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ABSTRACT

        This document presents the procedures to be followed
by all personnel participating in the cost study of the order and
standard loan functions of the University of California libraries
which began on January 11, 1971. The tasks and quantities to be
measured are defined. (Other documents on this program are: LI 003641
and 003642.) (Author)

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LIBRARY SYSTEMS DEVELOPMENT PROGRAM

BACKGROUND FOR THE

COST ANALYSIS

OF THE

ORDER & STANDARD LOAN

LIBRARY OPERATIONS

18 December 1970

LSD 70-60

CONTENTS

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WHAT DOES IT COST NOW?

SANTA BARBARA, CALIFORNIA 93106

I. OBJECTIVES OF THE STUDY

This Cost Study is part of an effort originally re-
quested by the University of California President's Office
in prepcration for establishing the feasability of a
major University-Wide Library Systems Development Program
(see document LSD 70-18). It has been unanimously en-
dorsed by the UC Library Council on the recommendation
of the Program Review Committee (a body established by
the Library Council to monitor the Program and to estab-
lish policies and priorities).

The development of new Library Systems which will
make a much greater use of computers is a very costly
process - the total investment over the next decade may
run as high as twenty million dollars. Before asking
for such funding commitments from the State of Califor-
nia, the University would like to assure itself that
such a program is financially sound - that in fact, an
investment now eventually will be paid back through the
libraries' abilities to abosrb greater work loads with
relatively smaller increases in operating budgets. In
order to establish the ability of mechanization to sig-
nificantly increase productivity, the University Libraries
must first measure the productivity of existing manual
systems.

Preliminary studies to date have suggested that
half of the operating economies which may be possible
through the increased use of computers can be realized
in the Order and Standard Loan Subsystems alone. The
University Libraries have given these two Subsystems
the highest priority for implementation. For these rea-
sons and because we would like to minimize the disrup-
tion of library operat'ons which a University-Wide Cost
Study is bound to cause, we are limiting the study to
these two areas.

The data obtained from this study will be used
in the final Feasability Phase Report to be submitted
to the UC President's Office on 1 April 1971. The
analysis of the data will be used to predict the mag-
nitude of the increase in productivity of our library
operations which can be expected to follow the intro-
duction of mechanized procedures. In addition, some
libraries may find that they can make immediate use of
the data in their efforts to better understand and stream-
line their operations.

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Naturally, for the study to be meaningful, every
participant must make an honest effort to keep track
of how he actually spends his time. No one must speed
up to "look good" (an abnormally high production te
might suggest that a department could absorb an i eased
work load without the needed additional staff!). And,
no one should slo; down in order to emphasize their
currently understaffed conditions (exorbitant unit pro-
duction costs might imply an inefficient operation).
The same comments must be made about measured quan-
tities as well. We do not want to distort or exagger-
ate any of the data intentionally. On the other hand,
we do not want anyone to fabricate results just to
make sure that the data "looks reasonable". In this
regard, the individual actually doing the work should,
in some way, be involved in recording the amount of
time he spends on various tasks. Although we have not
rigidly prescribed the precise nature of this involve-
ment, and we recognize that it will vary from one sit-
uation to another, it is expected that every individual
throughout the University Library System who performs
work in connection with the Order or Standard Loan func-
tions will have an opportunity to verify that the data
recorded for him is reasonable.

We recognize that some jobs are so complex that
it would be difficult to measure the actual time spent
on a number of tasks being performed simultaneously and
that some less accurate form of estimating will be re-
quired. Measuring one group and assuming a similar
group, say branch libraries, spend their time in an
identical way is not acceptable. We want actual mea-
surements made for every part of the UC Library Systems
where Order or Standard Loan activities occur. Every
library is unique and we have no way of knowing in ad-
vance which ones would represent exceptions to a typical
pattern, even if that could be established.

While we would ideally like to have actual measure-
ments, we recognize that there will be a good many sit-
uations where people will need to provide estimates of
the amount of time spent on several tasks. We do not
expect anyone to spend an inordinate amount of time on
this study (it is not a time and motion study). We
would expect that an effort would be made to be reasonably
accurate. Supervisors are expected to insure that the
time and quantity data reported for their group are
accurate to within 25% of the true values. This tolerance is
an upper bound for difficult to measure tasks. We expect a
much better estimate on tasks less difficult to measure.

II. DATA COLLECTION PROCEDURES

On January 11, 1971 all personnel involved in Order and Standard Loan activities throughout the UC Library System will start recording the amount of time they spend on each of the Standard Tasks and will measure the quantity of work connected with those tasks. An estimated 3000 Library employees working in many different departments such as Acquisitions, Circulation, Serials, Reference, etc. or Branch Libraries will participate. The process of measuring costs is scheduled to be completed by Sunday, 21 February 1971.

Every participant in this study will be assigned an Employee Number by the Systems Staff in the Library to show in which department each person works. The Library Systems Staff will provide pay classifications and the number of hours each person is scheduled to work each week. This data will be provided only once unless there is some change in status so that most people will be concerned only with keeping track of how they spend their time and how many of the measured quantities they handle.

In addition to the tasks which are directly concerned with the Order and Standard Loan activities certain related supportive activities and time spent in any of the overhead categories listed on page 12 & 13 are to be recorded.

Since the functions covered by the two Subsystems for which cost data is being sought are narrowly defined, many of the people participating in this study will be spending significant amounts of their time on activities covered by other Subsystems. Time spent on activities which are outside the scope of this current study is to be recorded under the Task numbered 0000 so that each persons time adds up to their budgeted time for the week. If you spend more than one hour on an excluded activity, include a few words of explanation on the back of your time sheet.

The list of all Subsystems defined for the UC Libraries presented on the back cover of this document should help you determine whether a particular category of work is to be included in the study or not. As a general rule, if you spend more than one hour per week on a task which you are not sure should be counted as part of Order or Standard Loan, check with your Supervisor who may in turn want to check with the Systems Staff at your Library. The functions of the Subsystems and Modules are more completely defined in the Systems Definition Document (LSD 70-21) which is available from your Library Systems Staff.

The list of tasks and measured quantities presented here is the product of an effort spanning more than a year and involving Library Systems personnel and working level Librarians at every Campus. There were at least three previous versions. Still, we know that it is not perfect. Not all of the Tasks are of equal importance nor have we included all of the quantities which have a relationship to the cost of the operations. We may have overlooked a very costly task

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and we may need to "force" some work to fit the Standard Tasks which are provided. It will be very difficult (but not impossible) to add a new Standard Task ow that the study has commenced. If some very unique and costly activity is identified, we can make the necessary adjustments.

The time and measured quantities must be reported in a standard way. The explanations for the Time Sheet on page 6 are presented to make the requirements more understandable. No deviation whatsoever from this scheme is permitted. We are using a computerized analysis procedure (SPSS) to process the data received from approximately three thousand library employees throughout the University each week. Naturally, with that many time sheets and the very short deadline with which we are working, there will be very little time to give individual attention to very many of the time sheets.

On the other hand, the precise technique that a particular department choses to have its people use in keeping track of the time they spend on various tasks is not prescribed, with the single exception that the person actually doing the work must, in some way, be involved with the process of assuring that the time recorded for him is reasonable. Some departments may wish to make tailor-made Tally Sheets listing just those tasks with which their department is concerned, with some means for showing the time of day work is done on each task. Others may wish to ask their personnel to keep track of their time on a P-slip or Desk Calendar using their personally annotated copy of this booklet as a check list. (The wide margins in this booklet have been provided so that you can annotate your own personal copy to make a checklist of tasks and quantities which are ordinarily a part of your job.) Some departments may ask their personnel to make a note of their activities each hour, while others, where the work involves fewer tasks, may judge that a daily estimate will provide reasonably accurate results. In any case your Supervisor should concur with the specific methods you use for recording data. He is responsible for assuring that the error between what you record and the true values never exceed 25% at any time during the study.

If there are situations where the work is far from typical during a particular week, we would like the situation drawn to our attention so that it can be reflected in the analysis. For example we know that one library will be in the process of moving its collection during the entire period of the Cost Study so that the data which is reported will be far from typical. (Time spent here should be recorded under Task 0000.) If you are not sure that your Supervisor is submitting an explanation that covers your non-typical work, play it safe and jot down a few words on the back of your time sheet.

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WEEKLY TIMEKEEPING PROCEDURE FOR THE
ORDER AND STANDARD LOAN COST STUDY

WHO?		WHAT?
Supervisor	1	Give each employee a new time sheet Monday morning.
You	2	Write down time spent on each Standard Task you do and record Measured Quantities you handle each day of the study using the form your supervisor provides. Mak any activity that takes less than 1 hour a week fit one of the Standard Tasks. If it takes more than 1 hour and doesn't seem to "fit, ask your supervisor.
Supervisor	3	Check any activity that doesn't fit against the Standard Task definitions in LSD 70-80 and the System Definitions in LSD 7C-21A. If it still doesn't fit, call systems staff at your library.
Systems Analyst	4	Make exceptions fit definitions if possible. Otherwise, call Dave Gaughen, Ext. 3011, Santa Barbara.
You	5	Write short explanation on back of time sheet of any work charged against Task 0000 or any work situations which you feel are not typical.
	6	Add up daily times and quantities (if required) for each task before you leave work on last day of week.
	7	Give your time sheet to your supervisor.
Supervisor	8	Check all time sheets for accuracy and to be sure all budgeted hours are accounted for.
	9	Check all time sheets to be sure all measured quantities are recorded and that more than one person has not recorded the same measurements.
	10	Check to be sure there is a time sheet for every participating employee and prepare timesheets for absentees, estimating, if necessary.
	11	Check all comments on back of sheet for reasonableness.
	12	Check all time estimates to be sure they are reasonable (in no case should estimates be in error by more than 25%) and note any estimates that appear systematically biased in any direction on back of time sheet.
	13	Write on back of your own timesheet short explanations of any situation for your group not typical during the week or any difficulties encountered.
	14	Turn in all timesheets for your group by 12 PM Monday following the end of the week to the individual designated by your Systems Staff.
Systems Analyst	15	Pick up all time sheets for your campus by 2 PM Mon.
	16	Check that all time charged to Task 0000 really should be excluded.
	17	Check to be sure theres a sheet for every participant
	18	Write short summary of exceptions for the week.
	19	Send timesheets and summary statement by noon Tuesday to the UCLSD Program Office in Santa Barbara by the fastest means available.

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III.   TIME SHEET EXPLANATION

        The following three pages illustrate the use of the
time sheet to be filled out weekly by each employee par-
ticipating in this cost study. The timesheet has been des-
ignated to be both easy to understand and to use. A copy of
the timesheet is included on page 8 and a few typical entries
have been made on the timesheet to aid in the explanation.
The timesheet contains columns and rows. The rows running
across the page provide spaces for recording data for many
tasks each day and for entering the weekly totals.   The
columns running down the page are provided for recording
data on each task undertaken by an employee during each day
of the week. Any "cell" on the timesheet may contain
either a time measurement or a time and quantity measure-
ment, if there is a quantity associated with that particular
task. One "cell" is used for each day that a particular
task is performed. Time is to be recorded above the diagonal
line in a "cell" and quantities are to be recorded below it.
It is imperative that numbers of quantities be recorded
for those tasks requiring it! The "quantity related tasks"
are easily ascertained from the task list presented on
pages 13 and 14. If no wuantities are measured for such
tasks, zeros should be entered to indicate that the quantity
measurement was considered, but that the number measured
was zero.

        Data fields for the timesheet are explained as follows
with circled numbers indicating the fields being described:

①   Enter the day and month - the week always begins on
      Monday.
②   If you have more than 14 tasks during any one week,
      you will need to use more than one timesheet. Enter
      the number of this sheet in the first space and the
      total number of timesheets in the second.
③   This is an optional column heading which you may use
      to describe the task being recorded. Four examples
      are shown. The first task (1122) is a "quantity
      related" task and units of work are recorded along
      with the time spent on each task for each day. In
      this example, a total of 350 minutes was expended and
      a total of 585 units (in this case, discharged books)
      of the measured quantity was recorded. The second
      example shows a task for which there are no quantities
      to be measured. A total of 660 minutes were spent
      on this task during the week. The third column shows
      an example of a non-production oriented activity.
      None of the tasks in this category have any measured
      quantities. In the example, 135 minutes were spent
      on breaks of all kinds during the week. The last
      entry in the example is included as a reminder to
      the participants that we would like to know the
      amount of time which has been required on the part
      of line personnel to participate in this cost study.

For people who ordinarily have time keeping re-
sponsibilities, the time recorded here will include
both time to handle regular time keeping duties as
well as to participate in this study. For most
people, however, the time recorded here will re-
present time spent on recording data for the cost
study.

④ Enter the task number for which you are recording
data. All task numbers contain four digits. Accuracy
here is <u>very</u> important.

⑤ Enter the time in minutes spent on the task covered
by this column on the day covered by this row.

⑥ If there are measured quantities associated with the
task in this particular column, record the measured
number of units of the quantity. Quantity
definitions are presented on page 9-11. This data
field <u>must</u> be filled in for tasks where measured
quantities are specified.

⑦ Add up the minutes spent during the week on tasks
covered by this column and enter the total here.
It is the sum of the minutes recorded above the
diagonal lines in this column. A full time employee
should account for 2400 minutes per week.

⑧ If there were quantities to be measured for this
task, enter the total for the week in this space.
The number of units recorded below the diagonal
lines in this column are to be added to provide the
weekly total.

⑨ Enter each week the employee number assigned by
your supervisc (or the campus systems staff). You
will use the same number throughout the study
unless you transfer to a different organizational
unit within the library during the study. Enter
your last name first, followed by your first initial
(only).

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TIME SHEET
LIBRARY SYSTEMS DEVELOPMENT PROGRAM

EMPLOYEE NUMBER (9)

EMPLOYEE NAME

PAGE ____ OF ____
WEEK BEGINNING ____ (1) (2) (3)

TASK NO. / DAY・TOTALS	Discharging Books	Discharging waiting at Circulation Desk	Books Brought	Time-Keeping
	1122	1114	9906	1910
MONDAY				
TUESDAY	60 / 45	170 / —	15 / —	10
WEDNESDAY	200 / 210	155 / —	90 / —	15
THURSDAY		215 / —	15 / —	10
FRIDAY	90 / 130	115 / —	15 / —	10
SATURDAY				
SUNDAY				
TOTAL MINUTES (7)	350	660	135	45
TOTAL UNITS (8)	585	—	—	—

KEY: Min / Unit

Procedure: 1. Record time and quantities in accordance with LSD 70-60.
2. Check arithmetic. (Note: 40 hrs.=2400 mins.)
3. Note exceptions on back of time sheet.
4. Turn in completed time sheet Monday morning of next week.

IMPORTANT: Record units for all tasks requiring them.

IV   MEASURED QUANTITIES DEFINITIONS

An effort was made to identify a measurable quantity
associated with every task in tne existing order and
circulation functions which would characterize the workload
associated with that task. Next, tasks in the same module
which had the same measured quantitites were grouped to-
gether. Finally, a qualitative assessment of the relative
magnitudes of the time spent on each of the groups of
tasks was made and only those measured quantities which
predominately determined the personnel costs of performing
the work in the module were retained. If a module has more
than one measured quantity, these are aggregated in some
fashion to provide a single measured quantity for each
module. After personnel cost data and measured quantities
have been collected, the costs per unit of these measured
quantities will be calculated and compared with similar
costs for new systems where the computer performs most of
the drudgery.

To summarize, the measured quantities defined below
are intended to be reasonably accurate predictors of the
costs of performing the functions of the module. In
other words, an increase in the number of measured quan-
tities handled by the module would cause a reasonably
predictable increase in the personnel costs involved in
handling the increased quantities.

Generally speaking, all categories of library materials
handled by all organizational units in the library are to
be considered. The following are explanatory notes for
each of the measured quantities where further definition
seemed required:

6103   DUPLICATE TITLES DISPOSED.   This is the measure of
       the number of bibliographic units which were unin-
       tentionally duplicated by the library and disposed
       of in some way during the period of measurement. All
       methods of disposal are included such as storing for
       book sales, destroying, adding to the collection,
       returning to the dealer etc.

6203   REGULAR ORDERS SENT OUT. This quantity is concerned
       with the library's main ordering procedure and may
       include all categories of materials such as monographs,
       serials, pamphlets, government publications, etc. as
       long as they are treated in the same way as the bulk
       of the library's orders for specific titles.   This

quantity does not include the title count in bulk purchases or approval plans.

6204 LETTER ORDERS SENT OUT. This includes orders for materials which are ordinarily provided to the libraries free of charge and are usually handled out-side of the library's regular order procedures. Types of material include: telephone directories, college catalogs, annual reports, etc.

6205 URGENT ORDERS ISSUED. All orders for all categories of materials submitted by phone or TWX are included. It is expected that most such orders deal with urgently required material. If your library uses such methods for routine orders, please note this on the data sheets and draw to the attention of the person collecting data at your campus.

6206 PRE-ORDER LETTERS SENT OUT. This is the number of letters sent to vendors prior to the actual placing of an order with the vendor. Such things as requests that the dealer search for a title, indications that the library intends to order a title and wishes the dealer to hold material, etc. are included. The quantity to be counted is the number of titles on such letters.

6302 TITLES CLAIMED. Every claiming action is to be counted including second and third claims, etc. Only claims against a specific order are to be included.

6303 ISSUES CLAIMED. This primarily covers the claiming of individual serials issues provided on a subscrip-tion or standing order. Each claiming action is to be counted including second and third claims, etc.

6306 INVOICES CLAIMED. These are claims for missing invoices for which material has already been received.

6401 ITEMS RECEIVED. Each physical unit regardless of the category of material is to be counted. Thus, an issue of a serial, a reel of microfilm, a volume of a set, would be counted as individual items. To be counted the items must be unpacked and arranged for further processing. Thus, the receipt of a bulk purchase would not be counted as long as the boxes sat unopened in a storeroom.

6503 INVOICES PROCESSED. A processed invoice is one for which payment has been authorized. It does not include the processing of statements or other duning

notices which are received in addition to invoices.

6601   RECORDS QUERIED, ADDED OR MODIFIED. Count each time
        a record is purposefully handled in any way in connec-
        tion with the order processing operations.

6703   TITLES ON WANT LISTS. Count each time an out-of-
        print title is sent to a dealer on a want list or
        in a package of want item slips.

1111   CHARGING TRANSACTIONS. Count every time the library
        records that a patron has been made responsible for
        the return of an item. Thus, charging recordings for
        in-library use or books to study carrels or books to
        special locations such as bindery or Reserve Book
        Room are included. Exclude interlibrary loan
        transactions.

1113   RENEWAL TRANSACTIONS. Count every time a charge record
        is annotated or a new charge record made to indicate
        that a patron has been authorized to retain library
        material for an additional period.

1122   DISCHARGING TRANSACTIONS. Count each time a charge
        record is processed to indicate that the material
        has been properly returned. Exclude interlibrary
        loan transactions.

1132   REQUEST TRANSACTIONS. Count each time a request is
        made by anyone to hold, recall, or search for
        missing library material.

1141   TITLES LISTED. Count the number of titles on the
        long-term loan lists which the library prepares for
        its patrons.

1155   TITLES LOANED. Count both titles loaned to library
        patrons as well as borrowing libraries. In other words,
        count each time a bibliographic unit is processed
        either way on an interlibrary loan.

1161   CARDS ISSUED. Count each time the library deals
        with an individual user in order to establish his
        borrowing privileges.

1172   NOTICES SENT OUT. Count each time a patron is
        notified in writing that he has an overdue book.
        Thus, second and third overdue notices are counted
        etc.

1174   COMPLETED CALLS. Count each time a patron is noti-
        fied by telephone that he has an overdue book..
        Multiple calls, if completed, are counted.

V.   TASK DEFINITIONS

An attempt is being made to identify all of the major
library functions performed throughout the University of
California.   The results of this effort to date are
reported in the Library Systems Definition Document (LSD
70-21A).   While the document has received a wide review
by librarians and systems personnel throughout U.C. and
has already gone through several versions, we recognize
that some specific tasks performed by a library still
may not be clearly specified.

The standard list of tasks for the Order and Standard
Loan Subsystems presented here attempts to more completely
define the functions of the modules in these two sub-
systems.   However, the names we have given to the standard
tasks may imply different things to people, so we are
attempting in this section to more clearly define the
activities which are intended to be covered by the standard
tasks.   It may be necessary to refer to the definition of
other modules outside of the Order and Standard Loan
Subsystems in order to be sure that an apparently over-
looked activity has not been included in one of the other
subsystems.

THE ORDER SUBSYSTEM

6.1   SURPLUS CONTROL MODULE

6100   SOLVE PROBLEMS. This task includes unforseen
contingencies directly related to the functions
of this module which would not ordinarily be
handled by routine exception procedures assoc-
iated with any of the other tasks in this
module.

6101   PREPARES CORRESPONDENCE. This covers writing
letters to vendors regarding the conditions
for returning unwanted material which has been
unintentionally duplicated.

6102   ACTS ON CORRESPONDENCE. This includes con-
sidering the responses to correspondence with
the vendors and a determination of appropriate
actions to be undertaken.

6103   PROCESS DUPLICATES. This includes the physical
handling of material to be returned to vendor
for either refund or credit, the storage of
the material for a book sale, the preparation
and shipment to a book exchange or cooperating
library, or other similar disposition. This
task includes the activity connected with
shelving the duplications until final dispos-

NO	TASKS BY MODULE	MEASURED QUANTITIES
	ORDER SUBSYSTEM	
	6.1 SURPLUS CONTROL MODULE	Titles unintentionally duplicated
6100	Solve problems	None
6101	Prepare correspondance	None
6102	Act on correspondance	None
6103	Process duplicates	Duplicate titles disposed
	6.2 ORDER INITIATION MODULE	Titles explicitly ordered
6200	Solve problems	None
6201	Check requests for missing data	None
6202	Provide missing data on requests	None
6203	Prepare order forms and mail	Regular orders sent out
6204	Prepare order letters and mail	Letters sent out
6205	Telephone or TWX orders	Urgent orders issued
6206	Prepare pre-order correspondance	Pre-order letters sent
6207	Process library records of orders	None
6208	Process order cancellations	None
6209	Process ceased publications	None
6210	Process dealer reports	None
	6.3 CLAIMS PROCESSING MODULE	Items claimed
6300	Solve problems	None
6301	Search files for needed action	None
6302	Prepare non-serials claims	Titles claimed
6303	Prepare serials claims	Issues claimed
6304	Telephone or TWX urgent claims	Items claimed
6305	Handle and process material	None
6306	Claim missing invoices	Invoices claimed
6307	Process responses to claims	None
	6.4 RECEIVING MODULE	Items received
6400	Solve problems	None
6401	Unpack and arrange materials	Items received
6402	Check material and record receipt	None
6403	Prepare material for next process	None
6404	Relocate order records	None
6405	Make new receiving records	None
	6.5 INVOICE PROCESSING MODULE	Processed invoices
6500	Solve problems	None
6501	Prepare invoice for processing	None
6502	Reconcile invoice with shipment	None
6503	Process invoice for payment	Invoices processed
6504	Prepare invoice for accounting	None
6505	File copy of invoice	None
6506	Obtain and use credit memos	None
6507	Check UC accounting ledger	None
6508	Order government coupons	None
6509	Process other payment forms	None
	6.6 VENDOR FILE MAINTENANCE MODULE	Records queried, added or modified
6600	Solve problems	None
6601	Maintain and use file	Records queried, added or modified
	6.7 WANT LIST PROCESSING MODULE	Titles on issued want lists
6700	Solve problems	None
6701	Sort and file OP requests	None

NO	TASKS BY MODULE
6702	Decide when and where to m...
6703	Send out OP want lists
6704	File copies of OP want list
6705	Follow up and reissue lists
6706	Process dealers reports
6707	Search catalogs for wants
	STANDARD L...
	11.1 BOOK CHARGING MODULE
1110	Solve problems
1111	Charge book to patron
1112	Process charge documents
1113	Renews book charges
1114	Waiting at circulation desk
1115	Collates special material
	11.2 BOOK DISCHARGING MODUL...
1120	Solve problems
1121	Unload book drops
1122	Discharge books
1123	Process discharge records
1124	Process books for repair
1125	Check books for holds
1126	Prepare books for ...lving
1127	Collate special ...ter...
	11.3 HOLDS & REC... ...CESS
1130	Solve problems
1131	Check charge records for l...
1132	Take request for holds and
1133	Issue recall notices
1134	Search for missing books
1135	Maintain hold shelf
1136	Tell patron book available
	11.4 LONG TERM LOAN LIST P... MODULE
1140	Solve problems
1141	Prepare lists from charge ...
	11.5 INTERLIBRARY LOAN CON...
1150	Solve problems
1151	Prepare requests for proce...
1152	Check holdings
1153	Process request
1154	File request
1155	Charge book to borrower
1156	Process book for mailing
1157	Obtain photocopy of origin...
1158	Clear records on return
	11.6 PATRON REGISTRY MAINT... MODULE
1160	Solve problems
1161	Process library card reque...
1162	Prepare money for deposit .
1163	Maintain patron address li...
	11.7 OVERDUE BOOK PROCESSI...
1170	Solve problems
1171	Process overdue charge rec...
1172	Issue overdue notices
1173	File record of overdue not...

	MEASURED QUANTITIES		NO	TASKS BY MODULE	MEASURED QUANTITIES
	None		1174	Telephone about overdue items	Completed calls
	Titles on want lists		1175	Prepare bills and send out	None
	None		1176	Initiate lost book reordering	None
	None		1177	Process lost books which are found	None
	None				
	None			SUPPORTING TASKS	
'BSYSTEM			1800	Budget development	None
			1910	Timekeeping	None
	Items charged or renew		1920	Personnel processing	None
	None		1930	Desk scheduling	None
	Charging transactions		1940	Staffing needs projections	None
	None		1950	Recruitment	None
	Renewal transactions		1960	Personnel training	None
	None		2000	Equipment & Supplies handling	None
	None		2130	Work flow analysis	None
	Items discharged		22C0	Forms, documents and mail handling	None
			2400	Other administrative functions	None
	None			NON-PRODUCTION ORIENTED ACTIVITIES	
	None				
	Items discharged		9901	Vacation	None
	None		9902	Leave without pay	None
	None		9903	Sick leave	None
	None		9904	Holiday	None
	None		9905	Excused time	None
	None		9906	Rest breaks	None
1ODULE	Hold, recall or search requests		9907	Travel	None
			9908	Entertaining (guests, etc.)	None
	None		9909	Non-job oriented time	None
>n	None		9910	Education	None
1s	Request transactions			NON-ORDER OR STANDARD LOAN TASKS	
	None				
	None		0000	Other library operations	None
	None				
	None			NOTES	
'ION					
	Titles listed				
	None				
Is	Titles listed				
1ODULE	Titles loaned				
	None				
	None				
	None				
	None				
	None				
	Titles loaned				
	None				
	None				
	None				
:	Newly qualified patrons				
	None				
	Cards issued				
	None				
	None				
)ULE	Overdue notices sent				
	None				
	None				
	Notices sent out				
	None				

ition of material has been determined. It does
not include the process of evaluating the desir-
ability of adding the unintentional material
to the collection as such decisions are a part
of the Library Materials Selection Module (1.3).

6.2   ORDER INITIATION MODULE

6200   SOLVE PROBLEMS. See Task 6100 explanation.

6201   CHECK REQUESTS FOR MISSING DATA. Review all
       requests for completeness and accuracy of data
       required for ordering. This task does not
       include checking public catalogs or other
       records of holdings, checking outstanding
       order files, bibliographic searching or
       evaluations for decisions to purchase. All
       of these activities are handled by a completely
       different subsystem and thus, are excluded
       from the present study.

6202   PROVIDE MISSING DATA ON REQUESTS. Includes
       the assignment of an in-print vendor, the
       assignment of funds or funding guidelines, and
       the assignment of an estimated price, if
       necessary.

6203   PREPARE ORDER FORMS AND MAIL. Includes typing
       of multiple part order forms, assigning order
       numbers, the revising of typing, stuffing en-
       velopes with orders, and mailing the orders.
       This task includes the processing of regular
       orders for all types of materials including
       monographs, serials, pamphlets, government
       publications, non-book materials, etc. as long
       as they go through the normal ordering procedure.

6204   PREPARE ORDER LETTERS AND MAIL. Includes
       typing of order or request letters, assigning
       order numbers, their revision, and the filing
       of office copies. This task includes the pro-
       cedures used to acquire materials such as
       telephone directories, college catalogs, annual
       reports, and other similar material which is
       ordinarily provided free in the library.

6205   TELEPHONE OR TWX ORDERS. This task takes care
       of placing the order by phone or TWX as well
       as the recording of such requests for future
       follow-up. It applies to the ordering of all
       categories of material including non-book
       items and usually involves requests for
       urgently needed materials.

6206   PREPARE PRE-ORDER CORRESPONDANCE. This in-
        cludes filling out "quote" letters, the pre-
        paration of requests to "search", and letters
        notifying dealers of the library's intention
        to order with a request that the material be
        held. Receiving responses to such correspondance
        and in,tiating the necessary follow-up action
        is included, also.

6207   PROCESS LIBRARY RECORDS OF ORDERS. This task
        includes bursting multiple part order forms,
        routing them as required, and filing the
        slips in the various internal processing files.
        It does not include any special processing of
        order forms copies connected with book fund
        accounting or with processing slips for approval
        books. It includes copying the order form
        information by any means (such as Xerox).

6208   PROCESS ORDER CANCELLATIONS. This includes
        correspondance concerned with cancellations
        and the transmittal of information regarding
        the cancellations to anyone concerned with
        the order.

6209   PROCESS CEASED PUBLICATIONS. This includes
        the transmittal of information regarding
        ceased publications to anyone concerned with
        the subscription or standing order.

6210   PROCESS DEALER REPORTS. This includes evaluat-
        ing and acting on reports from book dealers
        that the title is "not yet published", out-
        of-print, that a search for the material will
        be initiated, etc. This task also includes the
        necessary follow-up actions including the not-
        ification of anyone concerned with the order.

6.3   CLAIMS PROCESSING

6300   SOLVE PROBLEMS. See Task 6100 for explanation.

6301   SEARCH FILES FOR NEEDED ACTION. This task
        includes all the searching of any files from
        which the need to claim missing materials can
        be determined. All types of material are
        covered by this task, including monographs,
        continuations, and serials.

6302   PREPARE NON-SERIALS CLAIMS. This task includes
        all the procedures used in preparing and send-
        ing out claims for non-serial material. It
        includes the necessary preparation of follow-
        up files and the process of reviewing these
        files for follow-up, the preparation of
        letters as well as the filling out of claim
        forms, claiming materials on old orders as

well as claiming materials for which invoices
have already been received.

6303　PREPARE SERIALS CLAIMS.　This task concerns
the claiming of missing issues of serials.
Otherwise, it is similar to 6302.

6304　TELEPHONE OR TWX URGENT CLAIMS.　This task
includes the claiming of all categories of
materials by phone or TWX and ordinarily
involves material for which there is an urgent
need.

6305　HANDLE AND PROCESS MATERIAL.　This task
involves the physical processing of the mater-
ial itself including defective material.　It
includes the preparation of such material for
mailing and includes the receipt and routing
of material received on claims.

6306　CLAIM MISSING INVOICES.　This task includes
the filing of necessary forms and other
internal records until the claiming action
has been completed.

6307　PROCESS RESPONSES TO CLAIMS.　This task is
concerned with handling the responses to
claims and making the necessary record changes
to reflect these responses.

6.4　RECEIVING MODULE

6400　SOLVE PROBLEMS.　See Task 6100 explanation.

6401　UNPACK AND ARRANGE MATERIALS.　This task
includes the physical receiving of materials
in the mails or from any source and the
sorting and arranging of the material on
various shelves for further processing.　It
includes the processing of all forms of
material including approval material, bulk
purchases, serials issues, etc.

6402　CHECK MATERIAL AND RECORD RECEIPT.　This task
includes the receiving of all categories of
materials such as serials, series, periodicals,
monographs, government publications and non-
book material.　All processes involved in alter-
ing, clearing, or adding to receiving files are
included.　Checking to make sure that the
material received is that which was ordered
is included.

6403　PREPARE MATERIAL FOR NEXT PROCESS.　This task
includes the preparation of special routing
slips, the marking of the material with shelv-
ing number, property stamping material, and

organizing the material for transmittal to
the next processing station.

6404   RELOCATE ORDER RECORDS. This ta-k covers the
process of relocating a copy of the multiple
part order form to the public catalog to
indicate receipt or the annotation of records
in such catalogs to indicate receipt. This
includes the bursting of multiple part order
forms and refiling of the various slips in
designated files throughout the library. It
includes the processing of patron notification
that material has arrived. It includes the pre-
paration of new public records indicating avail-
ability of material and the preparation of lists
indicating recently acquired or received titles.
Also included are the handling of approval forms
and any necessary copying of these forms.

6405   MAKE NEW RECEIVING RECORDS. This is concerned
primarily with the preparation of new receiving
records needed to continue recording receipt of
old serials titles (eg. Kardex cards).

6.5   INVOICE PROCESSING MODULE

6500   SOLVE PROBLEMS. See Task 6100 explanation.

6501   PREPARE INVOICE FOR PROCESSING. This task
includes the handling of invoices from vendors,
recording of the amounts billed and the filing
of invoices for further processing.

6502   RECONCILE INVOICE WITH SHIPMENT. This task
involves the verification of the acceptability
of the received library material, and the
determination that the invoice should be paid.

6503   PROCESS INVOICE FOR PAYMENT. Included are
foreign currency conversion, checking arith-
metic, calculating tax, initialing the invoice
to indicate acceptability, etc.

6504   PREPARE INVOICE FOR ACCOUNTING. Prepare list
of invoices or "sticker" as requ'red by univer-
sity accounting. Batches invoices and trans-
mits to accounting for payment.

6505   FILE COPY OF INVOICE

6506   OBTAIN AND USE CREDIT MEMOS. This includes
writing for credit memos on returned items as
well as filing and retrieving credit memos
to send with invoices when the invoices amount
exceeds the value of the credit slip.

6507   CHECK UC ACCOUNTING LEDGER. This is the process of reconciling the internal library book fund accounting procedure with the University accounting ledger. The process of handling and filing the UC accounting data processing ledger sheets is also included.

6508   ORDER GOVERNMENT COUPONS. This includes the maintaining of a record of coupon use and the determination of when reordering is required.

6509   PROCESS OTHER PAYMENT FORMS. This includes the processing of "Requests for Issuance of Check" forms for pre-payment.

6.6   VENDOR FILE MAINTENANCE MODULE

6600   SOLVE PROBLEMS. See Task 6100 for explanation.

6601   MAINTAIN AND USE FILE. Includes the maintenance of records of information about each of the vendors used by the library. The preparation of cards for new vendors and the updating of information for old vendors is covered. Pulling and refiling cards for reference including the use of such cards in the preparation of lists of vendors which meet some special set of conditions (such as publishers lists for approval plans) are covered.

6.7   WANT LIST PROCESSING MODULE

6700   SOLVE PROBLEMS. See Task 6100 explanation.

6701   SORT AND FILE OP REQUESTS. This involves the sorting, and filing of OP requests for all categories of materials including monographs, periodical back files, non-book materials, etc.

6702   DECIDE WHEN AND WHERE TO MAIL. This task involves the determination of when a want list should be submitted after the titles on the list have been approved for purchase. The task also includes the determination of the vendor which should be used.

6703   SEND OUT OP WANT LISTS. This task includes the preparation of letters or other forms used to notify OP dealers about the titles the library would like to acquire.

6704   FILE COPIES OF OP WANT LISTS.

6705   FOLLOW UP AND RE-ISSUE LISTS. This task includes the review of files of outstanding want lists and the determination of when a list should be re-issued to another dealer.

6706 PROCESS DEALERS REPORTS. This includes the
processing of responses to want lists other
than the material. It includes an evaluation
of the response from the dealer and a deter-
mination of the next appropriate action to be
taken.

6707 SEARCH CATALOGS FOR WANTS. This task involves
the searching of OP catalog (or exchange lists
etc.) offerings to locate copies of titles which
were previously recommended for purchase. It
does not include the review of OP catalogs (or
other lists of offerings) for opportunity buying.

STANDARD LOAN SUBSYSTEM.

11.1 BOOK CHARGING MODULE

1110 SOLVE PROBLEMS. See Task 6100 explanation.

1111 CHARGE BOOK TO PATRON. Filling out charge
cards, checking patron ID cards for status
(including undesirable patrons), pulling book
cards from books and recording date due,
verification that complete information is
available for charge transactions, are included.
Paging of books is included in an entirely dif-
ferent subsystem (13.3 Stack Maintenance Module)
so that time involved in such activities are
excluded from the present study.

1112 PROCESS CHARGE DOCUMENTS. This includes the
filing of charge cards, keypunching the charge
records, edge notching Key-Sort cards, etc.

1113 RENEWS BOOK CHARGES. Receiving renewal requests
and processing them to permit the patron to re-
tain the book for an additional charge period
by whatever means (telephone,book in hand, list
of call numbers, etc.) are included.

1114 WAITING AT CIRCULATION DESK. This is the
scheduled time spent by library staff members
not actually involved in any other circulation
activities. It is the time involved in waiting
to serve library patrons. If waiting time is
used to perform other library functions, this
time should be charged against those other
functions.

1115 COLLATES SPECIAL MATERIAL. This involves count-
ing plates, sheets of maps, etc. to insure
that a record for such easily-lost items are
made a part of the charge record.

11.2   BOOK DISCHARGING MODULE

   1120   SOLVE PROBLEMS.   See Task 6100 explanation.

   1121   UNLOAD BOOKDROPS.   This includes the time to
          go to and from the bookdrops and the time to
          load and unload book trucks.   But, it does not
          include the time for sorting or shelving books.
          It does not include collecting or reshelving
          of books which have been used in the library.

   1122   DISCHARGE BOOKS.   This includes clearing charge
          records and voiding open date-due stamps.

   1123   PROCESS DISCHARGE RECORDS. This includes the
          process of selecting or transferring charge
          records to history files for future analysis.

   1124   PROCESS BOOKS FOR REPAIR.   This includes check-
          ing books over to determine whether or not
          they need repair and the preparation of the
          necessary records for those which are routed for
          repair.

   1125   CHECK BOOKS FOR HOLDS.   This includes special
          steps in the discharge process required to
          identify and segregate those books on which holds
          have been placed.

   1126   PREPARE BOOKS FOR SHELVING.   This includes the
          physical handling of discharged books necessary
          to get them to the location where presorting
          forshelving is handled. It does not include the
          sorting of books into call number in preparation
          for shelving operation or the shelving (or filing)
          of materials.

   1127   COLLATES SPECIAL MATERIALS. This involves
          counting plates, sheets of maps, etc. to
          insure that such easily lost items (as recorded
          on the charge record) have been returned with
          the material.

11.3   HOLDS & RECALL PROCESSING MODULE.

   1130   SOLVE PROBLEMS.   See Task 6100 explanation.

   1131   CHECK CHARGE RECORDS FOR LOCATION.   This
          involves the initial check of charge files
          or holding files to determine the location of
          material which has not been found on the shelves.
          It involves discussing with the patron possible
          actions which he may take including directing
          him to special shelving locations such as the
          Reference Room or Reserve Book Room.

1132 TAKE REQUESTS FOR HOLDS & RECALLS. This in-
cludes handling requests for searches and re-
quests for books on the New Book Shelf as well
as books currently charged out to other patrons.
It includes the accepting and preparation of
helds and recall requests for patrons. It in-
cludes marking charge records to indicate ano-
ther patron wants the book when it is returned.

1133 ISSUE RECALL NOTICES. This includes both the
preparation and mailing of recall notices as
well as telephone requests to patrons for the
return of material.

1134 SEARCH FOR MISSING BOOKS. This includes all of
the various processed involved in attempting
to physically locate a missing book and the no-
tifying of proper people that a book is missing.

1135 MAINTAIN HOLD SHELF. This task includes all of
the processes involved in maintaining the Hold
Shelf including identifying and removing books
which have not been picked up and modifying the
appropriate library records when books are re-
moved from the Hold Shelf.

1136 TELL PATRON BOOK AVAILABLE. This includes tele-
phoning or mailing notices to patrons that the
book which they want is now available and being
held for them.

11.4 LONG TERM LOAN LIST PRODUCTION MODULE.

1140 SOLVE PROBLEMS. See Task 6100 explanation.

1141 PREPARE LISTS FROM CHARGE RECORDS. This task
involves the production of periodic lists of
materials charged on a long term basis to
either patrons or special locations. It in-
cludes pulling, sorting, and refiling charge
cards as well as the actual preparation of
the lists themselves.

11.5 INTERLIBRARY LOAN CONTROL MODULE.

1150 SOLVE PROBLEMS. See Task 6100 explanation.

1151 PREPARE REQUESTS FOR PROCESSING. This includes
the receipt and evaluation of requests from both
library patrons and outside borrowing libraries.
It includes the verification of the eligibility
of the borrower.

1152 CHECK HOLDINGS. This includes locating a possible
source where the needed book may be obtained for
a library patron as well as checking the lib-
rary's records of holdings to locate a book re-
quested by a borrowing library.

1153 PROCESS REQUESTS. This includes any special verifi-
     cation which may be needed and the preparation of the
     necessary interlibrary loan forms. This task also in-
     cludes the handling of any correspondance which is re-
     quired in connection with the ILL transaction.
1154 FILE REQUESTS.
1155 CHARGE BOOK TO BORROWER. This task includes the pre-
     paration of charge records as required, the notifica-
     tion of library patrons that books borrowed from other
     libraries are available for use, etc.
1156 PROCESS BOOK FOR MAILING. This includes the prepar-
     ation and routing of ILL material for mailing.
1157 OBTAIN PHOTOCOPY OF ORIGINALS. This includes all act-
     ivities connected with providing photocopies in lieu
     of loaning the original material.
1158 CLEAR RECORDS ON RETURN. This includes transferring
     all interlibrary loan forms and charge records to
     history files for future reference as necessary. It
     includes any necessary followup correspondance needed
     to verify that material has been successfully returned.

11.6 PATRON REGISTRY MAINTENANCE MODULE

1160 SOLVE PROBLEMS. See task 6100 explanation.
1161 PROCESS LIBRARY CARD REQUESTS. This includes assisting
     patrons in filling out applications for library cards,
     the actual issuing of library cards, the collection of
     money for cards, the issuing of receipts, and the
     filing of original application for request. It includes
     any special instructions provided to new borrowers re-
     garding library borrowing regulations.
1162 PREPARE MONEY FOR DEPOSIT.
1163 MAINTAIN PATRON ADDRESS LISTS. This task includes all
     procedures required to make available to the library
     up-to-date name and address lists for all classes of
     library patrons. It includes the preparation of such
     lists or the activities required to obtain up-to-date
     copies from other departments in the University.

11.7 OVERDUE BOOK PROCESSING MODULE.

1170 SOLVE PROBLEMS. See Task 6100 explanation.
1171 PROCESS OVERDUE CHARGE RECORDS. This includes search-
     ing charge files for overdue books and notifying the
     library department responsible for processing overdue
     charges.
1172 ISSUE OVERDUE NOTICES. This includes the actual pre-
     paration of overdue notices including the location of
     name and address.
1173 FILE RECORD OF OVERDUE NOTICES. This is the filing of
     the copies of the overdue notices or other records
     used for later follow-up. Also included is the prepar-
     ation of "undesirable" borrower lists and the purging
     of such lists.
1174 TELEPHONE ABOUT OVERDUE ITEMS. This task includes the
     use of the phone both for informing patrons that they
     have overdue material which must be returned,as well
     as for following up on overdue notices for which there
     is no response.

1175 PREPARE BILLS AND SEND OUT. This task includes the
calculation of overdue fines, the assignment of process-
ing charges or book replacement costs, the preparation
and filing of internal records and actually mailing the
bills.

1176 INITIATE LOST BOOK REORDERING. This task includes all
of the various procedures which are followed once it
has been established that a book is lost. It includes
the process of initiating an order for the lost book,
and for informing all other concerned library depart-
ments that the book has been lost and the nature of the
action which is going to be taken, such as obtaining
a replacement copy.

1177 PROCESS LOST BOOKS WHICH ARE FOUND. This task includes
all of the library procedures which are followed when
a book previously thought to be lost turns up. Typical
activities include clearing circulation records of
erroneous notations, informing Cataloging Department
that the book is no longer lost, etc. The cancellation
of orders for replacement copies, the cancellation of
bills for replacement or overdue fines and the hand-
ling of library records associated with these trans-
actions are included, also.

SUPPORTING TASKS

1800 BUDGET DEVELOPMENT. This category of activities in-
cludes all of the work defined to be part of the fiscal
subsystem (18.0) which is directly related to the
ordering and circulation functions of the library. Only
the time required to support order and standard loan
functions should be reported. Thus, not all of the
branch librarian's time spent working on a budget would
be reported as support of order and standard loan alone.

1910 TIMEKEEPING. This task covers that portion of the time-
keeping activities needed to support the ordering and
circulating functions of the library. Time spent by
operating staff in recording data for this study is to
be reported here. Completing regular time cards, check-
ing or verifying submitted time cards, calculating sick
leave and vacation, preparing summaries of personnel
time and any other record keeping functions associated
with recording or reporting employee time is included.
Negotiating leaves is included. All work defined
under the timekeeping module (19.1) is included.

1920 PERSONNEL PROCESSING. This activity covers all of the
work defined to be a part of personnel information
module (19.2). It includes the work connected with the
preparation of job descriptions, promotions and ad-
vancements, career planning, and other similar act-
ivities connected with the support of order and circu-
lation functions throughout the library. It does not
include the analysis of staff needs (1940) or the ne-
gotiations for increased staffing (1800). It does in-
clude performance reviews.

1930   DESK SCHEDULING. Includes the preparation or modifica-
tion of desk schedules required to support either order
or circulation functions of the library.

1940   STAFFING NEEDS PROJECTION. This includes the analysis
of work load and preparation of estimated staffing need.

1950   RECRUITMENT. This includes reviewing the qualifications
of job candidates, the interviewing of job candidates,
and other related personnel selection work required in
support of order and circulation functions of the
library.

1960   PERSONNEL TRAINING. This activitiy includes instructing
new staff members on methods and procedures, conducting
orientation presentations or tours, and planning assoc-
iated with developing personnel training programs. It
does not include time spent learning new procedures,
participating in orientation programs, or attending
classes. Such activities are treated as overhead and
are reported under task 9910 (Education).

20.0   EQUIPMENT & SUPPLIES HANDLING. This activity is in-
cluded to cover the inventory, ordering, and handling
of all forms of supplies and equipment required to
support the order and circulation functions of the lib-
rary. All work defined to be a part of the equipment
and supplies subsystem (20.0) including equipment re-
pair and maintenance are covered here.

2130   WORK FLOW ANALYSIS. This covers all of the work nec-
essary for evaluating the effectiveness of order and
circulation operations, and for planning and implement-
ing necessary changes to such operations. At many
campuses,it will include a majority of the meetings
called to resolve operational problems concerned with
the order and circulation functions.

2200   FORMS, DOCUMENTS & MAIL HANDLING. This includes the
design, preparation, and handling of forms; the pre-
paration and maintenance of publications such as pro-
cedure manuals or official memoranda; and the initial
receipt and routing of mail to the individual or lib-
rary group responsible for the subsequent processing
of the mail. Thus, the receipt, sorting, and opening
of all correspondance and the receipt and routing of
materials to the concerned library department are in-
cluded. All of the work defined to be a part of the
library document subsystem (22.0) which supports the
order and circulation functions of the library are in-
cluded.

2400   OTHER ADMINISTRATIVE FUNCTIONS. Attendance at regularly
scheduled library meetings in order to represent the
views of those concerned with order and circulation
functions of the library, the preparation of progress
reports, solving organizational problems, compiling
statistics, and taking exception actions not otherwise
described elsewhere are included insofar as the order
and circulation functions of the library are concerned.
All activities defined to be a part of the Organization
and Policy Subsystem (24.0) are covered.

NON-PRODUCTION ORIENTED ACTIVITIES.

9901 VACATION. This includes all regularly scheduled, paid vacation for employees participating in the study.

9902 LEAVE WITHOUT PAY. This includes all leave without pay for whatever purpose for all persons in the study.

9903 SICK LEAVE. This includes all paid sick leave for employees participating in the study.

9904 HOLIDAY. This covers the paid holiday leave for all employees participating in the study.

9905 EXCUSED TIME. This includes all excused leave from normal duties such as leave for military, jury, voting, emergency building evacuations, etc. for which the employee receives pay which is not specifically covered in another category.

9906 REST BREAKS. This covers the time spent at coffee breaks, rest room visits and other excused rest time not charged to another category of leave.

9907 TRAVEL. This covers the time spent while on pay status to actually get to a location other than the employees regular work station in order to perform assigned work. Thus, if two days were spent to and from a conference and seven days were spent at the conference, only 2 days would be charged to travel.

9908 ENTERTAINING (GUESTS) ETC. This includes the time spent showing visitors around the library, taking guests, clients, staff, etc., to lunch for extended periods, and other similar activities which are not directly related to the normal functions of the library by library personnel participating in the study.

9909 NON-JOB ORIENTED TIME. This category covers authorized activities of employees participating in this study which are not related to the normal functions of the library. Excused time to participate in campus committee work, library staff association or librarian's association work, or other special assignments which are not directly related to the normal functions of the library.

9910 EDUCATION. This includes all forms of excused time to participate in library related training or education. It would include, for example, attendance at professional conferences, on-the-job training for a new position, class time for University courses, visiting other libraries, studying journals or other written material to increase general competence, etc.

ACTIVITIES EXCLUDED FROM THE STUDY

0000 OTHER LIBRARY OPERATIONS. This covers all other library activities which are outside the scope of the present study. If more than 10 hours are reported in a week for this category, a short explanatory note should be included on the back of the time sheet.

1.0 COLLECTION-DEVELOPMENT SUBSYSTEM-(1.1) Collection Information, (1.2) Collection Planning, (1.3) Library Materials Selection, (1.4) Offerings Evaluation.

2.0 REQUEST SUBSYSTEM-(2.1) Request Handling, (2.2) Request Handling Services.

3.0 SOURCE SELECTION SUBSYSTEM-(3.1) Vendor Decision, (3.2) Vendor Performance Analysis.

4.0 BIBLIOGRAPHIC SEARCHING SUBSYSTEM-(4.1) Searching

5.0 BIBLIOGRAPHIC RECORD SUBSYSTEM-(5.1) Bibliographic Record, (5.2) Catalog Maintenance, (5.3)Bibliographic Authority Control.

*6.0 ORDER SUBSYSTEM-(6.1) Surplus Control, (6.2) Order Initiation, (6.3)Claims Processing, (6.4)Receiving, (6.5)Invoice Processing, (6.6)Vendor File Maintenance, (6.7)Want List Processing.

7.0 ACCOUNTING SYSTEM-(7.1)Book Fund Accounting, (7.2)Currency Conversion, (7.3)Administrative Accounting.

8.0 AUXILIARY SOURCE SUBSYSTEM-(8.1)Donor Registry Maintenance, (8.2)Exchange Program Control.

9.0 BOOK PREPARATION SUBSYSTEM-(9.1)Binding Control, (9.2)Book Labeling

10.0 PROCESS MONITORING SUBSYSTEM-(10.1)Cost Accounting, (10.2) In-Process Control.

*11.0 STANDARD LOAN SUBSYSTEM-(11.1)Book Charging, (11.2)Book Discharging, (11.3)Holds and Recalls Processing, (11.4) Long Term Loan List Production, (11.5)Interlibrary Loan Control, (11.6)Patron Registry Maintenance, (11.7) Overdue Book Processing.

13.0 STACK CONTROL SUBSYSTEM-(13.1)Collection Accessibility, (13.2) Collection Inventory, (13.3)Stack Maintenance.

14.0 INFORMATION RETIREVAL SUBSYSTEM-(14.1)Bibliography Preparation, (14.2)Selective Dissemination of Information.

16.0 PATRON SERVICES SUBSYSTEM-(16.1)Information Guidance Services, (16.2)Patron Services.

17.0 SERVICES QUALITY CONTROL SUBSYSTEM-(17.1)Faculty Liason, (17.2)Patron Relations, (17.3)Service Planning, (17.4) Patron Use Analysis.

18.0 FISCAL SUBSYSTEM-(18.1)Budget Development, (18.2)Fiscal Resource Utilization Analysis, (18.3)Funding Source Reporting, (18.4)Salary Savings Projections.

19.0 PERSONNEL SUBSYSTEM-(19.1)Timekeeping, (19.2)Personnel Information, (19.3)Desk Scheduling, (19.4)Staffing Needs Projection, (19.5)Recruitment Planning, (19.6)Personnel Training.

20.0 EQUIPMENT & SUPPLIES SUBSYSTEM-(20.1)Equipment Information, (20.2)Equipment Selection, (20.3)Supplies Inventory.

21.0 PHYSICAL PLANT & FACILITIES SUBSYSTEM-(21.1)Building Planning, (21.2)Space Utilization, (21.3)Work Flow Analysis, (21.4)Security Control.

22.0 LIBRARY DOCUMENT SUBSYSTEM-(22.1)Forms Control and Design, (22.2)Publications Planning and Control, (22.3)Documents Control, (22.4)Mail Processing.

24.0 ORGANIZATION & POLICY SUBSYSTEM-(24.1)Academic Plans Analysis, (24.2)Library Legislation Reporting, (24.3)Organization Analysis Procedure, (24.4)Administrative Information Control.

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*Note that the cost study deals with these two functions only