

**A STUDY OF THE
MANAGEMENT PROCESSES IN
UNIVERSITY AND COLLEGE ARCHIVES
IN THE UNITED KINGDOM AND CANADA**

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Volume II



INTERVIEW FORMAT

Introduction of research

Background

1a) When was your archives established:

1b) By whose authority:

1c) Reports to:

1d) What happened prior to the date established:

2a) Do you have a mission statement: Yes ___ No ___

2b) If yes, when was it formulated : Year _____

2c) Has it been changed since that date : Yes ___ No ___

3a) Do you have goals and objectives : Yes ___ No ___
(define goals and objectives)

3b) How often are the goals and objectives reviewed :
never _____ annually _____ more frequently _____

3c) Are the goals and objectives evaluated : Yes ___ No ___

If yes, how are they evaluated :

4) Do you prepare an Annual Report: _____

APPENDIX: 1

2.

5a) Do you have policies for the various aspects of your archives:

5b) Collection policy: Yes ___ No ___

5c) Do you have a written policy: Yes ___ No ___

5d) Automation policy: Yes ___ No ___

5e) Do you have a written policy: Yes ___ No ___

5f) User policy: Yes ___ No ___

5g) Do you have a written policy: Yes ___ No ___

5h) Other policies: Yes ___ No ___

5j) Are they written policies: Yes ___ No ___
(e.g.) conservation, disaster planning, etc.)

6a) Are the mission statement, goals and objectives, and policies communicated to staff: Yes ___ No ___

6b) If yes, how is this done: _____

6c) How often: _____

7a) Are there regular staff meetings: Yes ___ No ___

7b) If yes, describe the agendas: _____

7c) How often: _____

8a) Do you have procedures:

8b) For accessioning materials: Yes ___ No ___

APPENDIX: 1

3.

8c) Written : Yes ___ No ___

8d) For processing materials: Yes ___ No ___

8e) Written: Yes ___ No ___

8f) For retrieving materials: Yes ___ No ___

8g) Written: Yes ___ No ___

8h) For designating active and semi-current/semi-active records:
Yes ___ No ___

8i) Written: Yes ___ No ___

8j) Scheduling destruction of records of no value:
Yes ___ No ___

8k) Written: Yes ___ No ___

8l) Other procedures: Yes ___ No ___

8m) Written: Yes ___ No ___

9a) The number of staff: archivists ___ support ___
(specify designations/ titles)

9b) Do you have position descriptions: archivists ___ support ___

9c) Is there an evaluation for staff: Yes ___ No ___

9d) If yes, describe it: _____

9e) How often is it carried out: _____

APPENDIX: 1

4.

10a) Is there a staff association or certified union for archivists:
Yes ___ No ___

10b) Describe it, and its effect on the work environment: _____

10c) Is there a staff association or certified union for support
staff: Yes ___ No ___

10d) Describe it, and its effect on the work environment: _____

11a) Is there a training and development scheme: Yes ___ No ___

11b) For archivists - describe: _____

11c) For support staff - describe: _____

11d) Is there support for development: Yes ___ No ___

11e) If yes, could you describe: _____

5.

12a) What is the total budget: _____

12b) How is it disbursed:

i) salaries: _____

ii) operating costs: _____

iii) acquisitions: _____

iv) other: _____

12c) Other funding: _____

12d) How is it used: _____

12e) Has the budget changed in the last five years: Yes ___

No ___

12f) How has it changed: _____

12g) Do you think it will change in the next five years: Yes ___

No ___

12h) How will it change: _____

12i) Is the budget tied to the planning: (objectives) Yes ___

No ___

6.

13a) Could you tell me about access to your archives:

13b) Do you keep visitor, telephone, and user statistics: Yes ___
No ___

13c) Do you have any comments about trends in users:

Thank you for your cooperation in answering these questions about your archives.

REVISED INTERVIEW FORMAT

APPENDIX: 2

INTERVIEW FORMAT

1.

BACKGROUND

1a) When was your archives established: year 1a)

1b) By whose authority: 1.library 2.other (explain) 1b)

1c) Reports to: 1.library 2.other (explain) 1c)

1d) What happened prior to the date established: 1d)

POLICIES

2) Do you have policies for various aspects of your work?

2a) Collection policy: 1.yes 2.no 3.written 4.not written 2a)

2b) Appraisal policy: 2b)

2c) Conservation policy: 2c)

2d) Security policy: 1.yes 2.no 3.written 4.not written 2d)

2e) User policy: 2e)

2ei) access: describe 2ei)

2eii) visitor statistics 2eii)

2eiii) telephone statistics 2eiii)

2eiv) letters of enquiry statistics 2eiv)

PROCEDURES

3) Do you have procedures in your archives?

APPENDIX: 2

2.

- 3a) Accessioning: 1.yes 2.no 3.written 4.not written 3a)
- 3b) Processing 3b)
- 3c) Retrieving 3c)
- 3d) Records Management 3d)

ORGANIZATION/ADMINISTRATION/COMMUNICATION

- 4a) Mission statement: 1.yes 2.no 3.written 4.not written 4a)
- 4b) Goals and objectives:
1.yes 2.no 3.written 4.not written 4b)
- 4c) Reviewed: 1.very often 2.annually 3.seldom
4.never 5.other 6.N/A 4c)
- 4d) Evaluated: 1.very often 2.annually 3.seldom
4.never 5.other 6.N/A 4d)
- 4e) Communicated to staff: 1.very often 2.annually
3.seldom 4.never 5.other 6.N/A 4e)
- 4f) Meetings with staff: 1.very often 2. annually
3.seldom 4.never 5.other 6.N/A 4f)
- 4g) Annual reports 1.yes 2.no 4g)
- 4h) Position (job) descriptions
- 4hi) archivists: 1.yes 2.no 4hi)
- 4hii) how recent: year or N/A 4hii)
- 4hiii) support: 1.yes 2.no 4hiii)
- 4hiv) how recent: year or N/A 4hiv)
- 4i) Staff appraisals/evaluations:
- 4i-i) archivists 1.yes 2.no 4i-i)
- 4i-ii) how often: 1.as required 2.annually 3.seldom
4.never 5.N/A 4i-ii)
- 4i-iii) support: 1.yes 2.no 4i-iii)

4i-iv) how often 1.as required 2.annually 3.seldom 4i-iv)
4.never 5.N/A 4.never 5.N/A

4j) Staff associations:

4ji) archivists: 1.yes 2.no 4ji)

4jii) support staff: 1.yes 2.no 4jii)

4jiii) any comments: 4jiii)

4k) Number of archivists: 4k)

4ki) titles: 4ki)

4l) Number of support staff: 4l)

4li)Titles: 4li)

TRAINING AND DEVELOPMENT

5a) Do you have a scheme: 1.yes 2.no 5a)

5ai) archivists: explain 5ai)

5aii) support staff: explain 5aii)

APPENDIX: 2

FUNDING

6a) Total budget: pounds, dollars 6a)

6ai) from library: 1.yes 2.no 6ai)

6b) Other funding: 1.yes 2.no 6b)

6bi) from what sources: 6bi)

6bii) how used: 6bii)

6c) Budget changes - last five years: describe 6c)

6d) Budget changes - next five years: describe 6d)

TRENDS

7a) Any comments regarding trends: describe 7a)

Thank you for your cooperation in answering these questions.
ASK FOR COPIES OF POLICIES, POSITION DESCRIPTIONS, ETC.

ENTREVUES SEMI-STRUCTURÉESHISTORIQUE

1a) Quand vos archives ont-elles été établies? Année 1a)

1b) Par quelle autorité? 1.bibliothèque
2.autre (expliquez) 1b)

1c) Rapports à: 1.bibliothèque 2.autre (expliquez) 1c)

1d) Que se passait-il auparavant? 1d)

POLITIQUES

2) Avez-vous des politiques pour différents aspects de votre travail?

2a) Politique de collecte 1.Oui 2.Non 3.Écrite
4.Non-écrite 2a)

2b) Politique d'évaluation: 1.Oui 2.Non 3.Écrite
4.Non-écrite 2b)

2c) Politique de conservation: 1.Oui 2.Non 3.Écrite
4.Non-écrite 2c)

2d) Politique de sécurité: 1.Oui 2.Non 3.Écrite
4.Non-écrite 2d)

2e) Politique d'utilisateur: 1.Oui 2.Non 3.Écrite
4.Non-écrite 2e)

2ei) Accession (décrivez) 2ei)

2eii) visiteurs statistiques 2eii)

2eiii) téléphones statistiques 2eiii)

2eiv) lettres d'information 2eiv)

PROCÉDURES

APPENDIX: 3

- 3) Avez-vous des procédures dans vos archives?
- 3a) Accession: 1.Oui 2.Non 3.Écrite 4.Non-écrite 3a)
- 3b) Traitement 3b)
- 3c) Récupération 3c)
- 3d) Gestion des documents 3d)

ORGANIZATION, ADMINISTRATION, COMMUNICATION

- 4a) Énoncé de mission: 1.Oui 2.Non 3.Écrite 4.Non-écrite 4a)
- 4b) Buts et objectifs:
1.Oui 2.Non 3.Écrite 4.Non-écrite 4b)
- 4c) Révisés: 1.Très souvent 2.Annuellement 3.Parfois 4.Jamais 5.Autre 6.Non disponible 4c)
- 4d) Évalués: 1.Très souvent 2.Annuellement 3.Parfois 4.Jamais 5.Autre 6.Non disponible 4d)
- 4e) Communiqués au personnel:
1.Très souvent 2.Annuellement 3.Parfois 4.Jamais 5.Autre 6.Non disponible 4e)
- 4f) Rencontres avec le personnel:
1.Très souvent 2.Annuellement 3.Parfois 4.Jamais 5.Autre 6.Non disponible 4f)
- 4g) Rapports annuels: 1.Oui 2.Non 4g)
- 4h) Descriptions de poste
- hi) Archiviste: 1.Oui 2.Non 4h)(i)
- hii) Depuis quand: année ou N/A 4h)(ii)
- hiii) Adjoint: 1.Oui 2.Non 4h)(iii)
- hiv) Depuis quand: année ou N/A 4h)(iv)

4i) Évaluations du personnel

APPENDIX: 3

4i-i) Archiviste: 1.Oui 2.Non 4i-i)

4i-ii) Fréquence: 1.Tel que requis 2.Annuellement 4i-ii)
3.Rarement 4.Jamais 5.Non applicable

4i-iii) Adjoint: 1.Oui 2.Non 4i-iii)

4i-iv) Fréquence: 1.Tel que requis 2.Annuellement 4i-iv)
3.Rarement 4.Jamais 5.N/A

4j) Associations du personnel:

4ji) Archiviste: 1.Oui 2.Non 4ji)

4jii) Adjoint: 1.Oui 2.Non 4jii)

4jiii) Commentaires: 4jiii)

4k) Nombre d'archivistes: 4k)

4ki) Titres: 4ki)

4l) Nombre d'adjoints: 4l)

4li) Titres: 4li)

FORMATION

5a) Avez-vous un programme: 1.Oui 2.Non 5a)

5ai) Archivistes: expliquez 5ai)

5aii) Adjoints: expliquez

5aii)

FINANCEMENT

6a) Budgets totaux: en dollars ou en livres sterling 6a)

6ai) de la bibliothèque: 1.Oui 2.Non 6ai)

6b) Autre financement: 1.Oui 2.Non 6b)

6bi) De quelles sources: 6bi)

6bii) Utilisé à quelles fins: 6bii)

6c) Décrivez les changements dans les budgets pendant les 5 dernières années 6c)

6d) Décrivez les changements dans les budgets pendant les 5 prochaines années 6d)

TENDANCES

7a) Commentaires concernant les tendances: 7a)

Merci de votre coopération à répondre à ces questions.
DEMANDER UNE COPIE DES POLITIQUES, DESCRIPTIONS D'EMPLOI, ETC.

APPENDIX: 4

LIST OF WRITTEN MATERIALS REQUESTEDCopies of Policies

- 1) Mission statement
- 2) Goals and Objectives
- 3) Annual Reports
- 4) Policies

Collection

Automation

User

Other

- 5) Procedures

Accessioning

Processing

Retrieving

Active and semi-active (current)

Scheduling (for disposal)

Other

- 6) Position Descriptions

Archivist

Support

- 7) Evaluation forms

Archivist

Support

REVISED LIST OF WRITTEN MATERIALS REQUESTEDCopies of Policies

- 1) Mission statement
- 2) Goals and Objectives
- 3) Annual Reports
- 4) Policies

Collection

Appraisal

Conservation

Security

User

- 5) Procedures

Accessioning

Processing

Retrieving

Records Management

- 6) Position Descriptions

Archivist

Support

- 7) Evaluation forms

Archivist

Support

REVISED LIST OF WRITTEN MATERIALS REQUESTED (French)

Copie des politiques

- 1) Énoncé de la mission
- 2) Buts et objectifs
- 3) Rapports annuels
- 4) Politiques
 - Collecte
 - D'évaluation
 - Conservation
 - Sécurité
- 5) Procédures
 - Accession
 - Traitement
 - Récupération
 - Gestion des documents
- 6) Description des postes
 - Archiviste
 - Adjoint
- 7) Formulaire d'évaluation
 - Archiviste
 - Adjoint

WORK ENVIRONMENT (CLIMATE) SURVEY

There are two parts to this survey and a brief section on general classification data.

PART I: — Work Environment (Climate): you will be asked to rate questions concerning your work environment, the areas that work well and those that require change

PART II: — Unstructured comments: you will be asked for individual comments on areas of strength and areas which require improvement and for specific issues you feel are important and deserve a high priority.

If, while completing the survey, you wish to make further comments, this may be done in the margins or on the back of the pages (making sure you identify the item). These comments cannot be analyzed by a computer and the contents must be individually examined. Please make your comments as concise and as legible as possible.

Your answers to this survey will be entirely anonymous. The information you provide will not be revealed in any way that would identify you, and only summary results will be reported in the research.

Please turn to page 2 for instructions on how to complete the survey.

2.

APPENDIX: 7

INSTRUCTIONS

This survey consists of perceptions of your work environment in the University. Please read each statement carefully and indicate your response as follows:

1) Indicate the extent to which you agree or disagree that the statement correctly reflects your present work situation as you see it. Place a tick mark ____ in the space that most accurately reflects your perception by choosing one of the five following response categories

Strongly <u>Agree</u>	<u>Agree</u>	Neither Agree Nor Disagree	<u>Disagree</u>	Strongly <u>Disagree</u>
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If you are uncertain or both agree and disagree with the statement, tick "Neither Agree Nor Disagree".

2) If the item needs improvement, indicate the amount of improvement required for your work situation to be what it realistically ought to be. In expressing your opinion, there are five choices possible:

Extensive <u>Improvement</u>	Major <u>Improvement</u>	Moderate <u>Improvement</u>	Minor <u>Improvement</u>	No <u>Improvement</u>
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Place a tick ____ in the space that most closely expresses your opinion.

Please mark both responses to each statement before going on to the next. In making your judgements, your initial reaction is likely to be most accurate; if you dwell too long on a particular statement, you may read more into it than is intended.

You will also note that some statements appear to be similar. This is necessary in order to establish a trend in your opinions on various aspects of the work situation.

If you want to write comments or explain or elaborate your responses, you may use the margins or the back of the page (making sure to identify the item).

Thank-you for your co-operation in completing this survey.

CLIMATE SURVEY — PART I

Reaction to Work Environment

In my opinion —

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1. Within my Function, it is often not clear who has the authority to make a decision.	1.	—	—	—	—
2. Promotions within my Function are based on merit and people who perform well are the ones who get ahead.	2.	—	—	—	—
3. My immediate supervisor is usually successful in dealing with higher levels of authority.	3.	—	—	—	—
4. Red tape is kept to a minimum.	4.	—	—	—	—
5. Among those with whom I work, a spirit of help and friendly cooperation is evident.	5.	—	—	—	—
6. I have very little say or influence on what goes on in my position	6.	—	—	—	—

Amount of Change Required

For things to be what they realistically ought to be, this item requires —

	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
1.	—	—	—	—	—
2.	—	—	—	—	—
3.	—	—	—	—	—
4.	—	—	—	—	—
5.	—	—	—	—	—
6.	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
7. The administration is approachable and seriously considers ideas and suggestions from below.	7.	—	—	—	—	—	—	—	—	—
8. Things have to be done correctly; second-rate work is not accepted.	8.	—	—	—	—	—	—	—	—	—
9. In my Function, individuals are expected to be responsible for their own work; supervision is mainly a matter of providing help and guidance when required.	9.	—	—	—	—	—	—	—	—	—
10. The various Functions cooperate with each other well.	10.	—	—	—	—	—	—	—	—	—
11. Employees know about and can apply for vacant positions within the University.	11.	—	—	—	—	—	—	—	—	—
12. People are encouraged to speak frankly, even when they are critical of well-established ideas.	12.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
25. The relationships between supervisors and subordinates are generally warm and friendly.	25.	—	—	—	—	—	—	—	—	—
26. It is very easy to get my ideas across to my immediate supervisor.	26.	—	—	—	—	—	—	—	—	—
27. The Administration keeps well informed about the needs and problems of employees.	27.	—	—	—	—	—	—	—	—	—
28. No compromises are made on standards or quality of work.	28.	—	—	—	—	—	—	—	—	—
29. Every work decision is checked; there is little confidence in an individual's judgment.	29.	—	—	—	—	—	—	—	—	—
30. All the Functions in this University are cooperative and provide good support.	30.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
31. Most employees see a good future for themselves within the University.	31.	—	—	—	—	—	—	—	—	—
32. There is an atmosphere of constraint; if you can't agree with senior staff, it is best to keep your opinions to yourself.	32.	—	—	—	—	—	—	—	—	—
33. The salary policy is designed to keep abreast of changes in the cost of living.	33.	—	—	—	—	—	—	—	—	—
34. It is generally easy to influence the kind and/or amount of service you require from another Section.	34.	—	—	—	—	—	—	—	—	—
35. Most employees are proud of the University's image.	35.	—	—	—	—	—	—	—	—	—
36. Capable people are not unreasonably dead-ended because their skills are required in their present positions.	36.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

		Reaction to Work Environment					Amount of Change Required				
		In my opinion —					For things to be what they realistically ought to be, this item requires —				
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
37.	The University is continually becoming a better institution to work for.	37.	—	—	—	—	—	—	—	—	
38.	The Administration pays too little attention to the needs of employees for adequate working facilities (offices, lounges, cafeterias, parking, etc.)	38.	—	—	—	—	—	—	—	—	
39.	There are too many "secrets"; University Administration holds information too tightly.	39.	—	—	—	—	—	—	—	—	
40.	University Administration has a reputation for prompt and wise decisions.	40.	—	—	—	—	—	—	—	—	
41.	On some of my work assignments, I was never sure who was the boss.	41.	—	—	—	—	—	—	—	—	
42.	Generally speaking, favoritism rather than merit determines who gets ahead.	42.	—	—	—	—	—	—	—	—	

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
43. My immediate supervisor is successful in getting the appropriate rewards for his/her subordinates (e.g. pay-raises, promotions, work assignments).	43.	—	—	—	—	—	—	—	—	—
44. Much time is wasted because of the procedures that have to be followed.	44.	—	—	—	—	—	—	—	—	—
45. Supervisors treat their subordinates with respect and dignity.	45.	—	—	—	—	—	—	—	—	—
46. My immediate supervisor often asks my opinion when a problem comes up that involves my work.	46.	—	—	—	—	—	—	—	—	—
47. Subordinates rarely communicate "bad news" to their supervisors; supervisors rely primarily on control procedures/reports for information about problems and deviations from standard.	47.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
48. Poor quality work is questioned only when something goes wrong.	48. —	—	—	—	—	—	—	—	—	—
49. Supervisors expect employees to check everything with them.	49. —	—	—	—	—	—	—	—	—	—
50. There is poor communication between the various Sections.	50. —	—	—	—	—	—	—	—	—	—
51. The prevailing atmosphere is that any expression of disagreement or displeasure is unacceptable.	51. —	—	—	—	—	—	—	—	—	—
52. The University employee benefit package (i.e. hospitalization, insurance, vacation, etc.) is competitive with other university archives.	52. —	—	—	—	—	—	—	—	—	—
53. Most Functions are more concerned with their own goals rather than the overall goals of the University.	53. —	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
54. Employees take pride in the public image of the University in the community.	54.	—	—	—	—	—	—	—	—	—
55. There are a great many opportunities for training for people who want them.	55.	—	—	—	—	—	—	—	—	—
56. The changes occurring in the University are being carried out in a smooth and orderly fashion.	56.	—	—	—	—	—	—	—	—	—
57. The ventilation and temperature in the office are reasonable.	57.	—	—	—	—	—	—	—	—	—
58. The primary source of information about the University and its activities is the "grapevine".	58.	—	—	—	—	—	—	—	—	—
59. The administration changes its mind so often that this interferes with getting the job done.	59.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
60. Employees generally know what responsibilities they are held accountable for in their jobs.	___	___	___	___	___	___	___	___	___	___
61. Employees are almost certain to hear about their mistakes and seldom hear about their successes.	___	___	___	___	___	___	___	___	___	___
62. There is too much paper-work associated with almost every project.	___	___	___	___	___	___	___	___	___	___
63. Employees generally act toward one another in a cool and aloof manner.	___	___	___	___	___	___	___	___	___	___
64. Employees feel they must tell Administration what it wants to hear, rather than how things really are.	___	___	___	___	___	___	___	___	___	___
65. You can get along by being a "nice guy", regardless of the quality of your work.	___	___	___	___	___	___	___	___	___	___

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
72. Training programs are well planned and help employees learn new jobs effectively.	72.	—	—	—	—	—	—	—	—	—
73. The University is changing so rapidly that work is constantly disrupted.	73.	—	—	—	—	—	—	—	—	—
74. There is sufficient privacy to make sensitive contacts with the users.	74.	—	—	—	—	—	—	—	—	—
75. The Administration keeps employees informed on matters affecting their work and well-being.	75.	—	—	—	—	—	—	—	—	—
76. People in positions of responsibility often let things ride or put them off.	76.	—	—	—	—	—	—	—	—	—
77. The rewards and encouragement that most employees receive usually outweigh threats and criticism.	77.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
78. In getting decisions approved, there are many bottlenecks that slow things down.	78.	—	—	—	—	—	—	—	—	—
79. The Administration pay little attention to work quality and primarily focus on the quantity.	79.	—	—	—	—	—	—	—	—	—
80. When subordinates disagree on an important issue, supervisors encourage them to air their views in full.	80.	—	—	—	—	—	—	—	—	—
81. Extra holidays and other special benefits compare favourably with other institutions.	81.	—	—	—	—	—	—	—	—	—
82. Supervisors do not provide enough recognition to employees who do good work.	82.	—	—	—	—	—	—	—	—	—
83. An employee can look forward to growth and advancement in position and responsibility.	83.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

Reaction to Work Environment

In my opinion —

84. There are too many levels or layers of Administration within the University.

84.

Strongly Agree

Agree

Neither Agree Nor Disagree

Disagree

Strongly Disagree

Amount of Change Required

For things to be what they realistically ought to be, this item requires —

Extensive Improvement

Major Improvement

Moderate Improvement

Minor Improvement

No Improvement

REVISED CLIMATE SURVEY

APPENDIX: 8 *

CLIMATE SURVEY — PART I

		Reaction to Work Environment In my opinion —					Amount of Change Required For things to be what they realistically ought to be, this item requires —						
		1.	2.	3.	4.	5.	6.	1.	2.	3.	4.	5.	6.
		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree		Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement	
1.	Within my Function, it is often not clear who has the authority to make a decision.	—	—	—	—	—	—	—	—	—	—	—	—
2.	Promotions within my Function are based on merit and people who perform well are the ones who get ahead.	—	—	—	—	—	—	—	—	—	—	—	—
3.	My immediate supervisor is usually successful in dealing with higher levels of authority.	—	—	—	—	—	—	—	—	—	—	—	—
4.	Red tape is kept to a minimum.	—	—	—	—	—	—	—	—	—	—	—	—
5.	Among those with whom I work, a spirit of help and friendly cooperation is evident.	—	—	—	—	—	—	—	—	—	—	—	—
6.	I have very little say or influence on what goes on in my position	—	—	—	—	—	—	—	—	—	—	—	—

* 2 Page introduction the same as APPENDIX: 7

CLIMATE SURVEY — PART I

APPENDIX: 8

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
7. The administration is approachable and seriously considers ideas and suggestions from below.	7.	—	—	—	—	—	—	—	—	—
8. Things have to be done correctly; second-rate work is not accepted.	8.	—	—	—	—	—	—	—	—	—
9. In my Function, individuals are expected to be responsible for their own work; supervision is mainly a matter of providing help and guidance when required.	9.	—	—	—	—	—	—	—	—	—
10. Employees know about and can apply for vacant positions within the University.	10.	—	—	—	—	—	—	—	—	—
11. People are encouraged to speak frankly, even when they are critical of well-established ideas.	11.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
12. There are too many levels or layers of management within the University.	12.	—	—	—	—	—	—	—	—	—
13. Risk-taking is generally discouraged.	13.	—	—	—	—	—	—	—	—	—
14. The pay is adequate in relation to what other Archives are paying.	14.	—	—	—	—	—	—	—	—	—
15. When interests of different Functions clash, they each tend to go their own separate ways.	15.	—	—	—	—	—	—	—	—	—
16. Employees generally think the University is a good place to work.	16.	—	—	—	—	—	—	—	—	—
17. When employees are assigned to a new job, reasonable time is available for training.	17.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

Reaction to Work Environment

In my opinion —

Amount of Change Required

For things to be what they realistically ought to be, this item requires —

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
18. It is impossible to keep up with the changes happening around here.	18.	—	—	—	—	—	—	—	—	—
19. Working conditions are pleasant and conducive to efficient work.	19.	—	—	—	—	—	—	—	—	—
20. In many cases, supervisors are required to direct too large a number of subordinates.	20.	—	—	—	—	—	—	—	—	—
21. People usually have good information on where they stand and on how their performance is evaluated.	21.	—	—	—	—	—	—	—	—	—
22. The prevailing style within my function seems to be one of "management by crisis."	22.	—	—	—	—	—	—	—	—	—
23. Jobs are clearly defined and logically related.	23.	—	—	—	—	—	—	—	—	—
24. People are rewarded well for excellent performance.	24.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

Reaction to Work Environment

In my opinion —

Amount of Change Required

For things to be what they realistically ought to be, this item requires —

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
25. My immediate supervisor is very successful in getting the Archives Administration to recognize the successes of the people he/she supervises.	25.	—	—	—	—	—	—	—	—	—
26. Procedures are designed so that computer equipment is generally used efficiently.	26.	—	—	—	—	—	—	—	—	—
27. The successful people here are those who have been willing to take calculated risks.	27.	—	—	—	—	—	—	—	—	—
28. The relationships between supervisors and subordinates are generally warm and friendly.	28.	—	—	—	—	—	—	—	—	—
29. It is very easy to get my ideas across to my immediate supervisor.	29.	—	—	—	—	—	—	—	—	—
30. The Administration keeps well informed about the needs and problems of employees.	30.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
31. No compromises are made on standards or quality of work.	31.	—	—	—	—	—	—	—	—	—
32. Every work decision is checked; there is little confidence in an individual's judgment.	32.	—	—	—	—	—	—	—	—	—
33. All the Functions in this University are cooperative and provide good support.	33.	—	—	—	—	—	—	—	—	—
34. Most employees see a good future for themselves within the University.	34.	—	—	—	—	—	—	—	—	—
35. There is an atmosphere of constraint; if you can't agree with senior staff, it is best to keep your opinions to yourself.	35.	—	—	—	—	—	—	—	—	—
36. The salary policy is designed to keep abreast of changes in the cost of living.	36.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
37. It is generally easy to influence the kind and/or amount of service you require from another Section.	37.	—	—	—	—	—	—	—	—	—
38. Most employees are proud of the University's image.	38.	—	—	—	—	—	—	—	—	—
39. The University is effectively organized to meet its performance goals and objectives.	39.	—	—	—	—	—	—	—	—	—
40. Capable people are not unreasonably dead-ended because their skills are required in their present positions.	40.	—	—	—	—	—	—	—	—	—
41. The University is continually becoming a better institution to work for.	41.	—	—	—	—	—	—	—	—	—
42. The Administration pays too little attention to the needs of employees for adequate working facilities (offices, lounges, cafeterias, parking, etc.)	42.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

APPENDIX: 8

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
43. There are too many "secrets"; University Administration holds information too tightly.	43.	—	—	—	—	—	—	—	—	—
44. University Administration has a reputation for prompt and wise decisions.	44.	—	—	—	—	—	—	—	—	—
45. The University organization is cumbersome and interferes with getting the job done.	45.	—	—	—	—	—	—	—	—	—
46. On some of my work assignments, I was never sure who was the boss.	46.	—	—	—	—	—	—	—	—	—
47. Generally speaking, favoritism rather than merit determines who gets ahead.	47.	—	—	—	—	—	—	—	—	—
48. My immediate supervisor is successful in getting the appropriate rewards for his/her subordinates (e.g. pay-raises, promotions, work assignments).	48.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
49. Much time is wasted because of procedures that have to be followed.	49.	—	—	—	—	—	—	—	—	—
50. Supervisors treat their subordinates with respect and dignity.	50.	—	—	—	—	—	—	—	—	—
51. The prevailing attitude is that you must take risks if you aspire to large rewards; people who are cautious don't succeed.	51.	—	—	—	—	—	—	—	—	—
52. My immediate supervisor often asks my opinion when a problem comes up that involves my work.	52.	—	—	—	—	—	—	—	—	—
53. Subordinates rarely communicate "bad news" to their supervisors; supervisors rely primarily on control procedures/reports for information about problems and deviations from standard.	53.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

APPENDIX: 8

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
54. Poor quality work is questioned only when something goes wrong.	54.	—	—	—	—	—	—	—	—	—
55. Supervisors expect employees to check everything with them.	55.	—	—	—	—	—	—	—	—	—
56. The prevailing atmosphere is that any expression of disagreement or displeasure is unacceptable.	56.	—	—	—	—	—	—	—	—	—
57. Within my Function much time is wasted because of the way jobs are organized.	57.	—	—	—	—	—	—	—	—	—
58. The University employee benefit package (i.e. hospitalization, insurance, vacation, etc.) is competitive with other university archives.	58.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

APPENDIX: 8

	<u>Reaction to Work Environment</u>					<u>Amount of Change Required</u>				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
65. The primary source of information about the University and its activities is the "grapevine".	65.	—	—	—	—	—	—	—	—	—
66. The administration changes its mind so often that this interferes with getting the job done.	66.	—	—	—	—	—	—	—	—	—
67. Employees generally know what responsibilities they are held accountable for in their jobs.	67.	—	—	—	—	—	—	—	—	—
68. Employees are almost certain to hear about their mistakes and seldom hear about their successes.	68.	—	—	—	—	—	—	—	—	—
69. There is too much paper-work associated with almost every project.	69.	—	—	—	—	—	—	—	—	—
70. Employees generally act toward one another in a cool and aloof manner.	70.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
71. Employees feel they must tell Administration what it wants to hear, rather than how things really are.	71.	—	—	—	—	—	—	—	—	—
72. You can get along by being a "nice guy", regardless of the quality of your work.	72.	—	—	—	—	—	—	—	—	—
73. The policy is that everyone is expected to take responsibility for what he/she does and how he/she does it.	73.	—	—	—	—	—	—	—	—	—
74. People in other Functions understand our problems.	74.	—	—	—	—	—	—	—	—	—
75. The University consistently practices a policy of promotion from within rather than hiring from outside.	75.	—	—	—	—	—	—	—	—	—
76. In most positions, there is the right amount of authority and accountability to get the job done.	76.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	Reaction to Work Environment					Amount of Change Required				
	In my opinion —					For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
84. People in positions of responsibility often let things ride or put them off.	84.	—	—	—	—	—	—	—	—	—
85. The rewards and encouragement that most employees receive usually outweigh threats and criticism.	85.	—	—	—	—	—	—	—	—	—
86. In getting decisions approved, there are many bottlenecks that slow things down.	86.	—	—	—	—	—	—	—	—	—
87. The Administration pay little attention to work quality and primarily focus on the quantity.	87.	—	—	—	—	—	—	—	—	—
88. Senior Administration is unwilling to take risks, even on a good idea.	88.	—	—	—	—	—	—	—	—	—
89. When subordinates disagree on an important issue, supervisors encourage them to air their views in full.	89.	—	—	—	—	—	—	—	—	—

CLIMATE SURVEY — PART I

	<u>Reaction to Work Environment</u> In my opinion —					<u>Amount of Change Required</u> For things to be what they realistically ought to be, this item requires —				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Extensive Improvement	Major Improvement	Moderate Improvement	Minor Improvement	No Improvement
90. Extra holidays and other special benefits compare favourably with other institutions.	90.	—	—	—	—	—	—	—	—	—
91. Supervisors do not provide enough recognition to employees who do good work.	91.	—	—	—	—	—	—	—	—	—
92. An employee can look forward to growth and advancement in position and responsibility.	92.	—	—	—	—	—	—	—	—	—
93. There is enough staff in the University to allow for training of new employees and those taking on new assignments.	93.	—	—	—	—	—	—	—	—	—

ÉTUDE SUR LE CLIMAT DE TRAVAIL

L'étude se compose de deux parties et d'un relevé des diverses classifications.

SECTION I—Le milieu du travail (climat): On vous demande d'évaluer divers aspects de votre milieu de travail, ceux qui sont satisfaisants et ceux où vous avez identifié un besoin d'amélioration.

SECTION II—Commentaires libres: On vous demande ici d'amplifier au sujet des aspects positifs du milieu de travail et au sujet des aspects qui, selon vous, auraient besoin d'amélioration. De plus, il vous sera demandé d'élaborer sur tout autre sujet important auquel, à votre avis, l'on devrait s'adresser en prioritaire.

Si vous désirez ajouter d'autres remarques, vous pouvez le faire en empruntant l'espace adjacent à l'énoncé, ou le verso de la page. (Assurez-vous bien de numéroter l'énoncé en question). Il est impossible de faire une analyse de ces commentaires par informatique; ils devront être étudiés individuellement. En conséquence, nous vous prions de les inscrire de façon claire, concise, et lisible.

Vos réponses au questionnaire et vos commentaires demeureront anonymes. Nous pouvons vous assurer qu'aucune des données fournies et qu'aucun de vos commentaires ne serviront à vous identifier. Seul un compte-rendu des résultats de l'étude paraîtra au rapport.

Les instructions touchant la façon de remplir le questionnaire sont détaillées à la page suivante.

APPENDIX: 9

INSTRUCTIONS

Cette étude est destinée à nous faire connaître vos perceptions sur votre climat de travail à l'université. On vous demande de lire attentivement chaque énoncé et de répondre comme suit:

- 1) Indiquez dans quelle mesure vous êtes d'accord ou en désaccord avec la situation actuelle de travail. Cochez (✓) l'espace qui décrit le mieux la situation de votre perception en choisissant une des cinq catégories suivantes:

Entièrement Ni d'accord En désaccord
d'accord D'accord ni en désaccord En désaccord total
 En cas d'incertitude de votre part, cochez alors la catégorie "Ni d'accord, ni en désaccord".

- 2) Si d'après vous la situation décrite a besoin d'amélioration, alors indiquez le degré d'amélioration nécessaire pour que votre climat de travail change d'une manière réaliste. En donnant votre opinion, choisissez l'un des cinq choix suivants:

Amélioration Amélioration Amélioration Amélioration Aucune
considérable maieure moyenne mineure Amélioration

Cochez (✓) l'espace qui décrit le mieux votre opinion.

Assurez-vous que vous avez répondu aux deux jugements de chaque énoncé avant de passer au suivant. Il est fort probable que la première réponse qui vous viendra à l'esprit sera la plus précise; en vous arrêtant trop sur l'énoncé, vous risquez de lui donner une signification qu'il n'a pas.

Certains énoncés vous sembleront avoir une signification semblable. Cette situation est voulue afin de pouvoir établir la tendance de vos opinions sur divers aspects de votre situation au travail.

Si vous voulez ajouter des remarques pour expliquer ou pour détailler vos jugements, vous pouvez le faire en vous servant de l'espace à côté de l'énoncé ou l'envers de la page. (Assurez-vous bien de numéroter l'énoncé en question.)

Nous vous remercions d'avoir coopéré avec nous en complétant ce questionnaire.

APPENDIX: 9

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
5. Il règne une ambiance d'entraide et de collaboration amicale au sein du groupe où je travaille.	5. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
6. J'ai très peu d'influence sur ce qui se passe sur mon travail.	6. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
7. La Direction est accessible et prend en considération les idées et suggestions émises aux échelons inférieurs.	7. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
8. Le travail doit être bien fait; un ouvrage médiocre n'est pas accepté.	8. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

APPENDIX: 9

PARTIE I: CLIMAT

	Réaction à la Situation au Travail				Degré d'Amélioration Nécessaire					
	Du point de vue de ma situation actuelle, je suis -				Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -					
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
9. Dans mon service on s'attend à ce que les employés assument la pleine responsabilité de leurs tâches; la surveillance exercée par le supérieur immédiat se limite à fournir de l'aide et des conseils au besoin.	9.	_____	_____	_____	_____	_____	_____	_____	_____	_____
10. Les employés sont informés des postes à pourvoir au sein de l'université et peuvent poser leur candidature.	10.	_____	_____	_____	_____	_____	_____	_____	_____	_____
11. On encourage les gens à s'exprimer franchement, même s'ils critiquent des habitudes bien établies.	11.	_____	_____	_____	_____	_____	_____	_____	_____	_____

APPENDIX: 9

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
12. L'université comporte trop d'échelons hiérarchiques.	12.	___	___	___	___	___	___	___	___	___
13. On dissuade habituellement les employés de prendre des risques.	13.	___	___	___	___	___	___	___	___	___
14. Les salaires sont concurrentiels à ceux offerts par d'autres archives.	14.	___	___	___	___	___	___	___	___	___
15. Lorsque les intérêts de certaines divisions s'opposent, chacune d'entre elles tend à vouloir agir à sa façon.	15.	___	___	___	___	___	___	___	___	___

APPENDIX: 9

	Réaction à la Situation <u>au Travail</u>					Degré d'Amélioration <u>Nécessaire</u>				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
16. Les employés considèrent en général que l'université est un bon employeur.	16. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
17. L'affectation à un nouveau poste comporte un stage suffisant de formation.	17. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
18. Il est impossible de suivre tous les changements qui surviennent à l'université.	18. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
19. Les conditions de travail sont agréables et favorisent l'efficacité du travail.	19. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

PARTIE I: CLIMAT

	Réaction à la Situation au Travail				Degré d'Amélioration Nécessaire					
	Du point de vue de ma situation actuelle, je suis -				Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -					
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
20. Dans de nombreux cas, les supérieurs doivent diriger trop d'employés.	20.	_____	_____	_____	_____	_____	_____	_____	_____	_____
21. Les employés savent habituellement bien si on est satisfait de leur travail et comment on évalue leur rendement.	21.	_____	_____	_____	_____	_____	_____	_____	_____	_____
22. Le type de gestion qui semble prévaloir dans ma division consiste à "régler les crises".	22.	_____	_____	_____	_____	_____	_____	_____	_____	_____
23. Les tâches sont clairement décrites et il existe un lien logique entre elles.	23.	_____	_____	_____	_____	_____	_____	_____	_____	_____

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		<u>PARTIE I: CLIMAT</u>					
		<u>Réaction à la Situation</u> <u>au Travail</u>					
		<u>Du point de vue de ma situation</u> <u>actuelle, je suis -</u>					
		Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	
		<u>Degré d'Amélioration</u> <u>Nécessaire</u>					
		<u>Pour que ma situation au travail</u> <u>soit ce qu'elle devrait être selon une</u> <u>appréciation réaliste, il faudrait -</u>					
		Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration	
24.	L'université sait reconnaître un excellent rendement et rémunérer l'employé en conséquence.	24.	_____	_____	_____	_____	_____
25.	Mon supérieur immédiat sait faire valoir le bon rendement de ses subordonnés auprès de la Direction des archives.	25.	_____	_____	_____	_____	_____
26.	Les méthodes actuelles de travail facilitent généralement l'utilisation efficace des ordinateurs.	26.	_____	_____	_____	_____	_____

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
27. Les employés qui réussissent à l'université sont ceux qui ont été disposés à prendre des risques calculés.	27.	---	---	---	---	---	---	---	---	---
28. Les rapports entre les supérieurs et leurs employés sont habituellement chaleureux et amicaux.	28.	---	---	---	---	---	---	---	---	---
29. Je peux facilement communiquer mes idées à mon supérieur immédiat.	29.	---	---	---	---	---	---	---	---	---
30. La Direction se tient au courant des problèmes et des besoins des employés.	30.	---	---	---	---	---	---	---	---	---

APPENDIX: 9

PARTIE I: CLIMAT

	<u>Réaction à la Situation au Travail</u> Du point de vue de ma situation actuelle, je suis -					<u>Degré d'Amélioration Nécessaire</u> Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
31. On ne transige jamais sur les normes ou la qualité du travail.	___	___	___	___	___	___	___	___	___	___
On vérifie tout le travail qui se fait; on se fie peu au jugement des employés.	32. ___	___	___	___	___	___	___	___	___	___
Tous les services dans cette université sont coopératifs et se donnent un support réciproque.	33. ___	___	___	___	___	___	___	___	___	___
La plupart des employés entrevoient un avenir prometteur au sein de l'université.	34. ___	___	___	___	___	___	___	___	___	___

	<u>PARTIE I: CLIMAT</u>				
	<u>Réaction à la Situation au Travail</u> Du point de vue de ma situation actuelle, je suis -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total
35. Il règne un climat de contrainte: si on n'est pas d'accord avec ses supérieurs, il est préférable de ne pas exprimer ses opinions.	35. _____	_____	_____	_____	_____
36. La politique salariale tient compte des changements dans le coût de la vie.	36. _____	_____	_____	_____	_____
37. Il est habituellement facile de modifier le type ou la quantité de services qu'on exige d'une autre section.	37. _____	_____	_____	_____	_____
38. La plupart des employés sont fiers de l'image de l'université.	38. _____	_____	_____	_____	_____

	<u>Degré d'Amélioration Nécessaire</u> Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
35. _____	_____	_____	_____	_____	_____
36. _____	_____	_____	_____	_____	_____
37. _____	_____	_____	_____	_____	_____
38. _____	_____	_____	_____	_____	_____

APPENDIX: 9

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
42. La Direction se préoccupe trop peu des besoins des employés en ce qui concerne les installations de travail (espaces de bureau, cantines, salles de repos, stationnement, etc.)	42.	---	---	---	---	---	---	---	---	---
43. Il existe trop de "secrets"; la Direction de l'université retient trop d'information.	43.	---	---	---	---	---	---	---	---	---
44. La Direction de l'université est réputée pour la promptitude et la sagesse de ses décisions.	44.	---	---	---	---	---	---	---	---	---



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PARTIE I: CLIMAT

	<u>Réaction à la Situation au Travail</u>					<u>Degré d'Amélioration Nécessaire</u>				
	<u>Du point de vue de ma situation actuelle, je suis -</u>					<u>Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -</u>				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
45. La structure hiérarchique de l'université est lourde et gêne l'exécution du travail.	45. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
46. Pour certains de mes travaux, je ne savais jamais avec certitude qui était le responsable.	46. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
47. De façon générale, le favoritisme, plutôt que le mérite, dicte le choix de ceux qui sont appelés à avancer.	47. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

APPENDIX: 9

PARTIE I: CLIMAT

	<u>Réaction à la Situation au Travail</u>					<u>Degré d'Amélioration Nécessaire</u>				
	<u>Du point de vue de ma situation actuelle, je suis -</u>					<u>Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -</u>				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
48. Mon supérieur immédiat est capable d'obtenir des récompenses appropriées pour ses subordonnés (hausse de salaire, promotions, affectations).	48. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
49. Les directives à respecter font perdre beaucoup de temps.	49. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
50. Les supérieurs traitent leur subordonnés avec respect et dignité.	50. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
53. Les subordonnés communiquent rarement les "mauvaises nouvelles" à leur supérieur; les supérieurs se fient principalement aux méthodes et rapports de contrôle pour obtenir des renseignements sur les problèmes ou les dérogations aux standards.	53. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
54. Le travail de mauvaise qualité n'est critiqué que lorsque les choses tournent mal.	54. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
55. Les supérieurs s'attendent à ce que tout leur soit soumis pour vérification.	55. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

APPENDIX: 9

	<u>Réaction à la Situation</u> <u>au Travail</u>					<u>Degré d'Amélioration</u> <u>Nécessaire</u>				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
59. La majorité des services s'intéressent davantage à leurs propres objectifs qu'à ceux de l'université.	59. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
60. Les employés sont fiers de la renommée de l'université dans le grand public.	60. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
61. Il y a beaucoup d'opportunités de formation pour ceux qui veulent s'en prévaloir.	61. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
62. Les changements qui surviennent dans l'université sont effectués de façon calme et ordonnée.	62. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

PARTIE I: CLIMAT

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
63. On encourage habituellement les employés à mettre en oeuvre de nouvelles idées, même s'il y a certains risques d'échec.	63. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
64. Le chauffage et l'aération dans les bureaux sont raisonnables.	64. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
65. La principale source d'information sur l'université et ses activités est "à travers les branches".	65. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
66. La Direction change d'avis tellement souvent que ça gêne le travail.	66. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

PARTIE I: CLIMAT

	Réaction à la Situation au Travail				Degré d'Amélioration Nécessaire					
	Du point de vue de ma situation actuelle, je suis -				Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -					
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
74. Le personnel des autres services est sensible à nos problèmes.	74.	---	---	---	---	---	---	---	---	---
75. Pour combler les postes, l'université a une politique de considérer d'abord les employés actuels avant de s'adresser à l'extérieur.	75.	---	---	---	---	---	---	---	---	---
76. La plupart des postes comportent suffisamment de pouvoirs et de responsabilités pour que le travail puisse être accompli.	76.	---	---	---	---	---	---	---	---	---
77. L'université a la réputation de bien rémunérer son personnel.	77.	---	---	---	---	---	---	---	---	---

APPENDIX: 9

PARTIE I: CLIMAT

Réaction à la Situation
au Travail
Du point de vue de ma situation
actuelle, je suis -

- Entièrement D'accord
- D'accord
- Ni D'accord, ni en Désaccord
- En Désaccord
- En Désaccord Total

Degré d'Amélioration
Nécessaire
Pour que ma situation au travail
soit ce qu'elle devrait être selon une
appréciation réaliste, il faudrait -

- Amélioration Considérable
- Amélioration Majeure
- Amélioration Moyenne
- Amélioration Mineure
- Aucune Amélioration

78.	Le processus de coordination des décisions importantes entre les différents services/Divisions ou Départements prend généralement trop de temps.	78.	_____	_____	_____	_____	_____	_____	_____
79.	La plupart des employés croient que l'université est l'une des meilleures dans son domaine.	79.	_____	_____	_____	_____	_____	_____	_____
80.	Les programmes de formation sont bien conçus et facilitent un apprentissage efficace des nouveaux postes.	80.	_____	_____	_____	_____	_____	_____	_____

APPENDIX: 9

PARTIE I: CLIMAT

	Réaction à la Situation au Travail					Degré d'Amélioration Nécessaire				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
81. L'université évolue si rapidement que le travail est constamment bouleversé.	81.	_____	_____	_____	_____	_____	_____	_____	_____	_____
82. Il y a assez d'intimité pour avoir des entretiens privilégiés avec les utilisateurs.	82.	_____	_____	_____	_____	_____	_____	_____	_____	_____
83. La Direction informe régulièrement les employés des considérations affectant leur travail et leur bien-être.	83.	_____	_____	_____	_____	_____	_____	_____	_____	_____
84. Les personnes qui ont un poste de responsabilité tendent à négliger les problèmes ou à en remettre la solution à plus tard.	84.	_____	_____	_____	_____	_____	_____	_____	_____	_____

APPENDIX: 9

PARTIE I: CLIMAT

	<u>Réaction à la Situation au Travail</u>				<u>Degré d'Amélioration Nécessaire</u>					
	<u>Du point de vue de ma situation actuelle, je suis -</u>				<u>Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -</u>					
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
85. Les récompenses et l'encouragement sont d'habitude plus fréquents que les menaces et les critiques.	85. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
86. En faisant approuver des décisions, il y a trop d'étapes qui ralentissent le processus.	86. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
87. La Direction accorde peu d'attention à la qualité du travail et se préoccupe surtout de la quantité que l'on peut produire.	87. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____
88. La Haute Direction refuse de prendre des risques, même sur une bonne idée.	88. _____	_____	_____	_____	_____	_____	_____	_____	_____	_____

PARTIE J: CLIMAT

	<u>Réaction à la Situation au Travail</u>				<u>Degré d'Amélioration Nécessaire</u>					
	<u>Du point de vue de ma situation actuelle, je suis -</u>				<u>Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -</u>					
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
89. Lorsque des désaccords sur un sujet d'importance surviennent entre les subordonnés, les supérieurs les encouragent à exprimer leurs opinions franchement et entièrement.	89.	_____	_____	_____	_____	_____	_____	_____	_____	_____
90. Les congés additionnels et autres privilèges particuliers se comparent avantageusement aux autres institutions.	90.	_____	_____	_____	_____	_____	_____	_____	_____	_____
91. Les supérieurs se soucient peu de souligner un travail bien fait.	91.	_____	_____	_____	_____	_____	_____	_____	_____	_____

PARTIE I: CLIMAT

	<u>Réaction à la Situation</u> <u>au Travail</u>					<u>Degré d'Amélioration</u> <u>Nécessaire</u>				
	Du point de vue de ma situation actuelle, je suis -					Pour que ma situation au travail soit ce qu'elle devrait être selon une appréciation réaliste, il faudrait -				
	Entièrement D'accord	D'accord	Ni D'accord, ni en Désaccord	En Désaccord	En Désaccord Total	Amélioration Considérable	Amélioration Majeure	Amélioration Moyenne	Amélioration Mineure	Aucune Amélioration
92. Un employé peut attendre à des promotions et à ce que ses responsabilités augmentent.	92.	---	---	---	---	---	---	---	---	---
93. Il y a assez de personnel à l'université pour permettre la formation de nouveaux employés et de ceux qui entrent en de nouvelles fonctions.	93.	---	---	---	---	---	---	---	---	---

FOUR QUESTIONS

APPENDIX: 10 *

PART II—UNSTRUCTURED COMMENTS

This portion of the Survey is included to permit you to express your perceptions of areas of strengths and areas which need improvement in the Archives.

1. Name the three factors you like the most about the Archives:

1. _____
2. _____
3. _____

2. Name the three most serious problems you see in the Archives:

1. _____
2. _____
3. _____

3. If you can, list what you think are the probable causes (4 or less) of these problems:

Cause of problem 1:

1. _____
2. _____
3. _____
4. _____

Cause of problem 2:

1. _____
2. _____
3. _____
4. _____

* There were no changes made to Part II after the pilot project

Cause of problem 3:

1. _____
2. _____
3. _____
4. _____

4. List what you think would be the possible solutions (4 or less) to each of these problems.

Solution to problem 1:

1. _____
2. _____
3. _____
4. _____

Solution to problem 2:

1. _____
2. _____
3. _____
4. _____

Solution to problem 3:

1. _____
2. _____
3. _____
4. _____

PARTIE II: COMMENTAIRES NON-STRUCTURÉS

Cette partie de l'étude est destinée à vous permettre d'exprimer vos perceptions des points forts des Archives et des domaines que nécessitent des améliorations.

1. Nommez les trois domaines qui vous plaisent le plus aux Archives:

1. _____

2. _____

3. _____

2. Nommez les trois problèmes les plus sérieux que vous percevez aux Archives:

1. _____

2. _____

3. _____

3. Si possible, énumérez ce qui vous semble être les causes probables (4 ou moins) de ces problèmes:

Cause du Problème 1:

1. _____

2. _____

3. _____

4. _____

Cause du Problème 2:

1. _____

2. _____

3. _____

4. _____

Cause du Problème 3:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

4. Énumérez ce que vous croyez être les solutions possibles (4 ou moins) à chacun de ces problèmes:

Solution au Problème 1:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Solution au Problème 2:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Solution au Problème 3:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

CLASSIFICATION INFORMATION

Instructions: The information below is required for summarizing the results of the survey. As mentioned previously, the survey results will be tabulated and the identity of individual respondents will not be revealed.

1. What is your present age (to the nearest birthday) _____

2. Indicate your sex: Male: _____ Female: _____

3. Circle the highest number of years of education you have attained :

<u>High School</u>					<u>University\College</u>					<u>Graduate School</u>				
9	10	11	12	13	1	2	3	4	5	1	2	3	4	5

4. Indicate the degrees, if any, you hold : _____

5. What is your current salary group:

£10,00.-15,000. £16,000-20,000 £21,000-25,000 £26,000 & above

7a) What is your current title: _____

7b) How many years\months have you held this position :

Years: _____ Months: _____

8. How many employees do you directly supervise :

None: _____ Number: _____

9. Please give the title of other archival positions you have held, and the length of time you held the positions:

a)title: _____

length of time: _____

b)title: _____

length of time: _____

c)title: _____

length of time: _____

REVISED CLASSIFICATION INFORMATION (U.K.)

CLASSIFICATION INFORMATION

INSTRUCTIONS: The information below is required for summarizing the results of the survey. As mentioned previously, the survey results will be tabulated and the identity of individual respondents will not be revealed.

1. What is your present age (to the nearest birthday)? _____
2. Indicate your sex: Male: _____ Female: _____
3. Indicate the degrees, if any, you hold and the disciplines (e.g. history, English, etc.):

4. Indicate any archival training you have had:

5. What is your current salary group?

£10,000 - 15,000	£16,000 - 20,000	£21,000 - 25,000	£26,000 & above
_____	_____	_____	_____
6. a) What is your current title? _____
 b) How many years/months have you held this position?
 Years: _____ Months: _____
7. How many employees do you directly supervise?
 None: _____ Number: _____

REVISED CLASSIFICATION INFORMATION (Canada)CLASSIFICATION INFORMATION

INSTRUCTIONS: The information below is required for summarizing the results of the survey. As mentioned previously, the survey results will be tabulated and the identity of individual respondents will not be revealed.

1. What is your present age (to the nearest birthday)? _____
2. Indicate your sex: Male: _____ Female: _____
3. Indicate the degrees, if any, you hold and the disciplines (e.g. history, English, etc.):

4. Indicate any archival training you have had:

5. What is your current salary group?

\$20,000.-30,000.	\$31,000.-40,000.	\$41,000.-50,000.	\$51,000 + above
_____	_____	_____	_____
6. a) What is your current title? _____
 b) How many years/months have you held this position?
 Years: _____ Months: _____
7. How many employees do you directly supervise?
 None: _____ Number: _____

REVISED CLASSIFICATION INFORMATION (French)

INFORMATIONS AUX FINS DE CLASSIFICATION

INSTRUCTIONS: Les informations suivantes serviront à résumer les résultats de l'enquête. Tel que mentionné auparavant, les résultats du sondage seront présentés sous forme de tableau et les répondants ne seront pas identifiés sur base individuelle.

1. Quel est votre âge (à votre anniversaire le plus proche)? _____

2. Quel est votre sexe? Homme: _____ Femme: _____

3. S'il y a lieu, indiquez les diplômes que vous détenez et les disciplines (e.g. histoire, anglais, etc.):

4. Indiquez, s'il y a lieu, la formation que vous avez reçu en archivistique:

5. Quel est votre groupe salarial?
20 000 \$ à 30 000 \$ 31 000 \$ à 40 000 \$ 41 000 \$ à 50 000 \$ 51 000 \$ ou plus

6. a) Quel le titre de votre poste actuel? _____
 b) Depuis combien de temps occupez-vous ce poste?
 Années: _____ Mois: _____

7. Combien d'employés avez-vous sous votre supervision?
 Aucun: _____ Nombre: _____

CANADIAN POPULATION SURVEY LETTER (English)

September, 1991

Dear Colleague:

Currently I am working at the McGill University Archives. I am also conducting research about college and university archives in Canada and Great Britain at the School of Library, Archive and Information Studies at University College London.

It would be very helpful if you could answer the questions below and return this form to me as soon as possible in the enclosed stamped, self-addressed envelope.

1) Do you have an archives: Yes _____ No _____
(in either case, could you please return the form)
If yes, would you please answer the following questions:

2) Do you have an archivist: Full Time _____ Part Time _____

3) Size (approximate) of your total archival holdings (textual materials) in linear feet or meters or other measure (please specify unit of measure): _____

4) Size (approximate) of the holdings of your Institution's administrative or related (for example staff and/or student papers) records in linear feet or meters or other measure (please specify unit of measure): _____

Many thanks for your cooperation and assistance.

Yours very truly

Phebe Chartrand
Archivist

APPENDIX: 17

CANADIAN POPULATION SURVEY LETTER (French)

le 7 octobre 1991

Cher(ère) collègue,

Je travaille présentement au Service des archives de l'Université McGill. Je m'occupe également d'un projet de recherche concernant les services d'archives universitaires et collégiales du Canada et de l'Angleterre, à l'Ecole de bibliothéconomie, des archives et des sciences de l'information du Collège universitaire de Londres.

J'apprécierais beaucoup que vous répondiez aux quelques questions ci-après et me les retourniez dans l'enveloppe affranchie et pré-adressée ci-jointe dès que possible.

1) Avez-vous un service d'archives? Oui _____ Non _____

(Si non, veuillez quand même me retourner le document.)

Si oui, veuillez répondre aux questions suivantes:

2) Y-a-t-il un archiviste: plein temps _____ temps partiel _____

3) Dimension (approximative) du total de vos documents archivistiques (écrits seulement) en pieds, en mètres, ou autre mesure linéaire (veuillez préciser la mesure utilisée): _____

4) Dimension (approximative) des documents administratifs, ou qui s'y rapportent, de votre institution (par exemple, dossiers d'étudiants et/ou d'employés) en pieds, en mètres, ou autre mesure linéaire (veuillez préciser la mesure utilisée): _____

Je vous remercie de votre coopération et vous prie d'agréer, cher(ère) collègue, l'expression de mes meilleures salutations.

Phebe Chartrand
Archiviste

DETAILED RESULTS OF SURVEY

CANADIAN UNIVERSITY/COLLEGE ACHIEVE SURVEYS	S.A.A. 1966	PREVIOUS SURVEYS				1991 SURVEY		ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
		BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991				
ACADIA UNIVERSITY	NL	✓	NR	NL	✓	L			
UNIVERSITY OF ALBERTA	✓	✓	✓	✓	✓	L			
ATHBASCA UNIVERSITY	NL	✓	✓	✓	✓	VS			
BISHOP'S UNIVERSITY	✓	NL	✓	✓	✓	S			
BRANDON UNIVERSITY	NL	NA	✓	✓	✓	M			
BRESCIA COLLEGE	NL	NL	NL	NL	✓	O		- no archivist - too small	
UNIVERSITY OF BRITISH COLUMBIA	✓	✓	✓	✓	✓	L			

LIST OF ABBREVIATIONS

✓ - Has archives
 NL - Not listed in survey
 NR - 'No response' noted in survey
 LO - Listed only; no comment in survey
 NA - 'No archives' or 'no formal archives'
 noted in survey

L - Large archives
 M - Medium archives
 S - Small archives
 VS - Very small archives
 O - excluded from sample
 O_a - excluded - because part-time
 archivist

PREVIOUS SURVEYS

1991 SURVEY

1

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS	NL	NL	NL	NL	✓	O	- no archivist - 5 bays of 5 shelves - not centrally housed
BRITISH COLUMBIA OPEN UNIVERSITY	NL	NL	NL	NL	✓	O	- no archivist - 5 bays of 5 shelves - not centrally housed
BROCK UNIVERSITY	NA	NA	NA	✓	✓	O ₂	- part-time archivist
UNIVERSITY OF CALGARY	NL	✓	✓	✓	✓	S	
CAMPION COLLEGE (REGINA)	NL	NL	NL	NL	✓	O	- no archivist - too small
AUGUSTANA LUTHERAN UNIVERSITY COLLEGE	NL	NL	NL	NL	NO ARCHIVES	O	
UNIVERSITY COLLEGE OF CAPE BRETON	NL	NL	✓	✓	✓	M	
CARELTON UNIVERSITY	✓	✓	✓	NL	✓	VS	
CONCORDIA UNIVERSITY, EDMONTON	NL	NL	NL	NL	✓	O	- part-time archivist - too small
CONCORDIA UNIVERSITY, MONTREAL	NL	✓	NR	✓	✓	M	
DALHOUSIE UNIVERSITY	NA	✓	✓	✓	✓	L	

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS							
COLLEGE DOMINICAIN DE PHILOSOPHIE ET DE THEOLOGIE	NL	NL	NL	NL	✓	O	- part-time archivist - too small
UNIVERSITY OF GUELPH	NL	✓	✓	✓	✓	L	
ECOLE DES HAUTES ETUDES COMMERCIALES (MONTREAL)	NL	NL	NL	NL	✓	S	
HURON COLLEGE (WESTERN)	NL	NL	NL	NL	✓	O	- part-time archivist - too small
KING'S COLLEGE (WESTERN)	NL	NL	NL	NL	✓	O	- no archivist - archives currently not organized
KING'S COLLEGE, EDMONTON	NL	NL	NL	NL	NO ARCHIVES	O	
UNIVERSITY OF KINGS COLLEGE (DALHOUSIE)	✓	NA	NA	NL	✓	O	- no archivist - currently moving into new library
LAKEHEAD UNIVERSITY	NL	✓	✓	✓	✓	S	

APPENDIX: 18

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS	NR	NA	NA	NL	✓	S	
LAURENTIAN UNIVERSITY OF SUDBURY/UNIVERSITÉ LAURENTIENNE DE SUDBURY							
UNIVERSITÉ LAVAL	✓	✓	NR	✓	✓	L	
UNIVERSITY OF LETHBRIDGE	NL	✓	✓	✓	✓	O	- full-time archivist - too small
LUTHER COLLEGE (REGINA)	NL	NL	NL	NL	✓	O	- no archivist - too small
UNIVERSITY OF MANITOBA	✓	✓	✓	✓	✓	M	
MCGILL UNIVERSITY	✓	✓	✓	✓	✓	L	
MCMASTER UNIVERSITY	NA	✓	NR	NL	✓	L	
MEMORIAL UNIVERSITY	NL	✓	NR	✓	✓	M	
UNIVERSITÉ DE MONCTON	✓	✓	NR	✓	✓	M	
UNIVERSITÉ DE MONTREAL	✓	✓	NR	✓	✓	L	
MOUNT ALLISON UNIVERSITY	NL	✓	✓	✓	✓	O _a	- part-time archivist
MOUNT ST. VINCENT UNIVERSITY	NA	✓	✓	✓	✓	S	

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS							
UNIVERSITY OF NEW BRUNSWICK	✓	✓	✓	✓	✓	M	
NOVA SCOTIA AGRICULTURAL COLLEGE	NA	LO	NR	NL	✓	O	- part-time archivist - no administrative papers
NOVA SCOTIA COLLEGE OF ART AND DESIGN	NL	LO	NR	NL	NO ARCHIVES	O	
ONTARIO INSTITUTE FOR STUDIES IN EDUCATION	NL	NL	NA	NL	NO ARCHIVES	O	
UNIVERSITÉ D'OTTAWA/ UNIVERSITY OF OTTAWA	✓	✓	✓	✓	✓	L	
ÉCOLE POLYTECHNIQUE DE MONTRÉAL (MONTRÉAL)	NL	NL	NL	NL	✓	M	
UNIVERSITY OF PRINCE EDWARD ISLAND	NL	✓	✓	✓	✓	O	- part-time archivist - too small
UNIVERSITÉ DE QUÉBEC * STE FOY	NL	NL	✓	✓	✓	O	- 2 full-time documentation technicians - too small
* ABITIBI- TÉMISCAMINGUE	NL	NL	NL	NL	✓	M	

*UNIVERSITÉ DE QUÉBEC - VARIOUS LOCATIONS

APPENDIX: 18

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS							
* ÉCOLE NATIONALE D'ADMINISTRATION	NL	NL	NL	NL	✓	VS	
* À CHICOUTIMI	NL	✓	NR	NL	✓	M	
* À HULL	NL	NL	NL	✓	✓	VS	
* À MONTRÉAL	NL	✓	✓	✓	✓	M	
* À RIMOUSKI	NL	✓	✓	✓	✓	S	
* ÉCOLE DE TECHNO- LOGIE SUPÉRIEURE	NL	NL	NL	NL	✓	M	
* À TROIS RIVIÈRES	NL	✓	NR	✓	✓	M	
* INSTITUT ARMAND- FRAPPIER	NL	NL	NL	NL	✓	S	
* INSTITUT NATIONAL DE LA RECHERCHE SCIENTIFIQUE	NL	NL	NL	NL	✓	O	- part-time archivist - archives not organized
* TÉLÉ-UNIVERSITÉ	NL	NL	NL	NL	✓	M	
QUÉBENS UNIVERSITY	✓	✓	✓	✓	✓	L	
REDEMER COLLEGE	NL	NL	NL	NL	✓	O	- no archivist - too small

*UNIVERSITÉ DE QUÉBEC - VARIOUS LOCATIONS

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS							
UNIVERSITY OF REGINA	✓	✓	✓	✓	✓	M	
ROYAL MILITARY COLLEGE OF CANADA	✓	LO	NR	NL	✓	S	
ROYAL ROADS MILITARY COLLEGE	NL	NL	NL	NL	✓	VS	
RYERSON POLYTECHNIQUE	NL	✓	✓	✓	✓	M	
UNIVERSITÉ SAINTE- ANNE	NL	✓	✓	NL	✓	O	- part-time archivist - too small
COLLEGE UNIVERSITAIRE DE ST-BONIFACE (MANITOBA)	NL	NL	NL	NL	✓	O	- employs for special projects - too small
ST. FRANCIS XAVIER UNIVERSITY	NA	✓	✓	✓	✓	VS	
COLLÈGE MILITAIRE ROYAL DE SAINT-JEAN	✓	NL	NL	NL	NO ARCHIVES	O	
UNIVERSITY OF ST. JEROMS COLLEGE (WATERLOO)	NL	NL	NL	NL	✓	O	- part-time archivist - too small
ST. JOHN'S COLLEGE (MANITOBA)	NL	NL	NL	NL	✓	O	- part-time archivist - archives being deposited in Provincial Archives of Manitoba

APPENDIX: 18

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS							
SAINT MARY'S UNIVERSITY	NL	NL	NA	✓	✓	O	- full-time archivist - too small
UNIVERSITY OF ST. MICHAEL'S (TORONTO)	NL	LO	✓	✓	✓	O _u	- part-time archivist
UNIVERSITÉ SAINT- PAUL/ SAINT PAUL'S UNIVERSITY (OTTAWA)	NL	✓	✓	✓	✓	S	
ST. PAUL'S COLLEGE (MANITOBA)	NA	NL	NL	NL	✓	O	- currently working on a policy in process
ST. THOMAS MORE COLLEGE (SASKATCHEWAN)	NL	NL	NL	NL	✓	O	- part-time archivist - too small
ST. THOMAS UNIVERSITY, FREDRINGTON, N.B.	NA	NL	NL	NL	NO ARCHIVES	O	
SASKATCHEWAN INDIAN FEDERATED COLLEGE (REGINA)	NL	NL	NL	NL	✓	O	- contract archivist - too small
UNIVERSITY OF SASKATCHEWAN	✓	✓	✓	✓	✓	L	
UNIVERSITÉ DE SHERBROOKE	NA	NL	NA	NL	✓	L	
SIMON FRASER UNIVERSITY	✓	✓	✓	✓	✓	M	

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS							
UNIVERSITY OF SUDBURY / UNIVERSITE DE SUDBURY(LAURENTIAN)	NL	NL	NL	NL	✓	S	
TECHNICAL UNIVERSITY OF NOVA SCOTIA	NA	LO	NA	NL	NO ARCHIVES	O	
UNIVERSITY OF TORONTO	✓	✓	✓	✓	✓	L	
TRENT UNIVERSITY	NL	✓	✓	✓	✓	L	
UNIVERSITY OF TRINITY COLLEGE (TORONTO)	✓	LO	NR	✓	✓	O _a	- part-time archivist
TRINITY WESTERN UNIVERSITY, LANGELY, BC	NL	NL	NL	✓	✓	O	- no archivist - too small
UNIVERSITY OF VICTORIA	NA	✓	✓	✓	✓	M	
VICTORIA UNIVERSITY (TORONTO)	NL	✓	✓	✓	✓	L	
UNIVERSITY OF WATERLOO	NA	NA	✓	✓	✓	M	- 1966 was called Lutheran
UNIVERSITY OF WESTERN ONTARIO	✓	✓	✓	NL	✓	O	- no archivist
WILFRED LAURIER UNIVERSITY	NL	✓	✓	✓	✓	O	- part-time archivist - too small
UNIVERSITY OF WINDSOR	NL	✓	✓	✓	✓	L	

	S.A.A. 1966	BAIRD 1975	BAIRD 1980	BAIRD 1985	MONTREAL 1991	ARCHIVE SIZE OR EXCLUDED 1991	1991 - COMMENTS
CANADIAN UNIVERSITY/COLLEGE ACHIVE SURVEYS						VS	
UNIVERSITY OF WINNIPEG	NL	✓	✓	✓	✓		
YORK UNIVERSITY	NA	✓	✓	NL	✓	L	
TOTAL	32*	45	41	48	92		
* THIS TOTAL INCLUDES THE FOLLOWING TEN UNIVERSITY AND COLLEGE ARCHIVES; THEY WERE NOT LISTED IN 1991							
COLLEGE STR. ANNE	NA	NL	NL	NL	NL		
COLLEGE STR. MARIE	✓	NL	NA	NL	NL		
LOYOLA COLLEGE	NA	NL	NL	NL	NL		
MARINOPOLIS COLLEGE	NA	NL	NL	NL	NL		
MONTREAL DIOCESAN THEOLOGICAL COLLEGE	NA	NL	NL	NL	NL		
OSGOODE HALL LAW SCHOOL	NA	NL	NL	NL	NL		
PRESBYTERIAN COLLEGE	✓	NL	NL	NL	NL		
ST. DUNSTAN'S UNIVERSITY	✓	NL	NL	NL	NL		
UNITED COLLEGE	✓	NL	NL	NL	NL		
UNIVERSITY COLLEGE (TORONTO)	✓	NL	NL	NL	NL		
THE UNIVERSITY BELOW WAS LISTED ONCE, AND NO LONGER EXISTS							
NOTRE-DAME UNIVERSITY	NL	✓	NL	NL	NL		

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SUMMARY

PAGE NUMBER	LARGE	MEDIUM	SMALL	VERY SMALL	EXCLUDED	TOTAL
1	3	1	1	1	1	7
2	1	2	1	1	5	10
3	1	0	2	0	5	8
4	4	3	2	0	3	12
5	1	3	0	0	5	9
6	1	5	2	2	2	12
7	0	2	1	2	5	10
8	2	1	1	0	6	10
9	4	2	1	0	5	12
10	1	0	0	1	0	2
TOTAL	18	19	11	7	37	92

CHARTS OF INDIVIDUAL RESULTS: INTERVIEW FORMAT

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
1) BACKGROUND 1a) Established	1950	1982	1969	1967	1945	1975	1948	Range: 1945-1982 Average: 1962
1b) Authority	University Court	University Court	University Court	1 + 2 (+ Senate)	2 (Congrega- tion)	1	1	3 - university court 2 - library 1 - library & senate 1 - congregation
1c) Reports to	2 Joint Court & Senate Committee	1	1	1	2 Governing body	1	1	5 - library 1 - joint court and senate 1 - governing body
1d) Prior to Established	long, complex history, have local, business and university records	complex, colleges kept records; now no colleges	complex, separate colleges, secretary & legal offices	informal arrangements	long, complex, keeper post in 1634, in church for safekeeping prior to this	part of library, various arrangements prior	library collections & departments	A variety of prior arrangements. In the very old universities and colleges, very complex, dating from the 11th century. Some involvement of the libraries in some cases.
2) POLICIES 2a) Collection	1-4	1-4	1-3	1-4	1-3	1-3	1-3	4 - 1-3 3 - 1-4
2b) Appraisal	1-3	2	1-4	1-4	1-3	1-4	2	3 - 1-4 2 - 2 2 - 1-3
2c) Conservation	1-4	1-4	1-4	1-4	2	1-3	1-4 (library)	5 - 1-4 1 - 1-3 1 - 2
2d) Security	1-3	1-4	1-4	1-4	1-4 (library)	1-3 (library)	1-4	5 - 1-4 2 - 1-3

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
2e) User Policy 2e i) access	admit anyone, 'FOI' regulations	ad hoc - vast range of researchers, 30 year rule	five constituencies	open to all - 30 & 50 year rules	available with exceptions - 30 & 80 year rules	researchers & students (annual & 6 mo. fees)	-simple - must have I.D., etc. -no access to modern records or uncatalogued (modern accessible in exceptional circumstances)	- generally open -30, 50 & 80 year rules - great range of researchers mentioned
2e ii) visitor	1	1	1	1	1	1	1	7 - 1
2e iii) telephone	2	2	1	1	1	2	1	4 - 1 3 - 2
2e iv) letter	1	1	1	1	1	2	1	6 - 1 1 - 2
3) PROCEDURES								
3a) Accessioning	1-3	1-4	1-4	1-4	1-4	1-4	1-4	6 - 1-4 1 - 1-3
3b) Processing	1-3	1-4	1-4	1-4	1-4	1-4	1-4 (under review)	6 - 1-4 1 - 1-3
3c) Retrieval	1-3	1-4	1-4	1-3	1-4	1-3	1-4	4 - 1-4 3 - 1-3

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
3d-e) Records Management	1-3	2 (under discussion)	2 (mainly discussion)	1-3 (Records handbook)	2	2 (working on it)	2	2-1-3 5-2
4) ORGANIZATION/ ADMINISTRATION/ COMMUNICATION/ 4a) Mission	2	2	1-3	2	2	1-3	1-3 (library)	3-1-3 4-2
4b) Goals and Objectives	1-3	1-4	1-3	1-4	2	1-3	1-3 (for some projects)	4-1-3 2-1-4 1-2
4c) Reviewed	2	1	1	3 (seldom)	6	2	1	3-1 2-2 1-3 1-6
4d) Evaluated	1	1	1	3	6	2	3	3-1 1-2 2-3 1-6
4e) Communicated to Staff	1	1	1	3	6	2	1	4-1 1-3 1-2 1-6
4f) Meetings with Staff	1 (informal)	1 (informal)	1	4	1	1	1	6-1 1-4
4g) Annual Report	1	2	1	1	1 (3 times a year)	1	1	6-1 1-2

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
4h) Job/Position Descriptions 4h i) archivists	1	1	1	2	2	1	2	4-1 3-2
4h ii) recency	1955	1959	1990	N/A	N/A	1985	N/A	4 - Range: 1955-1990, Average: 1972 3 - N/A
4h iii) support	1	2	1	2	1	2	2	4-2 3-1
4h iv) recency	clericals - 1960's helpers - 1988	N/A	1990	N/A	1990	N/A	N/A	3 - Range: 1960-1990, Average: 1972 4 - N/A
4i) Evaluations 4i i) archivists	1	2	1	1	1	1	1	6-1 1-2
4i ii) how often	2 years	5	2	2	2	2	2 years	4-2 2-2 years 1-5
4i iii) support	2	2	2	1	2	1	2	2-1 5-2
4i iv) how often	5 (pending)	5 (pending)	5	2	5	2	5	2-2 5-5 N.B. 2 - pending changes
4j) Associations 4j i) archivists	AUT	AUT	2	AUT	AUT	AUT	AUT	6 - AUT 1-2
4j ii) support	NALGO	NALGO	2	NUPE	NALGO	NALGO	NALGO	5 - NALGO 1 - NUPE 1-2

APPENDIX: 19

U.K. - Large	1.1	1.2	1.3	1.4	1.5	1.6	1.7	Summary
4j) iii) comments	-none very effective	-very important -salary negotiations -defend individuals	-not keen on unions	-do their best -no clout -brick walls	-no comment	-salary negotiations -AUT - not especially useful	AUT - little concern with archives	varying reactions - -not keen on unions -not very effective (especially AUT) -very important -no comment
4k) Number of Archivists	3	1	3	1	2	3	3	2 - 1 1 - 2 4 - 3
4k i) titles	-University archivist -Archivist	University Archivist	-Head of Special Collections & University Archivist -Sub-librarians	Keeper of Archives & Manuscripts	(Keeper - honorary) -Deputy Keeper -Assistant Archivist	-Sub-librarian Manuscripts & Rare Books -Archivist -Assistant Archivist	-University Archivist -Archivist	- University Archivist - Archivist - Deputy Keeper - Head of Special Collections & University Archivist - Keeper of Archives & Manuscripts - Assistant Archivist - Sub-librarian manuscripts & rare books
4k ii) number of support	10	1	1	0.5	1	2	6	1 - 0.5 3 - 1 1 - 2 1 - 6 1 - 10

APPENDIX: 19

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
4k (ii) titles	-Secretaries -Paper keepers -Clericals -Trainees	-Archives Assistant	-Attendant	-Senior Library Assistant	-Clerk	-Library Assistant -Data entry	-Library Assistant -Secretary -Conservator -Porter	<ul style="list-style-type: none"> - Secretaries - Paper keepers - Clericals - Trainees - Archives Assistant - Attendant - Conservator - Porter - Library Assistant - Data entry
5) TRAINING AND DEVELOPMENT 5a) Have a Scheme	1	1	1	1	2	2	1	<ul style="list-style-type: none"> 5 - 1 2 - 2
5a i) Archivists: explain	actually train archivists	ad hoc	courses - communication skills, palaeography, etc.	conferences, etc	ad hoc training, conferences	ad hoc training, days	professional development	<ul style="list-style-type: none"> - training days, training archivists - courses, communication skills - conferences - palaeography - professional development
5a ii) Support: explain	computer, conservation courses	computer training	courses, training	training	ad hoc training	-customer care course -word processing	university picks up on these	<ul style="list-style-type: none"> - computer courses, word processing - conservation courses - training - ad hoc training - customer care course
6) FUNDING 6a) Total budget	£ 500,000*	(£ 800*)	.	(£ 600*)	.	(£ 1,000*)	(£ 7,000*)	<ul style="list-style-type: none"> 1 - has own budget 6 - don't operate budget (4 - small budget)

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
6a i) from library	2	1	1	1	2 (negotiated by keeper)	1	1	2 - not from library 5 - from library
6b) Other Funding	1	2	1	1	2	1	1	5 - 1 2 - 2
6b ii) sources	-Public & Private bodies	N/A	-British Library -Wollson -University grants	-V + A -British Library -Wollson	(have never done, healthy surplus)	-Social Science Research Council	-Friends of the National Library -National Heritage Memorial Fund -V + A	- British Library - V + A - Wollson - University grants - Public & Private bodies - Friends of the National Library - National Heritage Memorial Fund - Social Science Research Council
6b ii) how used	projects, training	N/A	special projects	conservation, acquisitions	N/A	staff, survey	acquisitions, staff projects	- training - special projects - acquisitions - conservation - staff
6c) Budget Changes - last 5 years	-problems with university funds -depend on external funds	reasonably lucky	less deficit here	ad hoc	none	on the whole - positive	-moving to cost centres -depend on outside sources	3 - positive 2 - depend on external funds 1 - problems with funds 1 - moving to cost centres

APPENDIX: 19

U.K. - Large	L1	L2	L3	L4	L5	L6	L7	Summary
6d) Budget Changes - next 5 years	-situation confused by funding problems -should have more support	-hard to describe	-good prospect to respond to funding problems	ad hoc	none	-anticipate downturn; cuts	continue funding changes	1 - funding problems 1 - ad hoc 2 - no problems 2 - anticipate problems 1 - continuing changes
7) TRENDS 7a) Comments re: trends	-very hard to predict -some rationalization needed -need to be open -archives/libraries are grey areas	-local & Scottish significance -closer integration with Europe (seen as good)	-view of users (60 - scholars; 40 - genealogy) changing - (recreational vs. scholarly) -now called customers, not users, clients) -cost effective	-rather out of touch -don't read literature -increase in interest in archives	-question of why doing things -f. problems in local records offices	-certain centralization -most U.K. universities too small to be sensible economically	-find out who client community is -relationships with depositors -accountability -greater use of dept. - in corporate image-making	- users changing (customers) - hard to predict - some rationalization needed - archives/libraries grey areas - find out who client community is - relationship with depositors - accountability - help improve corporate image, etc

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
1) BACKGROUND								
1a) Established	1967	1970	1970	1985	1972	1992	1966	Range: 1966-1992 Average: 1976
1b) Authority	2 (Senate)	1	1	2 (Board of Regents & Church)	1 + 2 (+ Deans of History)	2 (Administrative Council)	2 (Secretary General)	4 - not library (various arrangements) 2 - library 1 - library & other (Deans History)
1c) Reports to	1 + 2 (+ Archives Committee)	1	1	2 (General Council of Church & Regents)	1	2 (Secretary General)	2 (Secretary General)	3 - library 1 - library & other (Archives Committee) 2 - Secretary General 1 - (Church & Regents)
1d) Prior to Established	stored by administration building, library	was part of Special Collections (library)	library collected unofficially before, established archives	-United Church records in building -university records in library	-some library -also in departments	no system - records kept by Departments	-no system -various faculties -decentralized	- some from library, some elsewhere, including administration buildings, departments, faculties, church records building
2) POLICIES								
2a) Collection	1-3	1-3	1-3	1-3	1-3	1-3 (policy & procedure manuals)	1-3	7 - 1-3
2b) Appraisal	1-4	1-4	2	1-4	1-3	1-3 (policy & procedure manuals)	1-3	3 - 1-3 3 - 1-4 1 - 2

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
2c) Conservation	1-4	1-4	2	1-3	2 (in preparation)	1-3 (have specialist)	1-4	3 - 1-4 2 - 1-3 2 - 2
2d) Security	1-4	1-4	1-3	1-3	1-3	1-3 (policy & procedure manuals)	1-4	4 - 1-3 3 - 1-4
2e) User Policy 2e i) access	open to public	open unless papers closed, 30 & 50 year rules	open unless designated closed	detailed in manual	detailed in manual (policy in progress)	policy & procedure manuals (will have usual access)	-guide for researchers -federal & provincial laws for access	4 - details in guides, manuals 3 - open but some restrictions re 30, 50 year rules
2e ii) visitor	1	1	1	1	1	1	1	7 - 1
2e iii) telephone	2	2 (erratic)	1	1	1	1	1	5 - 1 2 - 2
2e iv) letter	1	2+	2+	1	1	1	1	5 - 1 2 - 2
3) PROCEDURES 3a) Accessioning	1-3	1-3	1-3	1-3 (has manual)	1-3 (has manual)	1-3	1-3	7 - 1-3
3b) Processing	1-3	1-3	2	1-3	1-3	1-3	1-3	6 - 1-3 1 - 2
3c) Retrieval	1-4	1-3	2	1-3	1-3	1-3	1-3	5 - 1-3 1 - 1-4 1 - 2

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
3d-e) Records Management	2	2 (wants to hire a R.M.)	2 (none yet)	2 (no decision)	2	1-3	1-3	2-1-3 5-2
4) ORGANIZATION/ ADMINISTRATION/ COMMUNICATION								
4a) Mission	2	2	2	1-3	1-3	1-3	1-3	4-1-3 3-2
4b) Goals and Objectives	2	2	2	2	2	1-3	1-3	2-1-3 5-2
4c) Reviewed	6	6	6	6	6	2	1	1-1 1-2 5-6
4d) Evaluated	6	6	6	6	6	2	1	1-1 1-2 5-6
4e) Communicated to Staff	6	6	6	6	6	2	1	1-1 1-2 5-6
4f) Meetings with Staff	6	1 (informal)	1 (monthly)	1 (monthly)	1 (regular)	1	1	6-1 (various arrangements) 1-6
4g) Annual Report	1	2	1	1	1	1	1	6-1 1-2
4h) Job/Position Descriptions 4h i) archivists	1	2	1	1	1	1	1	6-1 1-2

APPENDIX: 19

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
4h ii) recency	(no answer)	N/A	1992	1987	1991	1991	1981	5 - Range: 1981-1992 Average: 1988 1 - N/A (1 - no answer)
4h iii) support	2	1	1	1	1	1	1	6 - 1 1 - 2
4h iv) recency	N/A	(no answer)	1991	1987	1991	1991	1989	5 - Range: 1987-1991 Average: 1989 1 - N/A (1 - no answer)
4i) Evaluations 4i i) archivists	1	1	1	1	1	1	1 (informal)	7 - 1 verbal/written
4i ii) how often	2	3 (2 years)	2	2	1 (once a month)	1 (informal)	1 (as required)	3 - 1 - as required 3 - 2 - as required 1 - 3 - as req'd 4 - informal because unions
4i iii) support	2	1	1	1	1	1	1 (informal)	6 - 1 1 - 2
4i iv) how often	5	1	2	2	1 (project-related)	1 (informal)	1 (as required)	1 - N/A 4 - 1 2 - 2
4i) Associations 4i i) archivists	2	Faculty Association - Union	Faculty Association	U of Toronto Staff Ass'n	Faculty Ass'n	Faculty Management Professional	Syndicates (Management Professional)	1 - 2 6 - 1 (various unions and associations related to universities)

(Daskin)

APPENDIX: 19

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
4j ii) support	2	Staff Association - Union	Staff Association	Separate associations	Staff Ass'n - Union	Clerical & Technicians Unions	Separate unions	6 - 1 1 - 2
4j iii) comments	-no comment	both associations help with salaries, etc.	small part compared to academics	-but librarians - Faculty Ass'n - compulsory	carry out negotiations	always helpful, good communication	-an obligation -creates problems -negotiations	-generally positive comments, but can create problems, carry out salary and other negotiations
4k) Number of Archivists	1	2	2	4	2	3	4	1 - 1 3 - 2 1 - 3 2 - 4
4k i) titles	-University Archivist	-University Archivist - Librarian	-University Archivist - Manuscript Curator	-Chief Archivist - Assistant Archivist - Staff Archivist - Librarian	-University Archivist - Assistant Archivist	-University Archivist - Archivists	-Director - Assistant Director - Coordinator - Archivist	- University Archivist (usual title) - Director - Chief Archivist - Assistant Archivist - Staff Archivist - Librarian
4k ii) number of support	0	1	5	4	2	6	10	1 - 0 1 - 1 1 - 1 1 - 2 1 - 4 1 - 5 1 - 6 1 - 10

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
4k iii) titles	N/A	-Clerk-Typist	-Library Assistants	-Archives Technician -Clerks	-Archives Assistant	-Clerks -Secretary -Technician	-Technicians -Assistant -technician -Secretary	- Library Assistants - Clerks - Technicians - Archives Assistant - Secretary - Assistant Technician
5) TRAINING AND DEVELOPMENT 5a) Have a Scheme	2	1	1	1 (informal)	1	1	1	6 - 1 1 - 2
5a i) Archivists: explain	none	computer courses, conservation meetings	-computer courses -professional programs	ad hoc as required	workshops	courses as required	-computer -management -conferences	computer courses, management training, conferences, workshops
5a ii) Support: explain	N/A	computer courses	computer courses	ad hoc as required	computer courses	courses as required	computers, etc.	-computer courses -other courses as required
6) FUNDING 6a) Total budget	(\$ 3,000')	(\$ 3,000')	-	\$ 500,000'	-	\$ 185,000'	\$ 750,000'	3 - have own budget 4 - don't operate budgets (2 - small budget)
6a i) from library	1	1	1	2 (church & university)	1	2 (Secretary General)	2 (Secretary General)	4 - library budgets 2 - Secretary General 1 - church & university
6b) Other Funding	1	1	1	1	1	1	1	7 - 1

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
6b i) sources	-SSHRC grants	-Challenge -SSHRC -CCA -UIC job creation	-library -President's office	-SSHRC -Dept. of Citizenship -CCA	-SSHRC -CCA	-CCA -SSHRC -Cultural Affairs (PQ)	-National Archives -Québec Archives -National Archives - Canada	- SSHRC - CCA - Cultural Affairs (PQ) - UIC job creation, Challenge grants - federal and provincial archives
6b ii) how used	-specific projects -microfilm -research work	-special projects -listing	-university survey -special projects	-staffing -special projects -backlog -conservation supplies	-guide to holdings -backlog	-cataloguing -other projects	-special projects -description -more diversification	- specific projects, microfilm - staffing - guides, backlog, cataloguing, university survey
6c) Budget Changes - last 5 years	more money, but not much	drastic cuts in last 5 years	none	significantly down - grant below 1986 level	no significant changes	N/A	more in last 5 years	2 - more money 2 - no change 2 - significantly down 1 - N/A
6d) Budget Changes - next 5 years	some thought of Archives out of library	cuts likely to continue	can only go up	permanent restrictions could be damaging	less generous	positive - much support in last year	hard to say - hopes it will be higher	3 - cuts will continue 1 - positive 3 - hard to say, some reservations, some changes

Canadian - Large	C-L1	C-L2	C-L3	C-L4	C-L5	C-L6	C-L7	Summary
7) TRENDS 7a) Comments re: trends	-lack of R.M.* -co-operation (e.g. RAD) -SSHRC & Can. Council together now, may be problems	-regionalized rationalization (collecting) -historical societies more active	-not much growth -moving towards R.M.*	-the development of automation & descriptive standards for a communicable network	-transition - positive and negative signs - outcome imperative -concepts of information management filtering down -FOI* - rights and civil rights	-archives & R.M.* integration -planning Master's program (U. of Montréal) -user-oriented trend of the future	-management of computers will be an expansion - need specialized tools to manage phenomenon -many changes in archives	-lack of R.M.* -regional rationalization -more active historical societies -user oriented trend -more computer use and automation -many changes anticipated -FOI* rights is new trend

* R.M. - records management
FOI - freedom of information

U.K. - Medium		M1	M2	M3	M4	M5	M6	M7	Summary
1) BACKGROUND									
1a) Established	1982		1923	1976	1982	1946	1952	1981	Range: 1923-1982 Average: 1962
1b) Authority	2 (College Fellows)	1		1 + 2 (+ Secretary Court)	1 + 2 (+ Vice Chancellor)	1 + 2 (+ President)	1	1	3 - library 3 - library + other 1 - other
1c) Reports to	1	1		1 + 2 (+ Secretary Court)	1	1 + 2 (+ fellows)	1	1	5 - library 2 - library + other
1d) Prior to Established	donations & college records	not sure		in Departments & library	Library	President's responsibility	Library	Library	various arrangements including library, departments and administration
2) POLICIES									
2a) Collection	1-4	1-4	1-4	1-4	1-3	1-4	2 (formulating)	1-4	5 - 1-4 1 - 1-3 1 - 2
2b) Appraisal	1-4	1-4	1-4	1-4	2	2	1-4	1-4	5 - 1-4 2 - 2
2c) Conservation	1-4	1-3	1-4	1-4	1-4	1-4	1-4	1-4	6 - 1-4 1 - 1-3
2d) Security	1-4	1-4	1-4	1-4	1-3	1-3	1-4	1-4	5 - 1-4 2 - 1-3

U.K. - Medium	M1	M2	M3	M4	M5	M6	M7	Summary
2e) User Policy 2e i) access	-must produce credentials -some restrictions	-generally open -specific embargoes -80 year rule after death (set by depositor)	-anyone may apply -30 year rule -university archives restricted (court and senate meetings)	-need ID only -no restriction. (except request by depositors)	-free to scholars -ad hoc what is open -student records for members of governing body	-lightening up -introductory letter -readers increasing -some restrictions	-30 year rule (Privacy Records Act) -80 year rule -no court documents (need permission)	- generally open - 30 & 80 year rules - some restrictions - some require ID
2e ii) visitor	1	1	1	1	1	1	1	7 - 1
2e iii) telephone	2	2	2	2	2	2	2	7 - 2
2e iv) letter	1	1	2	2	2	2	2	2 - 1 5 - 2
3) PROCEDURES								
3a) Accessioning	1-3	1-4	1-4	1-4	1-4	1-4	1-4	6 - 1-4 1 - 1-3
3b) Processing	1-3	1-4	1-4	1-4	1-4	1-4	1-4	6 - 1-4 1 - 1-3
3c) Retrieval	1-3	1-4	1-4	1-4	2	1-4	1-4	5 - 1-4 1 - 1-3 1 - 2
3d-e) Records Management	2	2	2	2	1-3 (only student records)	2 (starting)	2	1 - 1-3 6 - 2

U.K. - Medium	M1	M2	M3	M4	M5	M6	M7	Summary
4) ORGANIZATION/ ADMINISTRATION/ COMMUNICATION 4a) Mission	1-3	2	2	1-3 (library)	2	2	2	2-1-3 5-2
4b) Goals and Objectives	2	1-3	1-4	1-3 (2 yrs - new plan)	2	2	2 (self own)	1-1-4 2-1-3 4-2
4c) Reviewed	6	2	2	3 (2-3 yrs)	6	6	6	4-6 2-2 1-3
4d) Evaluated	6	2	2	3 (2-3 yrs)	6	6	6	4-6 2-2 1-3
4e) Communicated to Staff	6	1	1	1	6	6	6	4-6 3-1
4f) Meetings with Staff	6	1	1 (monthly)	1 (weekly)	6	3	1	4-1 2-6 1-3
4g) Annual Report	1	1	1	1	1	1	2	6-1 1-2
4h) Job/Position Descriptions 4h i) archivists	1	1	1	1	2	1	1	6-1 1-2
4h ii) recency	1990	1981	1978	1991	N/A	1992	1989	Range: 1978-1992 Average: 1987 1 - N/A

U.K. - Medium	M1	M2	M3	M4	M5	M6	M7	Summary
4h iii) support	2	1	1	1	2	2	1	4 - 1 3 - 2
4h iv) recency	N/A	1989	1992	1991	N/A	N/A	1990	Range: 1989-1992 Average: 1990 3 - N/A
4i) Evaluations 4i i) archivists	2	1	1	2	2	1	2	4 - 2 3 - 1
4i ii) how often	5 (N/A)	2 (annually)	3 (every 2 years)	5 (N/A) (will be annual)	5 (N/A)	3 (every 2 years)	5 (N/A)	4 - 5 2 - 3 1 - 2
4i iii) support	2	1	2	1	2	2	2	5 - 2 2 - 1
4i iv) how often	5	2	5	2	5	5	5	5 - 5 2 - 2
4j) Associations 4j i) archivists	2	AUT	AUT	AUT	2	AUT	AUT	5 - AUT 2 - no association
4j ii) support	2	NALGO	NALGO	NALGO	2	NALGO	NALGO	5 - NALGO 2 - no association
4j iii) comments	N/A	helps salary & working conditions	reservations re: unions	helps salary, benefits	N/A	not very helpful for archivists	AUT - demoralized NALGO - poor reputation	- N/A - helps salary & working conditions - reservations re: unions
4k) Number of Archivists	1	2	1	2	1	1	1	5 - 1 2 - 2

U.K. - Medium	M1	M2	M3	M4	M5	M6	M7	Summary
4k i) titles	Modern Archivist	-Special Collections Librarian -Sub-librarian	University Archivist	-Archivist & Head of Special Collections -Assistant Librarian	Assistant Archivist	University Archivist	Archivist	- University Archivist - Modern Archivist - Librarian - Archivist & Head of Special Collections - Assistant Librarian - Special Collections Librarian - Sub-librarian
4k ii) number of support	0	0	1	4	0	1	1.3	3 - 0 2 - 1 1 - 1.3 1 - 4
4k iii) titles	N/A	N/A	Archives Assistant	-Archives Assistants -Conservator -Computer Specialist	N/A	Clerk	-Archives Assistant -Conservator	- N/A - Archives Assistant - Clerk - Conservator - Computer Specialist
5) TRAINING AND DEVELOPMENT 5a) I have a Scheme	2	1	1	1	2	1	1	5 - 1 2 - 2
5a i) Archivists: explain	N/A - need someone to cover when absent	conferences, lectures	time management, etc.	study leave (not a right), training, conferences	N/A	ad hoc management, etc.	courses (M.Sc.), training days	2 - N/A conferences, lectures, ad hoc, courses, training days, study leave (not a right), management training, etc.

U.K. - Medium	M1	M2	M3	M4	M5	M6	M7	Summary
5a ii) Support: explain	N/A	N/A	computers	-basic training course, in-house computers -R.M.	N/A	lectures, courses	conferences, etc.	3 - N/A training, computers, lectures, courses, conferences, etc.
6) FUNDING								
6a) Total budget	(£ 3000')	-	very small	-	(£ 500')	-	-	7 - don't operate budget (3 - small budget)
6a i) from library	1	1	1	1	1	1	1	7 - from library
6b) Other Funding	2	1	1	1	2	1	1	5 - 1 2 - 2
6b i) sources	N/A	-Bequests -Sale of duplicate material -Wolfson	-Private trusts -British Library -Wolfson -Manpower services	-V + A -National Heritage Memorial Fund -U.K. charities -University funds	N/A	-V + A	-V + A -Melon \$'s -National Preservation Office -Conservation funds	- N/A - V + A - Wolfson - Melon \$'s - Bequests - Private charities & trusts - British Library - National Heritage Memorial Fund - University funds
6b ii) how used	N/A	-ad hoc specific acquisitions	-specific projects -conservation	-for staff special projects -conservation materials -equipment	N/A	-for acquisitions	-special projects -conservation	- N/A - staff - special projects - conservation - acquisitions

U.K. - Medium	M1	M2	M3	M4	M5	M6	M7	Summary
6c) Budget Changes - last 5 years	N/A - only in position short time	-money tighter, use of library doubled	acceptable	not too difficult	got a small budget (£500')	significant changes, especially with different librarians	unaware	2 - unaware 2 - acceptable 1 - very changed organization 1 - money tighter 1 - got a small budget
6d) Budget Changes - next 5 years	hopeful for future	will get worse with student increases	must be increased	50% resources from central government	no radical changes seen	not sure	-gloomy -library budget will go down, especially if college doesn't pay for service	1 - hopeful 1 - not sure 1 - no changes seen 3 - gloomy outlook
7) TRENDS 7a) Comments re: trends	-genealogy on rise -increased automation --sort out access problems -rise of business & county records offices archives	-would bring in more users if catalogue computerized	-questions security of funding for arts/humanities/social science -emphasis on science, medicine -concerns re: business archives -universities supposed to become more efficient	-impact of automation -special collections - growth area for university libraries	-trend to automation in archives -space problems -new methods of creating records	-busier than before -more to read -committees & statements -improve image (archives)	-press on policy side - need defined role with administration -no space	- automation - busier, including automation - access problems - funding changes - space problems - increased business records N.B. Several mentioned by more than one archivist

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
1) BACKGROUND									
1a) Established	1973	1986	1968	1931	1976	1972	1977	1969	Range: 1931-1986 Average: 1961
1b) Authority	2 Rector of Loyola	2 President & Board of Regents	2 President	1 Vice President - Academic	2 Board of Governors	2 Senate authority	2 President	2 Admin- istrative Council	1 - library 7 - various arrange- ments, usually Senior Admin- istration
1c) Reports to	2 Secretary General	2 Exec. Asst. to President	2 Vice President - Academic	1	2 President	1	1	2 Secretary General	3 - library 5 - Senior Admin- istration
1d) Prior to established	ad hoc Loyola & Sir George Williams University records	complex, several other archives - special studies, maritime, etc.	from President to library to Vice President	under history professor (R.M. policy 1990 - may revert to President or Vice- President)	has had many homes - Deaton Institute 1975	part of library	in Dep't., reported to President, now library	was started from the beginning	various arrange- ments - part of library or in dep't., under history dept.
2) POLICIES									
2a) Collection	1-3	1-3	1-3	1-3	1-3	1-3	1-3	1-3	8 - 1-3
2b) Appraisal	2	1-3	2	2	1-4	1-4	2	1-3	2 - 1-4 2 - 1-3 4 - 2

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
2c) Conservation	1-3	1-4	1-4	1-4	1-4	1-4	1-3 (library)	1-3	5-1-4 3-1-3
2d) Security	1-3	1-4	1-4	1-4	1-4	1-4	1-4	1-3	6-1-4 2-1-3
2e) User Policy 2e i) access	open to public except where restricted	open to Sr. Admin. - 30 year rule	-access but always discussion	-open except 30 year rule or permission President/donor	some restrictions by donor	concerns with copyright	-access depends on age and dept.	1-3 booklet for users	generally open, but depends on type of records, age, copyright, etc.
2e ii) visitor	1	2	1	1	1	2	1	1	6-1 2-2
2e iii) telephone	1	2	1	1	1	2	1	1	6-1 2-2
2e iv) letter	1	2	2	1	1	2	1	1	5-1 3-2
3) PROCEDURES 3a) Accessioning	1-3	1-3	1-3	1-4	1-4	1-4	1-3	1-3	5-1-3 3-1-4
3b) Processing	1-3	1-3	1-3	1-4	1-4	1-4	1-3	1-3	5-1-3 3-1-4
3c) Retrieval	1-3	1-3	1-3	1-4	1-4	1-4	1-3	1-3	5-1-3 3-1-4
3d) Records Management	1-3	2 (in progress)	2 (in progress)	2 (in progress)	2 (none yet)	2 (not implemented)	2 (passive role)	1-3	2-1-3 6-2

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
4) ORGANIZATION/ ADMINISTRATION/ COMMUNICATION									
4a) Mission	1-3	1-3	1-3	1-3	1-3	1-3	1-3	1-3	8 - 1-3
4b) Goals and Objectives	1-3	1-3	2	1-4	2	1-3	1-3	1-3	5 - 1-3 1 - 1-4 2 - 2
4c) Reviewed	1	5	6	1	6	2	2	2	2 - 1 3 - 2 1 - 5 (meets with Committee) 2 - 6
4d) Evaluated	2	5	6	1	6	2	1 (6 months)	2	2 - 1 3 - 2 1 - 5 (meets with Committee) 2 - 6
4e) Communicated to Staff	1	5	6	1	6	1	1 (as required)	2	4 - 1 1 - 2 1 - 5 (meets with Committee) 2 - 6
4f) Meetings with Staff	1	6	1 (formal & informal)	5 (when strategic planning)	1 (monthly)	1 (informal)	1 (weekly with supervisor)	1 (2 x month)	6 - 1 1 - 5 1 - 6

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
4g) Annual Report	2	1	1	1	1	1	1	1	7 - 1 1 - 2
4h) Job/Position Descriptions 4h i) archivists	1	1	1	1	1	1	2	1	7 - 1 1 - 2
4h ii) recency	1983	1986	1990	1992	(not recent)	1991	(not separate for archives)	1991	Range: 1983-1992, Average: 1988
4h iii) support	1	2	1	1	2	2	2	1	4 - 1 4 - 2
4h iv) recency	1983	N/A	1990	1990	N/A	N/A	N/A	1991	4 - N/A Range: 1983-1991, Average: 1988
4i) Evaluations 4i i) archivists	1	1	1	2	2	1	1	2	5 - 1 3 - 2
4i ii) how often	1 (informal)	1	2	5	5	2	2	5	2 - 1 3 - 2 3 - 5
4i iii) support	1	2	1	2	2	2	2	2	2 - 1 6 - 2
4i iv) how often	1 (informal)	5	2	5	5	5	5	5	1 - 1 1 - 2 6 - 5

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
4j) Associations 4j i) archivists	M & P Union	2	Academic Association	CUPE	CAUT (Academic)	Library Professional Staff Assn.	Librarians' Association	Management Association	various staff associations
4j ii) support	CSN	2	CUPE	CUPE	(local)	CUPE	2	CUPE	various unions and arrangements
4j iii) comments	negotiate salaries, etc.	no comments	they are helpful	no comments	no comments	work on his behalf -forum for ideas	works fairly well, other problems	do well for managers, not so well for technicians	generally favourable but some reservations
4k) Number of Archivists	3	1	2	1	3	1	1	4	4 - 1 1 - 2 2 - 3 1 - 4
4k i) titles	-Director of Archives/ -Archives/Records Officer -Archivist	-Archivist/ -Historian	-University Archivist -Archivist	-Manager and Research Officer	-Director Professional researchers	- University Archivist	- Librarian	-Director Archivist	-University Archivist -Director Archivist -Archivist -Librarian -Manager & Research Officer -Archives/Records Officer

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
4k ii) number of support	1	0	1	5.5	3	1	0	9	2-0 3-1 1-3 1-5.5 1-9
4k iii) titles	-Technician	N/A	-Archives Assistant	-Library Assistant	-Secretary Desk Clerk -Clerk	-Library Assistant	N/A	-Technicians -Tech. photo -Tech. asst. -Secretary -Clerk	-Library Assistant -Technician (various types) -Secretary -Clerk -Archives Assistant
5) TRAINING AND DEVELOPMENT 5a) I have a Scheme	1	1	1	1	1	1	1	1	8-1
5a i) Archivists: explain	ad hoc internal training, cont. ed. funds	ad hoc - can request (may/may not be approved)	Archives Management, etc.	computer training	professional development	courses - conservation, etc.	computer courses, often through university	job oriented training needs	professional development courses
5a ii) Support: explain	ad hoc courses	N/A	computer training	computer training	related training	N/A	N/A	job oriented training	-computers, other training

APPENDIX: 19

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
6) FUNDING 6a) Total budget	\$ 200,000*	-	\$ 135,000*	-	\$ 173,000*	-	-	\$ 558,000*	4 - have own budget 4 - don't operate budget
6a i) from library	2 - Rector's office	2 - President's office	2 - Vice-President Academic	1	2 - President	1	1	2 - Secretary General	3 - library 5 - Senior Administration
6b) Other Funding	1	2	1	1	1	1	2	1	6 - 1 2 - 2
6b i) sources	-SSHRC -CCA* -within university	N/A	-Work Study program -NAC* -provincial grants	-SSHRC -Challenge grants -CCA	-CCA -SSHRC	-SSHRC -CCA -B.C. Heritage Trust -provincial grants	N/A	-NAC -AAQ* -university grants	-SSHRC -CCA -NAC -AAQ -Challenge -federal grants -provincial grants

* SSHRC - Social Science and Humanities Research Council
 CCA - Canadian Council of Archives
 NAC - National Archives of Canada
 AAQ - Association des archivistes du Québec

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
6b ii) how used	-special projects -backlog -conservation -oral history	N/A	-special projects -backlog	-backlog -acquisitions -processing	-backlog -indexing -special projects	-special projects -conservation -staff	N/A	-special projects -backlog	- special projects - staff - conservation - backlog - acquisition
6c) Budget Changes - last 5 years	-all positive -no cuts	last year frozen for 3 years	operating budget down, capital & equipment up	no changes	negative changes	difficult	it varies - up & down	a little better	1 - no change 2 - positive 2 - positive & negative 3 - negative
6d) Budget Changes - next 5 years	-no decreases seen -another F/T -professional position desirable	better - have a strategic plan	will go up (FOI & privacy)	no changes	hold the line or slight increase	will get worse	sees more growth	some cutbacks due to recession	5 - generally positive, some reservations 2 - negative 1 - no changes

APPENDIX: 19

Canadian - Medium	C-M1	C-M2	C-M3	C-M4	C-M5	C-M6	C-M7	C-M8	Summary
7) TRENDS 7a) Comments re: trends	-little energy in R.M. - but very good in Québec -co-operative acquisition -burn-out for archivists	-Canada - more professional -inventory-driven -protect what you have -co-operation talked about	-imaging -R.M.'s	-more genealogy - increase not dramatic -more books based in archives	-indexing -co-operation among university archives	-depends on outside funds for staff -increase in use of archives	-official history of University - archives will be more important -more awareness of archives -more departments depositing records	-period of recession -centralize documents -will be more information than archives can handle	- little energy in R.M.'s - co-operative acquisition - archivist burn-out - more genealogy - more awareness of archives - period of recession - increase in information - depend on outside funds for staff - increased use of archives - R.M.'s & co-operation vary

R.M. - records management

APPENDIX: 19

Canadian - Small and Very Small U.K. - Very Small	C-SI	C-VSI	UK-VSI
1) BACKGROUND			
1a) Established	1965	1982	1974
1b) Authority	1	1	1
1c) Reports to	1	1	1
1d) Prior to Established	no formal archives prior	kept in library and parts of university	in departments and registry
2) POLICIES			
2a) Collection	1-4	1-3	1-4
2b) Appraisal	2	1-3	1-4
2c) Conservation	1-4	1-4	2
2d) Security	1-4	1-4	1-4
2e) User Policy			
2e i) access	have to screen people - some problems with location	some records restricted (no 30 year rule), have FOI	staff and ex-students permitted to use records
2e ii) visitor	1	1	2
2e iii) telephone	1	1	2
2e iv) letter	1	1	2
3) PROCEDURES			
3a) Accessioning	1-4	1-3	1-3
3b) Processing	1-4	1-3	1-3
3c) Retrieval	1-4	1-4	1-4

APPENDIX: 19

Canadian - Small and Very Small U.K. - Very Small	C-SI	C-VSI	UK-VSI
3d-e) Records Management	2 (need money & space)	2 (not ready)	2
4) ORGANIZATION/ ADMINISTRATION/ COMMUNICATION			
4a) Mission	2	1-4	1-3
4b) Goals and Objectives	2	1-4	2
4c) Reviewed	6	2 (informal)	6
4d) Evaluated	6	2	6
4e) Communicated to Staff	6	1	5 (as required)
4f) Meetings with Staff	1 (often)	1	4
4g) Annual Report	1 (statistics)	1	2
4h) Job/Position Descriptions			
4h i) archivists	2 (has not seen it)	1	1
4h ii) recency	N/A	1987	1987
4h iii) support	2	1	2
4h iv) recency	N/A	(did not find)	N/A
4i) Evaluations			
4i i) archivists	1	1	2
4i ii) how often	2	2	3
4i iii) support	2	1	2
4i iv) how often	5	2	5

APPENDIX: 19

Canadian - Small and Very Small U.K. - Very Small	C-SI	C-VSI	UK-VSI
4j) Associations 4j i) archivists	union - faculty, but not faculty status	Association of Employees (Manitoba)	(NALGO)
4j ii) support	(CUPE)	AESSE	N/A
4j iii) comments	want to align with faculty	not helpful	salary negotiations, good for grievances
4k) Number of Archivists	1	1	1
4k i) titles	General Librarian	Supervisor	Senior Library Assistant
4k ii) number of support N.B. Support not included unless in Archives work	1	0.5	0
4k iii) titles	Secretary/Clerk	Library Assistant	N/A
5) TRAINING AND DEVELOPMENT 5a) Have a Scheme	1	1	2
5a i) Archivists: explain	workshops, local conferences	local workshops	in-house training
5a ii) Support: explain	courses available	archives courses (through Ass'n of Manitoba Archives)	N/A
6) FUNDING 6a) Total budget	-	-	-
6a i) from library	1	1	1
6b) Other Funding;	1	1	2

APPENDIX: 19

Canadian - Small and Very Small U.K. - Very Small	C-SI	C-VSI	UK-VSI
6b i) sources	-CCA -SSHRC	-CCA -Manitoba Heritage Foundation	N/A
6b ii) how used	-backlog -specific projects	-processing	N/A
6c) Budget Changes - last 5 years	lighter, cuts	reductions in past	money has been very tight
6d) Budget Changes - next 5 years	hard to say - next two years, no change	-less funding -inside and external	not really
7) TRENDS 7a) Comments re: trends	-cutbacks are serious and have affected archives	-becoming more practical - less possessive -preservation standards -too many access rules, prohibitions	-use may increase by 1994

CHARTS OF INDIVIDUAL RESULTS:
CLASSIFICATION INFORMATION

APPENDIX: 20

CLASSIFICATION INFORMATION - U.K. - LARGE

	L1	L2	L3	L4	L5	L6	L7
1. Age	44	61	50	43	37	53	42
2. Sex	M	M	M	M	M	F	F
3. Degrees	MA History	MA History	BA History, M.Phil. Archive Admin.	BA History, Diploma Lib. London	BA English	BA History, PhD History	BA History & Political Science, PhD History
4. Archival Training	Rodlain library course	Diploma Palaeography & Archive Admin.	UCL Diploma in Archival Admin. Case Western Reserve Univ. Cert. in Univ. Admin. London School of Graphic Arts Document Repair	Experience	Diploma in Archive Studies	Diploma in Archive Admin. Univ. E. London	Diploma Lib. & Info. Studies SFC Option in Library Diploma In-service training in first post
5. Salary	4	4	3	2	2	4	3
6. a) Title	Archivist	Keeper of Manuscripts & University Munitiments	Head of Special Collections & University Archivist	Keeper of Archives & Manuscripts	Archivist	Sub-Librarian, Manuscripts & Rare Books	Keeper of Manuscripts
6. b) Time	17 years	17 years	22 years	6 years	2 years	15 years	5 years
7. Employees Supervised	12	1	3	0.5	2	4	8

CLASSIFICATION INFORMATION - U.K. - MEDIUM

	M1	M2	M3	M4	M5	M6	M7
1. Age	27	52	53	35	54	49	45
2. Sex	F	M	F	M	F	F	F
3. Degrees	BA, MA Modern History	BA, MA English	MA History	BA, PhD History	BA Economics & History	BA English	MA History Working on MSc Computerized Systems
4. Archival Training	Diploma in Archive Administration	None	On the Job	Archival Diploma	Work Exp. Editor of abstracts, volunteer in university archives	Diploma Library No archival training	Diploma in Archive Administration
5. Salary	1	2	3	3	1	3	2
6. a) Title	Modern Archivist	Special Collections Librarian	University Archivist	Archivist & Lead of Special Collections	Assistant Archivist	University Archivist	Archivist
6. b) Time	9 months	3 years	18 years	9 years	10 years +	20 years	1 year
7. Employees Supervised	0	1	1	5	0	1	1.3

APPENDIX: 20

CLASSIFICATION INFORMATION - CANADIAN - LARGE

	L1	L2	L3	L4	L5	L6	L7
1. Age	46	58	35	43	49	48	45
2. Sex	F	M	M	F	F	M	M
3. Degrees	BA History	BSc, MSc, PhD Chemistry	BA History, MA History, Master Archival Studies	BA History, MA History, MLS	BA History, MA History, PhD Archive Studies	BA + (equivalent) MLS Lib. & Info. Science	BA History, NAC Cert. in Mgt., PhD Archives
4. Archival Training	NAC Diploma	NAC Diploma 1970	Misc. Workshops	NAC Diploma	NAC Diploma	None	Case Western Reserve University +
5. Salary	2	4	3	4	4	4	4
6. a) Title	University Archivist	University Archivist	University Archivist	Chief Archivist	University Archivist	Director	Director
6. b) Time	20 years	22 years	4 years	6 years	4 years	2 years	5 years
7. Employees Supervised	0	2	6	7	3	8	13

APPENDIX: 20

CLASSIFICATION INFORMATION - CANADIAN - MEDIUM

	M1	M2	M3	M4	M5	M6	M7	M8
1. Age	47	29	46	52	54	46	43	42
2. Sex	F	M	M	F	M	M	F	F
3. Degrees	BA History	BA History, MA History, PhD History	BA History	None	BA English & History, MA History, PhD History	BA History & English, MA English, MP English, MLS	BA English, MA English, MLS Library Science	BA Arts, BA Geography Major Computer
4. Archival Training	NAC Archive Diploma	NAC Archive Diploma	NAC Certificate	NAC Archive Diploma Experience	NAC Archive Diploma, Archival Training	Archival Certificate Program Univ. of Washington	None	Archival Training
5. Salary	4	2	4	2	4	4	3	4
6. a) Title	Director of Archives	Archivist/ Historian	University Archivist	Manager & Research Officer	Director, Breton Instit. Exec. Dir. Res. & Dev.	University Archivist	Library Assistant/ Special Collections	Director of Archival Service
6. b) Time	10 years	6 years	3 years	17 years	16 years	16 years	18 years	10 years
7. Employees Supervised	3	0	2	5.5	5	1	0	12

A.F.

APPENDIX: 20

CLASSIFICATION INFORMATION - CANADIAN & U.K. - SMALL & VERY SMALL

	C-S1	C-V51	UK-V51
1. Age	47	52	39
2. Sex	F	F	F
3. Degrees	BA English & History, B.L.S. Archival Admin.	BA History	BA History, Post-Grad. Diploma in Librarianship
4. Archival Training	NAC Diploma	Workshops, 1 Archival Course	None
5. Salary	4	2	1
6. a) Title	General Librarian	Supervisor	Senior Library Assistant
6. b) Time	23 years	10 years	4 years
7. Employees Supervised	2	0	0

UNITED KINGDOM - LARGE (n = 7)

2) (autonomy)¹

being own master (UKL2)

freedom from supervision (UKL4)

freedom to experiment (UKL6)

1) (contact with researchers)

meeting and learning from research workers (UKL2)

engagement with wide and varied range of scholars

and endeavours (UKL3)

3) (collections)

subject matter of archives (UKL4)

interesting and important collections (UKL6)

variety of collections (UKL7)

4) (work)

variety in position (UKL2)

variety of responsibilities (UKL7)

7) (historical context)

historical continuity (UKL5)

constant contact with the past (UKL3)

5) (working relationships)

harmonious and good working relations (UKL1)

relationship with colleagues (UKL4)

8) (physical surroundings)

physical surroundings, architecture, etc. (UKL5)

10) (unique answers)

university context (UKL7)

¹ general headings for similar responses are in brackets

contribution to undergraduate teaching (UKL1)
 rewards from bringing new recruits to the
 profession (UKL1) bringing order to the disordered
 (UKL3)
 potential for improvement (UKL5)
 good open-minded people (UKL6)

CANADIAN - LARGE (n = 7)

- 4) archival work (CL1)
 interesting work (CL2)
- 1) contact with researchers (CL1)
 meet interesting people (CL2)
 contacts with users (CL6-FC)
- 3) important collections (CL5)
- 6) (administration)²
 management service, development of plans and
 programs (CL6-FC)
 efficient management administration (CL7-FC)
- 9) (human relations)
 human relations (CL7-FC)
- 10) contact with university administration (CL1)
 records in own field of research (CL2)
 dealing with people across campus (CL3)
 generous time permitted to deal with outside
 professional activities (CL3)
 educational/training activities available within

² general headings for similar responses are in brackets

library (CL3)

completion of our guide and data base (CL4)³

potential (CL5)

opportunities (CL5)

managing information in records management (CL6-FC)

contacts which facilitate processing the records
(CL7-FC)

UNITED KINGDOM - MEDIUM (n = 7)

2) being in charge (UKM1)

being my own boss (UKM3)

1) individual contact with interesting users (UKM1)

helping with research enquiries (UKM2)

assisting researchers (UKM4)

responsibility of work towards researchers (UKM5)

opportunities to help researchers (UKM6)

interesting range of contacts/readers and academics

(UKM7)

3) scope and content of the collections (UKM1)

the nature of the materials handled (UKM6)

pleasure of dealing with original sources (UKM7)

unique material (UKM5)

working with the documents (UKM4)

building up good collections (UKM2)

8) pleasant work surroundings (UKM3)

³ only one answer was provided by CL4

- 5) congenial superiors (UKM3)
good working relation with immediate colleague
(ULM7)
- 4) enormous variety of work (UKM5)
- 10) cataloguing (UKM2)
the intellectual challenge of developing the
service (UKM4)
opportunity to train and teach staff (UKM6)

CANADIAN - MEDIUM (n = 7)

- 2) department allowed much freedom in determining
tasks, setting standards, etc. (CM3)
able to do own planning and programming (CM6)
able to hire who (I) want (CM6)
freedom to experiment (CM6)
working alone (CM7)
autonomy in decision-making (CM7)
self-directed work-flow (CM7)
- 4) work (CM1)
working with documentation (CM2)
meaningful work supporting community and institution
(CM3)
- 1) providing information on a timely basis (CM2)
openness to researchers (CM5)
- 6) planning (CM8-FC)
system development (CM8-FC)
- 7) preserving the institution's history (CM2)

- 5) pleasures working with people towards common goal (CM3)
- 9) personnel supervision (CM8-FC)
- 10) staff (CM1)
 - atmosphere (CM1)
 - variety (CM4)
 - contacts (CM4)
 - personal satisfaction (CM4)
 - spirit of cooperation (CM5)
 - well organized, accessibility of material (CM5)

UNITED KINGDOM - VERY SMALL (n - 1)

- 7) the points of historical interest (UKVS) ((UKL))*
- 1) some interesting enquiries arise (UKVS) ((UKL, CL, UKM, CM))
- 10) satisfaction of knowing the material is available for the future (UKVS)

CANADA - SMALL (n - 1)

- 2) good degree of independence (CS) ((UKL, UKM, CM))
- 10) Finnish specialty (CS)⁴

CANADA - VERY SMALL (n - 1)

- 3) materials (CVS) ((UKL, UKM, CL))

⁴ only two responses given

- 1) people who use the material (CVS) ((UKL, UKM, CL))
- 4) the work process (CVS) ((UKL, UKM, CL, CM))

MOST SERIOUS PROBLEMS

1

1) LACK OF RESOURCES

- 1) UKL1-1-FINANCIAL CONSTRAINTS
- 2) UKL1-3-FUTURE UNCERTAINTY OF RESEARCH FUNDING IN THE UK
- 3) UKL4-3-LACK OF MONEY FOR ACQUISITIONS
- 4) UKL6-1-LACK OF MONEY AND STAFF
- 5) UKL7-2-LACK OF RESOURCES
- 6) CL1-3-BUDGET
- 7) CL4-1-INADEQUATE FUNDING
- 8) CL5-1-RESTRICTED SPACE, STAFF AND RESOURCES
- 9) CL5-2-RESOURCES GEARED TO COLLECT AND STORE
- 10) UKM1-2-UNDER RESOURCED FINANCIALLY
- 11) UKM2-1-UNDER FUNDING
- 12) UKM3-3-INSECURITY OF FUTURE FUNDING - DIFFICULT IN FORWARD PLANNING
- 13) UKM5-2-LACK OF MONEY
- 14) UKM6-2-FUNDING CONSTRAINTS
- 15) CM1-1-NOT ENOUGH MONEY TO HIRE ENOUGH STAFF TO DO THE WORK REQUIRED
- 16) CM5-3-FUNDING OF MATERIALS
- 17) CM6-2-LACK OF BUDGET FOR EVERYDAY PROCESS OF UNIVERSITY RECORDS

2) ADMINISTRATIVE ISSUES

- 1) UKL5-3-LACK OF ASSURED ADMINISTRATIVE AND TECHNICAL BACK-UP
- 2) UKL6-2-ADMINISTRATIVE PROBLEMS
- 3) UKL7-3-LACK OF POLICY MAKING FORUM
- 4) CL3-1-LACK OF MANDATED AUTHORITY
- 5) CL3-2-LIMITATION OF BEING PLACED ADMINISTRATIVELY WITHIN

THE LIBRARY

2

6) CL3-3-REPORTING RELATIONSHIP TO SPECIAL COLLECTIONS HEAD

7) CL4-2-DIVISION OF RESPONSIBILITY BETWEEN CHURCH AND
UNIVERSITY

8) CL5-3-DECLINE IN ADMINISTRATIVE CONCERN AND RISE IN
PECUNIARY EXPECTATIONS OF PRIVATE DONORS

9) CL7-2-ABSENCE OF POLICIES RELATED TO ARCHIVAL INFORMATION

10) UKM2-3-INADEQUATE AVAILABILITY (LOCATION, HOURS, ETC.)

11) UKM7-1-LACK OF POLICY DEFINITION, GOALS AND OBJECTIVES

12) UKM7-3-DIFFERENT STANDARDS FROM LIBRARY IN MATTERS LIKE
SECURITY, PRESERVATION

13) CM3-1-WE ARE BECOMING MORE BUREAUCRATIC (ETC.)

14) CM3-2-WILL THE DEMAND FOR QUANTITY EVER ALLOW US TO GAIN
THE QUALITY OF WORK WE WANT TO ACCOMPLISH

3) LACK OF STAFF

1) UKL7-1-SHORTAGE OF STAFFING

2) CL1-2-LACK OF STAFF

3) CL2-1-NOT ENOUGH STAFF

4) CL7-1-LACK OF HUMAN RESOURCES

5) UKM1-3-LACK OF STAFF BACKUP

6) UKM3-1-LACK OF STAFF PREVENTS SUFFICIENT DELEGATION

7) CM2-3-STAFFING FOR MORE 'HANDS-ON' RECORDS MANAGEMENT

8) CM3-3-NEED FOR INCREASED STAFFING (ETC.)

9) CM5-2-NEED FOR ONE EXTRA STAFF WHICH WE LOST LAST YEAR

10) CM6-3-LACK OF STAFF FOR ARCHIVES FUNCTIONS-TOO MUCH
GRANTS ADMINISTRATION

11) CM7-3-LOW IN STAFFING PRIORITIES (ETC.)

12) CM8-3-OBTAIN MORE STAFF

4) LACK OF SPACE

1) UKL2-1-APPROACHING USING UP OF STORAGE SPACE

- 2) UKL4-1-LACK OF SPACE FOR EXPANSION
- 3) UKL5-2-LOCATION OF THREE SEPARATE SITES
- 4) CL1-1-SPACE
- 5) UKM3-2-LACK OF STORAGE SPACE
- 6) UKM6-1-PHYSICAL MANAGEMENT AND EXPANSION
- 7) UKM7-2-LACK OF SPACE
- 8) CM1-2-SPACE (SOON TO BE REMEDIED)
- 9) CM2-1-PROPER ARCHIVAL FACILITY NEEDED
- 10) CM6-1-LACK OF SPACE
- 11) CM7-1-LACK OF PROPER FACILITIES (SPACE, VENTILATION, ETC.)

5) CONSERVATION ISSUES

- 1) UKM2-2-CONSERVATION
- 2) UKM4-2-CONSERVATION OF MODERN MEDIA (AUDIO, VIDEO, MAGNETIC TAPE)
- 3) UKM6-3-CONSERVATION
- 4) CM2-2-CONSERVATION RESOURCES REQUIRED
- 5) CM5-1-POOR CONSERVATION FACILITIES

6) RECORDS MANAGEMENT ISSUES

- 1) CL2-2-NO RECORDS MANAGEMENT PROGRAM FOR UNIVERSITY RECORDS
- 2) CL4-3-NO RECORDS MANAGEMENT IN PARENT BODY
- 3) CL6-2-NOT PREOCCUPIED BY RECORDS MANAGEMENT
- 4) CM4-2-NO RECORDS MANAGER

7) CATALOGUING/PROCESSING ISSUES

- 1) UKL4-2-LACK OF TIME FOR CATALOGUING
- 2) UKL5-1-VERY LITTLE CATALOGUING IS DONE AT PRESENT
- 3) CM4-1-INABILITY TO PROCESS MATERIALS

8) IMAGE ISSUES

- 1) CM1-3-INSUFFICIENT UNDERSTANDING OF IMPORTANCE OF WHAT WE DO

- 2) CM7-2-LOW IN PRIORITY FOR GETTING ADEQUATE EQUIPMENT 4
- 3) CM8-1-MAKE OUR MANDATE KNOWN

9) UNIQUE ISSUES

- 1) UKL1-2-LACK OF USE OF COLLECTIONS BY ACADEMIC STAFF
- 2) UKL2-2-MOLD GROWTH IN STORAGE AREA
- 3) UKL2-3-DIMINUTION IN INTEREST IN HISTORICAL QUESTIONS
- 4) UKL3-1-DIFFICULTY OF SHOWING THAT TIME SPENT IS USED COST-EFFECTIVELY
- 5) UKL3-2-ISSUE OF GIFTS VERSUS DEPOSIT
- 6) UKL3-3-DEGREE OF SELECTIVITY NOW IMPOSED BY COST-EFFECTIVE COLLECTION DEVELOPMENT PROGRAMMES
- 7) UKL6-3-POOR PHYSICAL ENVIRONMENT
- 8) CL2-3-LITTLE ENCOURAGEMENT TO COLLECT MATERIAL
- 9) CL6-1-THE USERS ARE NOT THE CENTRAL PRIORITY
- 10) UKM1-1-QUANTITY OF READERS AND ENQUIRERS MORE THAN STAFF CAN HANDLE (ETC.)
- 11) UKM4-1-INCREASING THE USE OF THE COLLECTIONS
- 12) UKM4-3-FUND RAISING
- 13) UKM5-1-ISOLATION
- 14) UKM5-3-INSTABILITY
- 15) CM8-2-START NEW PROJECTS

10) BLANKS

- 1) CL6-3-FC-BLANK
- 2) CL7-3-FC-BLANK
- 3) CM4-3-BLANK

CAUSES AND SOLUTIONS

APPENDIX: 23

1) LACK OF RESOURCES

1)UKL1-1

- 1.cuts in university funding
- 2.lack of proper arrangements of funding collections of national importance
- 3.unrealistic measures of raising external income
- 4.blank

1.nationally targeted funding to centres of national importance

- 2.a national fund for supporting the preservation of significant collections
- 3.selective funding from UFC
- 4.blank

2)UKL1-3

- 1.redirection of funds from UFC to Research Council
- 2.lack of a Research Council in the humanities
- 3.lack of commitment in the humanities
- 4.blank

1.foundation of a Humanities Research Council

- 2.clearly articulated policy about funding of research resources
- 3.agreed national policy on charging for access
- 4.blank

3)UKL4-3

- 1.the whole university is short of money
- 2.blank
- 3.blank
- 4.blank

1.seek funds from external sources

- 2.blank
- 3.blank
- 4.blank

4)UKL6-1

- 1.financial crisis of universities
- 2.blank
- 3.blank
- 4.blank

1.more resources

- 2.blank
- 3.blank
- 4.blank

5)UKL7-2

- 1.university under funding by government
- 2.lack of understanding of library colleagues
- 3.lack of time as manager to find alternative non-

institutional funds

4.competition by other institutions for very limited national resources

- 1.considerable increase in allocation from library budget
- 2.applications for sponsorship and research funds
- 3.income generation
- 4.blank

6)CL1-3

- 1.inadequate finances for operation
- 2.blank
- 3.blank
- 4.blank

- 1.money
- 2.blank
- 3.blank
- 4.blank

7)CL4-1

- 1.diminishing financial resources
- 2.lack of understanding of archives needs
- 3.blank
- 4.blank

- 1.clarify/reduce mandate and expectations so our budget matches our expectations
- 2.fund-raising
- 3.blank
- 4.blank

8)CL5-1

- 1.old mind set, warehouse mentality
- 2.chronic under funding creates a circle of poverty
- 3.competition in library is a filled field
- 4.predetermined difference between library and archive

- 1.establish independent archives:stand/fall on own
- 2.blank
- 3.blank
- 4.blank

9)CL5-2

- 1.lack of clear path to change priorities
- 2.old mind set
- 3.chronic under funding
- 4.dysfunction of having archives in library, are essentially and fundamentally different

- 1.establish independent archives:stand/fall on own
- 2.better "education" for archivists, rather than "training"
- 3.strong sense of identity with "records" versus "information"
- 4.blank

10)UKM1-2

- 1.college's budgetary decisions do not prioritize archives
- 2.low profile of modern archives with college
- 3.lowly status of modern archivist - librarian has to fight battles for her
- 4.blank

- 1.increase modern archives budget
- 2.take modern archives out from under library control
- 3.raise status of archivist in recognition of size of collections and number of users
- 4.blank

11)UKM2-1

- 1.state (government) priorities
- 2.low prestige of universities
- 3.no public sense of the importance of archives
- 4.blank

- 1.making it clear that you are doing an effective and useful job and that the availability of archives is essential to research
- 2.blank
- 3.blank
- 4.blank

12)UKM3-3

- 1.government legislation
- 2.blank
- 3.blank
- 4.blank

- 1.consideration of specially earmarked funding for archives/mss or perhaps linked to library special collections and university museums
- 2.blank
- 3.blank
- 4.blank

13)UKM5-2

- 1.insensitivity of administration to the importance of maintaining a good archive
- 2.lack of consultation
- 3.no recognized procedures for representation
- 4.personal diffidence

- 1.a regular "slot" in the committee
- 2.procedure which is the first tier of administration
- 3.a recognized pattern of representation in the hierarchy
- 4.blank

14)UKM6-2

- 1.a limited budget
- 2.blank
- 3.blank
- 4.blank

- 1.an open-ended budget
- 2.blank
- 3.blank
- 4.blank

15) CM1-1

- 1.universities are underfunded
- 2.blank
- 3.blank
- 4.blank

- 1.better funding of universities
- 2.better appreciation of the role of archives in university (i.e. could we do better even within \$ constraints)
- 3.blank
- 4.blank

16) CM5-3

- 1.lack of funding, don't blame the university if they had the money we would get the position
- 2.blank
- 3.blank
- 4.blank

- 1.the powers that be must be made to recognize the importance of university archives, not just to the university but to the whole province (same applies to below)
- 2.blank
- 3.blank
- 4.blank

17) CM6-2

- 1.university unaware of the informational and administrative value of fiscal records
- 2.archives seen within library context, research and teaching
- 3.archives a low priority within the library
- 4.university can't reach the rising costs of libraries and archives

- 1.A disaster - court case would bring about recognition of importance
- 2.FOI - proper ARC + ORCS - records management - all needed
- 3.a new archives act or university act
- 4.moving archives into university secretary's office from library

2) ADMINISTRATIVE ISSUES

1) UKL5-3

- 1.size of department full staff of two
- 2.blank
- 3.blank
- 4.blank

- 1.attachment to larger unit in university - e.g.library
- 2.blank

3.blank
4.blank

2)UKL6-2

1.confused administration of school
2.University of (school attached to University)
3.problem of prioritizing in time of crisis
4.too much stop and go from government

1.a more stable university policy by government
2.reorganization of school administration
3.reorganization of the University of London
4.blank

3)UKL7-3

1.no access to any archives committee
2.lack of interest/understanding by senior library colleagues
3.is exclusion of library policy group because of inappropriate grade of my post
4.blank

1.inclusion in library policy group
2.establishment of library committee in university
3.formal regular meeting with line manager
4.blank

4)CL3-1

1.blank
2.blank
3.blank
4.blank

1.lobby for university records policy
2.blank
3.blank
4.blank

5)CL3-2

1.blank
2.blank
3.blank
4.blank

1.move the archives to the president's office
2.blank
3.blank
4.blank

6)CL3-3

1.blank
2.blank
3.blank
4.blank

1.report directly to university librarian
2.blank

3.blank

4.blank

7)CL4-2

1.historical development

2.blank

3.blank

4.blank

1.one or the other (the church or the university)

2.blank

3.blank

4.blank

8)CL5-3

1.neither records nor information conceived of as a whole
records function not perceived of as a whole

2.leads to "glut" "starvation" areas in the records
geography

3.money/technology/resources to the creators(of records),
nothing for the keepers

4.no awareness of financial "rights" creates undue
expectations

1.strong cooperation - institution collection mechanisms
awry

2.strong FOI/protection of privacy situations

3.blank

4.blank

9)CL7-2

1.the complexity of archival information

2.lack of competent human resources in the archives

3.blank

4.blank

1.undertake studies for the adoption of a policy on the
subject

2.train archive personnel in management of archive
information

3.blank

4.blank

10)UKM2-3

1.it is difficult for people to know where the archives are

2.catalogues not nationally or even widely available

3.inappropriateness and shortness of opening hours

4.blank

1.on-line computer catalogue using utility information
acceptable data-base would help

2.blank

3.blank

4.blank

11)UKM7-1

1.lack of management understanding

- 2.failure to appreciate necessary relationship with administration
- 3.low profile of section
- 4.blank

- 1.more pressure to apply missing policies
- 2.put more statements on paper
- 3.blank
- 4.blank

12)UKM7-3

- 1.lack of understanding of what service should involve - not just another "special collection" which is how it is perceived by management
- 2.blank
- 3.blank
- 4.blank

- 1.keep drawing attention to special needs
- 2.blank
- 3.blank
- 4.blank

13)CM3-1

- 1.growth in size of university leads to bureaucratic imperative
- 2.increasingly complicated regulatory environment
- 3.increased structure to techniques plus relationships
- 4.blank

- 1.no solution to bureaucratic increase but delegation down helps
- 2.less timidity by senior management; they need to take classes and acknowledge periodically things will go wrong
- 3.foster creativity and responsibility by individuals working in university archives
- 4.prioritize bureaucratic tasks so you cover the basics but don't acknowledge bureaucracy as an end in itself

14)CM3-2

- 1.large mandate limited staffing
- 2.senior administration not always acknowledges value of infrastructure whilst allocating resources to teaching and research
- 3.sometimes our frustrations are generated internally as we know the quality of work we could do - IF only others would acknowledge the importance and provide funding
- 4.blank

- 1.increased staffing
- 2.lobbying of senior management to fully recognize/reward quality as well as quantity
- 3."educate" teaching and research faculty so that as a group they will fully acknowledge the vital role of support staff
- 4.archivists to recognize quality is sometimes a luxury when stacked against the competing needs of the institution

3) LACK OF STAFF

1)UKL7-1

- 1.university underfunded by government
- 2.lack of understanding by library colleagues
- 3.inability of university system to shed staff and resulting problem of inappropriate secondment to the department
- 4.blank

- 1.some increased central funding
- 2.employment of trainee job on limited budget
- 3.capture of external research, etc. funds
- 4.use of volunteers

2)CL1-2

- 1.hiring freeze in university
- 2.blank
- 3.blank
- 4.blank

- 1.staff
- 2.blank
- 2.blank
- 3.blank

3)CL2-1

- 1.not enough real interest in the archives by the library administration
- 2.not enough real interest in the archives by the university administration
- 3.not enough money
- 4.blank

- 1.a better awareness of the value of the archives
- 2.desperately need more staff
- 3.desperately need more money
- 4.blank

4)CL7-1

- 1.problem of the availability of finances from the university
- 2.blank
- 3.blank
- 4.blank

- 1.increased money demands to match other departments
- 2.the end of the recession
- 3.blank
- 4.blank

5)UKM1-3

- 1.low profile
- 2.lack of will to commit extra funding to archives
- 3.other library staff are themselves too stretched to help
- 4.blank

- 1.appointment of extra staff

2.training of existing library staff in basic archives procedure
3.blank
4.blank

6)UKM3-1

1.shortage of money
2.low priority compared with academic departments
3.blank
4.blank

1.recognition by the university that justification for additional staff should be judged on relevant criteria
2.delegate upwards in the absence of support staff
3.more efficient time management
4.learn to say no

7)CM2-3

1.prioritization of universities archival needs required
2.blank
3.blank
4.blank

1.rationalization and identification of universal archival needs
2.blank
2.blank
4.blank

8)CM3-3

1.senior management not always acknowledging importance of infrastructure
2.teaching and research group also not recognizing the importance of infrastructure (staffing)
3.too often the perception that solutions found via automation rather than people supported by automation
4.problem re electronic records - archivists not sophisticated enough re computers/automation - being overwhelmed by the size of the problem

1.keep importance of infrastructure high on university agenda
2.build support within groups on and off campus so that flows
\$'s flows to the university
3.supportive learning environment so archivists can catch up on technology - (electronic records)
4.archivists building bridges so solutions may be jointly arrived at - (electronic records)
(old generations of archivists die off (myself included) and new teccie generations take over)

9)CM5-2

1.lack of funding
2.competition among departments for scarce staff
3.blank
4.blank

1.the powers that be must be made to recognize the importance of university archives, not just to the university but to the whole province (same applies to below)

2.blank

3.blank

4.blank

10)CM6-3

1.reorganization of library around automation - archives function irrelevant

2.priorities - teaching, research and information

3.professional schools get icing - archives lowest priority for staffing

4.grants enable universities to ignore their own records

1.comparison to other universities

2.difficulties in implementing FOI

3.problems in access of records

4.grievances from support staff

11)CM7-3

1.attitudinal -library success measured in short-term statistics, not long-term projects

2.blank

3.blank

4.blank

1.money

2.recognition from outside library of archives importance (ie. records management implementation (NB-same solution to problem 2)

3.blank

4.blank

12)CM8-3

1.cost

2.the income

3.competition with other services

4.blank

1.justify our needs

2.renew requests (to make another attempt)

3.hope

4.blank

4) LACK OF SPACE

1)UKL2-1

1.ill disciplined growth in administration

2.over production of paper

3.blank

4.blank

1.better education of administration

2.reappraisal of deposited records

3.provision of additional storage

4.blank

2)UKL4-1

- 1.rate of expansion in recent years faster than library in general
- 2.universities unwillingness or inability to provide extra space outside library
- 3.blank
- 4.blank

- 1.space allocation for publishers archives in projected arts centre
- 2.controlled destruction of certain records to release space
- 3.microfilming or transfer to computer discs/tapes/CD-ROM's of certain date in some collections
- 4.blank

3)UKL5-2

- 1.low priority given to archives by university in the past
- 2.necessity of accepting whatever was offered
- 3.blank
- 4.blank

- 1.relocation to one site (but this unlikely to happen)
- 2.blank
- 3.blank
- 4.blank

4)CL1-1

- 1.rapid growth of the archives
- 2.blank
- 3.blank
- 4.blank

- 1.space, compact storage
- 2.own building outside library
- 3.blank
- 4.blank

5)UKM3-2

- 1.(as above) shortage of money
- 2.low priority compared with other building requirements
- 3.blank
- 4.blank

- 1.recognition that unlike librarians, archivists cannot discard old/unused stock to make way for new accessions
- 2.adopting an efficient records management system
- 3.blank
- 4.blank

6)UKM6-1

- 1.lack of space for expansion
- 2.increased number of readers
- 3.pressure to take on more material
- 4.blank

- 1.an increase in library accommodation (expected)

- 2.extra staff to help deal with readers (also expected)
- 3.blank
- 4.blank

7)UKM7-2

- 1.general lack of library space
- 2.failure to identify continuing growth of archives
- 3.blank
- 4.blank

- 1.raise profile of archives directly with administration
- 2.establish records management procedure
- 3.then ask for more space outside library
- 4.blank

8)CM1-2

- 1.universities are underfunded
- 2.blank
- 3.blank
- 4.blank

- 1.better funding of universities (our space problems will be solved with our move to new facilities - at least for several years)

- 2.blank
- 3.blank
- 4.blank

9)CM2-1

- 1.financial resources
- 2.institutional archives lost in the glamour and emphasis on archives driven by academic research mandates

- 3.blank
- 4.blank

- 1.wide-ranging examination of both university and provincial archival needs and priorities

- 2.blank
- 3.blank
- 4.blank

10)CM6-1

- 1.lack of long-term planning for post-secondary education
- 2.library budget considered at the "back-end" of the university budgeting process
- 3.space crunch on campus
- 4.other public services within the "libraries" higher priority

- 1.records survey in hard numbers - report to lay out options
- 2.cost benefits of records centre
- 3.FOI - justifies expenditures
- 4.government to give more capital money - five year budget instead of one year

11)CM7-1

- 1.current economic crisis and lack of overall university funds
- 2.lack of money for university to build facilities - all departments suffer a space crisis
- 3.library space crisis
- 4.low on library priority list for refurbishing

- 1.money
- 2.blank
- 3.blank
- 4.blank

5) CONSERVATION ISSUES

1)UKM2-2

- 1.inadequate environment
- 2.expense
- 3.insufficient use to justify the effort
- 4.blank

- 1.improving the storage and working environment
- 2.applying for a national and private funded grants for specific projects
- 3.blank
- 4.blank

2)UKM4-2

- 1.lack of technical expertise
- 2.difficulties in selection/appraisal
- 3.blank
- 4.blank

- 1.funding to acquire the expertise
- 2.funding to assure appropriate selection and preservation
- 3.blank
- 4.blank

3)UKM6-3

- 1.deteriorating nature of some material
- 2.increasing use leading to strain on use of material
- 3.insufficient funds for binding
- 4.blank

- 1.setting up of a conservation unit (expected)
- 2.more money to spend on binding
- 3.a microfilming program
- 4.blank

4)CM2-2

- 1.coordination of resources needed
- 2.blank
- 3.blank
- 4.blank

- 1.once needs set, then conservation issues can better be addressed
- 2.blank
- 3.blank

4.blank

5)CM5-1

1.lack of funding

2.blank

3.blank

4.blank

1.the powers that be must be made to recognize the importance of university archives, not just to the university but to the whole province (same applies to below)

2.blank

3.blank

4.blank

6) RECORDS MANAGEMENT ISSUES

1)CL2-2

1.not enough real interest by the library administration

2.not enough real interest by the university administration

3.not enough money

4.blank

1.blank

2.blank

3.blank

4.blank

2)CL4-3

1.no awareness of the importance of records management, and therefore no political will to devote the necessary resources to it

2.blank

3.blank

4.blank

1.blank

2.blank

3.blank

4.blank

3)CL6-2

1.too many historians in archives

2.not sufficient professional archival training

3.not enough interest in management

4.blank

1.pertinent professional training

2.more diversity in the basic training of archivists

3.blank

4.blank

4)CM4-2

1.inadequate funding

2.blank

3.blank

4.blank

APPENDIX: 23

- 1.lobby for records manager
- 2.blank
- 3.blank
- 4.blank

7) CATALOGUING/PROCESSING ISSUES

1)UKL4-2

- 1.universities unwillingness to fund more staff
- 2.too many visitors and enquiries to be dealt with by present staff
- 3.my procrastination in seeking external funds for staff
- 4.blank

- 1.appoint more staff once funds raised
- 2.reduce number of visitors and enquiries by making charges for all services (over my dead body!)
- 3.work longer hours
- 4.blank

2)UKL5-1

- 1.other priorities
- 2.lack of established and acceptable "house style"
- 3.blank
- 4.blank

- 1.completion of work on other priorities
- 2.freeing of archivist from administrative tasks
- 3.appointment of third member of staff (assistant archivist)
- 4.more use of automation

3)CM4-1

- 1.need more experienced staff
- 2.blank
- 3.blank
- 4.blank

- 1.hire one FT equivalent for processing with computer skills
- 2.blank
- 3.blank
- 4.blank

8) IMAGE ISSUE

1)CM1-3

- 1.it's about the nature of the work (but we have to keep struggling for this)
- 2.we are not very good about our own PR
- 3.we think somehow that our work is saintly enough to speak for itself (it is not - nothing is that good!)
- 4.blank

- 1.keep plugging away at explaining what we do and why it's important. We must be creative about this and dump our preoccupation about the dignity of archives. I don't mean we should compromise our integrity - far from it ! But, we should educate and extent ourselves in outreach activities.

We have to do this individually and collectively. Maybe we should have a little less "navel gazing" at the national level and acquire a lot more hustle !!!

2.blank
3.blank
4.blank

2)CM7-2

1.library funds go first of all to catalogue system
2.blank
3.blank
4.blank

1.money

2.recognition from outside library of archives importance
(i.e. records management implementation)
3.blank
4.blank

3)CM8-1

1.image of archivists
2.name of the service
3.misunderstanding of our role
4.blank

1.publicity

2.campaign of primary importance
3.valuing of personnel
4.blank

9) UNIQUE RESPONSES

1)UKL1-2

1.poor coordination between archivists and academics
2.unwillingness to be committed to directed research topics
3.lack of time due to pressures of teaching commitments
4.blank

1.more interaction with academic historians
2.securing earmarked funding for research based on collections
3.more promotion of collections to other academic constituencies
4.blank

2)UKL2-2

1.poor design of air conditioning system
2.choice of basement for archives storage
3.blank 4.blank

1.modification of air conditioning system
2.replacement of air conditioning system
3.transfer of archives to new storage area
4.blank

3)UKL2-3

1.political change

2.university policy
3.blank
4.blank

1.political change
2.change in university policy
3.blank
4.blank

4)UKL3-1
1.archive work rarely generates income
2.it is difficult to measure and evaluate
3.it pertains to the long rather than the short term
4.blank

1.income generation wherever possible
2.overt display of measurable objectives and progress
3.blank
4.blank

5)UKL3-3
1.space and staff resources effectively control acquisitions policies
2.blank
3.blank
4.blank

1.close collaboration with other agencies to ensure that material is not lost
2.blank
3.blank
4.blank

6)UKL3-2
1.depositors are increasingly unlikely to withdraw collections to which they retain proprietary rights
2.blank
3.blank
4.blank

1.insistence upon accession through gift rather than indefinite loan
2.blank
3.blank
4.blank

7)UKL6-3
1.shortage of space
2.mechanical problems with air conditioning
3.blank
4.blank

1.move to county hall
2.blank
3.blank
4.blank

8)CL2-3

- 1.not enough real interest in the archives by the library administration
- 2.not enough real interest in the archives by the university administration
- 3.not enough money
- 4.blank

- 1.blank
- 2.blank
- 3.blank
- 4.blank

9)CL6-1

- 1.lack of professional training
- 2.lack of tools for users
- 3.absence of reference concept
- 4.blank

- 1.more professional training geared to archives and information science
- 2.standardization
- 3.automation
- 4.blank

10)UKM1-1

- 1.importance of our collections attract scholars world-wide
- 2.relative ease of access to collections
- 3.no charges for use of archives
- 4.pleasant environment in which to consult records

- 1.appointment of extra staff to invigilate, tackle clerical tasks
- 2.blank
- 3.blank
- 4.blank

11)UKM4-1

- 1.lack of funding for advanced research in the humanities and social sciences
- 2.detailed publicity often needed
- 3.blank
- 4.blank

- 1.development of a funding base to support advanced research
- 2.publications, conferences, seminars, fellowships related to collections
- ?.blank
- 4.blank

12)UK4-3

- 1.ability to devote time to this area and convince others of its value
- 2.blank
- 3.blank
- 4.blank

- 1.no simple solution! Establishing the right contacts
- 2.developing projects of the first importance which will capture the imagination
- 3.blank
- 4.blank

13)UKM5-1

- 1.physical location
- 2.lack of a recognized pattern of responsibility
- 3.lack of a job description
- 4.blank

- 1.a regular "slot" in the committee
- 2.procedure which is the first tier of administration
- 3.a recognized pattern of representation in the hierarchy
- 4.blank

14)UKM5-3

- 1.the ad hoc basis on which the job was devised
- 2.the lack of a committed senior
- 3.the possibility that the administration might just forget that I exist
- 4.blank

- 1.a regular 'slot' in the committee
- 2.procedure which is the first tier of administration
- 3.a recognized patten of representation in the hierarchy
- 4.a voice that could be recognized as having a unique and useful existence

15)CM8-2

- 1.justification of costs
- 2.raise the income
- 3.priority of immediate projects, difficulty of future long-term (projects)
- 4.blank

- 1.better position in the decision-making process
- 2.convincing the administration
- 3.cooperating with other services
- 4.make our services valuable

10) BLANKS

1)CL6-3

2)CL7-3

3)CM4-3

CHARTS OF INDIVIDUAL CAUSES

APPENDIX: 24

CAUSES OF PROBLEMS

1) Resources

	UKL1-1	UKL1-3	UKL4-3	UKL6-1	UKL7-2	TOT
Blank	x	x	xxx	xxx		8
Internal - under fnd'g	x		x	x	x	4
External - under fnd'g	xx	xx			xx	6
Lib/arch relationship					x	1
Low priority/image		x				1
Lack of planning						
Automation						
Growth of archives						
Lack of room for exp'n						
Lack - trained staff						

	CL1-3	CL4-1	CL5-1	CL5-2	TOT
Blank	xxx	xx			5
Internal - under fnd'g	x	x	x	x	4
External - under fnd'g					
Lib/arch rel'p			xx	x	3
Low priority/image		x	x	x	3
Lack of planning				x	1
Automation					
Growth of archives					
Lack of room for exp'n					
Lack - trained staff					

	UKM1-2	UKM2-1	UKM3-3	UKM5-2	UKM6-2	TOT
Blank	x	x	xxx		xxx	8
Internal - under fnd'g		x	x		x	3
External - under fnd'g						
Lib/arch rel'p						
Low priority/image	xxx	xx		xxxx		9
Lack of planning						
Automation						
Growth of archives						
Lack of room for exp'n						
Lack - trained staff						

	CM1-1	CM5-3	CM6-2	TOT
Blank	xxx	xxx		6
Internal - under fnd'g	x	x	x	3
External - under fnd'g				
Lib/arch rel'p			xx	2
Low priority/image			x	1
Lack of planning				
Automation				
Growth of archives				
Lack of room for exp'n				
Lack - trained staff				

2) Lack of Staff

	UKL7-1	Total	CL1-2	CL2-1	CL7-1	Total	ULM1-3	ULM3-1	Total
Blank	x	1	xxx	x	xxx	7	x	xx	3
Internal under fnd'g	x	1	x	x	x	3	x	x	2

External under fnd'g Lib/arch rel'p	x	1		x	1	x		1
Low priority/ image			x		1	x	x	2
Lack of planning	x	1						
Automation Growth of archives Lack of room for exp'n Lack - trained staff								

	CM2-3	CM3-3	CM5-2	CM6-3	CM7-3	CM8-3FC	TOT
Blank	xxx		xx		xxx	x	9
Internal - under fnd'g			xx	x		xxx	6
External - under fnd'g							
Lib/arch rel'p					x		1
Low priority/image	x	xx		xx			5
Lack of planning							
Automation		xx		x			3
Growth of archives Lack of room for exp'n Lack - trained staff							

3) Lack of Space

	UKL2-1	UKL4-1	UKL5-2	TOT
Blank	xx	xx	xx	6
Internal - under fnd'g				
External - under fnd'g				
Lib/arch rel'p				
Low priority/image			xx	2
Lack of planning	x			1
Automation				
Growth of archives		x		1
Lack of room for exp'n	x	x		2
Lack - trained staff				

	CL1-1	TOT	UKM3-2	UKM6-1	UKM7-2	TOT
Blank	xxx	3	xx	x	xx	5
Internal - under fnd'g			x			1
External - under fnd'g						
Lib/arch rel'p						
Low priority/image			x			1
Lack of planning						
Automation						
Growth of archives	x	1		xx	x	3
Lack of room for exp'n				x	x	2
Lack - trained staff						

	CM1-2	CM2-1	CM6-1	CM7-1	TOT
Blank	xxx	xx			5
Internal - under fnd'g	x	x		xx	4
External - under fnd'g					
Lib/arch rel'p			xx	x	3

Low priority/image	x				1
Lack of planning			x		1
Automation					
Growth of archives					
Lack of room for exp'n			x	x	2
Lack - trained staff					

4) Administrative issues

	UKL5-3	UKL6-2	UKL7-3	TOT
Blank	xxx		x	4
Internal - under fnd'g				
External - under fnd'g				
Lib/arch rel's			xxx	3
Low priority/image	x	x		2
Lack of planning		xxx		3
Automation				
Growth of archives				
Lack of room for exp'n				
Lack - trained staff				

	CL3-1	CL3-2	CL3-3	CL4-2	CL5-3	CL7-FC	TOT
Blank	xxxxx	xxxxx	xxxxx	xxx		xx	17
Internal - under fnd'g					x		1
External - under fnd'g							
Lib/arch rel's							
Low priority/image					xxx		3
Lack of planning						x	1
Automation							
Growth of archives				x			1
Lack of room for exp'n							
Lack - trained staff						x	1

	UKM2-3	UKM7-1	UKM7-3	TOT
Blank	x	x	xxx	5
Internal - under fnd'g				
External - under fnd'g				
Lib/arch rel's			x	1
Low priority/image	xxx	xx		5
Lack of planning		x		1
Automation				
Growth of archives				
Lack of room for exp'n				
Lack - trained staff				

	CM3-1	CM3-2	TOT
Blank	x	x	2
Internal - under fnd'g		x	1
External - under fnd'g			
Lib/arch rel's			
Low priority/image		xx	2
Lack of planning	xxx		3
Automation			
Growth of archives			
Lack of room for exp'n			
Lack - trained staff			

CHARTS OF INDIVIDUAL SOLUTIONS

APPENDIX: 25

SOLUTIONS FOR PROBLEMS

1) Resources

	UKL1-1	UKL1-3	UKL4-3	UKL6-1	UKL7-2	TOT
Blank	x	x	xxx	xxx	x	9
More internal fd's	x			x	x	3
More external fd's	xx	xx	x		x	6
Charge for access		x			x	2
Planning/policies						
Better educ/train.						
Arch/lib rel's						
Records mg't						
Strong FOI						
Improve priority/image						
More staff						
More storage						
Reappraisal						
Automation						

	CL1-3	CL4-1	CL5-1	CL5-2	TOT
Blank	xxx	xx	xxx	x	9
More internal fd's	x				1
More external fd's		x			1
Charge for access					
Planning/policies		x		x	2
Better educ/train.				x	1
Arch/lib rel's			x	x	2
Records mg't					
Strong FOI					
Priority/image					
More staff					
More storage					
Reappraise records					
Automation					

	UKM1-2	UKM2-1	UKM3-3	UKM5-2	UKM6-2	TOT
Blank	x	xxx	xxx	x	xxx	11
More internal fd's	x		x		x	3
More external fd's						
Charge for access						
Planning/policies						
Better educ/train.						
Arch/lib rel's	x					1
Records mg't						
Strong FOI						
Priority/image	x	x		xxx		5
More staff						
More storage						
Reappraise records						
Automation						

	CM1-1	CM5-3	CM6-2	TOT
Blank	XX	XXX		5
More internal fd's	x			1
More external fd's				
Charge for access				
Planning/policies				
Better educ/train.				
Arch/lib rel's			x	1
Records mg't				
Strong FOI				
Priority/image	x	x	XXX	5
More staff				
More storage				
Reappraise records				
Automation				

2) Lack of staff

	UKL7-1	TOT	CL1-2	CL2-1	CL7-1-FC	TOT
Blank			XXX	x	XX	6
More internal fd's	x	1		x	XX	3
More external fd's	x	1				
Charge for access						
Planning/policies						
Better educ/train.	x	1				
Arch/lib rel's						
Records mg't						
Strong FOI						
Priority/image				x		1
More staff	x	1	x	x		2
More storage						
Reappraise records						
Automation						

	UKM1-3	UKM3-1	TOT
Blank	XX		2
More internal fd's			
More external fd's			
Charge for access			
Planning/policies		XXX	3
Better educ/train.	x		1
Arch/lib rel's			
Records mg't			
Strong FOI			
Priority/image			
More staff	x	x	2
More storage			
Reappraise records			
Automation			

	CM2-3	CL3-3	CM5-2	CM6-3	CM7-3	CM8-3FC	TOT
Blank	XXX		XXX		XX	x	9
More internal fd's					x		1
More external fd's		x					1
Charge for access							
Planning/policies		x		XXXX		XX	7
Better educ/train.		x					1

Arch/lib rel's							
Records mg't							
Strong FOI							
Priority/image	x	x	x		x	x	5
More staff							
More storage							
Reappraise records							
Automation							

3) Lack of space

	UKL2-1	UKL4-1	UKL5-2	TOT	CL1-1	TOT
Blank	x	x	xxx	5	xx	2
More internal fd's						
More external fd's						
Charge for access						
Planning/policies	x			1		
Better educ/train.						
Arch/lib rel's					x	1
Records mg't						
Strong FOI						
Priority/image						
More staff						
More storage	x	x	x	3	x	1
Reap. records	x	xx		3		
Automation						

	UKM3-2	UKM6-1	UKM7-2	TOT
Blank	xx	xx	x	5
More internal fd's				
More external fd's				
Charge for access				
Planning/policies				
Better educ/train.				
Arch/lib rel's			x	1
Records mg't	x		x	2
Strong FOI				
Priority/image	x		x	2
More staff		x		1
More storage		x		1
Reappraise records				
Automation				

	CM1-2	CM2-1	CM6-1	CM7-1	TOT
Blank	xxx	xxx		xxx	9
More internal fd's	x		x	x	3
More external fd's					
Charge for access					
Planning/policies					
Better educ/train.					
Arch/lib rel's					
Records mg't			xx		2
Strong FOI			x		1
Priority/image		x			1
More staff					
More storage					
Reappraise records					

Automation

4) Administrative issues

	UKL5-3	UKL6-2	UKL7-3	TOT
Blank	xxx	x	x	5
More internal fd's				
More external fd's				
Charge for access				
Planning/policies		xxx		3
Better educ/train.				
Arch/lib rel's			xxx	3
Records mg't				
Strong FOI				
Priority/image	x			1
More staff				
More storage				
Reappraise records				
Automation				

	CL3-1	CL3-2	CL3-3	CL4-2	CL5-3	CL7-2FC	TOT
Blank	xxx	xxx	xxx	xxx	xx	xx	16
More internal fd's							
More external fd's							
Charge for access							
Planning/policies				x	x	x	3
Better educ/train.						x	1
Arch/lib rel's		x	x				2
Records mg't	x						1
Strong FOI					x		1
Priority/image							
More staff							
More storage							
Reappraise records							
Automation							

	UKM2-3	UKM7-1	UKM7-3	TOT	CM3-1	CM3-2	TOT
Blank	xxx	xx	xxx	8			
More internal fd's							
More external fd's							
Charge for access							
Planning/policies		xx		2	xxxx	x	5
Better educ/train.						x	1
Arch/lib rel's							
Records mg't							
Strong FOI							
Priority/image			x	1		x	1
More staff						x	1
More storage							
Reappraise records							
Automation	x			1			

CHARTS OF THE TWENTY-TWO DIMENSIONS FOR THE SIX COMPARISONS

22 DIMENSIONS: UKL COMPARED WITH UKM: PERCEPTIONS

Dimension	Rank Sum UKL (n=7) 52.5*	Rank Sum UKM (n=7) 52.5*	p-value	p-value (range)	Institutions with more favourable response
WE	67.0	38.0	0.0673	.05-.10	UKL
O	67.0	38.0	0.0714	.05-.10	UKL
P	66.5	38.5	0.0798	.05-.10	UKL
RR	65.5	39.5	0.1087	.10-.20	UKL
DC	65.0	40.0	0.1219	.10-.20	UKL
OS	64.0	41.0	0.1571	.10-.20	UKL
PI	63.5	41.5	0.1710	.10-.20	UKL
UC	63.0	42.0	0.1958	.10-.20	UKL
SI	60.0	45.0	0.3690	> .20	UKL
R	59.5	45.5	0.4052	> .20	UKL
DM	59.0	46.0	0.4335	> .20	UKL
AT	58.0	47.0	0.5206	> .20	UKL
B	57.5	47.5	0.5551	> .20	UKL
SP	56.5	48.5	0.6518	> .20	UKL
CI	55.0	50.0	0.7943	> .20	UKL
C	50.0	55.0	0.7963	> .20	UKM
PR	54.5	50.5	0.8444	> .20	UKL
WC	54.5	50.5	0.8467	> .20	UKL
IFC	53.5	51.5	0.9488	> .20	UKL
RT	51.5	53.5	0.9488	> .20	UKM
QS	51.5	53.5	0.9489	> .20	UKM
IR	53.0	52.0	0.9999	> .20	UKL

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UKL COMPARED WITH UKM: CHANGE

Dimension	Rank Sum UKL (n=7) 52.5*	Rank Sum UKM (n=7) 52.5*	p-value	p-value (range)	Institutions with more favourable response
DC	38.5	66.5	0.0835	.05-.10	UKL
UC	39.0	66.0	0.0916	.05-.10	UKL
B	40.5	64.5	0.1307	.10-.20	UKL
O	41.0	64.0	0.1557	.10-.20	UKL
RT	42.0	63.0	0.1984	.10-.20	UKL
OS	42.5	62.5	0.2228	> .20	UKL
DM	43.0	62.0	0.2428	> .20	UKL
PI	43.0	62.0	0.2433	> .20	UKL
RR	43.5	61.5	0.2748	> .20	UKL
WE	45.5	59.5	0.3929	> .20	UKL
SI	45.5	59.5	0.4010	> .20	UKL
QS	46.0	59.0	0.4392	> .20	UKL
P	46.5	58.5	0.4778	> .20	UKL
CI	46.5	58.5	0.4793	> .20	UKL
R	47.0	58.0	0.5201	> .20	UKL
IFC	47.5	57.5	0.5640	> .20	UKL
IR	48.0	57.0	0.6032	> .20	UKL
SP	48.5	56.5	0.6508	> .20	UKL
AT	49.0	56.0	0.6989	> .20	UKL
WC	56.0	49.0	0.6989	> .20	UKM
PR	49.5	55.5	0.7475	> .20	UKL
C	54.0	51.0	0.8978	> .20	UKM

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: CL COMPARED WITH CM: PERCEPTIONS

Dimension	Rank Sum CL (n=7) 56.0*	Rank Sum CM (n=8) 64.0*	p-value	p-value (range)	Institutions with more favourable response
DC	40.5	79.5	0.0807	.05-.10	CM
AT	68.5	51.5	0.1604	.10-.20	CL
RR	47.0	73.0	0.3142	> .20	CM
P	65.0	55.0	0.3222	> .20	CL
WE	47.5	72.5	0.3489	> .20	CM
SI	47.5	72.5	0.3498	> .20	CM
QS	50.0	70.0	0.5230	> .20	CM
SP	61.0	59.0	0.5976	> .20	CL
PI	60.0	60.0	0.6803	> .20	CL
DM	52.0	68.0	0.6814	> .20	CM
IFC	52.0	68.0	0.6846	> .20	CM
B	53.0	67.0	0.7624	> .20	CM
OS	53.0	67.0	0.7717	> .20	CM
RT	54.0	66.0	0.8613	> .20	CM
PR	57.5	62.5	0.9043	> .20	CL
IR	57.5	62.5	0.9046	> .20	CL
UC	54.5	65.5	0.9059	> .20	CM
WC	55.0	65.0	0.9532	> .20	CM
O	55.0	65.0	0.9536	> .20	CM
R	56.5	63.5	0.9999	> .20	CL
C	56.5	63.5	0.9999	> .20	CL
CI	56.5	63.5	0.9999	> .20	CL

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: CL COMPARED WITH CM: CHANGE

Dimension	Rank Sum CL (n=7) 56.0*	Rank Sum CM (n=8) 64.0*	p-value	p-value (range)	Institutions with more favourable response
RR	77.5	42.5	0.0131	< .05	CM
WE	74.0	46.0	0.0404	< .05	CM
DC	70.0	50.0	0.1090	.10-.20	CM
DM	68.5	51.5	0.1623	.10-.20	CM
SI	68.0	52.0	0.1769	.10-.20	CM
IR	67.0	53.0	0.2176	> .20	CM
QS	67.0	53.0	0.2231	> .20	CM
PR	65.5	54.5	0.2893	> .20	CM
R	65.5	54.5	0.2933	> .20	CM
RT	65.5	54.5	0.2933	> .20	CM
UC	64.0	56.0	0.3736	> .20	CM
O	63.5	56.5	0.4141	> .20	CM
IFC	62.5	57.5	0.4863	> .20	CM
SP	62.0	58.0	0.5192	> .20	CM
OS	61.5	58.5	0.5600	> .20	CM
B	61.0	59.0	0.5834	> .20	CM
PI	61.0	59.0	0.5938	> .20	CM
P	53.5	66.5	0.8107	> .20	CL
CI	58.5	61.5	0.8150	> .20	CM
AT	57.5	62.5	0.9075	> .20	CM
WC	56.0	64.0	0.9513	> .20	equal
C	57.0	63.0	0.9534	> .20	CM

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UKL COMPARED WITH CL: PERCEPTIONS

Dimension	Rank Sum UKL (n=7) 52.5*	Rank Sum CL (n=7) 52.5*	p-value	p-value (range)	Institutions with more favourable response
P	38.5	66.5	0.0801	.05-.10	CL
B	39.0	66.0	0.0864	.05-.10	CL
DC	65.0	40.0	0.1223	.10-.20	UKL
PR	41.5	63.5	0.1695	.10-.20	CL
O	61.5	43.5	0.2726	> .20	UKL
AT	43.5	61.5	0.2743	> .20	CL
UC	60.5	44.5	0.3336	> .20	UKL
WC	45.0	60.0	0.3684	> .20	CL
C	46.5	58.5	0.4773	> .20	CL
RT	47.5	57.5	0.5627	> .20	CL
PI	48.0	57.0	0.6016	> .20	CL
SP	48.0	57.0	0.6069	> .20	CL
IFC	57.0	48.0	0.6089	> .20	UKL
WE	56.5	48.5	0.6500	> .20	UKL
QS	56.5	48.5	0.6522	> .20	UKL
SI	56.5	48.5	0.6526	> .20	UKL
IR	49.0	56.0	0.6923	> .20	CL
DM	55.5	49.5	0.7461	> .20	UKL
OS	55.5	49.5	0.7481	> .20	UKL
CI	51.5	53.5	0.9475	> .20	CL
R	52.0	53.0	0.9999	> .20	CL
RR	52.0	53.0	0.9999	> .20	CL

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UKL COMPARED WITH CL: CHANGE

Dimension	Rank Sum UKL (n=7) 52.5*	Rank Sum CL (n=7) 52.5*	p-value	p-value (range)	Institutions with more favourable response
WE	35.5	69.5	0.0326	< .05	UKL
UC	39.5	65.5	0.1079	.10-.20	UKL
PI	40.0	65.0	0.1223	.10-.20	UKL
O	40.5	64.5	0.1382	.10-.20	UKL
QS	40.5	64.5	0.1382	.10-.20	UKL
RT	41.0	64.0	0.1571	.10-.20	UKL
IFC	42.0	63.0	0.2013	> .20	UKL
SI	43.0	62.0	0.2465	> .20	UKL
DM	43.5	61.5	0.2721	> .20	UKL
P	61.0	44.0	0.2991	> .20	CL
IR	44.0	61.0	0.3002	> .20	UKL
DC	44.0	61.0	0.3024	> .20	UKL
OS	45.5	59.5	0.4047	> .20	UKL
CI	46.0	59.0	0.4408	> .20	UKL
R	47.5	57.5	0.5605	> .20	UKL
PR	47.5	57.5	0.5614	> .20	UKL
RR	48.0	57.0	0.6065	> .20	UKL
SP	48.5	56.5	0.6522	> .20	UKL
B	56.0	49.0	0.6708	> .20	CL
C	55.0	50.0	0.7968	> .20	CL
AT	52.5	52.5	0.9483	> .20	equal
WC	51.5	53.5	0.9485	> .20	UKL

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UKM COMPARED WITH CM: PERCEPTIONS

Dimension	Rank Sum UKM (n=7) 56.0*	Rank Sum CM (n=8) 64.0*	p-value	p-value (range)	Institutions with more favourable response
B	35.0	85.0	0.0151	< .05	CM
RR	37.0	83.0	0.0298	< .05	CM
DC	39.0	81.0	0.0540	.05-.10	CM
P	41.0	79.0	0.0919	.05-.10	CM
OS	42.0	78.0	0.1166	.10-.20	CM
WE	44.0	76.0	0.1598	.10-.20	CM
SI	43.5	76.5	0.1630	.10-.20	CM
WC	44.5	75.5	0.1969	.10-.20	CM
PR	44.5	75.5	0.1990	.10-.20	CM
DM	47.0	73.0	0.3178	> .20	CM
R	48.5	71.5	0.4171	> .20	CM
RT	49.0	71.0	0.4495	> .20	CM
PI	49.0	71.0	0.4499	> .20	CM
UC	49.5	70.5	0.4847	> .20	CM
CI	51.0	69.0	0.5917	> .20	CM
O	51.0	69.0	0.5999	> .20	CM
AT	51.5	68.5	0.6364	> .20	CM
IR	53.5	66.5	0.8147	> .20	CM
SP	54.0	66.0	0.8607	> .20	CM
C	54.5	65.5	0.9070	> .20	CM
QS	54.5	65.5	0.9075	> .20	CM
IFC	57.5	62.5	0.9076	> .20	UKM

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UKM COMPARED WITH CM: CHANGE

Dimension	Rank Sum UKM (n=7) 56.0*	Rank Sum CM (n=8) 64.0*	p-value	p-value (range)	Institutions with more favourable response
DC	75.5	44.5	0.0226	< .05	CM
RR	72.0	48.0	0.0698	.05-.10	CM
B	71.0	49.0	0.0887	.05-.10	CM
DM	70.0	50.0	0.1146	.10-.20	CM
OS	67.5	52.5	0.2014	> .20	CM
RT	67.0	53.0	0.2218	> .20	CM
SI	65.5	54.5	0.2955	> .20	CM
SP	64.5	55.5	0.3484	> .20	CM
QS	63.5	56.5	0.4145	> .20	CM
P	63.5	56.5	0.4162	> .20	CM
R	63.5	56.5	0.4171	> .20	CM
IR	63.0	57.0	0.4466	> .20	CM
O	63.0	57.0	0.4482	> .20	CM
AT	63.0	57.0	0.4495	> .20	CM
WC	50.0	70.0	0.5157	> .20	UKM
PI	61.5	58.5	0.5593	> .20	CM
PR	60.0	60.0	0.6803	> .20	CM
WE	60.0	60.0	0.6817	> .20	CM
IFC	60.0	60.0	0.6849	> .20	CM
C	59.5	60.5	0.7266	> .20	CM
UC	59.0	61.0	0.7629	> .20	CM
CI	57.0	63.0	0.9536	> .20	CM

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UK COMPARED WITH CN: PERCEPTIONS

Dimension	Rank Sum Canadian (n=15) 225.0*	Rank Sum U.K. (n=14) 210.0*	p-value	p-value (range)	Institutions with more favourable response
B	295.0	140.0	0.0019	< .05	Canadian
PR	272.0	163.0	0.0396	< .05	Canadian
RR	263.5	171.5	0.0943	.05-.10	Canadian
P	262.5	172.5	0.1042	.10-.20	Canadian
WC	258.5	176.5	0.1459	.10-.20	Canadian
AT	250.0	185.0	0.2816	> .20	Canadian
RT	248.5	186.5	0.3135	> .20	Canadian
OS	241.5	193.5	0.4835	> .20	Canadian
O	210.0	225.0	0.5238	> .20	U.K.
SI	239.5	195.5	0.5382	> .20	Canadian
R	239.0	196.0	0.5543	> .20	Canadian
PI	238.5	196.5	0.5638	> .20	Canadian
IFC	211.5	223.5	0.5692	> .20	U.K.
CI	237.5	197.5	0.5938	> .20	Canadian
SP	236.5	198.5	0.6290	> .20	Canadian
C	236.0	199.0	0.6436	> .20	Canadian
IR	234.5	200.5	0.6890	> .20	Canadian
DM	231.5	203.5	0.7907	> .20	Canadian
WE	231.0	204.0	0.8075	> .20	Canadian
UC	221.5	213.5	0.8950	> .20	U.K.
DC	227.5	207.5	0.9301	> .20	Canadian
QS	225.5	209.5	0.9999	> .20	Canadian

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: UK COMPARED WITH CN: CHANGE

Dimension	Rank Sum Canadian (n=15) 225.0*	Rank Sum U.K. (n=14) 210.0*	p-value	p-value (range)	Institutions with more favourable response
B	189.5	245.5	0.1141	.10-.20	Canadian
WE	255.0	180.0	0.1919	.10-.20	U.K.
RR	197.0	238.0	0.2264	> .20	Canadian
UC	252.0	183.0	0.2397	> .20	U.K.
P	198.0	237.0	0.2435	> .20	Canadian
WC	238.0	197.0	0.5798	> .20	U.K.
O	238.0	197.0	0.5826	> .20	U.K.
IFC	237.5	197.5	0.5992	> .20	U.K.
AT	213.0	222.0	0.6135	> .20	Canadian
CI	237.0	198.0	0.6137	> .20	U.K.
C	214.5	220.5	0.6607	> .20	Canadian
PI	235.0	200.0	0.6743	> .20	U.K.
QS	235.0	200.0	0.6774	> .20	U.K.
SP	215.5	219.5	0.6916	> .20	Canadian
R	217.0	218.0	0.7418	> .20	Canadian
DM	218.5	216.5	0.7919	> .20	Canadian
SI	230.0	205.0	0.8433	> .20	U.K.
IR	229.5	205.5	0.8597	> .20	U.K.
DC	221.0	214.0	0.8775	> .20	Canadian
OS	221.0	214.0	0.8780	> .20	Canadian
PR	225.0	210.0	0.9824	> .20	equal
RT	225.0	210.0	0.9825	> .20	equal

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: LL COMPARED WITH NLL: PERCEPTIONS

Dimension	Rank Sum Library (n=19) 285.0*	Rank Sum Non-library (n=10) 150.0*	p-value	p-value (range)	Institutions with more favourable response
OS	214.5	220.5	0.0013	< .05	Non-library
UC	226.5	208.5	0.0073	< .05	Non-library
B	229.0	206.0	0.0091	< .05	Non-library
RT	228.0	207.0	0.0092	< .05	Non-library
DC	231.5	203.5	0.0145	< .05	Non-library
SP	232.5	202.5	0.0163	< .05	Non-library
WE	235.5	199.5	0.0225	< .05	Non-library
P	236.0	199.0	0.0251	< .05	Non-library
O	239.5	195.5	0.0375	< .05	Non-library
PR	242.0	193.0	0.0480	< .05	Non-library
DM	242.0	193.0	0.0481	< .05	Non-library
RR	242.0	193.0	0.0491	< .05	Non-library
R	245.5	189.5	0.0725	.05-.10	Non-library
WC	248.0	187.0	0.0908	.05-.10	Non-library
QS	250.5	184.5	0.1177	.10-.20	Non-library
AT	251.0	184.0	0.1217	.10-.20	Non-library
IFC	252.5	182.5	0.1405	.10-.20	Non-library
SI	253.0	182.0	0.1454	.10-.20	Non-library
C	253.5	181.5	0.1510	.10-.20	Non-library
CI	254.5	180.5	0.1610	.10-.20	Non-library
IR	255.0	180.0	0.1679	.10-.20	Non-library
PI	273.5	161.5	0.6076	> .20	Non-library

* Expected rank sum if the two population distributions are equal.

22 DIMENSIONS: LL COMPARED WITH NLL: CHANGE

Dimension	Rank Sum Library (n=19) 285.0*	Rank Sum Non-library (n=10) 150.0*	p-value	p-value (range)	Institutions with more favourable response
B	350.0	85.0	0.0022	< .05	Non-library
OS	338.0	97.0	0.0155	< .05	Non-library
R	329.5	105.5	0.0422	< .05	Non-library
SI	325.0	110.0	0.0681	.05-.10	Non-library
DM	324.0	111.0	0.0751	.05-.10	Non-library
P	322.5	112.5	0.0869	.05-.10	Non-library
DC	320.0	115.0	0.1102	.10-.20	Non-library
RR	316.0	119.0	0.1584	.10-.20	Non-library
SP	315.5	119.5	0.1646	.10-.20	Non-library
RT	310.5	124.5	0.2492	> .20	Non-library
QS	309.0	126.0	0.2793	> .20	Non-library
O	306.0	129.0	0.3434	> .20	Non-library
PR	305.5	129.5	0.3540	> .20	Non-library
C	305.5	129.5	0.3560	> .20	Non-library
UC	304.0	131.0	0.3882	> .20	Non-library
IFC	302.5	132.5	0.4336	> .20	Non-library
PI	296.5	138.5	0.6089	> .20	Non-library
WC	293.5	141.5	0.7095	> .20	Non-library
AT	290.5	144.5	0.8174	> .20	Non-library
IR	281.5	153.5	0.8891	> .20	Library
WE	288.0	147.0	0.9074	> .20	Non-library
CI	286.0	149.0	0.9816	> .20	Non-library

* Expected rank sum if the two population distributions are equal.