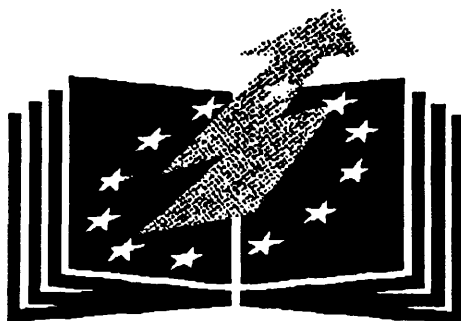


**COMMISSION OF THE EUROPEAN COMMUNITIES**



**TELEMATICS FOR LIBRARIES  
CONCERTATION MEETING**

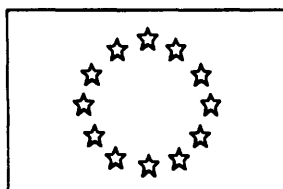
**Public Libraries and the Information Society  
Proceedings**

Meeting held in Luxembourg on 8 July 1996

Monika Segbert

December 1996

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**COMMISSION OF THE EUROPEAN COMMUNITIES**  
**Directorate General XIII**  
**Telecommunications, Information Market**  
**and Exploitation of Research**

**COMMISSION OF THE EUROPEAN COMMUNITIES**



**TELEMATICS FOR LIBRARIES  
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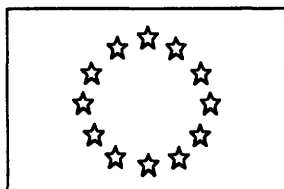
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## PREFACE

The European Commission hosted a workshop on Public Libraries and the Information Society in Luxembourg on the 8th of July 1996 to present and discuss first results and recommendations of a study.

These proceedings contain a report of the days presentations and discussions including the rapporteur's summary. Annex I includes the background paper distributed to participants in advance of the workshop plus agenda and list of attendants. Annex II presents draft notes of the key paper on the vision for the public library in the information society, copies of slides used by the morning's speakers and extracts of the case and country studies presented in the afternoon.

The final report of the study will be ready by the end of 1996. It is envisaged that the study will be published as an EUR report early in 1997.





## Report of the Workshop including Rapporteur's Summary

### 1. Introduction

The European Commission hosted a workshop on Public Libraries and the Information Society in Luxembourg on the 8th of July 1996 to present and discuss first results and recommendations of the study "Public Libraries and the Information Society". The workshop aimed to validate first findings of the study. This report together with the enclosed summary by the rapporteur gives an overview of the papers presented on the day, the discussions, conclusions and recommendations. Documents circulated in advance and tabled on the day can be found in annex I. Annex II includes notes and slides from the morning's speakers and extracts from the case and country studies that were presented in the afternoon.

### 2. Background

A consortium consisting of the Danish Library School, the Danish Library Authority and the Deutsches Bibliotheksinstitut started in December 1995 to conduct a study on Public Libraries and the Information Society on behalf of the European Commission DG XIII/E-4. The study looked at the challenges for public libraries in Europe in establishing their role in the Information Society. It set out to inform in order to accelerate the process of change on different levels, by analysing the needs, the types of possible services, the barriers and the opportunities in different types of local communities. Its main aims were:

- to develop a well argued visionary strategy for the public library community on how to deal with the challenges of the Information Society
- to define models and scenarios that offer public libraries practical guidance
- to make recommendations to the European Commission for actions in support of the modernisation of public libraries in Europe.

The research conducted for the study focused on the changes required from libraries when developing new or integrating traditional and new services. The study team analysed inspiring examples of public libraries in Europe and their policy framework. Particular attention has been paid to identifying barriers to progress and opportunities for co-operation between public libraries and with other memory organisations and service suppliers. A main objective of the study was also to make recommendations about the professional development of librarians in the Information Society.

The study has resulted in:

5 case studies (Public libraries Cologne, Croydon, Eindhoven, Lyon, Silkeborg)

11 country studies (Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Portugal, Spain, Sweden and the United Kingdom)

1 study on regional co-operation in Italy

2 analytical surveys on the main barriers and the impact of information technology on public library co-operation

guidelines and questionnaires for carrying out these studies



### **3. Programme of the Day**

#### **3.1 Introduction**

Ariane Iljon, head of unit DG XIII/E-4, stressed in her introduction, that the transformation of society into an information or knowledge society will have a profound impact on the life styles and, in consequence, information needs of the citizens. Public libraries have a key role to play as a gateway into resources of interest to their users. The present position of the majority of public libraries - under budget pressure, ill prepared for networking, with a poor level of technological skills of staff, operating mostly without a supportive national policy framework or a professional vision and often in isolation - means that they have a bad starting position for a successful change.

The morning's session outlined the vision and state of the art of public libraries. Themes were the opportunities and limits of the new roles of the public library, their roles, tasks and functions, the technological development as a prerequisite of new information services, the major barriers for development and new opportunities and the key area of education, training and continuing professional development.

The afternoon saw a presentation of some case and country studies to illustrate the practical consequences: How does regional co-operation improve library services (Italy), which new services can be developed on the basis of telematic applications (Cologne), how does a small library successfully transform its traditional services (Silkeborg), what political strategies and initiatives are needed to create change at the national level (Spain).

The following summarises the main findings. Further information presented at the workshop can be found in Annex II.

#### **3.2 The state of the art: Public libraries moving towards a new era**

The steps of developing IT based services go from an "all manual" stage (for all library routines, with no application of IT) via the automation of house-keeping functions and the creation of an OPAC to Internet connection for staff and users and server-based Internet services.

The study found that a considerable amount of European public libraries still find themselves at the "all manual" stage. The automation rate varies from country to country and is highest in the UK and Nordic countries. Judging public library automation, it is important to remember that its history is short in comparison with that of European academic libraries, particularly in Southern Europe. In many countries public libraries show a move towards accessing external information sources, mostly through the Internet. There is very few evidence of entirely new services.





### **3.3 Barriers for development and new opportunities for co-operation**

The study identified the following main barriers to public libraries using new information sources and services:

- Economic constraints
- Legal implications
- Cultural factors
- Professional constraints
- Technical factors
- National and local political conditions

A major challenge for public libraries lies in making a successful transition from a bureaucratic to a learning organisation. Experience, particularly in the Scandinavian countries, shows, that it is easier to set up new services with little money but motivated staff, than with lots of money and reluctant staff. Lack of political awareness or confidence in the potential of public libraries in the information society can also constitute a barrier to development.

### **3.4 Professional Development**

The professional development of librarians is deeply affected by information technology, the two main aspects being the new roles required of librarians and the changes to be made in order to arrive at a future oriented curriculum.

The study has analysed roles such as

- Net navigator
- IT gatekeeper
- Information consultant
- Information manager
- The educator

The study has also identified some new, emerging roles such as multimedia web designer, connections facilitator, publisher etc. and the vital link between changing professional roles and the future of public libraries. The challenge to professional development lies in the ability to develop new and sophisticated services as well as creating added value and keeping ahead of user needs.

### **3.5 Discussions**

Lively discussions, led by a panel of experts, centred on the following aspects:

- the case studies highlight the importance of a benign political framework: how can we change the attitudes of politicians, administrators and funding bodies towards public libraries?



- research shows clearly the role well trained and highly motivated staff plays in driving the change - how can we change attitudes and roles of professionals?
- change is bound up with intelligent use of technology - what strategies and practical actions are likely to be most successful?

### 3.6 Recommendations

The recommendations tabled by the research team and expanded in discussion included:

- to conduct studies, such as on the impact of the public library on society, or a critical appraisal of national and regional information policies and strategies in Europe
- support to professional development, such as the setting up of a European training centre, training of trainers at European level, staff exchanges, development of distance learning and self instruction programmes
- initiation of pilot projects to develop and exploit IT applications for public libraries e.g. tools for user instruction, setting up a European bulletin board and discussion list for public libraries, supporting the interconnection of public library OPACs
- actions to develop and improve co-operation between public and academic libraries and to raise the political profile of public libraries through e.g. the library associations and the dissemination of information on inspiring and excellent public library examples, the organisation of workshops with politicians / administrators

## 4. Rapporteur's Summary of the Workshop

The workshop concluded with a succinct and lively personal summary of the main points of the day by Chris Batt, Borough Libraries and Museums Officer, Croydon, UK:

*Today we have heard about and discussed the interim findings of the Public Libraries and the Information Society study. We have heard how public libraries around Europe are, or are not, responding to the social and technological changes that we are all beginning to face. I have heard very little to contradict the findings of the study, and much to support them. In summarising the day I will address the main issues which I believe have emerged from the presentations and subsequent discussions:*

### 4.1 Policy Issues

- *At present there are few models for national information policies which address the serious concerns expressed about the dangers of creating islands of the information rich in a sea of information poor.*
- *There are no models for co-operation across the networks.*



- *The role of public libraries is increasingly challenged by other public and commercial institutions.*
- *There is a need to make more clear the differences between the provision and preservation of culture versus the provision of information.*
- *It was proposed that special meetings could be convened to bring together policy makers and fund holders from parent institutions. (This may be acceptable if controlled carefully, but personally I would not wish my politicians to be influenced unduly by agents beyond my control )*

#### **4.2 Technical Issues**

- *The increasing speed of change.*
- *The penetration (or lack of it) of new telematics applications in public libraries across Europe.*
- *The role of CD-ROM as an easily-replicable product.*
- *The role of the suppliers of library management systems. Here I would argue that we need to find ways of moving away from the traditional turnkey inclusive solutions to our housekeeping functions to a model which is based on the Lotus 123 add-in approach - selecting the appropriate add-in to meet the local demand, to be plugged into a core database management system.*
- *The growing accessibility of telecommunications.*

#### **4.3 Professional Attitudes**

- *The need to consider management styles if we are to achieve change.*
- *The social image of public librarians.*
- *The significance of the perception that was brought out in the study that one of the greatest constraints is that the profession is dominated by middle-aged, unambitious, semi-professional women.*
- *The barriers which we perceive as limiting our opportunity to influence our futures.*

#### **4.4 Education and Training**

- *The need for new skills.*
- *The need for new attitudes and opportunities to learn and develop.*
- *The suggestion that there should be a European study centre for public librarians.*
- *The encouragement for increased personnel exchanges.*



## 4.5 Service Provision

- *The vital importance of defining clearly LOCAL needs and priorities since public libraries are about giving value to local communities.*
- *The balance that is needed between sustaining existing services while developing new ones.*
- *The special needs of serving rural areas.*
- *What do our customers really need?*
- *Culture versus information again!*

## 4.6 Funding

- *What are the real costs of developing, explicit and hidden?*
- *How do we convince others that our funding needs should be high on their political agendas?*
- *The role of the Commission to kick start the process of change.*

## 4.7 Conclusions

*What of the future? What useful facts can we take away with us from the meeting today? Of course, the findings are not complete and we must be cautious about arriving at definitive conclusions from only partial information. Yet an understanding of even some of the factors which have been discussed during the day immediately creates between us a shared view. No strategy can be totally inclusive or be assured of complete success. We can be confident that there are common concerns amongst the public librarians of Europe, but equally we must be clear that decisions will need to be taken at a number of levels, locally, regionally, nationally and pan-Europe. Some we will be able to influence more easily than others. However, input at all levels will be essential.*

*There will always remain tensions between local needs and broader policies. These are matters which have been expressed through the day as differences of approach between member states. Such local versus global tensions are apparent in the new networking opportunities which we find where, for example, the Internet can be used as a medium for delivering local information resources while at the same time opening up access to an information network which encompasses the world at the speed of light (at least when America is asleep!). The Commission is right to recognise the importance of subsidiarity, but the global nature of the Internet and the need to find Europe-wide solutions means that new balances may have to be found.*

*During the day people have referred to top down and bottom up approaches and suggested that one may be more relevant than the other. I believe that both are essential. To progress the future of European public libraries will mean using every approach possible, from lobbying of national representatives at the highest levels of the Commission, down to the involvement of the local librarian running a small*



*library. All are vital components in the future of our services. We must attend to them all.*

*To summarise, we all agree that our public libraries have fulfilled a unique role and that the arrival of the Information Society makes that role more central than ever to the well-being of our communities. Not every public library now has a clear destiny, just as not every community has an adequate public library, but those are the reasons why we must use every means of teaching others the real worth of our services. I am impressed by the range of telematics developments which we have considered today, and am equally impressed by the commitment which all members states have shown to finding routes into the future.*

#### **4.8 Recommended Actions**

*There are three words which for me represent our priorities. They are:*

*ACTION to continue to undertake the practical action-based research which is already taking place in public libraries across Europe. Practical activities which can offer help in establishing what is needed by our users and what telematic systems will deliver the best returns to them and to us. Such action does not necessarily require us to apply for grants from the Commission, although, in recognising the value of what we are doing, we may have more confidence in creating bigger projects. It does require us to understand the need to question and to test; and above all to share our experiences.*

*ACTION to develop plans to change political priorities, develop national policies and as a consequence attract increased funding so that all libraries can begin to achieve the levels of telematics development which remain the exception at present.*

*ACTION by the Commission to progress the means to enhance and facilitate co-operation and sharing between public librarians. PubliCA should be the most obvious manifestation of this, but there will be other activities to which public librarians must contribute. This is a time for partnerships, but the Commission plays an important role as an agent for change.*

#### **5. Next steps**

The final report of the study will be available by the end of 1996, then to be published as an EUR report in 1997. The recommendations of the study will be taken on board by the European Concerted Action PubliCA (see annex II for details).





# ANNEX I

- 1. Workshop Background Paper**
- 2. Agenda of the meeting**
- 3. List of participants**







## **Workshop**

# **“Public Libraries and the Information Society”**

## **BACKGROUND PAPER**

**Luxembourg, 8 July 1996**

**Danmarks Biblioteksskole, Copenhagen  
30 June 1996**





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## **“Public Libraries and the Information Society”**

### **1. Introduction**

#### **1.1 Context and Background**

The ultimate perspective in the Information Society is access to any type of information for everybody at any time and in any place. The capacity of international and national networks, the computing capacity and the amount of digitized information will, from a technological point of view, make the virtual library possible. However, for years to come the book, or at least the written, paperbased medium, must still be considered the most important carrier of information. The habits of the vast majority of the population seem to be very dependent on traditional media. We still plan for libraries as physical places, whose task is to integrate different kinds of old and new services. To do this, they must redefine their roles and establish strategies to realise these roles. Libraries that remain purely collections of printed material will be outdated in very few years in all EU Member States, as they will not be able to play a role that must incorporate a whole spectrum of different tasks.

In principle, the role of libraries is the same in the Information Society as it has been in the Industrial Society: to collect, maintain, organise and provide access to information and knowledge resources. Public libraries play an important role as democratic institutions offering up-to-date access to information for everybody. They also consider themselves “cultural institutions”, providing access to that part of the cultural heritage that exists in written form and often hosting cultural manifestations, particularly for children. In the Information Society, their role should also be viewed in relation to the idea of bridging the information gap between the information strong and the information weak.

#### **1.2 Public Libraries in Europe**

The level, scope and capacity of European public libraries vary from small book collections with limited access and service, to huge metropolitan libraries offering every kind of library service. There has been a remarkable development in libraries all over Europe during the last decade, even in public libraries, despite the fact, that their development in general is lagging behind that of academic libraries. In all EU Member States one can find examples of remarkably well functioning public libraries, right up-to-date with a range of IT-based services. Such success stories are, however, not the rule. The majority of the 40.000 public libraries in the EU have none or very little connection to any information technology.

Furthermore, a huge problem exists in that an unknown number of the libraries, appearing in the statistics as “automated”, have installed a library system now outdated. This leaves them unable to handle interconnection to open systems, electronic full text databases, images and sound, and in some cases unable to export existing data to new systems or other hardware. This reality is very far from any vision of the role of the public library in the Information Society.



### **1.3 Objectives of the Study**

The study set out to answer the following questions:

What changes to traditional services and which new services with a focus on telematic applications must the public library of the future develop for its users, in particular with regard to education (professional and personal development, distance learning), social programmes (literacy, employment and equal opportunities for disadvantaged groups), local community services (leisure, common interest groups), information provision (business, government)?

Which inspiring examples of public libraries that are already exploring telematic services to broaden and improve the scope of their services can be found in Europe. What is their policy framework and which conclusions can be drawn from their experiences?

What are the main barriers to public libraries using the new information sources and services?

What is the impact of the information society on the relationships between public libraries and other memory organisations and service suppliers?

How will the professional development of public librarians be affected by the information society?

Are there new opportunities for public libraries in working together regionally and on the European level for the benefit of their users?

### **1.4 Methodology and Work Carried Out**

The study selected exemplary initiatives of public libraries already engaged in exploring the potential of the new information services and examined their appropriate policy frameworks. The analysis of the findings is leading to the identification of specific issues that require closer study and the development of scenarios for pilot projects with a multiplier effect on a European scale. The outline of these pilot projects will be coupled with recommendations for EU support.

Existing studies and projects relating to the future of public library services at national level and within the Telematics for Libraries programme have been taken into account.

Context analysis of dominant trends in the information society of relevance to public library usage has been carried out, including reference to and points of comparison with world wide developments, particularly in North America and Australia.

Desk research, questionnaires and interviews have documented inspiring case studies in the European Union and EEA states with replication potential.



## 2. Key Findings of the Study

The emphasis of this study is on researching the development of new IT-based services in public libraries in Europe. The study is identifying the main barriers to public libraries in using new information technology, sources and services and is developing recommendations for strategies to overcome these barriers.

The study bases its main findings on the results of six case studies of inspiring examples of public libraries in Europe, namely libraries in Cologne, Croydon, Lyon, Eindhoven, Silkeborg, Oeiras, and on nine country and regional studies, - Belgium, Denmark, France, Germany, Ireland, Italy, Portugal, Spain, UK.

Statements about quality should be seen in the context that there has been no opportunity to compare the precise content of terms like automation or OPAC.

### 2.1 Library Automation

Library automation is the fundamental first step towards networking and constitutes the basis for new services. Changes to traditional services are stimulated by the introduction of information technology to library functions and services, such as the conversion of catalogues, circulation systems, self service lending counters and the access to library networks or to catalogue data on CD-ROMs.

The development of library automation in the EU Member States is very uneven.

In Italy it is estimated that, out of 5000 public libraries, 1000 libraries "have introduced automation". One hundred of them are presently engaged in carrying out retrospective conversion of their catalogues.

In France, 38% out of 2138 public libraries are automated, while 6 % are in the process of doing so, which leaves the majority to be traditional, manually operated libraries. In 1995, there were 38 networks with libraries either sharing a common catalogue or having common access to different catalogues.

In Germany, only 20 % of the 4,397 public libraries have introduced library automation.

In the UK, 83 % of libraries had even three years ago automated circulation control and all Danish public libraries now, in 1996, are installing local library systems for basic housekeeping functions.

In Belgium, there seems to be a remarkable difference between the Flemish and French communities. The Flemish community reports 65% of public libraries to have introduced library automation, while the figure is 34% for the French community.

In Ireland, 26 out of 32 library authorities reported the existence of automated library services.



In Portugal, 44 public libraries out of 125 community libraries that are integrated in the Public Libraries Network Project are in the process of automating services. 62 libraries are waiting to be integrated into this co-operation, while 89 communities do not have a library at all. This project has been running since 1987 and is aiming at establishing a public library system to replace the privately run Gulbenkian libraries.

The above mentioned figures for library automation can only be read as very rough tendencies, as they do not reveal much of the level of technology. It should also be noted, that automation is still primarily viewed from an internal library perspective, e.g. library automation does not in itself result in on-line services for users. In this context, it could be noted as well, that in some Member States there is a low level of trust in on-line catalogues, and printed catalogues are still being maintained in parallel.

## 2.2 New Services

Evidence of very few entirely new services has emerged in the course of this study. In general, traditional services have been transformed and enhanced by the application of telematics. The list of new services includes:

- On-line access to databases
- Remote access to OPACs
- Access to the Internet and other networks
- Lending of new media, CD-ROM
- Training and IT, new learning opportunities

- Community (political, cultural, social) information systems
- Remote use of the library: access to catalogue and ordering facilities, to bulletin boards and electronic document delivery

The extent to which such services are delivered varies. Internet access for library users can be seen as a straw in the wind for the level of new services. In the UK, a majority of public libraries offer access to the Internet for their users. They also lend CD-ROMs and make available access to multimedia resources in the library environment. In France however, there are few exceptions to the rule that no library offers access to the Internet, while 13 libraries offer on-line access to databases and 82 libraries own a public CD-ROM player. In Italy, a few libraries offer on-line access to databases on payment, while some 30 libraries have access to the Internet. In Denmark, this number comes to more than 100 (40%), while a national strategy for the other libraries to offer users access to the Internet before the end of 1997 has been launched

In Germany, a few of the very big libraries offer network access; but recently, a federal project to improve the situation has been initiated. In Belgium, access to electronic information services in French-speaking public libraries is almost non-existing, in the Flemish part, some 4% have on-line access to the VLACC-union catalogue and 1% offer Internet-access for users.

Even when considering the relatively small group of libraries that offer Internet access to users, one should be aware of a remarkable difference in the level of services. Many have just a one-modem-based connection. In Cologne City Library there are three





Internet work-stations, e.g. approximately one per 300,000 inhabitants. In Roskilde Library in Denmark, there are 40 Internet work-stations, e.g. one per 1,500 inhabitants. The picture remains probably the same if one undertakes a close examination of the new media lending services. There are two very different levels: a symbolic one, where the library signals competence and good will regarding new media, but with a service that in fact reaches very few users, and a more genuine offer, where users get a fair chance to access the Internet or borrow multimedia resources or make use of whatever new services are marketed.

### **2.3. General Trends**

A pattern seems to be emerging when one examines the more inspiring examples of libraries. Once the process of change has started it accelerates, resulting in what seems to be an ever widening gap between the very advanced libraries and the rest. Most libraries in fact lag behind the IT development, blaming this in general on insufficient funding. A hypothesis of the study is though, that they will not receive adequate funding to start and accelerate the innovation process, until they have triggered and implemented change of their own accord first.

The various stages in the process of change are quite obvious:

#### **Step One:**

1. Automation for housekeeping, circulation, acquisition, cataloguing, stock control
2. Design and production of and access to OPAC

#### **Step Two**

3. Telnet access to on-line databases (e.g. Union catalogues) for staff and users and making the own OPAC accessible to remote use
4. Internet connection for staff use
5. Internet connection for users

#### **Step Three**

6. Server-based Internet offers under the library home page for remote use, e.g. service information, catalogues, document order & delivery, selected links, targeted services, community information, co-operative schemes, IT training

Library automation is the first basic step, public access to the catalogue and networked services is the next, a homepage and access to ordering facilities constitute the third step. It is nevertheless not self-evident that small local libraries are going to introduce information technology to their library services. These small libraries need help and support in terms of:



- A national policy for networking including the libraries
- Strategies that are convincing and instructional
- Support and advice for choice of library systems and technical solutions
- Genuine training and continuing education opportunities

### **3. Main Barriers and Opportunities**

There is a very interesting difference in what are seen as the main barriers to transforming the library. Two main types of barriers are identified: those originating from inside the profession and those emanating from outside.

#### **3.1 Internal Barriers**

The UK study discusses the lack of professional or technical understanding of the benefits of telematic applications, and identifies this deficiency as a barrier. The complexity of systems and the range of choices leave uncertainty about what strategies will work best. The Italian report states that lack of professional up-dating is connected with a general staff shortage, making an efficient introduction of new applications extremely difficult.

However, the fundamental professional barrier has been, and to some extent still is, a kind of inner resistance to the IT development, which is still seen as a threat to traditional tasks and values. The lack of systematic training programmes and the lack of specialist qualifications are very serious barriers, mentioned in nearly all country reports, and probably influencing this "inner resistance".

#### **3.2 External Barriers**

The list of main barriers emanating from outside of the library includes:

- a lack of government policy, or a lack of clarity of policy, with regard to public libraries
- a lack of (sufficient) national, and local, policies for networking
- financial problems - the lack of funding for new telematic programmes and high telecommunication costs
- the lack of support (technical solutions, managerial change)
- copyright legislation
- problems with buildings not suitable for IT
- the organisational culture of town halls

Management styles are likewise recognised as a barrier to change.

Analysing the findings of the case and country studies one could conclude that, in order to overcome these barriers, a detailed and committal national policy is needed, closely tied to a strategy for regional networking and for implementation of new services. A broad variety of training and continuing professional education programmes, a lot of money and supporting functions like consultants and specialist corps are also part of the equation.

It is a fact that legislation and firm policy in this field have been fundamental to strong public library nations like the UK and Denmark. Likewise, these have been non-existent in many countries, in particular in Southern Europe, where libraries for the public have been seen not so much as a public, but as a private task. Where they are recognised as a public task, the public library system is at a more advanced stage of development. In consequence, high priority should be given to achieving political awareness of the potential of public libraries.

## **4. Professional development**

### **4.1 Changes in the Library Profession**

“There are no important developments in the training programmes”. (Italy).

Less than 5% of public librarians attended the training programmes (continuing education) that was available (Portugal). New educational courses like “Information Manager” and courses in media documentation are being set up in Germany. In the UK, distance learning programmes leading to a Masters degree have encouraged librarians in employment to continue their professional education. The new series of standards of qualifications (National Vocational Qualifications) will provide skills bench-marking which may influence the future relationship between traditionally qualified librarians and other staff with more up-to-date information-handling skills. In Ireland, a distance learning programme leading to a Masters degree is under consideration. In France, the handling of new media and the management of LANs are integrated into the education and training programmes. In Denmark, there has been a very extensive continuing education programme on offer from the Royal School of Librarianship (some 200 courses a year) as well as a new Master’s degree in Information Science.

Clearly, again, the picture is of a very uneven development. However, in all country studies one can detect a high degree of awareness regarding the necessity to plan for systematic curriculum development and for establishing professional continuing education and training programmes, directed at delivering competencies in the IT-field. There is increasing awareness about the need to maintain a continuous up-dating and training process, something that a classical bureaucratic library organisation finds difficult to accommodate, and which calls for a conscious change to becoming a “learning organisation”.

In most of the literature on changes in the library profession, the emphasis is on new roles for the librarian. Roles such as the net navigator, the educator, the information consultant, the gatekeeper are widely discussed. One of the remarkable trends is a demand for higher personal commitment. A change mentioned frequently is from information provider to information interpreter.

The information consultant is not expected to provide information, but to interpret it for the customer. She will receive requests for appropriate data on a given topic, suitable packaged. Defining very specific new services for special target groups requires the commitment of the best member of staff to develop them. Both personal



commitment and responsibility and organisational commitment to this strategy are in fact core values in the innovation process.

## **4.2 Changing Roles and Organisational Change**

Such professional developments are closely inter-linked with the opportunities for libraries to offer the kind of new services as described above. The case studies of inspiring examples highlight an important point, e.g. that a high level of IT application results in a highly differentiated level of service. Stadtbibliothek Köln and Croydon Library Services have some very specific user groups to which they offer services that these groups need and rely on. This is the challenge that has been taken up by some successful institutions, namely to change the library's role as a general information provider and institution of cultural heritage to becoming an information provider for very specific needs. The spectrum of services ranges from business-information, different kinds of support to students, disabled persons, children, unemployed and ethnic and sexual minorities. This diversity in services can be seen as one of the most important future trends, with the librarian tending to become a specialised information consultant with a commitment towards her customers and a detailed knowledge of their information needs.

Special attention should be paid to the role of the public library as a local IT-centre. Our findings show that libraries that offer a programme in this area have had a huge success, in Europe as well as in the US. There are two main elements in the programmes: firstly access to PCs and standard software (word processing and spreadsheet), and secondly access to the Internet (e-mail facilities for library customers) and databases. In connection with the latter, open learning opportunities and user instruction activities are also significant. The case and country studies show that these IT-centre services can be practised on different levels.

Another opportunity is simply to provide access to electronic information in multimedia (CD-ROM net) or database form and to electronic document delivery.

A further opportunity relates to the library as a provider of community information. This role could be extended to involve co-operation with other memory institutions in the region. The Danish Cultural Net is such an example - it provides access to digitized material from the National Museum, the National Gallery, the Royal Library, the National Archives etc. The German InfoThek idea offering access to community, tourist, culture etc. information is moving from a stand-alone service in the library to a networked version.

## **5. Co-operation**

### **5.1 Inter-Library Co-operation**

Lack of resources in all respects and difficulties in taking fundamental decisions highlight the development of closer co-operation between libraries as an important opportunity for mastering the future. Chances for forging new partnerships will, for now in theory at least, increase, due to the potential of electronic networking. However, country reports reveal, that in practice there are indeed major barriers to co-



operation, such as decentralised political structures. It seems also, that European libraries are not sufficiently aware of the potential and benefits of and the necessity for co-operation.

There are however various opportunities for co-operation in developing new telematic based services in libraries. Sharing responsibility for some of this work and the possibility of teleworking can connect libraries throughout the development and maintenance of generic modules of new services and tools. These may nevertheless be tailored to special target groups of each participating partner. Nowadays this type of co-operation focuses mainly on shared cataloguing - to be found for instance in Italy, Portugal, Belgium, France. The networking concept and technology however offer a potential for co-operation that reaches into many more areas than inter-lending or shared cataloguing. Libraries could for example share specialists, like in a Danish region where a business information service offered by all public libraries is supported by expert staff in the main library. This is a good example for jointly raising the profile of a service. The need for training and continuing education is another obvious area for joint concerted actions, which is however not at all exploited to its full potential. The regional study for Italy shows concrete, agreed co-operation for mutual benefit is one of the most efficient ways to overcome isolation, which is one of the most obvious barriers for change.

## **5.2 Co-operation with Other Organisations**

Co-operation with other memory organisations likewise is far from being wide-spread, in fact only very few examples can be found of co-operation amongst different cultural institutions in a region, or between libraries and institutions in the areas of education, tourism, local government. Libraries fail to realise this potential, such as for example being the provider and editor of community information, not only for its own users but also for local government and administration.

There are two main perspectives regarding co-operation with other institutions: one is to extend access to the information these institutions contain; the second is to add value to their information.

## **6. Conclusions and Perspectives**

There are obvious chances for public libraries to promote themselves in relation to the Information Society. There is growing interest amongst politicians regarding the role of telematics in everyday-life. The local library can be one of the links between a national information policy and the local implementation.

Four general stages can be identified in the process of library development:

- A. The manual, paper-based library using its main resources on collection-building. It represents an introvert bureaucratic culture
- B. The automated library using IT for housekeeping functions



- C. The electronic library offering its users on-line access to external information providers
- D. The multimedia library, offering traditional and IT-based services as well as remote access. Services range from access to the catalogue and ordering facilities to electronic document delivery services. At this stage, an increasing number of access-based services and user-orientation will go along with a decline in resources spent on collection building. The culture is based on motivation; creativity has a higher value than “order” or “sticking to rules” (recognised as basic values in the bureaucratic culture). Orientation to the customer results in a much higher differentiation in the range of services, i.e. a pro-active choice of which kind of information needs should be met.

This prediction is of course based on what is already happening in the “fast-track” (minority) of the sector, that is in academic and research libraries. There are also some very striking examples of public libraries, but it has to be said that the current technological development has reached a level millions of days ahead of most of the public libraries in Europe. This offers the libraries in principle an opportunity to choose the future for themselves - the possibilities are at hand and ready to be implemented if resources and strategy are also at hand. One of the key questions of the study was: How can and should public libraries in Europe play a significant role, for example as IT centres, in the Information Society? The findings of the study point to the answer lying in identifying adequate levels of service for different types of libraries and by generating strategies and supporting programmes to realise them.

One of the main conclusions of the study so far is that the level and scope of the libraries not only differ from country to country but also within each country. The most advanced libraries that started early to introduce automation have developed staff skills and competencies that now enable them to already play a significant role in the Information Society. Excellent management is a key factor in this success.

Furthermore, it can be concluded, that most barriers preventing the rest of the libraries to progress must be overcome at a national level. This is due to factors such as lack of supporting policies, funding, competencies.

It is a main hypothesis of this study, that there are three main critical factors or barriers for the public library to reach a stage with highly developed electronic services and a high level of differentiation of services. The first is a change from a defensive to a proactive attitude in staff towards IT. The second is generating programmes to improve skills and competencies in staff. The third is an economic factor and involves means for the funding of new services and models for making changes to priorities in budgets.

## **7. Recommendations**

### **7.1 Changing Attitudes:**

- definition of new roles and strategies to reach them
- job exchanges at a national as well as a European level
- organising study tours to see and discuss inspiring examples



- initiation of pilot projects
- identifying adequate levels of services for different types of libraries
- dissemination of knowledge of new IT developments of relevance to libraries, using networking tools for current awareness
- organising European workshops with librarians and politicians as participants
- compilation and critical appreciation of national and regional information strategies in European countries
- support to overcome weak government policies, to establish a binding national policy and strategy for networking

## **7.2 Improving Skills and Competencies in Staff**

- concerted development of new curricula for professional education and training
- distance learning
- self instruction programmes
- training of trainers at a European level

## **7.3 Development of Technologies and Tools**

- development of tools to improve information needs for specific user groups
- development of tools for user instruction
- tools for the information consultant
- "Librarian's workbench" for the organisation and presentation of information by multimedia systems via networks
- universal design, providing access for different types of users, irrespective of their skills or cultural and linguistic backgrounds







## AGENDA

### Public Libraries and the Information Society Workshop

Monday 8 July 1996

European Commission  
Jean Monnet Building, Room M4  
Luxembourg

**9.30** Welcome and Introduction  
Ariane Iljon DG XIII/E-4

**10.00** **Analysing the Vision and State of the Art**  
Chair: Ariane Iljon

**Visions: The opportunities and limits of the new roles of the public library**  
The roles, tasks and functions of the public library in the Information Society. The main findings of the study  
Jens Thorhauge, The Danish Library Association

**The State of the Art: Public libraries moving towards a new era**  
Technological development in Europe and new services in public libraries  
Gitte Larsen, The National Library Authority, Denmark

**Barriers for development and new opportunities for co-operation**  
Hans Peter Thun, Deutsches Bibliotheksinstitut  
Gabriele Overbeck, Stadtbibliothek Köln

**Professional development.**  
Education, training and continuing professional education  
Hanne Albrechtsen, The Royal School of Librarianship, Copenhagen

Discussions of the morning's papers

**13.00** Lunch



## **14.15 Strategies to Realise the Visions**

Chair: Jens Thorhauge

### **Regional co-operation: new opportunities**

Susanna Giaccai, Associazione Italiana Biblioteche, Italy

### **Electronic services in the big city library: The Cologne City Library**

Frank Daniel, Stadtbibliothek Köln

### **Changing the small / medium sized library: Services, priorities, organisation: Silkeborg Public Library becomes the local IT centre**

Søren Hansen, Silkeborg Public Library, Denmark

### **The old fashioned image and other barriers: what should be done ?**

Victoriano Colodrón, Ministerio de Cultura, Spain

Discussion

## **15.30 Recommendations**

### **Project Partners' Recommendations**

Presented by Jens Thorhauge, Denmark

### **Panel:**

Gaëlle Bequet, Ministère de la Culture et de la Francophonie, France

José A. Calixto Marques de Oliveria, Camara Municipal de Setubal, Portugal

Kerstin Rosenqvist, Stadsbiblioteket Ekenas, Finland

Jan van Vaerenbergh, Centrale Openbare Bibliotheek Leuven, Belgium

Discussion

### **Summary of the day and next steps**

Chris Batt, Central Library of Croydon, Museums and Arts, United Kingdom

## **17.00 End of the workshop**



09-07-96

## **LIST OF PARTICIPANTS**

### **PUBLIC LIBRARIES AND THE INFORMATION SOCIETY WORKSHOP**

**Luxembourg 08-07-96**



**AUSTRIA**

**Mr. Gerald LEITNER**  
**Büchereiverband Österreichs**  
Lange Gasse 37  
A - 1080 WIEN

Tel: 43/1439722

**BELGIUM**

**Mr. Fernand VALKENBORGH**  
Centre de Lecture Publique de la Communauté Française de Belgique  
Ministère de la Culture et des Affaires Sociales  
Boulevard Léopold II 44  
B 1050-BRUXELLES  
Tel: 32/24132311  
Fax: 32/24132071

**Mr. Jan VAN VAERENBERGH**  
Hoofdbibliothecaris  
Centrale Openbare Bibliotheek  
Leopold Vanderkelenstraat 28  
B - 3000 LEUVEN

Tel: 32/16208310  
Fax: 32/16234006  
E-Mail: reactive@pophost.eunet.be

**DENMARK**

**Mrs. Hanne ALBRECHTSEN**  
Consultant  
The Royal Danish School of Librarianship  
Birketinget 6  
DK - 2300 KØBENHAVN S

Tel: 45/31586066  
Fax: 45/32840201  
E-Mail: hal@db.dk

**Mr. Søren HANSEN**  
Deputy Manager  
Silkeborg Bibliotek  
Hostrupgade 41 A  
DK - 8600 SILKEBORG

Tel: 45/86820233  
Fax: 45/86802679



**Mr. Rolf HAPPEL**  
Chief Librarian  
Aarhus Kommunes Biblioteker  
Møllegade 1  
Hovedbiblioteket  
DK - 8000 AARHUS C

Tel: 45/87304500  
Fax: 45/87304639  
E-Mail: happel@inet.uni-c.dk

**Mrs. Gitte LARSEN**  
Statens Bibliotekstjeneste  
Nyhavn 31E  
DK - 1051 KØBENHAVN

Tel: 45/33934633  
Fax: 45/33936093  
E-Mail: gitte.larsen@sbt.bib.dk

**Mr. Jan ØSTERGAARD BERTELSEN**  
Library Director  
Københavns Kommune  
Kommunes Biblioteker  
Englandsvej 28  
DK - 2300 KØBENHAVN S

Tel: 45/32841400  
Fax: 45/32842246  
E-Mail: dkkkexfxibmmail.com

**Mr. Jens THORHAUGE**  
The Danish Library Association  
Danmarks Bibliotekforening  
Telegrafvej 5  
DK - 2750 BALLERUP

Tel: 45/44681466  
Fax: 45/44681103

#### **FINLAND**

**Mr. Pålvi JOKITALO**  
Project coordinator  
The House of Knowledge Project  
Finnish Library Association  
Tallberginkatu 1/39  
FIN - 00180 HELSINKI

Tel: 358/027090362  
Fax: 358/027090369  
E-Mail: jokitalo@kaapell.fi



**Mrs. Kerstin ROSENQVIST**  
Leading Librarian  
Stadsbiblioteket  
Raseborgsvagen 6-8  
FIN -10600 EKENAS

Tel: 358/112632702  
Fax: 358/112632710

**FRANCE**

**Mrs. Gaëlle BEQUET**  
Ministère de la Culture et de la Francophonie  
Direction du Livre et de la Lecture  
Avenue de l'Opéra 27  
F - 75001 PARIS

Tel: 33/140157301  
Fax: 33/140157404  
E-Mail: bequet@opera.culture.fr

**Mrs. Martine BLANC-MONTMAYEUR**  
Conservateur Général  
Bibliothèque Publique d'Information  
Rue Beaubourg 19  
Centre Georges Pompidou  
F - 75197 PARIS CEDEX 04

Tel: 33/144781233  
Fax: 33/144781215

**Mr. Philippe GUILLERME**  
Bibliothèque Publique d'Information  
Rue Beaubourg 19  
Centre Georges Pompidou  
F - 75197 PARIS CEDEX 04

Tel: 33/144781233  
Fax: 33/144781215

**GERMANY**

**Mrs. Ingrid BUSSMANN**  
Städtbücherei- Zentralbücherei im Wilhelmshaus  
Konrad-Adenauer-Strasse 2  
D - 70173 STUTTGART

Tel: 49/7112165730  
Fax: 49/7112165701  
E-Mail: Ingrid.Bussmann@buecherei.s.shuttle.de

**Mr. Frank DANIEL**  
Stadtbibliothek Köln  
Josef-Haubrich-Hof 1  
D - 50676 KÖLN

Tel: 49/2212213882  
Fax: 49/2212213933  
E-Mail: 100302.1666@compuserve.com



**Mrs. Barbara LISON-ZIESSOW**  
Bibliotheksleiterin  
Stadtbibliothek Bremen  
Friedrich-Ebert-Strasse 101-105  
D - 28199 BREMEN

Tel: 49/4213614046  
Fax: 49/4213616903

**Mr. Hans-Peter THUN**  
Associate Director  
Deutsches BibliotheksInstitut (DBI)  
Luisenstrasse 57  
D - 10717 BERLIN

Tel: 49/30231193  
Fax: 49/3023119410  
E-Mail: ark@rz.dbi.berlin.d400.de

### GREECE

**Mr. Ioannis TROHOPOULOS**  
Director of the Library  
Veria Public Library  
Ierarhon 1  
GR - 59100 VERIA

Tel: 30/33124494  
Fax: 30/33124600  
E-Mail: ioannis@libve.the.forthnet.gr

### ICELAND

**Mr. Hrafn A. HARDARSON**  
Bokasafn Kopavogs  
Fannborg 3-5  
ISL - 200 KOPAVOGUR

Tel: 354/5642050  
Fax: 354/5643877  
E-Mail: hhardar@ismennt.is

### IRELAND

**Ms Bernadette COGAN**  
Senior Librarian  
Dublin Corporation Public Libraries  
Fenian Street  
Cumberland House - Floor 2  
IRL - DUBLIN 2

Tel: 353/16619000  
Fax: 353/16761628  
E-Mail: dublin.city.lib@iol.ie





**Mrs. Annette KELLY**  
Assistant Director  
The Library Council of Ireland  
An Chomhairle Leabharlanna  
Upper Mount Street 53-54  
IRL - DUBLIN 2

Tel: 353/16761167  
Fax: 353/16766721  
E-Mail: ANNKELLY@LIB1.TCD.IE

### ITALY

**Mrs. Susanna GIACCAI**  
Biblioteca Comunale  
Via di Belmonte 38  
IT - 50011 BAGNO A RIPOLI (FI)  
Tel: 39/55631238  
Fax: 39/55644338

### NETHERLANDS

**Mr. Jos GEEVERS**  
Gemeenschappelijke Openbare Bibliotheek  
Piazza 201  
NL -5611 EINDHOVEN  
Tel: 31/40446715  
Fax: 31/40461225

**Mrs. Barbara SCHLEIHAGEN**  
President  
Eblida  
European Bureau of Library & Documentation Associations  
Platinaweg 10  
P.O.Box 43300  
NL - 2504 AH DEN HAAG

Tel: 31/703090608  
Fax: 31/703090708  
E-Mail: EBLIDA@Maibox.NBLC.NL

**Mr Richard N. TUCKER**  
Project Officer  
Studie-en Vakbibliotheek Visueel en Anderszins Gehandicap.  
Molenpad 2  
NL - 1016 GM AMSTERDAM

Tel: 31/206266465  
Fax: 31/206208459

**PORTUGAL****Mr. José A. Calixto MARQUES DE OLIVERIA**

Director

**Camara Municipal de Setubal****Biblioteca Publica**

Avenida Luisa Todi 188

**P - 2900 SETUBAL**

Tel: 351/6534781

Fax: 351/6534793

**Dr. Marie-José MOURA**

Directora de Servicos da Leitura Publica

**Instituto da Biblioteca Nacional e do Livro**

Campo Grande 83

**P - 1751 LISBOA CODEX**

Tel: 351/17971705

Fax: 351/17931546

E-Mail: [mjmoura@mail.telepac.pt](mailto:mjmoura@mail.telepac.pt)**Dr. Paula OCHÓA****Instituto da Biblioteca Nacional e do Livro**

Campo Grande 83

**P - 1700 LISBOA**

Tel: 351/17950130

Fax: 351/17933607

**Mrs. Francisca TRINDADE****Câmara Municipal do Barreiro**

Biblioteca Municipal do Barreiro

Rua Miguel Bombarda

**P - 2830 BARREIRO**

Tel: +351/12073831-2-7

Fax: +351/12071694

**SPAIN****Mr. Victoriano COLODRÓN**

Consejero Técnico

Bibliotecaria

**Ministerio de Cultura**

Piazza del Rey 3

**E- 28004 MADRID**

Tel: 34/15325089

Fax: 34/15319212-5229377

E-Mail: [victoriano.colodron@dglab.mcu.es](mailto:victoriano.colodron@dglab.mcu.es)**Mrs. Magdalena VINCENT**

Directora Tecnica

**Biblioteca Nacional Madrid**

Paseo de Recoletos 20

**E - 28071 MADRID**

Tel: 34/15807880

Fax: 34/15807731

E-Mail: [m.vinent@bne.es](mailto:m.vinent@bne.es)

**SWEDEN**

**Mr. Roland ELIASSON**  
Head County Library of Halland  
Länsbibliotek Halland  
Fredsgate 13  
S - 31246 HALMSTAD

Tel: 46/35137162  
Fax: 46/35137190  
E-Mail: roland.eliasson@bibliotek.lthalland.s

**Mrs. Margareta LUNDBERG**  
Chief Librarian  
Kungsbacka kommun  
Borgmästaregatan 6  
S - 43481 KUNGSBACKA

Tel: 46/30034181  
Fax: 46/30034885

**Mrs. Barbro THOMAS**  
Statens Kulturråd  
Långa Raden 4  
P.O.Box 7843  
S - 10398 STOCKHOLM

Tel: 46/86797260  
Fax: 46/86111349

**UNITED KINGDOM**

**Mr. Chris BATT**  
Borough Libraries & Museum Officer  
Central Library of Croydon  
Katherine Street  
Croydon Clocktower  
UK - CROYDON CR9 1ET

Tel: 44/1812531000  
Fax: 44/1812531004  
E-Mail: lbcbatt@clip.croydon.gov.uk

**Mrs. Sarah ORMES**  
Public Library Networking Research Officer  
University of Bath  
UK- The Office for Library and Information Networking  
Claverton Down  
UK - BATH BA2 7AY

Tel: 44/1225826580  
Fax: 44/1225826838  
E-Mail: UKOLN@bath.ac.uk



**Mr. David FUEGI**  
Bibliographical Resources Manager  
**Essex County Council**  
Library Headquarters  
Goldlay Gardens  
Chelmsford  
UK - ESSEX CM2 0EW

Tel: 44/1245284981  
Fax: 44/1245492780

**Mr. William J. MacNAUGHT**  
Director of Libraires & Arts  
**Gateshead MBC**  
Central Library  
Prince Consort Road  
Tyne & Wear  
UK - GATESHEAD NE8 4LN

Tel: 44/1914773478  
Fax: 44/1914777454  
E-Mail: [macnaught@ghead.demon.co.uk](mailto:macnaught@ghead.demon.co.uk)

**Mr. John SAUNDERS**  
Director  
**Surrey County Council**  
Penrhyn Road  
County Hall  
Kingston Upon Thames  
UK - SURREY KT1 2DN

Tel: 44/1815419871  
Fax: 44/1815419871  
E-Mail: [jas@easynet.co.uk](mailto:jas@easynet.co.uk)

**Mr. Brian THACKRAY**  
Marketing Manager  
**The Association for Information Management**  
Old Street 20-24  
Information House  
UK - LONDON EC1V 9AP

Tel: + 44/1712534488  
Fax: + 44/1714300514



## **ANNEX II**

### **Summaries and Slides Presentations at the Workshop**

- 1. Visions**
- 2. State of the Art of Public Library Technology**
- 3. Barriers**
- 4. Professional Development**
- 5. Regional Co-operation in Italy**
- 6. Cologne City Library**
- 7. Silkeborg Public Library**
- 8. Country Report Spain**
- 9. PubliCA**





## **Public Libraries and the Information Society**

### **Visions: The Opportunities and Limits of the New Roles of the Public Library**

**The roles, tasks and functions of the public library in the Information Society - the main findings of the study.**

**(Speakers Notes)**

*By Jens Thorhauge, President, The Danish Library Association*

#### **1. Introduction**

This paper is a presentation of a study implemented by the European Libraries Programme to analyse the role of the public library in the information society, the present stage of the public libraries in various European countries. The study set out to answer some very basic questions: What changes to traditional services and which new services with a focus on telematic applications must the public library of the future develop for its users, in particular with regard to education, social programmes, local community services.

The Study also analysed the impact of the information society on the relationship between public libraries and other memory institutions, the development of the library profession, and new opportunities for working together regionally and on a European level.

The Study so far is based on  
8 country studies  
1 case study on regional co-operation  
5 case studies of inspiring examples  
and desk research

The concept of the study is very simple: We will identify the objectives and goals we are aiming at. What services do we imagine the public library in the information society to offer, what changes should take place? This phase is in other words dealing with the vision of the future roles of the public library.

The next step examines the state of the art right now in Europe, thereafter strategies have to be established to bridge the gap between the vision and the current situation. To establish these strategies we must examine the barriers that have hitherto and may in the future prevent us to reach the goals.

The study might have just turned into a catalogue of thrilling new services and good ideas like professional sound studios, IT-kid-clubs, new advanced self-instruction training programmes for library users, fancy OPACs and sophisticated services for well educated minorities.

The most important finding of the study however is, that what is needed to make libraries play an important role as information providers are not so much new sophisticated ideas that will be seen and used by less than 1 % of the public libraries. What is needed is support, kick or carrot - maybe both - to make the mule move, e.g. the huge majority which is lagging behind the information technology.



## 2. The vision

The vision is an up-to-date library in any European community offering access to

- the human record in whatever form it may be stored
- lending collection (printed and multi media)
- networks and support for net navigation and information searching
- workstations for customers
- open learning and training opportunities
- a physical place offering various meeting facilities and events
- remote access to various information services
- electronic document delivery

The local library

- is part of the world wide library net
- co-operates closely with other memory institutions, schools and educational institutions
- is a community information provider
- specialise in meeting local information needs
- offers special services to various target groups: business information, service for the visually impaired and other handicapped groups, ethnic and other minorities

The local library supports all kind of education, provides general access to the cultural heritage and all published information, supports local culture, identity and social life.

The service is of high professional standard, including different specialists. The library is characterised by a mixture of professional skills and ethics and personal commitment.

This vision is very general and may be split up into several roles, tasks, functions, as outlined in the following examples:

### 2.1 The local library: the local cultural centre

Function: to support human development and strengthen cultural identity and mutual cultural understanding  
to support local cultural activity  
to inspire citizens to take part in the local cultural life

In the library they are offered

- access to world-wide cultural heritage -digitised stored
- lending - printed material & multimedia
- electronic document delivery
- printing on demand service
- electronic publishing - local authors etc.
- cultural community information
- cultural events





- differentiated offers- children, language- and cultural minorities, elderly, special interests
- facilities for cultural productions - video- and sound-studio, printing facilities etc.
- a good meeting place- offering inspiration & participation
- exhibitions and various activities

## **2.2 Special information services**

**Function:** to support and improve local business-activities, local administration, research, education. The library as a competitive-power factor, "you-need-to-know service". The library as a competitive-power factor, "you-need-to-know service", offering

- current awareness services
- value-added information
- info-product reviews
- information-agent-services
- EDP, printing on demand

## **2.3 The local library: IT-learning spot, open & distance learning**

**Function:** to narrow the gap between the information-strong and the information-weak

- access to hard- & software
- Multimedia-workstations
- access to networks & traditional collections
- professional support (the net-navigator, the library-educator)
- workshops
- open-learning packages
- distance learning support

The number of roles may also lead to the question of the minimal concept of the public library which is its *raison d'être*. Basic or minimal concept - also in the information-society - would be the library as gateway to published information and the human record and professional assistance to find & select.

**Legitimated by**

- democratic society - the informed citizen
- the humanistic view of human nature - personal development

These roles are not necessarily connected with the library as a physical place after 2005.



### 3. Step by step library development

There is growing consensus that library development goes through the following steps:

#### 3.1 The manual paper-based library

- collection building
- introvert bureaucratic culture

#### 3.2 The automated library: using IT for housekeeping functions

- circulation, acquisition, cataloguing, stock control
- OPAC design, production, access, (attitude towards users may change)

#### 3.3 The electronic library

- on-line access to databases (e.g. Union catalogues)
- Internet access - for staff, for users
- changing professional roles
- project oriented culture

#### 3.4 The multimedia library

- server-based Internet offers under the library home page for remote use
- ordering facilities
- electronic document delivery
- full scale in-house services
- targeted services
- community information
- IT-training
- learning organisation
- personal responsibility, motivation, creativity in staff.

### 4. Library automation (established and in process)

If we look at the most basic change in public libraries moving towards the vision, the introduction of library automation, the figures in the country studies reveal the following situation:

Country	%
Italy	20
France	44
Germany	20
Spain	18
UK	90
Belgium	50
Ireland	80
Portugal	20
Denmark	100



Figures for access to new media (CD-ROM) are very uncertain, but apart from UK, Ireland and Denmark it seems as if 1-5% of the libraries offer this service. Electronic library facilities - access to external databases and Internet access - will in the majority of the involved countries be found in less than 1% of the public libraries.

This leads to the question:  
Why are there old-fashioned libraries?

## **5. Factors hindering development**

- lack of political focus or clarity of policy for public libraries
- lack of (sufficient/operational) policies for networking
- lack of money for IT-investment and running costs
- lack of technical support
- copyright legislation

### **5.1 Internal factors**

- lack of IT-skills
- insufficient training
- uncertainty about strategy and choice of solutions
- inner resistance to IT (books are better)
- general fear of flying and changing
- lack of managerial skills, bureaucracy, static culture
- overload of middle-aged, unambitious, semi-professional women

## **6. Recommendations to overcome the barriers**

To which degree the different factors influence the various countries is difficult to tell, but the experience revealed in the case-studies lead us to some recommended tools to jump the barriers:

- National policy for networking including the public library
- Instructional strategies for local implementing of IT
- Technical support
- Training opportunities, continuing professional education
- Closer regional library co-operation (not only ILL)
- Closer co-operation with related institutions and users
- New services - one by one - personal commitment
- Change in organisational structure

Likewise it is necessary to work with change in professional roles and attitudes, in order to arrive at new roles based on IT-skills

- The net-navigator
- The information-educator
- The gatekeeper
- The information consultant



### Change in attitude:

- from collection orientation to user orientation
- from neutral information provider to interpreter
- from promotion to marketing: design products to meet the needs
- from “duties” to “responsibility”, personal commitment

## 7. Conclusions

Some basic conclusions focus on the following key areas:

### Change to traditional services

- automation, new media
- closer correspondence with user's needs

### New services

- Access to networks
- remote access
- local IT-centre

### Co-operation

- Regional: catalogues, ILL, specialised services,
- training
- memory-institutions- cultural networks-InfoThek

### Key Questions:

#### ?? Change to traditional services:

- automation, new media
- closer correspondence with user needs

#### ?? New services

- access to networks
- remote access
- local IT centre

#### ?? Co-operation

- regional: catalogues, ILL, specialised services
- training
- memory-institutions-cultural networks- InfoThek



**?? Barriers - Best strategies**

- external barriers - improved evidence of efficiency & value of libraries?
- internal - kick or carrot?

**?? From static organisation to learning organisation**

- delegation, projects, strategic planning
- improvement of management

**?? Priority of roles**

- No 1: general access to information, the library as a cornerstone in the democratic society
- No 2: open learning, support to education
- No 3: a pro-active cultural institution





## **Slides used during the presentations**

**The State of the Art: Public libraries moving towards a new era**  
Technological development in Europe and new services in public libraries

**Barriers for development and new opportunities for co-operation**

**Professional development**  
Education, training and continuing professional education







# The state of the Art: Public libraries moving towards a new Area

*Gitte Larsen*  
*The National Library Authority*  
*Denmark*

Public Libraries in the Information Society  
Workshop  
Luxembourg, Monday 8 July

## **Creation of an on-line catalogue**

### **PREREQUISITES**

1. Bibliographic record resources available for public libraries in machine readable form for current cataloguing
  - National bibliographic services
  - or
  - Regional co-operative service for shared cataloguing
  
2. Cost-effective tools and services for conversion from printed card catalogues to on-line catalogues.



## **The state of the Art: Public libraries moving towards a new Area**

\*\*\*\*\*

### **Creation of Interlibrary Loan Services**

#### **PREREQUISITES**

1. Establishment of a national or regional policy for interlibrary loans
2. Establishment of union catalogues of books and periodicals

#### **Stages of development of Union Catalogues**

Step 1: Union catalogues on CD-ROM

Step 2: Union catalogues accessible on-line via public networks

Step 3: Document ordering from union catalogues

- mailbox facilities in union catalogues
- implementation of Z39.50 version 3



## **The state of the Art: Public libraries moving towards a new Area**

\*\*\*\*\*

### **Automated Library Systems in Public Libraries**

#### **Current use of functionalities**

##### Basic modules

!!!!

- Cataloguing
- On-line catalogue for users (OPAC)
- Circulation

????

- Acquisition
- Periodicals control
- Interlibrary loan
- Statistics
- Report generator



## **The state of the Art: Public libraries moving towards a new Area**

\*\*\*\*\*

### **Automated Library Systems in Public Libraries**

#### **- some characteristics**

- Systems modules not fully integrated
  - Lacks integration with office packages
  - VT100 terminals are still in use, which is a hindrance for introduction of GUI
  - Advanced networking protocols not supported
  - Integration of image and sound not possible
  - CD-ROMs not integrated in the OPACs
  - Do not support EDI
- 
- The market is split-up between too many system suppliers



## **The state of the Art: Public libraries moving towards a new Area**

\*\*\*\*\*

### **New Library Materials and Services**

#### **current move....**

New materials  
(or old wine in new bottles?)

- CD-ROM products for public use
- Access to On-line databases
- Access to Internet resources

New services

- Electronic document delivery
- Dissemination of electronic services distributed via the Internet
- Creation of home pages with links to Internet resources for selected target groups
- Access to the OPAC via www
- Local development of Multimedia products
- Multimedia workshops



# Barriers for development and new opportunities for co-operation

*Hans-Peter Thun*  
*Deutsches Bibliotheksinstitut*  
*Gabriele Overbeck*  
*Stadtbibliothek Köln*

Public Libraries in the Information Society  
Workshop  
Luxembourg, Monday 8 July

**Why**

**co-**

**operate**

**?**



# DIFFICULTIES:

no money,  
no staff,  
missing  
skills and  
experience



**chances:**  
networked partnership  
world-wide

**sharing and  
expanding:**

resources  
services  
staff  
experience  
skills

**reducing:**  
cost and effort





# opportunities:

## IT-based alliances for e.g.

(today:)

- shared **cataloguing**
- Union catalogue
- **document delivery** schemes
- connecting **OPACs** and databases

(tomorrow:)

- co-operative **selecting** and assessing of Internet resources
- **IT-community information**
- **full-text** databases
- studies in **user behaviour**
- CD-ROM nets
- **targeted IT-services** to groups and individuals
- developing **training** tools for staff and users



# Public library IT-co- operation in Europe:

---

**UK: ANGLIA CONNECT, EARL**

**Ireland: SWAP**

**Finland: LINNEA, MANDA**

**Belgium: VLACC, WINOB**

**The Netherlands: OVERIJSSEL**

**DIGITAAL, HOLLAND-NET**

**Germany: NRW-PROJECT**

**France: BRISE, REDOC**

**Italy: Bergamo and Trentino**

**Intersistema Novate Milanese**

**Portugal: PL-Computer Network**

**Spain: REBECA ON-LINE**

**ASTURIAS PL NETWORK**



# Barriers against co-operation

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difficulty to co-operate across boundaries  
of authorities

lacking connectivity of systems

politicians don't believe in economic  
benefits of co-operation

competitive habit of librarians

and so on...



## What we need

---

projects which **foster** co-operation not only on a European but a **national or regional** level

projects which **are** regional or local co-operation

policy papers stressing **economic** benefits of co-operation

projects that **prove** cost and benefit of co-operation by comparing the single to the shared effort

projects fostering **connectivity** and **compatibility** of systems



# Professional Development: Education, training and continuing professional education

*Hanne Albrechtsen*  
*The Royal School of Librarianship*  
*Denmark*

Public Libraries in the Information Society Workshop  
Luxembourg, Monday 8 July

## Outline:

- 1 “We need to develop our IT competence a lot more - but how?”  
- examples from country and case studies
- 2 Public Libraries and the information society:  
New professional roles - what skills are required?
- 3 How can librarians get the necessary skills?  
Formal versus informal education and training
- 4 Requirements to some of the stakeholders in  
education and training of librarians



### **Country studies stress:**

Need for competency development,  
in particular in relation to IT

Very uneven level of competencies!

### **Case studies stress:**

Need for changing the library organisation  
towards a learning organisation

New roles emerged!



## Country studies, some examples:

### *Germany:*

Need to change profession's self-understanding,  
from "cultural workers" towards information agents

New degree: "Information Manager", 1995  
(Multimedia and networking)

### *Spain:*

Lack of knowledge about IT:

- Standards
- OPACs
- Assessment of library IT

IT education not mandatory, not integrated in curriculum

### *Denmark:*

Lack of knowledge and skills in IT:

- Systems development (technical aspects)
- Assessment of library IT

Education in IT use, integrated in curriculum

New degrees: MLISc, MA (Cultural Studies)

### *Portugal:*

Scarcity of skilled librarians with IT knowledge

- Some IT use training in post-graduate courses

Education of librarians very uneven

New degree: Industrial Information Officer



## Case studies, some (inspiring!) examples:

### *Silkeborg Public Library, Denmark:*

- Learning organisation
- Delegation policy
- Active staff involvement
- Project work for in-house competency development

### *Croydon Library Service, UK:*

Croydon Libraries Internet Project (CLIP):  
Many new services, many new IT skills.

New roles emerged:

- Web designer
- Publisher
- Information Manager
- Researcher

But what's next?

### *The City Library of Cologne, Germany:*

Introduction of new IT increased staff's job commitment a lot!

New roles:

- The educator
- The IT gatekeeper
- The information consultant
- The publisher

**We're here for our users!**





**“The new role of the librarian is dictated by the electronic imperative”  
(Thorhaug at IFLA 1995)**

**At least three kinds of developments form the background:**

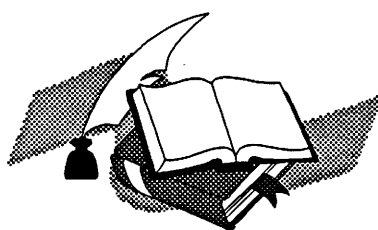
- **The need for information literacy**
- **Networking technology**
- **Changing pace and character of the knowledge production**



## 1. Information literacy

Roles: \_\_\_\_\_ Some skills:

Information manager	Resource indexing, knowledge organisation
Information navigator	Web browse and search tools
The subject specialist	Current awareness, agent software
The educator	Pedagogical & general IT skills

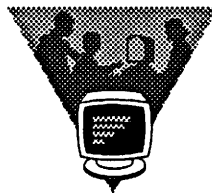




## 2. Networking technology

<u>Roles:</u>	<u>Some skills</u>
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Multimedia Web designer	Systems development, some programming
Web master	Networking technology, software, hardware
Facilitator of connections	Coordinative skills, cataloguing skills
The IT gatekeeper	Broad knowledge of IT market, deep knowledge of IT potentials





### 3. Changing pace and character of the knowledge production

Roles: \_\_\_\_\_ Some skills:

The electronic publisher

Use of electronic publishing tools,  
*written communication*

The researcher

Teamworker, research education,  
*written communication*

The information consultant

Interpretation, adding value,  
*written communication*





## **Formal education and training, covering:**

**Type:** \_\_\_\_\_ **Objective:**

**Training**

To get specific skills for using specific tools  
creating specific services etc.  
(in-house, Library schools, companies)

**Education**

To learn the general skills and knowledge of the  
profession  
(universities, library schools)

**Continuing education**

To supplement one's own professional education with  
a broad or narrow range of new skills and knowledge  
(library schools, universities, elsewhere)



## **Requirements to education and training stakeholders, 1:**

The managers should remember that:

The most important resources is not the books, the computers, the Web  
but:

**The people!!**

Recommendations:

- **Stimulate further education and training of public library managers**
- **Make pilot projects possible, and lots of them!**
- **Encourage job exchange and further education for their staff**



## **Requirements to education and training stakeholders, 2:**

The library schools should be aware that:

Knowledge production is changing  
towards

problem-oriented, and action-oriented research

in LIS: shift towards sectorial R & D

**Libraries are becoming active co-players in the knowledge  
production!!!!**

Recommendations:

- **Concerted development of new curricula**
- **Distance learning**
- **A general shift towards problem-oriented research and education**







## **Public Libraries and the Information Society**

### **“Regional Co-operation: new opportunities”**

#### **Extract from the Country and Regional Studies for Italy**

### **1. Policy and Organisational Framework**

There are about 5000 municipal public libraries which often also act as stimulus and support to wider cultural activities. The National Library Service Project (Servizio Bibliotecario Nazionale - SBN) initiated by the Ministry of Culture took as its starting point that the intelligent use of automation and the related sharing of resources might overcome the existing complexities of the Italian library structure and the lack of legislation for this sector.

### **2. Notable changes to traditional public library services:**

Retrospective conversion of catalogues using mainly the CD-ROMs of the Italian National Bibliography is being carried out in about 100 libraries.

LAN networks are being introduced, thus optimising user services and management procedures by creating greater integration. There are however only few examples of collaboration between libraries and the local organisations to which they belong.

About 1000 public libraries have introduced automation, using small or medium sized, international, national or in-house systems. The main development is the on-line catalogue available to users in about 300 public libraries.

Optical registration of collections has been started in about 10 public libraries for conservation purposes.

### **3. New services in Public Libraries**

Some libraries have started to offer on-line access to databases for a fee. Brescia Public Library offers users access to the OCLC First Search Service with direct invoicing and searching from home. The Schio library targets users from the business and financial sector by offering access to legislative and European data bases.

About 30 public libraries have access to the Internet.

About 20 public libraries offer users access to (mostly bibliographic) CD-ROMs.

OPAC developments include improved search facilities and the change to graphic interfaces. Libraries which are part of the SBN project convert their catalogues to



UNIMARC and implement the www OPAC. Other libraries use ZETESIS, which allows the creation of a unified catalogue for different types of materials including multi media. By the end of 1996 many libraries are expected to have introduced OPAC services for the public as a matter of routine.

#### **4. Inspiring examples of Public Libraries**

The Trisi Municipal Library of Lugo has a network of 10 PCs for cataloguing, acquisitions, circulation and OPAC, 4 multi media work stations for access to the civic network RACINE, Internet, e-mail, CD-ROM and the special information service Informagiovani for young people, and 2 multi media stations for the blind with Braille keyboard and vocal synthesis. In co-operation with the education authorities 2500 multi media titles are available on loan for teaching activities. A router connection allows schools, institutions and citizens access to electronic information produced by the towns, electronic mail, discussion groups and the SBN catalogue.

Further information from [bibtrisolug@ra.nettuno.it](mailto:bibtrisolug@ra.nettuno.it)

The Queriniana Library in Brescia offers access to its OPAC, the SBN catalogue and those of other libraries of the province of Brescia, as well as the Internet and bibliographic databases. There are 6 CD-ROM work stations.

Further information from the director Aldo Pirola, Tel. +39302983497, Fax 2400359

The Panizzi Library, Reggio Emilia, offers access to the OPAC, the national SBN catalogue, CD-ROM, Internet. Special software programmes are used for cataloguing records, photographs, posters, notes, manuscripts, maps, AV, films.

Further information from [panizzi@comune.re.it](mailto:panizzi@comune.re.it)

The public library of Bagno a Ripoli (Florence), as well as offering OPAC and CD-ROM, is engaged in a project with the university of Siena in creating a www information service on women's studies.

Further information from [giacciai@mailserver.idg.fi.cnr.it](mailto:giacciai@mailserver.idg.fi.cnr.it)

#### **5. Main barriers to development**

Administrative and institutional barriers within the local administrations are marked by rigid structures and long delays in decision making, hindering efficient and speedy development and actions such as for example hiring external consultants. The legal situation does not encourage collaboration between libraries belonging to different types of administration.

The budget to introduce new technology is often inadequate and not ensured over a longer period, making continuity and maintenance of systems very difficult.

The scarcity of staff in general and with specialist qualifications in particular limits the introduction of IT, as does the unsuitability of many historic buildings.



## **6. Professional development of public librarians**

The urgent need for modern training programmes relating to IT has been recognised, but the situation is still under discussion. The main emphasis in library education remains on the conservation of the cultural heritage, but a number of universities offer degree courses that include topics in the field of informatics. Private universities are starting to innovate education for librarians with courses such as "Managing the introduction and use of new technology" or "Search strategies in Internet". There is however no systematic up-dating and continuing education programme for librarians.

## **7. Regional collaboration**

The Trentino Library System consists of a network of 120 public, academic and special libraries co-operating on cataloguing and inter-library loans. Recently co-operation on acquisitions, electronic document ordering and the consultation of university texts has been agreed. The province and the post office have concluded an agreement on delivery methods and prices for inter-library lending.

Intersistema Novate Milanese unites 20 libraries in 16 towns in access to the union catalogue, inter-library lending, shared acquisitions with joint funding, co-operation with the publisher Mondadori on indexing children's publications. The establishment of a joint centre for co-ordination and management has resulted in lowering the unit costs for cataloguing and loans. Changes to technology (the structure of the network) and institutional framework (e.g. a consortium) are under discussion.

The Library System of Abano Terme (Padova) consists of a consortium of 27 municipal libraries that co-ordinate cataloguing, ILL and staff training. Plans include the use of e-mail for reservations, the creation of a union catalogue on CD-ROM, the transfer of the local network to a UNIX machine and the connection with the SBN node of Padova.

## **8. The telematics market place**

Public libraries are a market for Italian firms, who develop user-friendly interface software. They increasingly make use of services offered by firms specialised in retrospective cataloguing or the merging of catalogues, and in professional up-dating and training. Increasingly public libraries are also buyers for multi media stations, LANs and even UNIX systems.



## **Public Libraries and the Information Society**

### **“Electronic Services in the Big City Library: The Cologne City Library”**

#### **Extract from the Case Study**

Stadtbibliothek Köln (City Library Cologne)  
Joseph Haubrich Hof 1  
D-50676 Köln

Phone: +49 221 221 3894  
Fax: + 49 221 221 3933  
e-mail: [direktion@stbib-koeln.de](mailto:direktion@stbib-koeln.de)

The author of the Cologne case study is:  
Frank Daniel (e-mail: [fdaniel@stbib-koeln.de](mailto:fdaniel@stbib-koeln.de))

#### **1. Facts:**

##### **Collection 1**

- all kinds of media
- 1 central library with 13 branch libraries, 5 mobile libraries, special library for the blind, 13 school libraries, special archives
- 74000 registered users, 2.95 m loan transactions in 1995, 7000 visitors a day, open 40 hours a week, 181 employees
- Expenditure 11.16 MECU in 1995, income 1,1 MECU

#### **2. Policy and organisational framework:**

Budget provided by the City Council and revenue. Subject to directives of the City Council and its Cultural Committee. The library is independent of the City Council's financial regulations and can dispose of its budget freely. The library has drawn up a contract with the Council's main office agreeing on the library's targets, work and potential output. It is obliged to draw up a monthly and annual report about its performance.

The library comes directly under the head of the department for cultural affairs. It has a separate department for Electronic and Consultancy Services, which includes the Computer Department and Systems Analysis. The introduction of IT was seen as a big chance by some members of staff to escape the hierarchy if they were willing to engage in new technology. It was a handicap to have the technical expertise located at one central point, therefore every department is appointing a specially trained IT agent.



### 3. Services:

Exploiting the mass of information available (including access to external resources) in all formats requires a large amount of user assistance. IT based tools to relieve staff from standard questions and basic functions are:

- \* the library OPAC
- \* a CD-ROM network
- \* circulation self-service (ALS system)
- \* cash machines and credit cards for fees and fines
- \* InfoThek multi media point-of-information and terminal
- \* Internet access

The library offers fee based on-line search and consultancy services, document delivery, is testing end-user access to OCLC's First Search and exploiting results of the EC project DALI to enhance its community information service.

### 4. Staff:

The quality of questions put by the users has changed, they tend to be more specialised and often require external resources - the library is developing into an information agency, no longer just the administrator of the collection.

#### New roles for library staff include:

- \* providing technical infrastructure for electronic services (broker)
- \* mediating information from on line suppliers to end user (broker)
- \* training end users (teacher)
- \* analysing information needs of the enquirer (consultant)
- \* publishing information and literature on the library's server (publisher)
- \* marketing new services (PR and advertising role)

### 5. Users:

User patterns are changing. Borrowing is in decline, but reference questions are rising steeply. Users demand material other than print because need exists to satisfy

- \* very up to date information (neither in books nor journals)
- \* very specialised information (not even in the largest collection)
- \* information presented in a different way (visual etc.)
- \* the demand for data, not requiring a whole book but just a few pages or charts etc.

Users no longer ask do you have a book on the .....? but do you have information .... Especially younger users prefer to access information directly and dislike the hierarchical structure of books. They prefer information sources designed in an entertaining way, e.g. copying the aesthetic and speed of commercials or music video spots, browsing through an information landscape: Hypermedia is the answer for the new breed of users. A survey showed that 83% of users are keen on electronic information sources, preferring graphical interfaces to text based ones.



## **6. Barriers:**

Financial, personal, technical, organisational, legal and linguistic barriers have been identified regarding the development of IT applications in the library environment. Various strategies to overcome these include:

- \* leasing the computers system rather than buying
- \* obtaining sponsorship from IT companies and database hosts
- \* open discussions with staff and a permanent flow of information regarding the introduction of IT
- \* development of in-house technical expertise
- \* establishing IT-Agent jobs
- \* appointing a training officer and producing manuals for self-instruction
- \* mounting copy-right free documents
- \* installing Cyber Patrol software

## **7. Co-operation:**

Cologne City Library is a main partner in the development of the German national project "Providing electronic information sources in libraries" - the InfoThek System - and makes the software available to other libraries for a small fee. Over 150 libraries have already taken advantage of this offer. There is also co-operation with the NRW online cataloguing network, which has lately opened its doors to public libraries, and with libraries in Prague, Moscow and Lithuania.



## **Public Libraries and the Information Society**

### **“Changing the small/medium sized Library: Services, priorities, organisation. Silkeborg Public Library becomes the local IT centre”**

#### **Extract from the Case Study**

#### **1. Background**

Silkeborg has 50 630 inhabitants, 3 museums, many educational institutions and many tourist visitors. Silkeborg Public Library consists of the main library, 1 branch library and one book mobile, with 64 staff. In 1995 it had more than 370 000 visitors.

Library services for children have high priority. It also provides services for users with special needs, e.g. producing a weekly talking newspaper version of the local newspaper and providing services for the homebound. A business information service is available for local SMEs.

Silkeborg Public Library has a stock of 280 000 books, 7500 talking books, 47 700 units of recorded music. The annual expenditure on library services in 1994 per inhabitant exceeded the national average by more than 30%.

#### **2. Policy Framework**

At the national level, Silkeborg Public Library has been awarded a number of grants by the National Library Authority and the Ministry of Culture for IT projects, which also involved other parties such as private IT companies, students and local institutions.

At the local level, the library has good relations with public institutions, the town hall, the tourist office, the press etc. Co-operation with local institutions has high priority and the library also acts as local secretariat for cultural institutions, involving itself in the preparation of music festivals and theatre events.

#### **3. Organisational Structure**

Internal organisation is based on personal commitment and responsibility, also for separate budgets for each department. Projects teams act as independent units, including the decision on spending of budget and income. One aim is to get staff to feel that the success of a project is due to their commitment.

The secret behind a successful "learning organisation" is the delegation policy and the active involvement of all staff in project work, which is also used as a tool for in-house staff training and updating of skills.



#### **4. IT Projects**

- 1991 Automation of library housekeeping
- 1991 Data transmission between the main library and the book-mobile
- 1991 CD-ROM service to the public
- 1992 Digitisation of a collection of local photos
- 1992 First pilot project: GUI for OPACs
- 1993 GUI for the local OPAC
- 1994 GUI for children
- 1995 The Internet project "The Virtual Library"
- 1995 The electronic reading room for children
- 1995/6 Multimedia for library instruction of children
- 1996/7 Multimedia workshop for children and young people





## Public Libraries and the Information Society

**“The old fashioned image and other barriers: what should be done?”**

### Extract from the Country Report Spain

This country report for Spain has been compiled by

Victoriano Colodron  
Consejero Tecnico  
Subdireccion General de Coordinacion Bibliotecaria  
Ministeria de Education y Cultura  
Madrid

#### 1. Introduction

No homogeneous and updated data on the use of IT in Spanish public libraries is available. Data on the 51 State Public Libraries can not be taken as representative for the general situation, because they are much more advanced in the field of telematic applications than the (approximately 3300) Spanish public libraries.

#### 2. Political and Organisational Framework for the Introduction of Information Technology in Public Libraries:

The 51 State Libraries depend on the Ministry of Culture and Education via the Directorate General of Books, Archives and Libraries. Co-ordination and automation are state controlled, management, budget and staff are the responsibility of the municipal authority. Each municipal authority has its own library legislation.

No framework programme in the context of national policy exists in Spain to encourage the use of IT in public libraries to support the development of the Information Society. The 51 State Public Libraries have an automated system due to project **PROINRED** (initiated by the Ministry of Education and Culture) aiming at creating a telematic network. Municipal Authorities have contributed to this automation process with LAN infrastructure, telecommunications and complimentary equipment.

The authorities of Castilla y Leon, Castilla-La Mancha, Madrid, Murcia, Navarra, Pais Vasco and Valencia confer yearly grants for automation of public libraries in their territory.

Project **TECA** (1994-1995, financed by EU and provincial funds) involved giving 3 PC's, a database management system, a CD-ROM player and communication facilities (including access to Videotex) to 55 municipal public libraries, enabling them to get connected to the Spanish videotex network and Internet.



### 3. Notable Changes to Traditional Public Library Services:

Changes are at an early stage. Between 25% and 20% of the 3300 Spanish public libraries have automated library management systems. Generally, cataloguing and circulation are automated, followed by acquisitions. More than 65 public libraries make use of the bibliographic records in the REBECA database and about 100 public libraries subscribe to the Spanish National Bibliography on CD-ROM.

Only a few public libraries have e-mail and not many participate in IweTel, the Spanish discussion list on librarianship.

The introduction of OPACs is one of the most important changes, but only to be found in libraries already automated. Information provision from CD-ROMs is beginning to happen, remote access to information is still a rare occurrence.

### 4. New Services in Public Libraries:

21 (of the 51) State Public Libraries are accessible via the www server of the Ministry of Education and Culture, ([HTTP://www.mcu.es/bpe.html](http://www.mcu.es/bpe.html)) the Biblioteca de Castilla y Leon (Valladolid) provides catalogue access through telnet (<telnet://rabel.bcl.uva.es>). The 113 libraries integrated in the public library network in the province of Barcelone offer their union catalogue via telnet (<telnet://biblio.diba.es>).

The number of CD-ROMs in the State Public Libraries rose from 174 in 1994 to 703 in 1995. Five of these libraries have a CD-ROM network. These are common trends signifying a strong development in Spanish public libraries.

Some 30 State Public Libraries can connect via the network Iberpac or RDSI (digital network of integrated services) to the databases of the Ministry of Education and Culture (Puntos de Informacion Cultural). Only few libraries have access to the Internet.

### 5. Inspiring Examples of Public Libraries:

- Biblioteca de Castilla y Leon (Valladolid)([WWW://bcl.uva.es](http://www.bcl.uva.es), <ftp://rabel.bcl.uva.es>, <telnet://rabel.bcl.uva.es>) - the catalogue is available through telnet, there will shortly be free Internet access to users, it's collection of more than 250 CD-ROM has been borrowed more than 3 400 times since January 1996.
- Biblioteca Public del Estado en Tarragona, equipped with a CD-ROM network, including a central server, a tower with a capacity of 21 CD's and 5 multimedia PCs.
- Biblioteca Koldo Mitxelana (San Sebastian) provides (fee-based) Internet access since July 1995 via 3 PCs, helped by two trained librarians, including bookmarks with interesting links. The menu offers also access to the central CD-ROM server.
- Biblioteca publica municipal de Penaranda de Bracamonte (Salamanca) with "Microteca", an electronic information service originally for grown-ups and now extended to children, offers general software, CD-ROM editions and remote access to on-line information



(videotex). This municipal library is managed by a private foundation and serves a village of 6 500 inhabitants!

## **6. Main Barriers to Development:**

These are cited to be:

- Economic barriers, affecting hardware equipment, CD-ROM acquisition and telecommunication costs. Telecommunications are a monopoly service and expensive. The state company Telefonica promotes the network Infovia, which offers unique prices for accessing commercial Internet providers and electronic services, regardless of distance
- Technical barriers, inter alia insufficient use of existing technical standards (concerning Search and Retrieve facilities, digitisation viz storage, compression etc.)
- Professional barriers, arising from inadequate awareness and training of public librarians
- Social barriers: public libraries in Spain have a poor social image. A modern concept amongst decision makers of the potential of public libraries is necessary.

## **7. Professional Development of Public Librarians**

University degrees of Librarianship and Information Science include the study of aspects concerned with Information Technology, but these are not necessarily compulsory nor integrated. The main subject of training courses by the Spanish professional associations (survey result of 1993 / 1994) was the use of Information Technology in libraries.

## **8. Regional Co-operation:**

“Rebeca on line project: a shared cataloguing experience” involves 11 State Public Libraries in inter-regional co-operation, consisting of a daily connection to the (Ministry of Education and Culture) REBECA database to up- and down-load bibliographic records (via TCP/IP).

“Asturias Public Library Network” aims to improve bibliographic information and interlending and has resulted in a union catalogue of Asturian public libraries (2 State and 114 municipal libraries), a special union catalogue of local publications and the delivery of bibliographic records from the Biblioteca de Asturias to 12 automated municipal libraries in the region.

“Digitisation of local and regional periodicals in Pais Vasco”: two public libraries and other regional institutions started in 1992 to microfilm regional journals, changing to digitisation in 1995.

## **9. The Telematics Market Place:**

There are at present some 100 commercial Internet providers in Spain.  
See <http://www.rediris.es/rediris/provedores.html>

# PublicA

## WHAT IS A CONCERTED ACTION AND WHY A CONCERTED ACTION FOR PUBLIC LIBRARIES?

A **Concerted Action** is a mechanism designed to create a human network united by shared concerns for the stimulation of actions in pursuit of common goals that are in line with the aims and objectives of the Libraries Programme. Currently existing examples of Concerted Actions within the Libraries programme are CoBRA (Computerised Bibliographic Records Action) which unites European National Libraries under an agreed leadership and professional umbrella to initiate actions with special reference to National Libraries issues, ECUP (European Copyright User Platform) which brings together copyright specialists and representatives of the library world in order to devise and execute copyright awareness campaigns and to establish libraries viewpoints on copyright issues. A third example is EFILA (European Forum for Implementors of Library Applications) whose main objective is to create better awareness of standards amongst implementors by providing a forum where implementors can exchange information and experiences, and give input to standardisation procedures.

## PublicA IS THE CONCERTED ACTION FOR PUBLIC LIBRARIES.

The overall purpose of the **PublicA** will be to support the development and enhancement of public library services throughout the European Union. Public libraries are already essential information resources for their communities, sustaining democratic opportunities and creating social cohesion. **PublicA** will enable the development of new services to meet the needs of citizens in the Information Society; while ensuring that the new services are integrated with traditional public library services.

**PublicA** represents an important initiative providing a beneficial impact on the coherent development of public library services in the European Union and thus the potential for significant social impact. The concerted action will also help the European Commission to ensure that public libraries are able to play an active role in the Libraries Programme, and that the appropriate results from projects funded by the Programme are made available to public libraries in the Member States.

The aims of **PubliCA** are thus:

- To stimulate co-ordinated public library participation in the Libraries Programme thus creating new services relevant to the Information Society;
- To assist the Commission in ensuring that public libraries benefit fully from the results of other relevant projects;
- To reduce the disparity between public libraries within Member States.

These aims will be achieved through two key activities:

- Designing and implementing an integrated awareness raising, knowledge transfer and training strategy for public libraries on opportunities within and results from the Libraries Programme;
- Collecting, validating and disseminating relevant economic and organisational information to enable public libraries to choose and implement technologies, tools and products relevant to the integration of services.

The objectives and scope of **PubliCA** were agreed at a workshop held in November 1995, attended by key players from across Europe. The Commission recognises the vital role which public libraries play in maintaining and developing the quality of life in communities throughout Europe.

However, public libraries have yet to take full advantage of the new information technology resources which are becoming available, a situation which is reflected in the relatively few public libraries who have been involved in projects funded under the Libraries Programme.

**PubliCA** is designed to change matters. The overall purpose of the Concerted Action for Public Libraries is to support development and enhancement of public library services throughout the European Union.

**PubliCA** will enable the development of new services to meet the needs of citizens in the Information Society; while ensuring that the new services are integrated with traditional public library services. It thus represents an important initiative providing a beneficial effect on the coherent development of public library services in the European Union with the potential for significant social impact. A summary of the aims and objectives of **PubliCA** is attached.

There are two aims for **PubliCA**.

1. The first one will focus on the creation of a sustainable infrastructure for the Concerted Action and the establishment of a human resource network to raise awareness. **PubliCA** will also interact closely with the Libraries Programme-funded study - Public Libraries and the Information Society.
2. The second aim will be to develop **PubliCA** as a Europe-wide forum for the promotion of telematics in public libraries and as the means of influencing the future design of the Libraries Programme to better meet the needs of public libraries. This forum will also encourage greater direct involvement by public libraries. **PubliCA** will continue for two years, although it is expected that the infrastructure created will have a much

longer life.

During the first year **PublicA** will be managed by a consortium of public libraries (listed below). While other public libraries and individuals will be encouraged to contribute to the work of **PublicA**, for instance as associated partners, the National Focal Points represent very important channels of communication within countries. To encourage greater involvement by public libraries in the next Call for Proposals, **PublicA** will be creating information packs for public libraries and intends to organise Public Library Information Days in all Member States.

## **MISSION STATEMENT**

**PublicA** will

- Be a long-term forum for public libraries across Europe
- Provide a framework for the organisation of activities and projects
- Act as a consultative body for matching and monitoring these activities
- Influence action by national and European policy makers

## **AIMS**

- To stimulate co-ordinated public library participation in the Libraries Programme;
- To assist the Commission in ensuring that public libraries benefit fully from the results of relevant projects;
- To reduce the disparity between public libraries within Member States.

## **OBJECTIVES**

- To raise awareness about the telematic technologies and their implications for public libraries;
- To create a better understanding among public librarians about the opportunities and problems they need to address;
- To produce generic and replicable results with a potential impact on the change of public library services;
- To explore issues and problems pertaining to the integration and implementation of new technologies in public libraries.

## **ACHIEVEMENT OF THESE AIMS AND OBJECTIVES WILL BE BY:**

- Designing and implementing an integrated awareness raising, knowledge transfer and training strategy for public libraries on opportunities within and results from the Libraries Programme;
- Collecting, validating and disseminating relevant economic and organisational information to enable public libraries to choose and implement technologies, tools and products relevant to the integration of services.

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## PubliCA Consortium

ÅRHUS	Rolf Hapel, Århus Kommunes Biblioteker, Moilegade 1, Hovedbibliotheket, 8000 Århus C (DK) Tel: +45 873045 00; email hapel@inet.uni-c.dk
COPENHAGEN	Jens Thorhauge, Royal School of Librarianship, Birketinget 6, 2300 Copenhagen (DK) Tel: +45 31 58 60 66
CROYDON	Chris Batt, Central Library, Katharine Street, Croydon, CR9 1ET (UK) Tel: +44 181 253 1000; email lbcbatt@clip.croydon.gov.uk
DUBLIN	Deirdre Ellis-King, Dublin Corporation Public Libraries, Cumberland House, (2nd Floor), Fenian Street, Dublin (IE) Tel: +353 1 661 90 00; email deellisk@iol.ie
HELSINKI	Majja Berndtson, Helsinki City Library, PO Box 128, 00520 Helsinki (FI) Tel +358 0 31 08 55 00; email majja.berndtson@lib.hel.fi
LEUVEN	Jan Van Vaerenbergh, Centrale Openbare Bibliotheek, L Vanderkelenstraat 28, 3000 Leuven (BE) Tel +32 (0) 16 20 83 10; email jan.van.vaerenbergh@pophost.eunet.be
OEIRAS	Anna Runkel, Bibliotheca Municipal de Oeiras, Avenida Brasilia 11A/B, Largo Marques de Pombal, 2780 Oeiras (PT) Tel +351 14 43 70 83; email bio:mo@mail.telepac.pt

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