

Department of Conservation and
Land Management

Library Strategic Plan

1991 - 1995

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INTRODUCTION

The first Library Strategic Plan (1988-1991) recommended that "as a long term goal, CALM's Library HQ should be established at SOHQ, whereas the Woodvale Library should become, eventually, the Research Division Library". The Corporate Executive "agreed that in the long term the headquarters of the CALM Library can be transferred to the Operational HQ", but added: "This depends on a major building programme" (Minutes of Meeting 106, 11.7.88).

This Strategic Plan is based on the realistic development of the present Como Branch Library as the Main Library, the transformation of the Woodvale Library into a Branch Library and the exchange of 174 m² of the present Woodvale Library area for new office space - to be compensated by the extension of the Como Branch Library into the Research Branch Auditorium at Como and the construction of a second storey in the present Como Library area.

This Plan concentrates on the essential objectives required to develop the CALM Library system as an efficient and effective Branch within the Information Resources Division. Strategies have been confined entirely to the key objectives, while staffing and funding requirements have been limited strictly to the strategies.

OBJECTIVES

1. To provide an efficient and effective library service to support the achievement of CALM's objectives.
2. To acquire and manage externally produced information, especially in printed format, to support CALM's activities.
3. To provide an efficient reference service for all CALM publications and internally held documents and other media.
4. To provide efficient access to external sources of information as required by CALM staff.
5. To promote the understanding and use of library services within the Department.

These objectives are based on the vision of the re-establishment of full library facilities at SOHQ (Como). This need not necessitate the transfer of administrative functions (such as ordering and journals circulation) from Woodvale to Como, but it will certainly entail the adequate staffing of the Como Library to ensure its fulltime operation, and the relocation of forestry-related materials from Woodvale to Como.

The use of the Como Library to back up departmental efforts to keep the general public informed on environmental issues is also part of this Strategic Plan's vision. However, the really critical function performed by the Library is to supply the Department's staff with relevant information essential for the fulfilling of their duties, and this implies the ready accessibility of all the bibliographic data held by the Department. To fulfil this vision and achieve the declared objectives of this Strategic Plan, the necessary bibliographic data (retrievable by authors, titles and standardised descriptors - and indicating the departmental location of required items) will need to be readily available to departmental staff on the CALM computer network.

RELATION TO CALM'S STRATEGIC PLAN

The Library's objectives interrelate to all of CALM's primary objectives (not simply to the "knowledge" objective) because all CALM's objectives require informed management decisions which are dependent, at least to some considerable extent, on the Library's corporate support service.

Referring to the CALM Strategic Plan, the most important services relate to the following sub-strategies:

- (7.1.6) "The development and maintenance of corporate information systems to facilitate the sharing of data, efficient communication and decision making";
- (7.3.1) "Carrying out, encouraging, SUPPORTING and publishing scientific, economic and social research relevant to the Department's needs"; and
- (7.4.2) "The dissemination of relevant information."

The most important of CALM's Major Outcomes, is the INFORMATION MANAGEMENT SYSTEM (8.4). This is not only essential for library management; it needs to be recognised that efficient library management should have a profound effect on the QUALITY of information contained in CALM's information system - because the Library's management of the techniques of bibliographic control and information storage and retrieval (cataloguing, classification, indexing) will have a direct and critical effect on the Department's handling of its information resources and, therefore, on the quality of the decisions made by CALM in meeting all its objectives.

STRATEGIES

These are related to the objectives as follows:

1. Provision of an efficient and effective library service

To achieve this objective the Library will:

- 1.1 Make the library facilities accessible to all CALM staff.
- 1.2 Create and maintain a decentralised library system with regional and branch libraries.
- 1.3 Establish online access to information on CALM holdings, accessions, sub-library and individual officer holdings of books and reprints etc.
- 1.4 Provide copies of relevant articles etc, to staff requiring the information for professional purposes.
- 1.5 Provide for the special requirements of the Herbarium staff.

2. Acquire and manage externally produced information

To achieve this objective the Library will:

- 2.1 Provide reference book material covering the full range of CALM activities.
- 2.2 Subscribe to professional, technical and specialist journals covering the full range of CALM activities.
- 2.3 Collect copies of all significant published and unpublished reports which impact on CALM interests.

3. Provide an efficient reference service for all CALM publications

To achieve this objective the Library will:

- 3.1 Act as the central reference service for information contained in all CALM publications.
- 3.2 Maintain an archival collection of all publications produced by or about CALM and its administrative predecessors.

4. Provide efficient access to external sources of information

To achieve this objective the Library will:

- 4.1 Provide online facilities and expertise for database searches.
- 4.2 Maintain an inter-library loan system.

5. Promote the understanding and use of library services

To achieve this objective the Library will:

- 5.1 Develop a training package for CALM staff to assist them to use library facilities.
- 5.2 Produce a video for display in non-metropolitan CALM offices, in lieu of regular visits by the Senior Librarian.

The underlying strategy of this Plan is that Information Technology developments should precede the development of library resources, even though the book and journal collections are very inadequate to meet the Department's information needs.

It is recognised that extra funding for resources (ie, journals, books, videos) is unlikely to become available during the timeframe of this Plan (1991-1995), given the current economic situation, and no provision has been made for extra resource funding. However, should the economic situation improve, such funding should be given very serious consideration.

THE PRESENT SITUATION

1. Resources

The Woodvale and Como libraries hold some 8000 books, 373 current journal titles, 459 journal titles no longer subscribed to, 800 reprints of journal articles, 120 videos, 31 16mm films and annual reports for 272 corporate bodies. The Herbarium Library contains some 3500 books, 233 journal titles (of which 171 are currently received), 417 titles on microfiche and 900 maps. The Como Library also holds about 30000 coloured slides and 5000 photos.

These resources may sound impressive but, in fact, they are altogether inadequate to meet the primary objective of "provide[ing] an efficient and effective library service to support the achievement of CALM's objectives". By comparison, the WA Department of Agriculture's Library has twice the staff and four times the budget of the CALM Library; its resources contain approximately 50000 books and 1700 current journal titles, whereas its clientele and the geographic distribution of its department are only marginally larger than CALM's. Another useful comparison is the EPA Library, which, although servicing a much smaller department, has about 9500 books, 200 current journal titles and an effective budget (\$42000) which is 12% more than the Woodvale/Como library budget (\$37000) and almost as much as the total CALM library budget (\$46000).

In 1985 the CALM bookvote was \$14000/\$40000 (ie, 35% of the total Library budget). In 1990/91 the bookvote was initially \$7000/\$44000 (16%) and is now \$7000/\$37000 (19%). In absolute terms, this is a reduction of 50% (\$7000/\$14000), and allowing for an inflation rate of 10% p.a. for books, the effective purchasing power of the CALM bookvote is now only 25% of what it was five years ago.

The journals budget has also been reduced effectively. In 1985/86, journal expenditure was \$23000/\$40000). Five years ago the Library subscribed to 178 journals, some of which were duplicated. In 1990/91 there will be 175 subscriptions, with no duplications. Over the past five years several expensive subscriptions have been cancelled and in order to keep journals expenditure restricted to \$23000 this year, 11 journals (including Ecology Abstracts) have been cancelled and the payment for a further five has been taken over by CALM staff. The journal inflation rate is about the same as for books, so by taking a conservative 10% p.a. rate, the adjusted purchasing power of the journals expenditure may be regarded as about 50% less than five years ago.

Insufficient journals and books are held by the Library, and as a direct consequence insufficient information is being supplied to CALM staff. An indication of the inadequacy is provided by the data compiled from responses to the Library questionnaire (1991): it is quite clear that more CALM information resources are held outside the library system than are held within it.

The 168 CALM respondents to the questionnaire hold a combined total of 419 shelf-length metres of journals and journal reprints/photocopies, 367 metres of books and 256 videos, compared with the Main Library's holdings of 269 metres of journals and 130 metres of books, while the Como library holds 120 videos.

The CALM information resources held outside the Library are uncoordinated, retrievable in varying degrees of efficiency and mostly inaccessible to CALM as a whole, but the standardised use of the CALM ADMIN software package and the integration of local data on the CALM network should link these resources with the Library's INMAGIC data in a Library-controlled information retrieval system.

2. Facilities

The facilities at Woodvale are excellent from the viewpoint of the Library staff and the scientists at Woodvale, but it's quite clear from the questionnaire returns that the majority of potential library users within CALM are dissatisfied with the location of the Main Library at Woodvale and would prefer it to be based at Como.

At present, the Como Branch Library facilities are adequate only for a branch library. To transform the Branch Library into the Main Library would require considerable extension and alteration.

The Herbarium Library facilities have been extended recently and should be adequate for the next decade.

The locality which is most in need of library services is Murdoch House, while at Kelmscott and non-metropolitan offices, library facilities vary from scarcely adequate to virtually non-existent.

A major threat to the provision of adequate facilities and services is the expiry of the service contracts on the photocopiers at the Woodvale and Como libraries. The contracts have been extended until December 1991, but new machines will have to be purchased by then.

3. Services

The quality of the Library's reference services is directly dependent on the Library's resources. Increasingly, CALM staff are becoming dependent on inter-library loans to become better informed, but CALM's inter-library loan service is now operating on a user pays basis. Given the reduced budgets of the users, there are obvious limits to the use which can be made of non-CALM library resources - including online DIALOG searches.

Current awareness services provided by the Library were diminished markedly from February 1990, with the cessation of "CALM Alert". The circulation of a copy of "CALM Alert Weekly" is not nearly as effective as the former distribution of the monthly publication.

Commercial based (DIALOG) user-specific selective dissemination of information (SDI) services in CALM are non-existent, but CALM staff have recently been able to use the WA Department of Agriculture Library's CAB CD-ROM facilities, and download requisite information onto their own diskettes.

Increasing student usage of the Woodvale Library is becoming a problem. The B.App.Sc. course in Environmental Management at Joondalup now has about 120 fulltime students and the number of students at the Woodvale Library is averaging over three a day. Also, since the fulltime opening of the Como Library, a few Murdoch students sometimes come to Woodvale for more detailed information.

Public/student use of the Como Library amounts to about half of staff usage but is actually taking more of the Branch Librarian's time, though the situation is quite manageable. Student use of the Herbarium Library is also manageable.

4. Systems

4.1 INMAGIC - the software system used by the Main Library at Woodvale and Como - is an excellent information retrieval system. INMAGIC is a stand-alone system, though it can be upgraded for use with the VAX mainframe. However, there are two weaknesses inherent in the INMAGIC program, which would detract from its effective use in a VAX version.

- (i) It cannot simultaneously cope with user enquiries and library maintenance. (This weakness could be overcome by batch loading of updated data during off-peak hours).
- (ii) INMAGIC is a command-driven package and, as such, is not user friendly. Fortunately, the enquiry-only version of INMAGIC-SearchMAGIC - is menu-driven and very user friendly, and has the further advantage of protection from potential "hackers", who cannot break through from an enquiry mode to a maintenance mode. The purchase of SearchMAGIC is very highly recommended for the CALM network, but if funding is unavailable, the transfer of INMAGIC data onto the RMS network should be considered.

4.2 ADMIN - the recommended software for library collections in CALM offices is the recently developed CALM ADMIN system which is a very simplified information storage and retrieval package, capable of handling all local office and individual requirements. The major advantages of ADMIN are its:

- (i) cost free availability
- (ii) user friendliness (to the point of being readily operable by volunteers)
- (iii) multi-purpose use, specifically designed for CALM requirements
- (iv) potential capability of data transfer by diskette from CALM offices to the Main Library database.

ADMIN is the standard CALM local office software and the Library subsystem on ADMIN should replace any alternative system now in use - except for the INMAGIC databases at Manjimup Reserach and Bunbury and the Dwellingup Research data on RMS.

BRANCH STRUCTURE

The Library is one of four branches within the Information Resources Division and is required to provide professional library staff to the three major metropolitan CALM libraries: Woodvale, Como and the Herbarium.

The present staff structure consists of:

Location	Position (level)	Functions
Woodvale	1. Senior Librarian (L5)	Library planning, management, supervision.
	2. Librarian (L2/4)	Systems maintenance, book acquisitions, reference enquiries, on-line searches, CD-ROM searches.
	3. Assistant Librarian (L1)	Inter-library loans, book processing, photocopying, shelving.
	4. Library Assistant (L1)	Financial records, journal acquisitions and circulation, loans, shelving.
Herbarium	5. Librarian (L2/4)	Supervision of the Herbarium Library: acquisitions, cataloguing, reference enquiries, journals, inter-library loans, loans, shelving.
Como	6. Librarian (L2/4)	Supervision of the Como Branch Library: cataloguing, journal maintenance, reference enquiries, video and book loans.

Given the establishment of the Como Branch library on a fulltime basis and the need to rationalise Library resources and staffing, it is recommended that within the five year term of this Plan, the Como Library should be developed as the Main Library for CALM, with the transfer of the forestry books and journals from Woodvale to Como.

NB. This will necessitate a "take-over" of the Research Branch Auditorium.

Structural alterations are also recommended at Como to transform the Old Museum area into a two-storied library with shelving, a loans counter and a computer terminal and enquiry/work area on the ground floor and a reading/study area on the upper floor. The upper floor should continue above the present unused area over the tea room, so that this can be used for library office space (see Appendix C).

Provided these changes can be made at Como, the lower half of the Woodvale Library (152 square metres) and the Senior Librarian's office can be relinquished to the Woodvale Research centre (see Appendix D). If the Senior Librarian's office can be relocated at Como, then with three staff at Woodvale and three at Como/Herbarium, a greater flexibility will be possible with staff management.

RECOMMENDATIONS

1. The Como Library should be developed as CALM's main Library.
2. On the principle that library resources should be held where they will be most effectively used by the greatest number of CALM staff, the forestry books and journals at the Woodvale Research Centre should be relocated at the Como Library, while the wildlife/conservation resources should be retained at Woodvale. The Herbarium Library should be retained as a discrete entity.
3. Satellite libraries should be established at every CALM office using the CALM ADMIN system as the departmental standard for bibliographic control of satellite collections.
4. The Woodvale, Herbarium and satellite libraries should not be available to the public, except in special circumstances. However, the Como Library should be recognised as a "back-up" resource to the Front Counter and the public should be permitted to use the Como Library as a reference library (ie, without borrowing rights - other than for video loans).
5. Priority should be given to the purchase of the requisite information technology - at the expense of resource development (see page 11 below).
6. The Herbarium Library catalogue should be automated as soon as possible.
7. Funding permitting, "SearchMAGIC" (the network enquiry version of the Library's INMAGIC database) should be purchased for use on the CALM network.
8. "CALM Alert" should be reinstated as the most useful form of current awareness service for journals and newly acquired books.
9. The photocopiers at Woodvale and Como should be replaced by the end of the 1991 calendar year.

ACTION PLAN 1991/92 - 1994/95

Financial Year

1991/92	Establish the IT basis for adequate library services.
1992/93	Establish the recurring resources funding for adequate library services.
1993/94	Restructure and equip the Como Library as the Main Library.
1994/95	Relinquish the lower half of the Woodvale Library.

The development of information technology facilities for the Library administrative systems will involve:

1. The automation of the Herbarium Library catalogue.
2. The standardising of cataloguing methods and library administration in CALM offices (other than Woodvale, Como and the Herbarium) through the use of the CALM ADMIN system.
3. The transfer of data from local ADMIN databases by diskette to the Main Library catalogue database.
4. The purchase of the enquiry version of the Library's software - "SearchMAGIC" and the transfer of the in-house ("INMAGIC") data onto the SearchMAGIC database on the CALM mainframe, so that comprehensive enquiries can be made of all departmental library resources - including the hundreds of shelf-length metres of books, journals and photocopied articles which are not yet included within CALM's bibliographic control (see Appendix A, question 14).

The preferred software is "SearchMAGIC" - the enquiry version of the Library's database. However, it should be possible to transfer the INMAGIC data to the RMS software already used on the CALM network.

A. Information Technology (IT) Requirements

1. "SearchMAGIC"
2. Herbarium catalogue automation: PC and printer + "INMAGIC"
3. INMAGIC software for Como and modem and CALM network cable
4. Faster modem for Woodvale (thereby reducing on-line searching costs)
5. Install the latest version of the CALM ADMIN system in every CALM office (no cost)

B. User Services Requirements

1. 2 x new photocopiers (Woodvale and Como)
2. Additional shelving for Como - to accommodate the forestry books and journals
3. CALM Alert publication costs

NB: The photocopiers will have to be replaced before 1992 as their service contracts have already expired and they are not likely to remain operational much longer.

FUNDING 1991/92

Non-recurring costs

Information Technology

SearchMAGIC software	6 600	
INMAGIC software (Como)	750	
Herbarium's PC and printer and INMAGIC	5 000	
Fast modems for Como and Woodvale (2x)	1 200	
Network cable to Como Library	1 500	
DIALOG link - for on-line searching (Como)	260	
SLIC (INMAGIC) LOANS system software	550	
Ergonomic chairs for Herbarium and Como (2x)	500	
	<u>16 360</u>	\$16 360

Photocopiers - Woodvale and Como	7 380	<u>7 380</u>
		<u>\$23 740</u>

Recurring Costs

CALM Alert	6 000
Journal subscriptions (to help cover inflation)	<u>1 000</u>
	<u>7 000</u>

C A L M LIBRARY

USER SURVEY

CALM is conducting a survey to learn more about how staff use the Library facilities/services and how their information needs are met.

By completing this questionnaire you will help us develop a Library Strategic Plan, having in mind better Library Services for all staff. This information will not be used to interfere with individual reference collections but to gain an overall "map" of information use in CALM.

Please return the completed form to Hugh Clift at the Como Branch Library by the 14 January 1991.

Thank you for your assistance.

Name

District/Centre

Position

1. How often do you use CALM Library facilities/services ?

(Please tick the appropriate box/boxes)

TOTAL RESPONSES = 155/400 = 39%

	VISIT			PHONE			FAX		
	Woodvale	Como	Herbarium	Woodvale	Como	Herbarium	Woodvale	Como	Herbarium
0 times/month	113	130	138	94	131	149	138	155	155
1-2 times/month	24	13	9	56	11	5	16	0	0
3-4 times/month	10	6	1	5	2	0	1	0	0
5 times/month	0	2	1	0	1	0	0	0	0
more than 5 times/month	8	4	6	0	0	1	0	0	0

26/155 (17%) do not use the Library at all

2. What CALM Library services do you use ?

(Please tick the appropriate box/boxes)

	Borrow		Use of CALM	Photocopies	Interlibrary	Browsing
	Books	Journals	Alert Weekly	of Articles	Loans	
0 times/month	112	114	129	82	107	101
1-2 times/month	25	30	12	49	43	25
3-4 times/month	10	3	10	9	3	11
5 times/month	0	1	1	5	1	4
more than 5 times/month	8	7	3	10	1	14

Comments

3. How do you rate CALM Library services ?

(Please circle appropriate number)

1	2	3	4	5	
Poor	Adequate	Good	Very Good	Excellent	
$\frac{17}{133}$	$\frac{28}{133}$	$\frac{39}{133}$	$\frac{35}{133}$	$\frac{14}{133}$	= 133/155
=(13%)	(21%)	(29%)	(26%)	(11%)	= (100% of 133)

REFER TO PAGE A7

4. What do you find most satisfactory about CALM Library services ?

5. What do you find least satisfactory about CALM Library services ?

6. What do you consider an ideal Library service ?

Please turn over

7. Is the current Library service important for the efficiency of your work ?

(tick one)

Yes ☐ 107

No ☐ 45

Please explain why:

Comments

8. Would your Branch be prepared to pay for the services offered by the CALM Library ?

(tick one)

Yes ☐ 28

No ☐ 68

Comments	SEE PAGE 46

9. Would you prefer a single metropolitan CALM Library ?

(tick one)

Yes ☐ 96

No ☐ 54

Go to Q11

Comments	SEE PAGE A 7

10. Where would you like the Library to be located ?

CCMO 77	WOODVALE	4
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HERBARIUM 2
BUNBURY 1
MANJIMUP 1

11. Do you think the Forestry Library should be separated from the Woodvale Library ?

(tick one)

Yes ☐ 42

No ☐ 91

Go to Q13

12. If yes, where do you think it should be located ?

COMO 30 WOODVALE 9 BUNBURY 3

Why? Please explain:

13. Do you have your own reference collection ?

(tick one)

Yes ☐ 129

No ☐ 14

Go to Q15

14. If so, how many metres of shelf/file space do you use for :

(Please write a number)

Books	<input type="checkbox"/> 354	metres	+ 13 = 367
Journals	<input type="checkbox"/> 187	"	+ 6 = 193
Photocopies/Reprints of Journal Articles	<input type="checkbox"/> 208	"	+ 18 = 226

15. How many videos are held :

(Please write a number)

In your own office	<input type="checkbox"/>	} 219 + 37 = 256
In your Branch	<input type="checkbox"/>	

Please turn over

REFER TO PAGE A7

6

16. What percentage of your funding in 1989/90 was spent on information-related material ? %

17. What information services other than the CALM Library do you use ?

(tick one or more)

State Library ☐

Public Libraries ☐

UWA ☐

Curtin ☐

Murdoch ☐

WACAE ☐

Special Libraries ☐

Database searches ☐

(eg. AGRICOLA CD-ROM)

Please specify:

18. What work-related journal titles do you subscribe to personally?

19. Further comments: Please specify how CALM Library services/facilities can be improved.

SEE PAGE A8

20. Thank you for your help.

LIBRARY QUESTIONNAIRE (continued)

- Question 16: (What % of your funding in 1989/90 was spent on information related material?)
Range: 0-100% Average = 1%
- Question 17: (What information services other than the CALM Library do you use?)
Range: 0-6 Average = 2
- Question 18: (What work related journal titles do you subscribe to personally?)
224

COMMENTS

- Question 4: (Most satisfactory features)
The helpfulness of the Library staff featured most prominently.
The "caretaker" journal circulation system has been very enthusiastically received at Manjimup Research.
- Question 5: (Least satisfactory features)
The long-distance factor re Woodvale was a recurring theme.
17 people specified the cessation of CALM Alert.
Insufficient resources
- Question 6: (Ideal Services)
The efficient transfer of information, when required.
Two people nominated for provision of SDI Services (i.e., user-specified information updates)
- Question 8: (Would your Branch be prepared to pay for the services offered by the CALM Library?)
Understandably, this question produced some pointed replies. The reply which reflects my own view is this: "Provision of library facilities is essential for research and this should be a function of Departmental support". Another reply said "we are ONE organisation. If we start charging each other for essential services we divert our resources from what we should be doing".

Question 9: (Would you prefer a single metropolitan CALM Library?)

While nearly 2/3 of the respondents favoured a single library, the Herbarium respondents unanimously disapproved. Said one: "while this sort of thing appeals to administrators as a more efficient service, it is quite impossible for systematics, which depends so heavily on having literature readily on hand".

My own view is that library materials should be located where they will be most used, even if this policy requires separate library locations (within practical limits, of course).

Question 19: (Please specify how CALM Library facilities/ services can be improved)

26 respondents requested a networking library system which is capable of providing all relevant information held within CALM. The combination of the CALM "ADMIN" system and the network enquiry version of the Library's "INMAGIC" software ("SearchMAGIC") will provide such a system.

One disgruntled manager called for the dissolution of the Library and the devolution of its resources throughout CALM.

NOTE: Highly specialised information requirements (e.g. engineering, auditing, finance) can't possibly be met from CALM library resources, but much greater resources on these subjects are available through CALM's corporate membership of the Curtin University Library.

LIBRARY QUESTIONNAIRE "FEEDBACK"

42% of the questionnaires were returned; a big "thank you" to the respondents.

155 responses were received in time to be included in the attached summary, which has been updated to include all 168 replies to questions 14 and 15. Obviously, there are more books, journals, photocopies and videos in CALM outside the Library than there are in the Library.

There are a few specific points I'd like to make in response to comments made in the questionnaire:

1. CALM "Alert"

In spite of a notice included in the last issue of CALM Alert, it seems that many people don't know that "C.A." ceased with the February 1990 issue. It was costing about \$6 000 p.a. to produce and the funds weren't available. However, I'm determined to resurrect "C.A." as soon as possible - it has a very high priority and was well used. A weekly issue of the photocopies of journal contents pages is circulated to CALM offices which have indicated their interest, and this loose-leaved copy is known as "CALM Alert Weekly". If any CALM office would like to be added to the circulation list, please let me know.

2. Journal Circulation

With the demise of CALM Alert, journals have been circulated to CALM offices, under the supervision of a nominated "caretaker" at each office. This system has worked reasonably well, but it has caused delays in providing photocopies on request - and numerous complaints. Consequently, the journals on circulation are now required to be returned to Woodvale (NOT Como, as initially requested) before they are passed on to the next CALM location. This system should enable the Library to attend to all photocopying requests reasonably promptly, as well as giving CALM staff a "hands on" opportunity to read the journals they're particularly interested in.

3. Local Office Libraries

The CALM "ADMIN" software package has a Library sub-system which is very suitable for local usage. It has the additional advantage of having local data transferable by diskette onto the Library database and becoming potentially available to the Department as a whole, - through:

4. "SearchMAGIC"

This is the network enquiry version of the Library's database, which will enable all CALM staff to search the Department's library resources via the CALM network. The purchase of SearchMAGIC has the highest priority for future Library development.

5. Liaison with Local Offices

Several respondents commented on the lack of liaison between the CALM Library and non-metropolitan offices and on the absence of any promotion of Library services. I'm very keenly aware of these shortcomings and I'd like to point out that:

- i) It wasn't feasible to offer any service worth mentioning until the Library at Woodvale had become an efficient and effective Branch. This took over two years to achieve (1988-89) and no sooner was I about to do a "PR" job on local offices than the Library's budget was cut and my travel funds were wiped out.
- ii) A video on CALM Library services has been made (cost-free) but its technical quality is such that it needs a live commentator to back up the taped commentary. STALEMATE! If anyone has any suggestions to help resolve this problem, please let me know.

APPENDIX B

FIRST DRAFT

**DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
WESTERN AUSTRALIA**

INFORMATION MANAGEMENT POLICY

January 1990

B1

INFORMATION MANAGEMENT POLICY

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

BACKGROUND

The use of information in the Department of Conservation and Land Management, as in the rest of society, has undergone major changes in recent years. In the past the amount of data collected in any particular field was relatively small and narrowly focussed, with little on-processing because of the limitations of manual techniques for analysis.

The advent of computers, and especially personal computers, has profoundly changed the situation. Not only can we perform vastly more complex analyses, but the data can be used, sometimes in combination with other data to produce entirely new kinds of information.

These profound changes in the way information is used, vast increases in the amount of information available and the progressive blurring of the distinctions between the different ways of accessing information have caused a complete re-evaluation of the way in which we view the provision of information.

All this has coincided with an explosion in the need for information in order to manage the rapidly increasing complexity of society. Furthermore, our capacity to take actions which can profoundly affect society and the environment is also increasing, making it more important than ever before to improve the quality of decision-making.

It has now been realised that information is a resource of equal importance to personnel and finance and that in the business world its efficient use is a competitive weapon of prime importance. In the public sector, efficient information management is seen as the key to the increased productivity and effectiveness which is the only way to cope with the ever-increasing demands being made for services by the community but with ever-diminishing resources.

There has been a general move to combine all forms of information and manage them in an integrated way. This has required a rethink of how we should approach many traditional sources of information. One of the less-appreciated by products of using computer-aided systems is that they force us to be logical in the way we approach things.

In the context of CALM the problems of uncoordinated information management became apparent soon after the amalgamation and were brought into sharp focus by the 1987 Information Strategy Plan. The departmental Executive accepted the premise that the status of information management needed to be raised, that it needed more resources and that a new management structure was required. Progress has not been as rapid as was hoped due partly to the fact that there are very few people available with the necessary skills in information management. CALM's lack of capital, decentralised organisation and very diverse information requirements have also contributed to slow progress.

This information policy is intended to set the pattern for action over the next three or four years. It should be read in conjunction with the IT Plan, which is the more detailed plan of activities on a financial year basis.

OBJECTIVE

The long term objective is to increase productivity and effectiveness of Departmental staff by developing computer-based information systems which complement the human brain. Such systems will provide instant access to all types of information, together with the necessary tools to use the information, for every person in the Department.

This objective can also be stated in the usual terminology of corporate strategic planning as:

CALM will develop an integrated system for the collection, analysis, storage, retrieval and dissemination of all types of information required for the efficient achievement of the Department's goals and the performance of its responsibilities.

POLICIES

1. CALM recognizes that effective management of its information resources is a factor which is crucial to the successful achievement of its mission.
2. The effective management of information requires a focus and drive which can only be achieved by allocating responsibility to a special Division.
3. The role of the Information Resources Division is to manage corporate systems, lay down guidelines in technical information matters and to provide an information delivery system for the Department.
4. The staffing, training and the financial resources will be provided to achieve the objective set out above.
5. Information systems will be protected from damage and unauthorised access.
6. A guiding principles of the information system will be that user requirements will drive the way systems work and that ease of use must be a feature.
7. All streams of information, digital, voice and "hard copy" are covered to be integrated into one seamless stream so far as it is possible to do so.
8. Wherever possible the use of analytical systems and data capture will be located in rural areas, close to the place the information is required, rather than in Perth.
9. Corporate information will be progressively relocated into a centrally managed database.

STRATEGIES

The strategies by which the policies will be carried out are set out below. The IT Plan develops these strategies in further detail and lists the steps required to carry them through to fruition in a particular financial year.

1. Commercial Activities

- 1.1 Provide on-line information as to harvest output in terms of numbers, volume or weight as required.

- 1.2 Interface with financial systems to provide reliable and accurate invoicing to customers, payments to contractors and costing of operations.
- 1.3 Provide automatic royalty/stumpage update.
- 1.4 Provide information for local and high-level monitoring of harvest levels.
- 1.5 Provide interfaces with GIS and inventory systems as required.

2. Research

- 2.1 Provide facilities for collection, collation and analysis of data as required.
- 2.2 Provide information on flora and fauna identification and occurrence over the whole State.
- 2.3 Provide access to current research information.
- 2.4 Provide index to published Departmental research.

3. Land Information

- 3.1 Provide hard copy map products for day to day operational needs.
- 3.2 Produce special map products for land management plans and publications as required.
- 3.3 Provide facilities for the combination and spatial analysis of different data sets.
- 3.4 Work towards completing a digital database for the whole CALM estate which will include the wide range of environmental and cultural attributes necessary to support field operations.
- 3.5 Promote the development of the WALIS environment to facilitate the interchange of data between Government Departments.

4. Management

- 4.1 Provide an efficient and accessible information reference system for all staff.
- 4.2 Collect scientific and managerial information over the whole spectrum of CALM activities.
- 4.3 Provide a secure but accessible archive system for past operational actions, correspondence and research.
- 4.4 Provide access to reference information held outside CALM.
- 4.5 Provide a rapid and efficient response to Parliamentary enquiries.
- 4.6 Provide accurate and comprehensive reporting to the community on CALM activities and achievements by formal reports and through the media.

- 4.7 Provide an efficient and reliable correspondence filing, action referral and location service.
- 4.8 Provide information in appropriate forms for improving public knowledge of land and resource management matters.
- 4.9 Provide an efficient internal information distribution and access system.
- 4.10 Promote standardisation of management support systems eg, word processing systems in particular management units.
- 4.11 Provide a range of tools which will promote staff effectiveness over the whole spectrum of CALM activities.

5. Financial

- 5.1 Blend all avenues of Departmental expenditure, including committed funds, into one integrated system.
- 5.2 Provide the capability for accurate allocation of all expenditure, on salaries, wages, materials and contracts to the programmes set out in the CALM Strategic Plan.
- 5.3 Provide on-line easily understandable financial reports for all levels of management in a way which meets the particular requirements of each level.
- 5.4 Provide systems for financial analysis which will enable managers to optimise their use of financial resources.

6. Natural Resource Management

- 6.1 Provide precise, statistically valid estimates of all natural resources for which CALM is responsible, in cooperation with the responsible specialist sections of the Department.
- 6.2 Provide suitable interfaces for the integration of resource inventory and land information.

7. Human Resources

- 7.1 Provide for the use across the Department of a personnel information system, such as the PIMS system.
- 7.2 Provide all information required to meet CALM internal staff planning and training requirements.
- 7.3 Ensure that the information management aspect of Departmental activities is adequately staffed with the range of skills required to meet all needs, both in Perth and in regional centres.
- 7.4 Train all staff in those aspects of IT which are relevant to their needs.
- 7.5 Produce an annual staff training plan to ensure proper budgetary provision for this important function.

8. Communications

- 8.1 Plan and manage the Departmental communication system to optimise the economies inherent in a network.
- 8.2 Provide an efficient and economical mobile communications system which meets all safety and operational requirements.
- 8.3 Develop an internal communication system which permits rapid and reliable contact between any parts of the Department.

9. Written Information

- 9.1 Work towards a digital on-line system for indexing, storage and access to correspondence.
- 9.2 Develop a Department-wide correspondence reference system to improve accuracy of indexing procedures.
- 9.3 Combine all reference material in one location with rapid access capability.
- 9.4 Improve the ease and speed of access of all staff to reference information.

10. Database Management

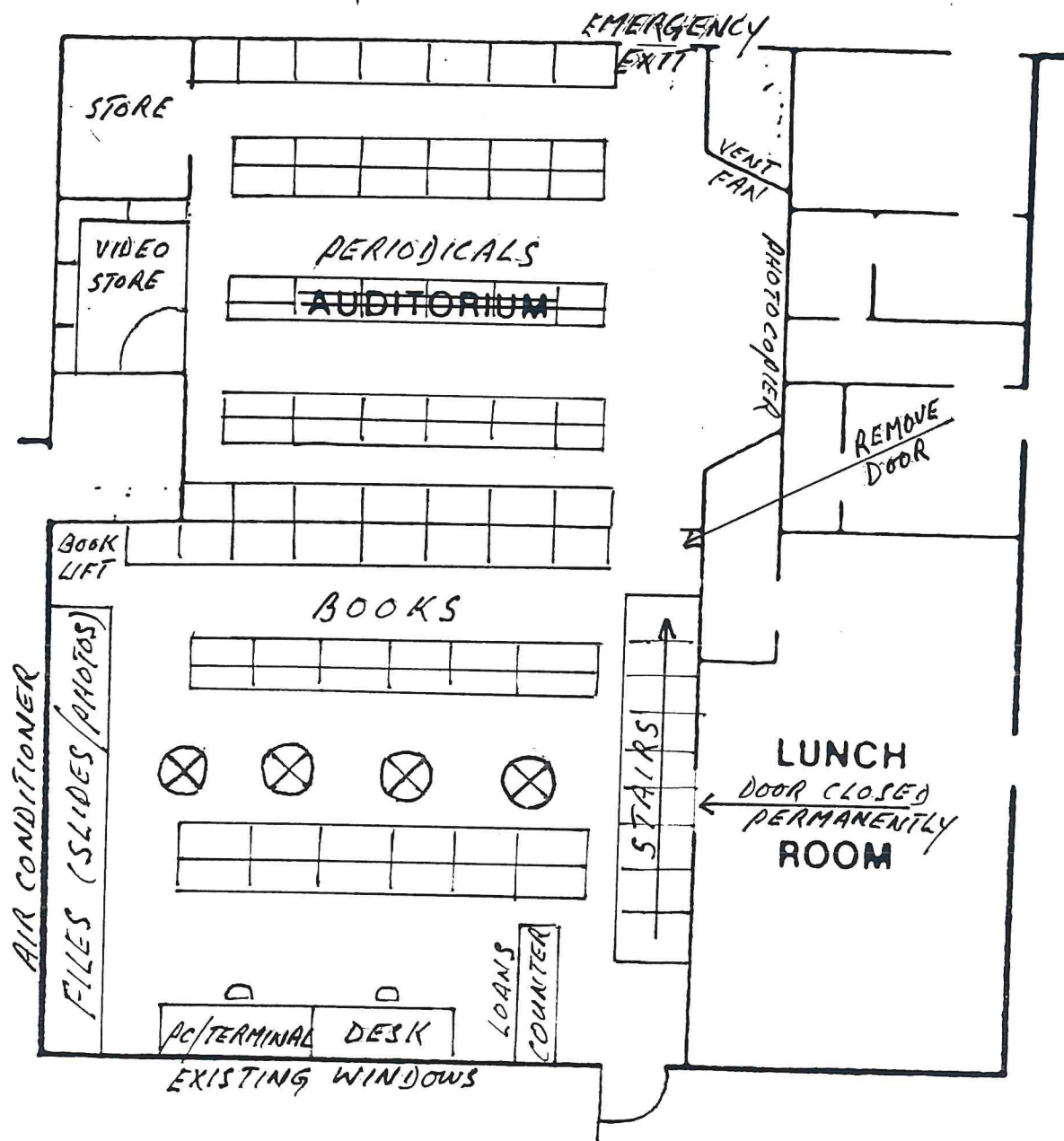
- 10.1 Appoint a database administrator to ensure that, over the whole spectrum of CALM activities, data storage and retrieval are carried out in a rational and consistent manner to facilitate the smooth flow of information.
- 10.2 Develop appropriate guidelines for central and satellite database management.
- 10.3 Develop a simple, user friendly "information system gateway" for use across the whole Department.
- 10.4 Develop suitable guidelines for use and control of security for the planned "information system gateway".

11. Hardware

- 11.1 Continue to work toward the development of a single operating system environment for mainframes.
- 11.2 Continue the expansion of workstation facilities in regional and district offices in accordance with identified needs.
- 11.3 Develop tighter guidelines for PC purchase and operation.

12. Marketing Departmental Systems

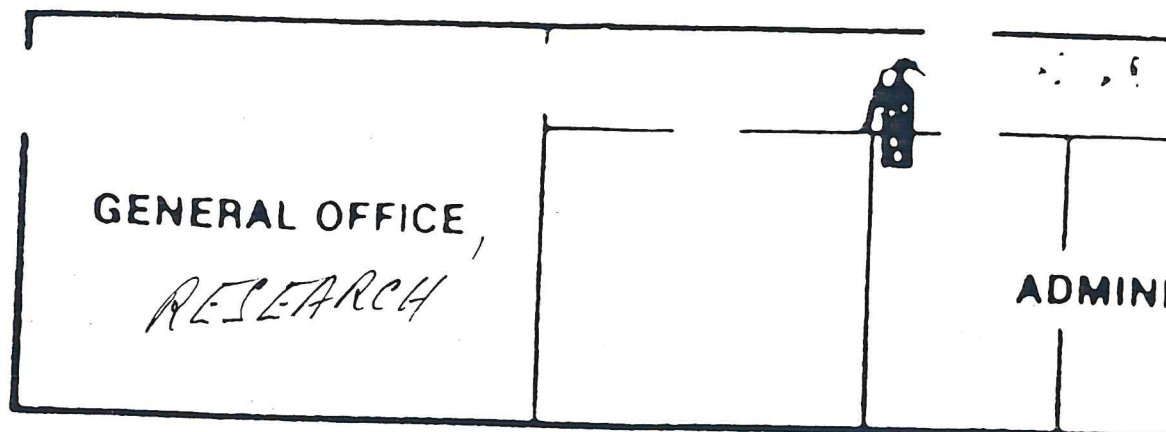
- 12.1 CALM will explore the possibility of commercial development and marketing of a number of its information systems.
- 12.2 This will be done by negotiating agreements with the private sector.
- 12.3 CALM will provide, at suitable rates, technical support for any marketed systems, but not system support.



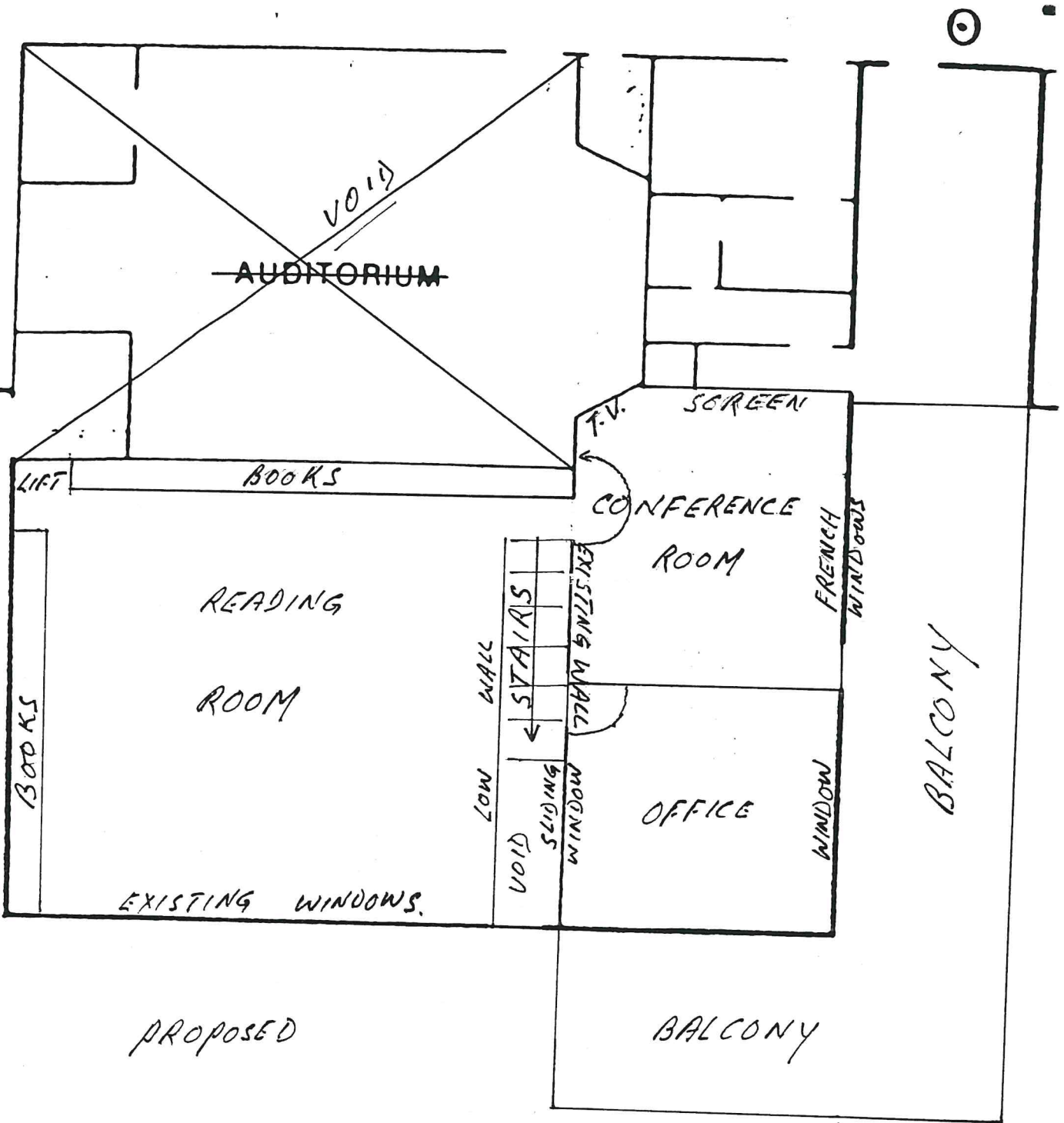
PROPOSED MAIN LIBRARY,

COMO - LOWER FLOOR

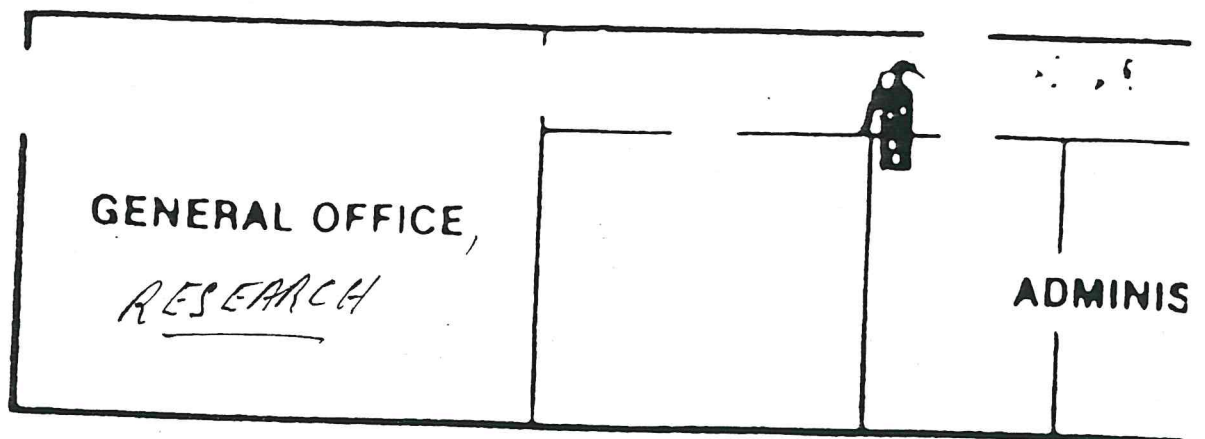
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APPENDIX C1



CALM MAIN LIBRARY, COMO - UPPER FLOOR



AUDITORIUM

COMO
BRANCH
LIBRARY

LUNCH
ROOM

EXISTING STRUCTURE

GENERAL OFFICE,
RESEARCH

ADMINI

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APPENDIX

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