



# TechKnow!

A quarterly newsletter of bright ideas  
for the Technical Services Division

Fall, 1995

Volume 1, Issue 3



## Navigating the emotional side of Change: How to keep from Jumping Ship!

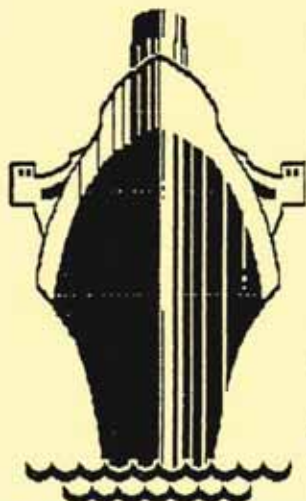
by Jennifer Bull  
Cataloger  
Ashland Public Library

During the past four years our library has gone through so many changes that at one point "change" was considered a dirty word. Some of our staff members did not want to hear about change, experience change, or be asked to change one more thing.

Along with all that occurs when going on-line, we've experienced major staff turnovers in every department. Our job descriptions have been rewritten, our work stations have been rearranged, and old standards have been replaced with new technology.

The changes in our Technical Processing Department have been numerous. Ordering, cataloging, and discarding procedures have all gone through several phases of change. We've switched to automated acquisitions for the majority of our orders.

The processing of materials has also gone through many phases as we have evaluated our methods time and time again looking for steps to eliminate. We are using computers more and typewriters less for letters, labels, and reports. Each time we thought we were finished we found more ways to rearrange, reassign or reconstruct our procedures.



During this process I realized that it wasn't any one change itself that I found disturbing, it was me in the midst of that change and how it affected me or related to me that was difficult. I found that my perspective could potentially be more of a problem than the change itself, and I knew I had to shift my focus.

I resolved to disconnect myself from changing situations which involved me, to  
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## Pondering the Meaning of our Existence

by Nancy Currie, Director  
MacKenzie Memorial Public Library

In preparing for the role as coordinator of the Technical Services Division I reviewed our mission statement. It goes as follows:

The purpose of this division is to gather, organize and share among the division members and other OLC members, information concerning the acquisition, cataloging, processing and preservation of all types of library materials, giving particular attention to new technology which may affect the technical services area.

While it is true that as a division we gather, organize and share information, perhaps our mission statement should address why we do these things. I see the activities of the Technical Services Division as falling under one or more of the following three purposes:

1. To help those of us who work in Technical Services remain informed and educated about materials, techniques and processes which may improve our product.
2. To help Technical Services managers and library administrators understand the value of Technical Services' products and weigh the choices for each library as needs and technology change, and

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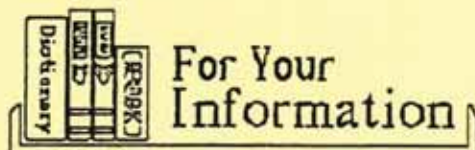
## Pondering our Meaning

[Continued from page 1]

3. To keep other library staff aware of the value and importance of Technical Services, and of the possibilities of improving public service through cooperative efforts from reference, circulation and technical services.

For so long Technical Services has appeared to many as unchallenging, repetitive work. Our mission must include dispelling this myth, showing Technical Services is a vital changing department which impacts all areas of public service. Technical Services staff should take the lead in demonstrating how their efforts to work with and educate other staff can improve the library's overall service.

Please let me know your feelings on this subject, or share them with your colleagues in a letter or article for TechKnowl. I can be reached at the MacKenzie Memorial Public Library in Madison, Ohio at 216-428-2189 or MACKADM@library.cpl.org.



TechKnowl is published by the Technical Services Division of the Ohio Library Council, and is received by individual members of the Division. For more information or article submissions please contact Margaret Maurer at Taylor Memorial Public Library in Cuyahoga Falls, Ohio [216-928-2117] at home [216-628-0313] or via the internet [aa686@freenet.akron.oh.us].

## Insight into Windows 3.1

by Georgia Pribanic, Manager, Technical Services  
Start County District Library

When I recently received my 486 computer, Microsoft Windows version 3.1 was included. Since I'm a novice DOS user, Windows has offered me an easier way to interact with my computer. Through the use of pictures or icons, I can tell my computer what to do by communicating in this visual way rather than remembering specific DOS commands. To me, a more human interaction results. During the introductory learning process I identified some shortcuts and features which I would like to share.

**STARTUP:** When a program icon is placed in the Start-up Window, this program will automatically open when you turn on your computer. This is a great time saver as it eliminates one step; that is, choosing the program from within Windows itself. I did this with the Paradox (database program) icon as I use this program daily.

**SAVE THE DESKTOP:** The various windows on the main screen can be moved and resized. Once they are arranged to your satisfaction, depress SHIFT + ALT + F4 to save. To ensure that this configuration is maintained even if subsequent temporary changes occur, don't check the setting SAVE SETTINGS ON EXIT in the options menu.

**WALLPAPER:** Wallpaper is an image or pattern that covers the desktop. Although the options for these are good, you might want to display something different. To do so you need to create your own BITMAP images and store them. There are several ways to do this. One is to use a scanner and save the images to a .BMP file in the Windows directory. Another is to use a cd-rom with graphics already in the .BMP format. Use file manager to copy the files. Lastly, you can use Paintbrush to create your own original BITMAP images.

## CAMLS Annual Support Staff Conference

CAMLS has scheduled it's Annual Support Staff Conference for April 10th and 11th, 1996. Designed for the non-MLS staff in libraries of all types, this year's event will offer five separate programs. Programs will feature information on the seven habits of highly effective support staff, team building, financial management and retirement planning, and personal computers. Scheduled at Executive Caterers in Mayfield Heights (east of Cleveland), CAMLS is projecting that over 300 support staff personnel will attend. Some libraries send half their support staff on day one, and the other half on day two.

Support staff personnel working at CAMLS member libraries should contact the CAMLS office for additional information by calling 216-921-3900. Personnel working at non-CAMLS member libraries can still attend, but conference costs will be higher.

## What's a Cataloger to do?

-- Margaret Maurer, Taylor Memorial Public Library

I'm kind of an old fashioned cataloger, despite the technical aspects of my work. In these days of web-based browsers searching catalog data sets I still believe there is value in a controlled vocabulary. We all know the kinds of results you get from most keyword searches.

However, there's room for improvement in the subject headings being assigned today, and here's why: Most of these subject headings were designed for functionality in a paper catalog. You browsed through this catalog with your fingers, one card at a time.

The language of the headings isn't natural. It's constructed to file in the syndetic structure required by the paper catalog. Automated system don't necessarily require a syndetic structure.

Many headings just don't function in an interactive environment that requires the patron to type, primarily because they're too long. We also don't take into account that some people think in general terms (especially our youngest patrons) and others think in specific terms. Sometimes chosen headings are so exquisitely specific that no one would ever think of typing them in.

The subject headings found in copy cataloging are designed for use in an international, academic environment. My library is a medium sized public library deep in the heart of Ohio, and the perspective is all wrong.

The vocabulary is dated, and we are always a little slow to adopt current word usage. In the paper catalog at least we had the excuse that it is far too much work to change an older heading for newer usage. Global authority control on the newer systems removes this excuse.

Why would my patrons look under "Dogs -- United States" instead of "Dogs"? Would they ever think of "Swine" instead of "Pigs"? Can they spell "Ephemerides"? I don't know about you, but "Agricultural exhibitions" just leaps to the front of my mind when I want information on county fairs!

But every time I want to do something insane like changing "Vietnamese conflict -- 1961-1975 -- Veterans" to "Vietnam veterans" I think about all the years I have ahead of me that I will

have to remember to change that heading because the records from the Library of Congress will keep coming in the old way. In these days of tightened budgets, outsourcing and copy cataloging it is easy to suppress these issues. What's a cataloger to do?

Expecting keyword searching and other systems capabilities to fix a fundamentally unusable heading is simply wrongheaded. If we want people to see the value in a controlled vocabulary (and keep our jobs in the process) perhaps we need to begin examining the content of that vocabulary. The more barriers our cataloging creates between our patrons and the information they seek, the less respect they will have for it, and ultimately for our work.

The issues I am raising are not new, and we have done much in recent years to begin to address them. As newer headings arrive we need to modify older headings to bring them into agreement. But this is not enough.

We need to become as proactive as we can regarding issues of access. Our patrons have a right to expect natural and functional subject access to our catalogs. There is much value in a controlled vocabulary, and it would be a shame for us to allow budget pressures and the ignorance of computer programmers to cheapen the catalog we offer to our patrons.

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## Is Technical Services on the way out as a Library Department?

Nancy Currie, Director, MacKenzie Memorial Public Library

Michael Gorman's most recent article, "The Corruption of cataloging: Outsourcing erodes the 'bedrock' of library service," is in the September 15, 1995 issue of Library Journal. Gorman states that the lack of understanding regarding the value of good cataloging makes cutting corners here seem easier than in other parts of the library. By the time the problems caused by these shortcuts become apparent, the costs of correcting them could be enormous.

For moral support all catalogers should read this article. For the sake of future access to our collections, the rest of us should read it too. [Editor's note: Let's all ensure our directors' read it too!]

## Thanks Patrick

The members of the Technical Services Division would like to take this opportunity to thank Patrick Steele for services to the division above the norm. Patrick was elected Incoming Coordinator way back in 1992, and spent an extra year as Division Coordinator because of a vacancy. With the next election he will finally retired from being Outgoing Coordinator. Thank you Patrick for your dedication to the Division. We look forward to your eventual participation in Ohio Library Council in some other capacity.

## Erratum

An error was printed in the last issue in the article on format integration. On the back page, the sentence should read: "5xx notes fields previously valid for only certain types of materials are NOW valid for all material types". (We had typed "not valid".) If you are using your copy as a ready-reference tool, please make a correction.

## Wanted!

TechKnow! welcomes contributions from our readers. Send us articles or article ideas (we're easy to work with), letters, conference or workshop information, reports on meetings or gossip about who's doing what.

We'll offer you a chance to be heard by your peers, a complimentary copy of the issue your article appears in, and a friendly thank-you letter from Margaret.

Contact Margaret Maurer at work at Taylor Memorial Public Library, 2015 Third Street, Cuyahoga Falls, Ohio, 44221 (216-928-2117, fax: 216-928-6508), or at home at 1365 Martin Road, Mogadore, Ohio 44260 (216-628-0313), or via the internet (aa686@freenet.akron.oh.us).

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## Division Meeting at Leadership Conference

**Fred Galeck**  
Librarian, Ohio Reformatory for Women

A Technical Services Division meeting was held during the Leadership Conference, October 25th and 26th. The theme for the Technical Service Division programs at the 1996 OLC Annual Conference will be "Where is technical services going?" Topics to be covered include outsourcing, and cataloging on the Internet.

We will have a display booth at the annual conference which will showcase the products and equipment that technical services people use in their line of work. To solicit other viewpoints about the future of technical services departments the Division will also be holding a talk table based on the theme "What is wrong with Technical services people!" Encourage your public services people to come and participate in the dialogue.

Look for these programs at your local chapter conferences: Format integration, Dewey for small libraries, Circulating software, and Marc records for the non-cataloger.

## DOS 6.x Tools Workshop Announced

**Sue Henderson**  
OHIONET

OHIONET is sponsoring DOS 6.x Tools for Enhanced Performance, a workshop combining lecture, demonstration and hands-on exercises of some of the tools found in DOS Versions 6.x. Unless you are running Windows 95 DOS is still boss of your IBM-compatible microcomputer. Even the performance of Windows 3.x software is affected by how DOS is customized on your machine.

The workshop is scheduled for Tuesday March 5, 1996 at OHIONET. Cost is \$45 for OHIONET members, and \$145 for non-members of OHIONET. Space is limited, so register as early as possible by contacting OHIONET (800-686-8975) to receive a registration form.

## Bo Don't know MARC Records!

**Nancy Currie**  
Director, MacKenzie Memorial Public Library

Help! The Technical Services Division is looking for someone comfortable with MARC records to help us devise a quick reference to the fields changed by format integration. We envision a one page referral sheet that can be laminated and kept near our terminals for times when our memories fail us. The manuals would still be consulted as needed for detailed information.

If you are willing to help define the information needed for this reference tool, or would like more information, please contact Nancy Currie at 216-428-2189 or at MACKADM@library.epl.org.

## We're looking for a few good officers!

Margaret Maurer, Taylor Memorial Public Library

Each spring the Outgoing Coordinator of the Technical Services Division is faced with the daunting task of trying to find candidates for offices in the division. This is more difficult than it needs to be, primarily because people don't know what the various offices are, and how much of a commitment they might be asked to make.

The most responsible and rewarding office you can get elected to is Assistant Coordinator. This represents a three year commitment to the division. You spend one year as Assistant Coordinator, one year as Coordinator, and a final year as Outgoing Coordinator.

Assistant Coordinators help the Coordinator, and learn how to function as Coordinators. Coordinators represent the division to the rest of the organization, preside at all division meetings, and appoint

people to various committees. They work with the other officers and Action Council Members to plan chapter and annual conference programs, plan and produce workshops on special topics, and produce publications of interest to division members. They also guide the division throughout a year, helping to develop goals and meet them. The Outgoing Coordinator advises the other Coordinators, and is responsible for finding nominees for Division offices. Coordinators must attend several meetings each year, place lots of telephone calls, and answer division correspondence.

The Secretary is responsible for keeping a written record of all division proceedings and sending minutes of division meetings to the office in Columbus. They participate in the division planning process. There are a few meetings they must attend, but much of the business can be handled through the mail and over the telephone. We elect a secretary each year, but the current Secretary can be reelected.

Election as an Action Council Member is a two year commitment, and the division elects two every year. Action Council Members assist the Coordinators, and participate in the planning process by attending a few meetings and making a few telephone calls. How much each Action Council Member is asked to do depends on the leadership style of the current Coordinator.

The three Coordinators, the Secretary and the four Action Council Members make up the division Action Council, the representative body for the division.

Nominees for office in the division are selected in the spring, the elections are held in June and the elected individuals take office in January. If you are interested in running for office, or you know someone you would like to suggest as a candidate, please contact Patrick Steele (216-261-5300) or Nancy Currie (216-428-2189).

## The Emotional Side of Change

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to distance myself through perspective, to look at each proposed change with new understanding, and to embrace new possibilities with an open mind. These thoughts have made a tremendous difference and have not only helped me, but others as well. Along with the other changes, we're changing too - changing the way we view change and the way we respond to it.

Change can be very difficult for a number of reasons. Some people feel a sense of threat, for their job, their things or their tasks. Others may take changes personally, thinking that what they were doing has not been appreciated. There are those who fear the unknown, and would rather stay within their comfort zone. Key elements to promoting acceptance toward change include removing the threat, displaying appreciation, and eliminating fear.

During times of rapid change feelings of threat and fear are involved because of the unknown territory we are walking into. We're learning that openness sheds light on the unknown darkness and helps us see our way clear to meet new goals. In order to eliminate some threat, and promote openness, we visit other libraries to observe their procedures and educate ourselves. It is very encouraging to meet others doing similar work through different methods, and to see firsthand that they are achieving good results.

We all need to **RECOGNIZE** the **REASON** for change and sometimes be taught how to **RESPOND** rather than **REACT**. Then we can move forward with **RESOLVE** to obtain the desired **RESULTS**.

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## The Emotional side of Change

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Communication is also a vital element to the change process. Proper communication can prevent confusion, disorder and a lack of efficiency. Communication will also open the door to closed minds and close the door to mindless criticism. Handled well, communication can reduce feelings of threat, promote gestures of appreciation, and dispel fear by making the unknown known.

Another way of overcoming negative emotion is to depersonalize responsibilities by changing mindsets. Instead of thinking about "my job" think in terms of "this procedure to accomplish this function to produce this result," or "these tasks assigned to this job description at this work station."

Thinking in these terms takes away the threat of losing the present, or of wondering who will do what when the tasks are re-assigned. This mindset during the evaluation and creation process also helps overcome feelings of loss in regard to items used on the job or procedures created to do certain tasks.

Threat can also be eliminated by focusing on something else. Doing this provides a temporary release from pressure. Bear in mind, however, that attitudes may still need to be addressed, corrected or changed.

A departmental supervisor can do a lot to encourage proper attitudes in relation to change by building incentive, setting the pace, and constantly encouraging positive feedback. Welcoming input during informal discussions can produce workable solutions to problems that arise.

The supervisor can also show acceptance and appreciation at crucial times, creating opportunities for building a team mentality during evaluation and planning sessions. If each employee can feel a sense of purpose in what is taking place they will be more agreeable.

In our Technical Processing Department change is accomplished in a greater measure when we lay aside our personal boundaries and become goal oriented for the benefit of the whole. Then it is easier to catch a vision for change as we evaluate the present in relation to the future. We realize we are all key players in the overall picture.

Whenever we think we've arrived at some plateau and all our procedures are in order, something new comes over the horizon. Constant growth brings constant change and we must learn to adapt. We must learn to respect what we accept what is and anticipate what will come.

The good news is that we will find workable solutions. The bad news is that we will never arrive and remain.