libraries make to their parent organization. The evidence was derived from 27 independent studies performed with 16 companies and 7 government agencies. It included 4 national surveys of professionals representing more than 10,000 statistical survey responses from scientists, engineers, lawyers, management, and other professionals. The study shows that professionals who use information extensively and effectively are more successful than those who do not. Increased productivity and improved quality are among the benefits gained. Furthermore, substantially greater benefits are achieved from information provided through organization libraries. The following quoted information comes from this report:

"On average professionals spend 56 percent of their time communicating. One important role of libraries is to help reduce this communication time so professionals can spend more time making decisions, conducting research, etc. Another role is to ensure that the time devoted to communication activities is spent as efficiently and effectively as possible. Libraries provide better information, faster and less expensively than any other alternative. By satisfying the key information needs of professionals, libraries help increase the productivity, quality, and timeliness of their work, and in the aggregate, the performance of their parent organizations.

"Information is a library's principal product. A sampling of key results demonstrating the usefulness, value and impact of this information includes:

- \* Professionals report substantial savings as a result of reading; average savings are nearly \$500 per reading of journals, books, and internal reports. These savings, relative to the cost of acquiring and using information, yield return-on-investment ratios of about 10.2 to 1.

- \* Strong evidence exists of other beneficial consequences of reading, including increased productivity, higher quality of work, and improved timeliness of work.

- \* Achievers recognized through awards, etc. read much more on the average than the non-achievers.

- \* Professionals' time is a scarce resource. The total time spent acquiring and reading documents is 288 hours or about \$11,520 per professional.

- \* Reading is performed for many purposes. Most reading (60 percent) is directly associated with primary work activities (research, management, etc.). Other purposes are writing,

advising and consulting, current awareness, and professional development.

“Professionals use their organization libraries an average of 59 times per year. The average annual cost to organizations for current library services is \$1,700 per professional — \$610 to operate the library and \$1,090 in professionals’ time to acquire the library-provided information. Evidence of the return on this investment includes:

\* If there were no organization library, it would cost organizations about \$5,010 per professional to obtain the library-provided information absolutely required by professionals, or 2.9 times more than it now costs.

\*Furthermore, accounting for potential “lost benefits” it could cost about 7.2 times more not to have a library than it does to have one.

\*Professionals currently pay about \$5,190 in terms of the time they spend acquiring and using library-provided information. The ratio (or the “price users are willing to pay” for library-provided information) to library operating costs is about 8.5 to 1 in the organizations studied.

“Libraries help achieve organization goals by increasing productivity:

\* Time and/or other expenditures are saved in more than one-third of professionals’ uses of the library.

\* Time and/or other expenditures are saved in about 41 percent of readings of library-provided documents.

\*Five indicators of user productivity are positively correlated with the amount of library use:

- Formal Reports
- Consultation/Advice
- Formal Presentations
- Proposals and Plans
- Formal Publications

\*Five industry-wide studies conducted by others show a positive correlation between information-related expenditures and profit and/or productivity.

“Libraries help organizations perform work with greater quality:

\*Professionals indicate that nearly 40 percent of their uses of the library are absolutely essential to their work.

\*Professionals indicate that nearly 60 percent of their uses of the library result in improved

quality of work.

\*Professionals indicate that 57 percent of readings from library-provided documents result in improved quality of work.

\*Professionals whose work has been recognized through awards, etc., use libraries more than their non-award winning colleagues.

“Libraries help organizations speed products from discovery to the marketplace:

\*Across all activities affecting product lead time, about 38 percent of library uses help professionals perform work faster.

\*About 31 percent of readings of library-provided documents lead to completing work faster.

“Abundant evidence provided in this report and others suggests that information and library resources should be supported sufficiently to help professionals and their parent organizations maximize their information edge. Information Edge is the relative gain that can be accomplished through effective use of information by individuals, their organizations, and their countries. This edge can be increased by acquiring accurate and meaningful information in the right dose, when needed and at a reasonable price. Organization libraries and information centers provide specific types of information and information service. Their value is that they can fulfill specific needs and satisfy certain requirements better and less expensively than any other alternative. In so doing, they help increase the information edge of their users. Decisions regarding information and library resources should be made in light of consequences to the entire organization.”<sup>1</sup>

Regardless of how one looks at it, a well-run library and professionals who know how to use it can save the Corps of Engineers a significant amount of money.

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<sup>1</sup> Used with permission of author.

## Appendix B

# Competencies for Special Librarians for the 21st Century

Written by the Special Libraries Association, May 1996  
Adopted by the USACE Library Program, November 1996

Competencies have been defined as the interplay of knowledge, understanding, skills and attitudes required to do a job effectively from the point of view of both the performer and the observer (Murphy 1991). The unique competencies of the special librarian include in-depth knowledge of print and electronic information resources in specialized subject areas and the design and management of information services that meet the strategic information needs of the individual or group being served. In personal career development terms, competencies can also be thought of as flexible knowledge and skills that allow the special librarian to function in a variety of environments and to produce a continuum of value-added, customized information services that cannot be easily duplicated by others.

### A. Professional Competencies

#### **1. Expert knowledge of the content of information resources, including the ability to critically evaluate and filter them.**

Practical examples: Evaluated print, CD-ROM and online versions of databases. Knows “the best” textbooks, journals and electronic resources in specific areas such as biology, marketing or accounting. Evaluates and selects key information resources, print and electric for a small research center. Sets up a desktop news wire service for a petrochemical company. Controls the over supply of information by selecting what is relevant and usable for the customer. Uses strategic thinking to perform information selection and analysis that meets specific organizational goals.

#### **2. Specialized subject knowledge appropriate to the business of the organization or client.**

Practical examples: Many special librarians have subject degrees at the undergraduate and postgraduate levels. Librarians frequently take additional courses in finance, management or other subjects related to their host organization. Maintains a view of the organization’s business by reading core journals and other key sources. This enables the development of in-depth, subject specialty information services, including current awareness.

#### **3. Develops and manages convenient, accessible and cost-effective information**

**services that are aligned with the strategic directions of the organization.**

Practical examples: Develops a strategic plan linked to the business goals of the organization. Sets up effective management, supervision and budget processes. Builds an effective staff team to manage information services. Conducts intermediary searches for complex, difficult or multifoil searches. Obtains documents in print or electronic form. Builds a core in-house library collection. Analyzes and synthesizes information as required. Develops specialized thesauri and lists of indexing terms for databases.

**4. Provides instruction and support for library and information service users.**

Practical examples: Teaches Internet courses for employees. Develops specialized end user searching courses on information resources related to current business goals. Keeps up-to-date with latest training and instructional techniques. Provides trouble-shooting service for employees who are accessing information services from the desktop. Provides online reference and assistance.

**5. Assesses information needs and designs and markets value-added information services and products to meet identified needs.**

Practical examples: Conducts regular needs assessments using research tools such as questionnaires, focus groups and key informant interviews. Reports the results to management and demonstrates the relationship between needs and services provided. Identifies and meets information needs by becoming a member of project teams. Contributes unique or unusual needs assessment findings to the professional literature.

**6. Ability to understand and use appropriate information technology to acquire, organize and disseminate information.**

Practical examples: Creates an online catalog of the library collection. Links catalog searching to a document delivery service. Works with the information management team to select appropriate software and hardware for desktop access to the library catalog and other databases. Provides a support service for electronic information service users. Keeps up-to-date with new electronic information products and modes of information delivery.

**7. Ability to understand and use appropriate business and management approaches in to communicate the importance of information services to senior management.**

Practical examples: Develops a business plan for the library. Calculates a return on investment for the library and its services. Develops a marketing plan for the library. Conducts a bench marking study. Reports to management on continuous quality improvement efforts. Demonstrates how library and information services add value to the organization. Acts as a resource for the organization on quality management, including ISO 9000 certification.

**8. Develops specialized information products for use inside or outside the organization or by individual clients.**

Practical examples: Creates databases of in-house documents such as reports, technical manuals or resource materials used for special projects. Creates searchable full-text document files. Mounts online technical manuals created in-house. Creates a home page on the World Wide Web for the organization. Links the home page to other sites of interest on the Internet. Participates in knowledge management activities that create, capture, exchange, use and communicate the organization's "intellectual capital" (Remeikis, 1996).

**9. Evaluates the outcomes of information use and conducts research related to the solution of information management problems.**

Practical examples: Gathers data related to needs assessment, program planning and evaluation. Develops measures of frequency of use of services, customer satisfaction and impact of information on organizational decision-making. Actively seeks opportunities for improvement and strives to be the best-in-class on key services such as current awareness, reference and resource sharing. Participates in research projects.

**10. Continually improves information services in response to the changing needs.**

Practical examples: Monitors industry trends and disseminates information to key people in the organization or to individual clients. Refocuses information services on new business needs. Uses just-in-time document delivery to retain maximum flexibility. Monitors purchases of information products by departments to ensure that they are cost effective and aligned with current business needs.

**11. Is an effective member of the senior management team and a consultant to the organization on information issues.**

Practical examples: Participates in strategic planning in the organization. Participates in bench marking or re-engineering teams. Informs management on copyright issues and monitors compliance with copyright law. Negotiates contracts with database vendors. Obtains patent information. Develops information policies for the organization.

**B. Personal Competencies**

**1. Commitment to service excellence.**

Practical examples: Seeks out performance feedback and uses it for continuous improvement. Conducts regular user surveys. Asks library users if they found what they were looking for. Celebrates own success and that of others. Takes pride in a job well done. Shares new knowledge with others at conferences and in the professional library literature. Uses the

research knowledge base of special librarianship as a resource for improving services.

**2. Seeks out challenges and sees new opportunities both inside and outside the library.**

Practical examples: Takes on new roles in the organization that require an information leader. Uses library-based knowledge and skills to solve a variety of information problems in a wide range of settings, both for individuals or for organizations. Does not limit the library collection or the information search to traditional media such as books and journals.

**3. Ability to see the big picture.**

Practical examples: Recognizes that information-seeking and use is part of the creative process for individuals and for organizations. Sees the library and its information services as part of the bigger process of making informed decisions. Monitors major business trends and world events. Anticipates trends and pro-actively realigns library and information services to take advantage of them.

**4. Looks for partnerships and alliances.**

Practical examples: Seeks alliances with management information systems (MIS) professionals to optimize complementary knowledge and skills. Provides leadership on the information management team. Forms partnerships with other libraries or information services inside or outside the organization to optimize resource sharing. Seeks alliances with database vendors and other information providers to improve products and services. Seeks alliances with researchers in faculties of library and information studies to conduct research.

**5. Creates an environment of mutual respect and trust.**

Practical examples: Treats others with respect and expects to be treated with respect in return. Knows own strengths and the complementary strengths of others. Delivers on time and on target and expects others to do the same. Creates a problem-solving environment in which everyone's contribution is valued and acknowledged.

**6. Develops effective communications skills.**

Practical examples: Listens first and coaches staff and others to develop their own solutions. Supports and participates in mentorship programs and succession planning. Runs meetings effectively. Presents ideas clearly and enthusiastically. Writes clear and understandable text. Requests feedback on communications skills and uses it to make improvements.

**7. Develops the ability to work well with others in a team.**

Practical examples: Learns about the wisdom of teams and seeks out opportunities for team participation. Takes on responsibility in teams both inside and outside the library. Mentors other team members. Asks for mentoring from others when it is needed. Constantly looks for ways to enhance own performance and that of others through formal and informal learning opportunities.

**8. Provides leadership.**

Practical examples: Learns about and cultivates the qualities of a good leader and knows when to exercise leadership. Can share leadership with others or allow others to take the leadership role. Exercises leadership within the library and as a member of other teams or units within the organization. Acknowledges the contribution of all members of the team.

**9. Plans, prioritizes and focuses on what is critical.**

Practical examples: Recognizes that in order to use resources most effectively, that ongoing, careful planning is required. Develops an approach to planning and time management that incorporates personal and professional goals. Reviews goals on a regular basis, prioritizes them and makes sure that an appropriate proportion of daily activities are related to the most critical personal and professional goals. Mentors others to do the same.

**10. Committed to lifelong learning and personal career planning.**

Practical examples: Committed to a career that involves ongoing learning and knowledge development. Takes personal responsibility for long-term career planning and seeks opportunities for learning and enrichment. Advocates for an approach that encourages and supports ongoing knowledge development and that values the contribution of people. Maintains a strong sense of self-worth based on the achievement of a balanced set of evolving personal and professional goals.

**11. Develops personal business skills and creates new opportunities.**

Practical examples: Recognizes that, in the changing world of work, entrepreneurship and the ability to function as a small business professional are essential skills. Seeks out opportunities to develop these skills. Willing to take employment in a variety of forms including full-time, contract and project work. Uses the entrepreneurial spirit in the organizational environment to revitalize products and services.

**12. Recognizes the value of professional networking and solidarity.**

Practical examples: Active in SLA and other professional associations. Uses these opportunities to share knowledge and skills, to bench mark against other information service providers and to form partnerships and alliances. Recognizes the need for a forum where information professionals can communicate with each other and speak with one voice on important information policy issues, such as copyright and the global information infrastructure.

### **13. Flexible and positive in a time of continuing change.**

Practical examples: Willing to take on different responsibilities at different points in time and to respond to changing needs. Maintains a positive attitude and helps others to do the same. Never says it cannot be done. Looks for solutions. Helps others to develop their new ideas by providing appropriate information. Always on the lookout for new ideas. Sees and uses technology as an enabler of new information ideas, products and services.

These are the competencies of special librarians for the 21st century. They have their roots in the past, but they reach far into the future. Special librarians recognize the expanding nature of the challenges that face them in the information age and the range of competencies that are required to meet them. The opportunities presented by these challenges must be seized and acted upon today in order to ensure that special librarians have a viable tomorrow.