

# **Standards for the Services of Illinois Multitype Library Systems**

OFFICE OF THE SECRETARY OF STATE

## **PREFACE**

Illinois multitype library systems have a clear set of service standards with the development of this pioneering document. The development of standards for multitype systems in any state is unprecedented, so these standards will set a benchmark for states throughout the country to follow.

The need for comprehensive system standards has been recognized on numerous occasions over the past decade and are now a reality. These standards are a constructive approach to shaping the future of system services. The standards will provide system agencies, system member libraries, the Illinois State Library and Illinois government with a valuable tool for assessing the quality of present services and for planning the future.

Without the cooperation of the library system board members, staff, and members, system standards would not have become a reality. Ongoing efforts in making the implementation of these standards meaningful are of utmost importance.

GEORGE H. RYAN  
Secretary of State  
and State Librarian  
December, 1992

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# STANDARDS FOR THE SERVICES OF ILLINOIS MULTITYPE LIBRARY SYSTEMS

## I. INTRODUCTION

This document, *Standards for the Services of Illinois Multitype Library Systems*, represents the first standards ever developed for the Illinois library systems. These standards define the levels of quality to be achieved in Illinois library systems services, and the standards are established as objectives for system agencies.

Library systems are established under Illinois law and funded by the State to enhance local library service. The library systems are governed by an elected board of directors which represent the variety of libraries comprising the system membership. These system standards provide a framework for enabling system members, regardless of where they are located in the state, to be assured of a basic level of system services. These standards also have implications for system members' responsibilities.

*Standards for the Services of Illinois Multitype Library Systems* is a dynamic document that will be revised and updated regularly based on the experience and needs of the Illinois library community.

The Illinois State Library's Subcommittee on Systems appointed the Task Force on System Standards in 1988 to develop the standards document. Members of the Task Force are:

- Jan Beck Ison, Director (Chairman), Lincoln Trail Libraries System
- Marilyn Boria, Director, Elmhurst Public Library
- Robert McClarren, Director Emeritus, North Suburban Library System
- Virginia Maulding, Trustee, Centralia Public Library
- Art Miller, Library Director, Lake Forest College

Illinois State Library staff members also participated in the process and were present at all of the meetings of the Task Force.

The input received from the library community throughout the process and especially in 1990 during the forums on the draft standards contributed substantially to the development of the final document. Input from the system presidents and directors at a series of meetings over a three year period was instrumental in the development of these standards.

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## II. PURPOSE AND SCOPE OF STANDARDS

The function of library standards is to provide measures by which library programs can be evaluated. Standards and evaluation, whether of libraries or library systems, should always be by positive means of promoting library development. The function of these standards for system services is to provide a tool for planning the continued growth and development of library systems in Illinois. These standards provide the basis for improved library services by library systems and their members.

A management study of the Illinois State Library by Cresap, McCormick and Paget in the early 1980's included the observation that the quality and scope of library system services are viewed by members of ILLINET as varying significantly from system to system. Subsequently, HBW Associates, Inc., were engaged by the State Library to study the systems. The reaction in Illinois to the HBW final report in 1986, *Vision 1996: A Plan for the Illinois Library Systems in the Next Decade*, was that the recommendations could not be accepted completely, but that each recommendation had to be studied on its own merits. The Subcommittee on Systems of the Illinois State Library Advisory Committee (ISLAC) followed up on the HBW study and the report from the Blue Ribbon Task Force, which reviewed the HBW study. In 1988 the Subcommittee, following up on the recommendation made by HBW Associates, Inc., and the Blue Ribbon Task Force appointed a special Task Force to develop standards for core system services.

Core services are services that every Illinois library system should offer to its members and that are so basic that their quality should never be allowed to fall below a minimum level statewide. These core services were selected by the Illinois library system directors.

With the adoption of these standards, the next step will be in the implementation of a formal and continuous system evaluation program involving the system board and staff, member libraries and the State Library which addresses how the standards are being met and the impact on library service for the citizens of Illinois.

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### **III. FORMAT OF THE STANDARDS**

These standards apply to those services held to be basic to the pattern of services offered by all Illinois library systems to their members. The standards are divided into three major areas as follows:

- General Administrative Standards (Subsection D)
- Core Services Standards (Subsections E thru L)
- Development of Additional System Services (Subsection M)

The Core Services Standards (Subsections E thru L) were originally identified through review of the Illinois administrative rules for library systems and by the library system Executive Directors. The Core Services Standards include the following subsections:

- Automation/Technology (Subsection E)

- Bibliographic Access (Subsection F)
- Consulting (Subsection G)
- Continuing Education (Subsection H)
- Delivery (Subsection I)
- Interlibrary Loan (Subsection J)
- Reciprocal Access (Subsection K)
- Reference (Subsection L)

In addition, all of the Core Services Standards follow a fixed format:

- Definition of the Service
- Introduction
- Administration and Service
- Staff and Resources
- Membership Responsibilities

In many instances a specific standard is followed by a commentary (indicated by lighter type) which may define terms, explain the standard in more depth, or provide guidelines for the implementation of the standard.

Major section numbers used for this edition are almost identical to the ones used in *23 Ill. Adm. Code 3030.50*, of the Illinois Library Systems Act rules, the legal text basis of these standards; also, the numbering of subsections is similar and items always remain in the same sequential order. These are some comparative examples:

	23 Ill. Adm. Code 3030.50	Standards Ed.
Main Sect.:	g) Consulting	G. Consulting
Subsect.:	g) 1) Consulting - Adm. & Sv.	G.1. Consulting - Adm. & Sv.
Subsect.:	h) 1) A) ...	H.1.1. ...
Subsect.:	h) 1) A) i) ...	H.1.1.1. ...
Subsect.:	h) 2) B) ...	H.2.2. ...

The standards are of two general categories. There are standards for specific performance levels by system agencies. There are also standards which require individual systems to draw up plans and/or standards for services within the system. These two types of standards recognize that the 18 library systems in Illinois differ greatly in total resources and the needs of member libraries. While some fundamental performance measures can be applied to all systems, there are many areas of library service in which individual systems must have the latitude to write appropriate guidelines. In addition, member library responsibilities are included. System membership carries important responsibilities since the library systems are membership organizations.

The standards can also be divided according to "qualitative" and "quantitative" standards. Some system services are readily measurable while others are more difficult to quantify.

The fact that these standards are based on core services is not meant to slight other services that systems may perform for members. Such services are very important from system to system; however, they fall outside the core services members can expect so it is not timely to write statewide standards for these specialized services. A framework has been developed and included in this document to enable library systems to write their own standards for these services.

This standards document has been developed for three primary audiences: library systems members; library system directors, staff and board members; and the Illinois State Library staff.

A final work should be noted about the use of the word "provide" in these standards. A library system may provide a service through the services of its own staff or provide it by contract or other arrangement with a person or persons outside the staff.

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#### **IV. SERVICE STANDARDS**

The standards will be met under a flexible implementation schedule beginning in FY 92 through FY96 which takes into account the overall goals for Illinois library development through the systems while allowing for adaptation based on local resources and demand from members.

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##### **A. Implementation of Standards for System Agencies**

The Illinois State Library is responsible for reviewing, evaluating and approving all system implementation plans. Each system agency is responsible for reporting progress in meeting the standards both for themselves and for their member libraries as part of its annual planning and evaluation program.

**A.1** FY92-93 - System agencies are expected to meet standards designated the State Librarian in 1991 by June 30, 1993. System agencies must continue to meet these standards in subsequent years. If they cannot meet these designated standards they must have submitted a plan, accepted by the State Librarian, which explains how the standards will be met.

**A.2** FY93 - System agencies must submit to the State Librarian a report outlining implementation plans for the remaining standards by June 30, 1993.

**A.3** FY94-95 - System agencies must annually report progress toward meeting the agreed upon standards to the State Librarian.

**A.4** FY96 - System agencies are expected to have met all the standards by June 30, 1996, or the system agency must have submitted a plan, accepted by the State Librarian, that explains how the remaining standards will be met.

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## **B. Addressing Standards**

**B.1** Existing system agency staff as of July 1, 1991 are grandfathered in for purposes of experience and educational background requirements. The staffing levels outlined in the standards do not demand that every staffing requirement be addressed by employing a full-time person. As an example, the same staff member may be responsible for Bibliographic Access in subsection F.2.1 and Reciprocal Access in subsection K.2.1 of this Section.

**B.2** The Illinois State Library will work closely with the library systems in addressing the staffing needs and recognizes that plans may need to be developed in FY96 (as stated below) to outline how any remaining staffing standards will be addressed.

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## **C. Implementation for Member Libraries**

**C.1** Member libraries should provide, as determined by the library system of which they are a member, the library services that either meet or show progress toward meeting the membership responsibilities defined in these standards.

**C.2** Each library system shall submit to the State Librarian by July 1, 1992 a plan for implementation of these responsibilities by member libraries. This plan will designate priorities among the listed responsibilities. The plan shall provide that individual libraries that cannot meet the system priorities within the timeframe set by their system can adopt a plan, accepted by the library system, to meet the responsibilities within a longer timeframe.

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## **D. General Administrative Standards**

The system agency has a general leadership role that covers all aspects of library development. In addition to the specific standards listed below, the system agency must interpret the system's programs to its membership, and the Illinois State Library. It must have a commitment to quality and a readiness to pursue new avenues of development.

As a public body, the system agency is accountable to the member libraries and to the state of Illinois which authorizes and funds the system agency. The system agency is accountable for the fulfillment of its planned goals and objectives, its plan of cooperation

and its long-range plan within the capabilities of its financial resources. These General Administrative Standards set up a common framework for sound management of all Illinois library systems.

### **D.1 Library System Board of Directors**

The primary purpose of systems is to serve the needs of the library interests represented in the system. The board of directors of the system serves in a role of trust for its constituencies. In this role the board has the responsibility to comply with the requirements of library law and pertinent nonlibrary laws such as those relating to conflict of interest, open meetings and purchasing.

**D.1.1** The system board of directors shall represent the system members as a whole and not individual libraries or type of library.

The system board members shall be a conduit for the receipt and dissemination of information and suggestions from and to the system membership.

**D.1.2** The system board shall annually review the proportion of the library interests represented on the library board.

It is important that the board membership collectively be diverse and representative of system library interests. The aim of the systems should be to make representation as nearly proportional as the law allows.

**D.1.3** The system board and staff shall conduct an orientation program for new system board members.

The orientation shall include the review of bylaws, system services, system standards, policies, the Library Systems Act and accompanying administrative rules, system funding advocacy, intersystem relationships and relationship with the Illinois State Library.

**D.1.4** The system board members shall participate in continuing education events such as system and regional workshops and state and national conferences.

A major responsibility of the board is to be informed. It must be thoroughly familiar with the system and its needs, including the needs of governmental bodies and social and business entities. The board should also be aware of state and national developments that could affect the system and its development.

**D.1.5** The system board shall meet a minimum of nine times per year consistent with the Open Meetings Act (Ill. Rev. Stat. 1991, ch. 102, par. 41 et seq.)

The board should review its meeting dates and times annually to ensure that attendance at board meetings is promoted by convenient meeting times. The board will carefully follow the requirements of the Open Meeting Act.

**D.1.6** Board meetings and committee meetings shall be publicized to all members so that members and systems staff shall have opportunity to attend. Written records shall be maintained of board meetings.

The agenda for meetings shall include opportunities for public comment.

**D.1.7** The board shall adopt rules and policies in accordance with this Part and shall codify and disseminate them.

System members should have the opportunity to comment on new service policies or amendments to the policies and before they are finally adopted.

**D.1.8** The board shall annually review the by-laws, rules and policies and revise them as needed.

**D.1.9** The board shall annually review the membership eligibility criteria to ensure that they are equitable, nondiscriminatory and within the control of the library.

The purpose of membership criteria is to ensure that applicants for system membership have a commitment to meet the basic needs of their constituents and will use system services to supplement their local efforts. Membership in a cooperative implies sharing with other members. Criteria that are extrinsic to the services of a particular type of library and outside the library's control are by their nature inequitable.

**D.1.10** The board shall be an advocate for libraries, uphold intellectual freedom and promote legislation of benefit to libraries.

## **D.2 Staff and Resources**

**D.2.1** The system board shall employ an executive director, reporting to and accountable to the system board, who shall have a master's degree from an American Library Association-accredited library education program and who has a minimum of five years postgraduate employment that includes a minimum of two that were in library administrative experience.

The executive director is the chief operating officer for the system and is responsible for all internal operations as well as the implementation of board policy and the administration of service to the member libraries. The executive director also must be focused on statewide library development issues and needs.

**D.2.2** The executive director shall hire enough technical and professional personnel as are required to operate the system and provide required training when appropriate.

Continuing education is very important for both the director and other staff members. (See Standards G.2.3 and G.2.4)

**D.2.3** The system agency shall have a compensation plan for the staff.

In determining appropriate compensation levels, the system needs to consider the amount of funding needed to attract high-level professional staff; regional and even national compensation levels should be reviewed. Support staff should be paid at a locally competitive level.

**D.2.4** The system agency shall provide facilities and equipment appropriate for the program and supporting services.

The system agency should be housed in facilities of adequate size, design and location to meet the present and future needs of the systems' members for the programs and activities outlined in the system's long-range plan.

The facilities should be efficient to use and economical to operate and should provide adequate office space, meeting room space and parking facilities. Location and design support intended activities.

The system agency should make decisions regarding renting/leasing or owning property in accordance with accepted business management principles.

**D.2.5** The staff on the system agency shall be evaluated annually in writing.

The system board of directors is responsible for the evaluation of the executive director. The evaluation process shall include input from the executive director. The executive director is responsible for establishing an evaluation process of system staff and for ensuring that staff members are evaluated at least annually.

### **D.3 Communications**

**D.3.1** The executive director shall provide the system board of directors with information needed for policy decisions.

**D.3.2** The system agency staff shall ensure publication of information that affects all types of libraries.

An effective system is dependent upon successful communication, both formal and informal. Communications to be utilized should include but not be limited to bulletin boards, newsletters, the technological communications channels, interpersonal contacts and participation in group meetings and processes.

### **D.4 Planning and Evaluation**

**D.4.1** The system agency shall ensure that all system members have opportunities for input into or comment on planning and evaluation activities, such as system plans of

service, plans of cooperation, long-range plans and program designs, including budgetary information, before such plans are finally adopted.

There are a variety of methods for input into system plans. Among these are written notification, hearings, focus groups, group discussion and phone discussion. Any or all of these should be utilized by the system agency as are appropriate.

**D.4.2** The system agency shall utilize these standards to evaluate core system services and administrative services.

The system agency staff shall ask member libraries to assist in evaluating system services on a regular basis. Each service shall be evaluated in detail at least every five years and may be done on a rotational basis. All services should be reviewed annually to ensure that service implementation is adequately meeting member needs.

**D.4.3** The system agency shall keep statistics measuring its services.

Uniform statewide formats will be refined, and additional statistical formats will be designed; the State Library will disseminate them. Systems are encouraged to keep other statistics as needed.

**D.4.4** The system agency should annually review the progress being made toward providing library service to all the residents of its geographic area.

Ways to address the needs of the unserved should be identified using methods such as Project PLUS, a State Library incentive grant program to encourage public libraries to expand their service areas and meetings with other types of libraries in the area.

## **D.5 Interagency Relations**

**D.5.1** The system agency shall maintain communications with other system agencies and the Illinois State Library, sharing information on matters relating to system operations.

**D.5.2** The system agency shall cooperate with other library and nonlibrary agencies on matters of mutual interest and benefit, especially in areas where contracts or programs of service are effective means of using limited financial resources. An example of a cooperative activity for consideration is contracting for services when contracting offers a more cost-effective means of providing a service to members and such service is of higher quality than can be offered by the individual library agency.

System agencies facilitate cooperation among member libraries; however, there is another important element of cooperation for system, and that is participation in cooperative activities with other agencies, both library and nonlibrary. Cooperation with other agencies strengthens the sharing of resources and expertise and offers broader understanding of what libraries have to offer.

## **D.6 Management**

**D.6.1** The system agency shall foster awareness of current library developments and management trends. Newsletters, conducting or sponsoring of programs or workshops are examples.

State of the art is the highest current level of development of technology, methodology, processes, procedures, etc. The system agency should adopt state of the art methodologies (technology, service and management techniques, etc.) when it is cost-effective to do so in its own operations and be prepared to recommend such methodologies to member libraries when appropriate.

**D.6.2** The system agency shall regularly explore the most cost-effective approaches to services and administration. It shall adopt management procedures which ensure that it gets the best results for reasonable costs.

As a regular part of system administration, the agency should review alternative methods of providing service for the members. The alternative methods might include contracting with other systems or other agencies for a particular service or reconfiguring a service internally to ensure that the service is performed according to the needs and desires of the membership.

**D.6.3** The system agency shall ensure that non-member libraries are aware of the advantages of system membership and encourage them to become members.

Libraries that are non-members should be given material that describes the benefits of membership, eligibility criteria as well as information to assist them in becoming eligible for membership. The library system staff should also work with suspended members and former members in encouraging them to meet membership criteria.

**D.6.4** System financial resources shall be most concerned with benefit to members and shall not be used to reimburse libraries for services provided as a membership obligation to their primary clientele.

## **D.7 Member Library Responsibilities**

When a library accepts membership in a library system that members automatically assumes "the rights, privileges and duties of system membership established by the Board of Directors of the library system." (Ill. Rev. Stat. 11991, ch. 81, par. 119 et seq.)

Most of these rights and duties are covered under core system services. The following general responsibilities need to be stated here:

**D.7.1** Member libraries should participate in the system representation plan and provide the name of a representative for selection of the system board when expected to do so according to the plan.

**D.7.2** Member libraries should fulfill their responsibilities under the system plan of service or make measurable acceptable progress toward fulfilling them.

**D.7.3** Member libraries should assess possibilities for library service to the unserved.

This guideline applies to all types of libraries, not only public libraries' expansion of services boundaries.

**D.7.4** Member libraries should participate in the system decision-making process through attending meetings, responding to surveys and serving on committees.

**D.7.5** Member libraries should continue local support for their own library services and not reduce such support as a result of membership in the system. (Note: Standards E Through L are considered the Core Service Standards)

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## **E. Automation/Technology**

### Definition of the Service

System automation services facilitate the application of computers and other related technologies to the operations and activities of system member libraries.

### Introduction

System automation/technology focuses on technology - the use of modern tools for the storage, transfer, retrieval and use of information. A system's role includes education, consultation and coordination/facilitation for local libraries in this rapidly changing area. Technology for all aspects of information access and for library and management are within the scope of a system's charge in this area.

Systems face special challenges:

1. to extend access to information;
2. to encourage the distribution and sharing of costs for the broadest possible participation and automation applications.

In this field so mark by change, it is a system's responsibility to demonstrate, evaluate and encourage application of technologies.

Automation, as a system service, is usually linked with other system services. Automation so pervades library operation that it has some connection with most system services. As a result, system boards and staff have an ongoing responsibility to understand the state of the art technology and be prepared to apply it when it is appropriate to do so.

## **E.1 Automation/Technology - Administration and Service**

**E.1.1** The system agency shall have an operational automation plan that complements a statewide automation plan.

The operational plan, as a minimum, shall:

1. identify areas of responsibility of the system agency and member libraries;
2. identify consultant services by type of assistance and individual consultants;
3. address the goal of universal interface;
4. outline criteria for testing, implementing new technologies;
5. include an automation/technology disaster and security plan.

**E.1.2** The system agency shall facilitate opportunities for members to participate in a shared automation system.

A shared automation program is a means for local libraries to automate through cooperating with other libraries of all types that also elect to participate. The functions that are most often automated include circulation and public catalogs. This shared project is often coupled with a shared responsibility for the operations of the automation system.

**E.1.3** The system agency shall provide for demonstrations of appropriate technological advances for member libraries in convenient locations at least once per year.

Since technology advances rapidly, the library system should assist member libraries in keeping up to date with new technologies through continuing education programs.

## **E.2 Automation/Technology - Staff and Resources**

**E.2.1** The system agency shall provide for one or more consultants to advise member libraries on evaluating the use of automation/technology in improving library services and in addressing the system automation plan.

Advice should be available to member libraries on a variety of topics including ways to achieve economies of scale, contract negotiations with vendors and alternative ways to automate management functions. Several library system agencies may need to share automation consultants with specialties in various areas of technology.

**E.2.2** System automation consultants who specialize in automation/technology consulting shall meet the following minimum qualifications:

1. a masters degree in a pertinent subject area: for example, American Library Association-accredited Master of Library Science or Master of Science in computer science or information technology;
2. at least three years of professional experience in an automation/technology field.

**E.2.3** System consultants shall have at least 30 contact hours of continuing education each year, excluding attendance at general library conferences.

### **E.3 Automation/Technology - Membership Responsibilities**

**E.3.1** Member libraries should fulfill their responsibilities as identified in the system automation plan.

System members are responsible for meeting their own individual automation needs and at the same time contributing to the strength of their system's automation programs. In their planning, member libraries should review the system plan; the *Plan for Funding Automated Resource Sharing in Illinois*, 1988; and plans of other member libraries.

Members should realize that automation requires careful planning and some expertise of staff and library board. Members should take advantage of all opportunities for information and orientation on automation.

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## **F. Bibliographic Access**

### Definition of the Service

System bibliographic access programs facilitate the identification and location of library materials within the system through a standardized description of these resources.

### Introduction

Bibliographic access is the fundamental tool for library cooperation within library systems and the statewide network. It is also the primary tool for improving library cooperation in Illinois. Along with circulation, it is a library function highly susceptible to technological advances. Automated bibliographic access has transformed the way systems operate. As more and more libraries have access to databases, they have the ability to interact directly with one another, bypassing the system agency. This streamlined process increases interdependence and library cooperation among system members as well as saving time. ILLINET Online (IO) and Serials in Illinois Libraries Online (SILO) programs bind system members together and link libraries in the state network.

Automated bibliographic access with all its advantages is a very demanding library function. It necessitates new skills and understanding on the part of staff and trustees. The pace of technological change is so great that obsolescence is a problem for libraries. A major role of the library system agency is to ensure that its own bibliographic operation is state of the art and, through example and leadership, assist the system members in using the latest technology to improve the quality and delivery time of library services.

The goal is automated access to all members' holdings. Reality dictates, however, that comprehensive union listing projects will not be completed within the next few years. System staff and their member libraries need to plan how automated access can be achieved to the fullest extent possible.

### **F.1 Bibliographic Access - Administration and Service**

**F.1.1** The system agency, as a minimum, shall have an operational plan for maximizing bibliographic access to member libraries.

The operational plan shall:

1. state the system agency goals and objectives in its provisions for bibliographic access (including the priorities of the various subjects and of resources);
2. indicate the means of achieving these goals and objectives, the priorities and a schedule for their achievement;
3. assign responsibilities for the implementation, evaluation and annual review and revision of the plan;
4. identify how automated online access to unique holdings can be provided, including a timetable for achieving access.

System members' input into development of the plan and its implementation is imperative.

**F.1.2** The system agency shall have an operational cooperative collection management plan that complements the statewide plan.

The operational plan shall:

1. describe the means of continuously identifying desired bibliographic resources not currently available in the collection of system members;
2. identify existing unique resources to be preserved/retained;
3. set up a system-wide collection management framework.

The plan should be predicated on acceptance of the principles of cooperative collection management by all system members and their participation in its fulfillment.

**F.1.3** The system agency shall already have electronic access to the automated library resources of the agency and member libraries.

Systems should be working toward creation of an online union list/union catalog or linked catalog of all library resources in the system, which may also include materials cataloged on OCLC and available through ILLINET Online. All types of materials, print and non-print, should also be address.

**F.1.4** The system agency shall participate in the computerized linking of bibliographic databases.

When computer-to-computer linkages and other ready means of interfacing bibliographic databases in Illinois become a reality, system agency participation and endorsement is a necessity. Gateways to periodical databases, etc., should also be addressed.

**F.1.5** The system agency shall coordinate the development of protocols for use of the members' bibliographic databases.

The protocols shall provide that member libraries will generally use resources available within the library system before proceeding to access databases external to the system. Exceptions for OCLC uses are expected.

**F.1.6** The system agency shall promote and encourage computerized public access in the system's bibliographic database(s).

With continued proliferation of computers, library patrons are increasingly eager to access information firsthand.

## **F.2 Bibliographic Access - Staff and Resources**

**F.2.1** The system agency shall assign a professional staff member to be responsible for the system's bibliographic access activities under the plan.

To expedite communication, the name of the system's current bibliographic access staff member, as well as the address, telecommunication number(s) and any other appropriate information, shall be published and distributed to all members of the system.

**F.2.2** The system agency shall provide a directory of the bibliographic databases accessible within the system.

The directory will include continuously current information and will facilitate access to the databases.

**F.2.3** The system agency will work with member libraries in promoting the cataloging of library materials in MARC (Machine Readable Cataloging) format when entered into bibliographic databases.

The system agency's reference and professional collections must be readily accessible through electronic means. Authority control is also necessary for all online bibliographic records.

**F.2.4** The system agency shall have online access to national and international bibliographic databases.

At a minimum, the system agency should have access to the OCLC database.

### **F.3 Bibliographic Access - Membership Responsibilities**

**F.3.1** Member libraries should have bibliographically organized collections of library materials, cataloged in accordance with national standards such as machine readable cataloging (MARC) format, if automated, in order to facilitate access by other members.

In limited circumstances, proprietary material may be exempted from this requirement. Libraries are encouraged to provide dial access to automated holdings.

**F.3.2** Member libraries' computerized bibliographic records should be input according to the standards specified in a statewide automation plan.

1. Bibliographic control for the Illinois library automation network must be based upon standardized cataloging rules.
2. The following data fields should also be used when entering new holdings into local, library system and state databases: International Standard Book Number/International Serial Number (ISBN/ISSN), Computer Library Center (OCLC) Number, if available. The entry of these specific elements in the database records will facilitate resource sharing throughout the state.

**F.3.3** Member libraries should participate in the system bibliographic access and cooperative collection management plans.

Member library participation is essential to provide the fullest possible range of materials available to patrons of all types of libraries.

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## **G. Consulting**

### Definition of the Service

System consulting staff provide professional advice on matters relating to administration, operation and creation of libraries.

### Introduction

Local library development is paramount to improvement of library service for residents of Illinois. The system role in improving local libraries hinges on a quality consulting program with staff that are able to provide professional advice on a wide range of topics that affect the day-to-day and long-term operation of libraries. The advising role of the system is designed not to provide answers to local libraries' problems or perceived problems but to work with local agencies to identify problems and assist in developing solutions that are appropriate for the local situation. Certainly there are times that the role

of the consultant can be compared to that of a reference librarian: utilizing professional publications to answer questions identified by the member libraries.

Consulting services can vary from system to system. The key in these standards is to have available at least a minimum number of professional staff to work with the issues that arise from day-to-day.

A final consulting role is the specialized area of expanding tax-supported library service. Special emphasis is placed on the expansion of tax-supported public library service throughout Illinois, from the encouragement of larger units of service to working with individual citizens who are interested in establishing a library and alerting them to the larger picture of what a library can be and do for a community. This role can offer systems opportunities for creativity. Overall consulting offers systems a choice of methods of delivering the service and much opportunity for creativity and intersystem cooperation.

### **G.1 Consulting - Administration and Service**

**G.1.1** The system agency shall have an operational plan that describes consulting services offered to member libraries.

The operational plan, as a minimum, shall:

1. identify the consulting services provided;
2. identify the individual(s) of the system staff or as otherwise designated by the system as the provider of the consulting service in each of the core service and general consulting areas;
3. describe the means that the system has chosen to deliver the service, including shared consulting services with other systems;
4. state the level of consulting assistance that can be expected.

**G.1.2** The system agency shall provide consulting service in each of the core service areas and the following general areas: Collection Management, Establishment, Expansion and Development of Library Service, Grants Development, Interlibrary Cooperation Activities, Legislation/Law, Library and Personnel Administration, Marketing of Library Service, Planning and Budgeting, and in such areas as the respective system needs assessment may indicate.

The additional consulting areas should be identified through an ongoing needs assessment of the member libraries of the system. These consulting services should be clearly described in the system's consulting plan. The level of consulting in each of the general consulting areas as well as in the additional areas depends on the needs of, and demand for assistance by local libraries.

**G.1.3** System consultants shall acknowledge requests for consulting within two working days.

Acknowledgment may be made orally either in the course of a conversation in which the request is made, by telephone, in a subsequent conversation, or by the subsequent satisfaction of the request within the time limit of the standard.

**G.1.4** System consulting service shall satisfy at least 90 percent of consulting requests in the core and general consulting areas listed in subsection G.1.2 above and in other areas as outlined in the system plan of consulting service.

In satisfying requests for consulting service, reliance on and use of appropriate and sufficient professional materials is assumed, as a provision of these materials in the system agency's collection or in other collections to which the system agency and the system's members have ready access.

**G.1.5** System consulting service shall satisfy the percentage indicated in these standards of requests for consulting within five working days or negotiate a different time limit with the person(s) making the request.

## **G.2 Consulting - Staff and Resources**

**G.2.1** System consultants or other persons designated by the system to consult in the general consulting areas, as specified in subsection G.1.2 of this Section, shall possess the following minimum qualifications:

1. a fifth-year degree from an American Library Association-accredited library program, or if the consultant is not a librarian, the degree or other formal educational qualification generally accepted by the practitioners of that profession or occupational specialty as the minimum acceptable for such practitioner;
2. at least three years relevant experience in the consultant's designated area(s) of expertise;
3. demonstrated experience in effective written and oral communication as well as group process techniques.

**G.2.2** Each system having 100 or fewer members shall employ, contract for, or otherwise provide a minimum of three full-time equivalent (FTE) consultants, excluding the executive director. Each system having more than 100 members shall employ or contract for at least three FTE consultants, excluding the executive director, for the first 100 members and at least one additional consultant for each additional 50 members or any fraction of that number.

The consulting staff should preferably be permanent, full-time system staff. Time counted for consulting should be time devoted exclusively to consulting activities for member libraries in the system. Staff that systems hire for special projects of grants, while assisting in overall library development, are not part of the number of staff needed to meet this standard.

In order to support the consulting activities:

1. one FTE secretary/administrative assistant should be assigned to consulting service for every three FTE consultants;
2. there should be adequate space for confidential consulting, both over the telephone and in person in the system facility.

Consultants provided by contract should have at least the same level of staff and equipment support as the consultants on the system staff.

**G.2.3** Each full-time consultant shall spend at least 30 contact hours and each part-time consultant shall spend at least the proportional amount of contact hours, in each calendar year attending workshops, seminars, classes, etc., to improve specific skills relevant to the consulting assignment.

Part-time consultants are encouraged to spend the full thirty hours on continued education activities each year (although not required) in order to stay up-to-date with library trends. Contractual or otherwise designated consultants should also spend the specified contact hours in attendance at relevant workshops, etc.

**G.2.4** Each consultant on the system's staff shall spend at least five days annually at system expense at regional, state, national or international profession meetings relevant to the consultant's profession.

"Professional meetings" include meetings of the American Library Association, the Illinois Library Association, the Special Libraries Association, the Medical Library Association, and the Illinois School Library Media Association. It also includes other professional associations with related interests such as the American Society for Information Science, as well as meetings sponsored by the Illinois State Library. Paid release time should also be provided by the library system.

### **G.3 Consulting - Membership Responsibilities**

**G.3.1** Personnel in member libraries should be willing to share expertise with other member libraries.

The reasonable contribution of expertise to meet the consulting needs of other members is both an obligation and an opportunity to enrich and strengthen the system.

**G.3.2** Member libraries should be cognizant of the scope of the consulting services available through the system agency.

It is not expected that member libraries will always utilize the system consulting services for the core and general consulting areas. However, local libraries should explore the cooperative opportunities, when appropriate, to meet the needs of the local clientele, as well as to further define the general consulting areas.

**G.3.3** Member libraries should provide input on consulting needs to be addressed so that they may be included in the system plan.

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## **H. Continuing Education (CE)**

### Definition of the Service

System continuing education activities provide learning opportunities for people working in and with libraries to develop and improve professional skill, understandings and knowledge.

### Introduction

Continuing education is the process by which people keep abreast of changes in areas relating to their duties and responsibilities and to developments in the library world. It is part of normal library functions. Without continuing education, people's skills and understandings become outdated and need to make regular systemic efforts to keep in tune with the changing library world.

Each system agency has a dual responsibility in continuing education. It must ensure that its own staff is fully up-to-date in the library and information science field. It must also provide learning opportunities for staff and trustees throughout the system. The importance of continuing education is certain to grow. One of the major factors determining the difference in quality in service among libraries, along with level of resources, will be the extent to which staff and trustees take advantage of opportunities for continuing education.

## **H.1 Continuing Education - Administration and Service**

**H.1.1** The system agency shall have a continuing education operational plan of service.

The operational plan, as a minimum, shall:

1. describe the levels of continuing education for staff of all types of libraries;
2. include programs convenient in time and place for target audience;
3. provide opportunities for cosponsorship of events;
4. identify a mechanism for determining priorities for continuing education;
5. provide for a method for annual review of programming needs;
6. provide a mechanism for keeping track of continuing education credit.

**H.1.2** The system agency shall maintain a continuing education calendar.

The calendar should include target audience, objectives and purpose, date and location for each continuing education activity. It should be distributed at least two months in advance for 75 percent of all continuing education events.

The calendar should also include appropriate statewide continuing education activities.

**H.1.3** The system agency shall annually assess continuing education needs of members and design continuing education events to meet those needs on a timely basis.

Planning continuing education events requires needs assessment, priorities development, and an annual survey of members to determine continuing education functions attended and assess unfilled continuing education needs.

**H.1.4** The system agency shall annually provide or cosponsor at least 50 contact hours of continuing education for staff and governing officials of member libraries.

Systems should investigate opportunities for collaboration and provide financial support for a minimum of 10 continuing education and workshop opportunities annually. Continuing education should be in accordance with the American Library Association's Guidelines for Quality in Continuing Education for Information, Library and Media Personnel, 1988.

**H.1.5** The system agency shall annually provide or cosponsor at least one continuing education event of each of the following types:

1. an orientation program for staff, trustees, and governing officials of member libraries;
2. a workshop for governing officials in addition to the orientation program as outlined in subsection D.1.4 of this Section;
3. a program of new developments in areas such as technology, legislation, and new approaches to problem solving.

(Note: These continuing education events are considered part of the 50 hours required in H.1.4).

## **H.2 Continuing Education - Staff and Resources**

**H.2.1** The system agency shall designate a continuing education coordinator to guide the planning and implementation of the continuing education program.

The continuing education coordinator of each system should annually share workshop evaluations with other systems prior to annual continuing education planning.

**H.2.2** The system agency shall provide access to adequate facilities/meeting rooms and equipment for presenting continuing education programs.

### **H.3 Continuing Education - Membership and Responsibilities**

**H.3.1** Member libraries should provide paid release time for their professional staff to attend at least 10 contact hours, and for support staff to attend at least five contact hours, of system-sponsored or system-endorsed continuing education events annually.

Professional staff are defined as persons filling positions normally considered to be on a professional level in the library community. The system plan should make it clear which support staff are covered by this guideline. Staff members should attend relevant programs, not merely fill quotas.

**H.3.2** The staff of member libraries should be willing to serve as resource people for continuing events.

**H.3.3** Member libraries should send appropriate persons to the orientation programs cited in subsection H.1.5 of this Section.

Appropriate persons include the professional staff and other persons designated by the system agency.

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## **I. Delivery**

### Definition of the Service

System delivery services facilitate the physical transfer of library materials and information among ILLINET members within the system.

### Introduction

As ILLINET members take on the responsibility of meeting the total information and reading needs of the residents of Illinois through interlibrary loan and reference, the logistics of physically delivering material from one library to another are of prime importance if libraries are to maintain high quality and meaningful service standards. Library systems in Illinois have a major role to play in this physical delivery within their geographical area. The delivery function takes many forms, and as technology changes, the delivery service should also change to take advantage of new opportunities to increase efficiency. Among the methods of document delivery currently in use are vehicular delivery, telefacsimile transmission and electronic mail as well as basic telephone service.

Effective resource sharing is dependent upon a clear and well-maintained delivery structure. The geography of the library systems and the density of the membership are among the factors that must be considered in implementing a delivery system. However, the residents of the state have a right to expect that their information and reading needs

will be met within a reasonable time and that materials should not be in transit from one library to another for an unreasonable period of time.

## **I.1 Delivery - Administration and Service**

**I.1.1** The system agency shall have an operational delivery plan for delivery service to member libraries.

The operational plan, as a minimum, shall:

1. identify delivery methods available and when to use each;
2. describe delivery schedules and subschedules;
3. identify fixed points for picking up and receiving materials;
4. describe the mechanism for determining van delivery and locations and deliveries.  
For example: poundage, items;
5. provide for a mechanism for annual review;
6. describe how the system delivery service interfaces with other systems through the Illinois Library Delivery Service (ILDS).

**I.1.2** The system agency shall establish uniform procedures to govern problems related to delivery service.

The uniform procedures, for example, should include:

1. packaging standards and indemnification of suppliers for loss or damage in delivery;
2. uniform format for schedules so that they can be easily shared between systems;
3. statewide uniform statistical data-gathering methods;
4. guarantees on payment for materials lost in transit.

**I.1.3** The system shall provide a vehicular delivery service to deliver materials to and from member libraries.

System agencies should have their own vehicular delivery service or contract with another agency to achieve economy of scale. This service should be completely interactive and under the immediate control of the system agency. The service must not be difficult for the member library to use in terms of packaging and handling requirements and should include flexible scheduling as appropriate. Expenses for an alternative service should not be paid by the member libraries.

**I.1.4** Each member library shall receive direct delivery a minimum of two times per week when it needs and requests such delivery.

Member libraries with higher-than-average traffic should have more deliveries per week, depending on the need.

**I.1.5** Delivery points shall be determined on criteria including but not limited to volume of use, collection strengths and convenience of member libraries.

Delivery service should not be based on predetermined limiting factors such as type of library. In determining delivery points, the system should weigh the needs of all member libraries in a particular area, the existence of local agreements on delivery locations, and costs of delivery.

**I.1.6** The system agency shall ensure that each member library has an option for delivery up to five days per week to a drop-off point.

The member library must need and request this supplemental service. Option for delivery means that on delivery days the delivery vehicle will stop at the drop-off point when there are materials to deliver or to pick up. The member library cannot exercise this option unless it is open at least five days per week. Also see Standard I.1.4 which indicated that additional delivery days in excess of two days per week shall be scheduled by the system if volume necessitates additional direct delivery. Drop-off points should be determined by objective criteria.

**I.1.7** The system agency shall have procedures for members that identify the means of the delivery to be used in particular circumstances.

The procedures should specify when to use fax, when to use electronic mail, when to use United States Postal Service (USPS), when to use United Parcel Service (USP), etc.

## **I.2 Delivery - Staff and Resources**

**I.2.1** The system agency shall have staff to carry out the day-to-day operations of the delivery service.

Delivery personnel should be bonded.

**I.2.2** The system agency shall ensure that its delivery service shall complete the delivery schedule a minimum of 98 percent of the time.

Adequate numbers of delivery vehicles are needed to allow for regular system delivery even when a vehicle malfunctions. It is understood that delivery schedules may be interrupted due to inclement weather and acts of God.

## **I.3 Delivery - Membership and Responsibilities**

**I.3.1** Member libraries should have designated staff to oversee delivery at their libraries.

**I.3.2** Member libraries should provide for delivery in accordance with the system delivery schedule.

The system agency may find it more efficient to schedule deliveries outside normal library service hours.

**I.3.3** Member libraries should have access to facilities for receiving electronic transmission of library materials 24 hours per day.

**I.3.4** Member libraries should package materials for delivery in accordance with the system delivery plan.

**I.3.5** Member libraries should utilize the system and statewide delivery services unless a more cost-effective method is available to them.

Libraries should notify the system in order to allow for alternative delivery methods to be included in the published plan. Libraries should notify the system of intra-agency delivery service so that it can be included in the published plan.

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## **J. Interlibrary Loan (ILL)**

### Definition of the Service

System interlibrary loan services facilitate the transfer of print and nonprint library materials or a copy of those materials from one ILLINET library to another in response to a specific patron request.

### Introduction

Each system member should make every effort to meet its clientele's needs for library materials and information. Given the wide range of user needs, this responsibility cannot be met solely by local collections. Therefore, lending materials among libraries for the use of individuals is vital to the public interest and complements reciprocal borrowing.

Resource sharing among system libraries is dependent not only upon a high level of local commitment to interlibrary loan but also upon facilitation of the service by multitype library systems. In accordance with the latest edition of the *Illinois Interlibrary Loan Code* that is in effect, as adopted by the Illinois State Library and the library systems.

### **J.1 Interlibrary Loan - Administration and Service**

**J.1.1** The system agency shall have an operational plan for interlibrary loan, including interlibrary loan policy, a system ILL code, and ILL procedures, that encourage library to library interlibrary loan.

The operational plan, as a minimum, shall:

1. describe procedures for monitoring compliance with the Illinois Library and Information Network (ILLINET) and system interlibrary codes;
2. describe the complaint procedure;
3. define responsibilities of the local library along with procedures for submitting ILL requests to the system headquarters;
4. specify intrastate, interstate and international ILL;
5. describe the system agency responsibilities for ILL;
6. publish the list of authorized charges for those interlibrary loan transactions, when allowable according to the Illinois Interlibrary Loan Code;
7. provide for a method for regular monitoring and evaluation of interlibrary loan service, including the collection and publication of ILL statistics.

**J.1.2** The system agency shall work with member libraries to improve local interlibrary loan service.

The system agency should provide for assistance to member libraries in collection development, cooperative collection management, use of verification procedures and tools and access to appropriate technology to improve services for the local patron.

In addition, the system should assist local libraries in promoting the use of the service.

**J.1.3** The system agency shall accept all requests for ILL as specified in the ILL codes and system procedures.

(See also Standard J.3.5)

**J.1.4** The system agency staff shall initiate processing of ILL requests within one working day or receipt.

**J.1.5** The system agency staff shall verify, locate, request, refer or cancel all ILL requests received at system headquarters within three system working days.

**J.1.6** The system agency shall ensure that sources are immediately available to verify at least 85 percent of the ILL requests received from member libraries.

**J.1.7** The system agency shall distribute interlibrary loan public relations materials to member libraries.

This may include bands on books identifying the system and ILLINET, a map of the system, etc.

## **J.2 Interlibrary Loan - Staff and Resources**

**J.2.1** The system agency shall provide identified staff assigned to the ILL service for a minimum of 40 hours per week.

Member libraries need to know when and whom to call with questions about the service.

**J.2.2** The system agency shall offer ILL training programs for staff of member libraries at least semiannually.

This program should be offered on a regular basis to train new staff at member libraries and to provide refresher information when needed.

**J.2.3** The system agency shall hold an annual interlibrary loan performance assessment for ILL staff from the system and member libraries to identify and discuss areas needing improvement.

This may be a forum, a questionnaire, visits to local libraries, etc.

**J.2.4** The system agency shall have a telefacsimile machine (or a later state of the art equivalent) with an automatic answering device available for ILL purposes 24 hours per day.

**J.2.5** The system agency staff shall have direct access to local, regional, national and international bibliographic databases.

This includes local automation systems, ILLINET Online (IO), OCLC and any other appropriate online sources as well as print, fiche, film or CD-ROM union lists.

### **J.3 Interlibrary Loan - Membership Responsibilities**

**J.3.1** Member libraries should offer and promote interlibrary loan service to their primary clientele.

**J.3.2** Member libraries are responsible for training staff to handle ILL transactions and statistics-gathering and statistics gathered in accordance with system policies and procedures.

**J.3.3** Member libraries should send staff to system ILL training sessions and participate in the annual assessment of ILL services.

**J.3.4** Member libraries should attempt to verify requests from bibliographic resources, and should verify at least 75 percent of the requests.

The member library should utilize bibliographic tools in-house. In addition, the library may pursue verification of interlibrary loan requests through assistance from another library, access to databases (including dial access) and use of bibliographies.

**J.3.5** The member library should submit interlibrary loan requests directly to other libraries whenever possible.

Participants in shared databases or those with dial access to shared databases should initiate interlibrary loan requests if the material is readily available from another participant instead of referring the request to the system agency. Faster turnaround time for patrons with result.

(See also Standard J.1.3)

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## **K. Reciprocal Access**

### Definition of the Service

System reciprocal access programs allow persons with a valid library card or library identification onsite/onshelf access to materials in collections of ILLINET libraries. Reciprocal borrowing, a special form of reciprocal access, allows persons to borrow materials directly from ILLINET libraries.

### Introduction

Reciprocal access creates a community of libraries to which area residents can relate. Residents may not understand the theory of networks or the intricacies of resource sharing, but they can understand reciprocal access, reciprocal borrowing and interlibrary loan. Reciprocal borrowing has real symbolic values. It is a less expensive service than interlibrary loan and saves money for libraries. It is usually more convenient for library users. It emphasizes the sense of oneness among libraries and the universal character of library service. Most residents do not care where library service comes from as long as they get it. The one point that must not be lost is that library service is not free. Ultimately, all residents of Illinois must share the cost. Residents who are not taxed for public library service will share the cost through nonresident fees.

### **K.1 Reciprocal Access - Administration and Service**

**K.1.1** The system agency shall adopt a reciprocal access plan.

The reciprocal access operation plan, as a minimum, shall include:

1. how member libraries in the system shall provide reciprocal access;
2. who is eligible for reciprocal access;
3. limitations individual member libraries may establish for reciprocal access;
4. the scope of reciprocal borrowing within the system, including how public libraries shall participate in the program and other libraries can participate in the program;
5. definition of a library card valid for purposes of reciprocal borrowing. As a minimum, the card should include name and address of issuing library;

6. the charge for a minimum nonresident fee in order for nonresidents to be eligible for reciprocal borrowing.

**K.1.2** The system agency shall be responsible for coordinating aspects of the reciprocal borrowing program.

**K.1.3** The system agency shall adopt protocols to govern problems arising from reciprocal borrowing.

These procedures should:

1. provide for the return of materials to the lending libraries;
2. provide for overdue charges and the return of overdue materials.

**K.1.4** The system agency shall conduct an assessment of reciprocal access within the system every two years to determine the extent of reciprocal access and its impact on system-wide library service.

The assessment should assist the system in determining the total volume of reciprocal sharing that is taking place in the system area. It should further assist system staff in determining if local libraries are meeting the needs of their primary clientele or relying on other members to meet local demand. The survey will further review the traffic patterns of access to see if they are constant or have changed significantly. The total assessment will help the system agency to better meet residents' changing needs.

## **K.2 Reciprocal Access - Staff and Resources**

**K.2.1** The system agency shall designate a reciprocal access coordinator to monitor and guide the reciprocal access program.

## **K.3 Reciprocal Access - Membership and Responsibilities**

**K.3.1** Member public libraries should provide reciprocal borrowing to persons holding a valid library card from a public library in Illinois.

Such cards must be valid for system use and be issued in accord with the Illinois State Library Rules for Library Systems, the Intersystem Reciprocal Borrowing Covenant and any provisions for a statewide library card. Nonpublic libraries are encouraged to join a reciprocal borrowing program in library systems within stated legal limits.

**K.3.2** Libraries issuing a valid library card are responsible for materials lost by patrons when using reciprocal borrowing.

**K.3.3** Member public libraries should circulate materials to eligible reciprocal borrowers under the same conditions that they circulate those materials to their own patrons.

Reciprocal borrowing in subject to reasonable limitations. Libraries should impress upon their patrons that reciprocal borrowing should only be used as a supplement to the use of their own library. The use of a library by reciprocal borrowers should not significantly reduce access to materials for that library's own patrons. Library systems, in accordance with State Library Rules, may adopt rules to prevent abuse of reciprocal borrowing and may specify thresholds of use.

When libraries are informed that the use of other libraries by their patrons is excessive they should consider how they can improve their services. Systems should adopt guidelines for this purpose.

**K.3.4** All member libraries should provide for reciprocal access to other member libraries.

According to the Illinois State Library's rules for the Illinois Library Systems Act (See Section 3030.10 and 3030.65 (c) (4)), system agencies may allow reasonable restrictions on reciprocal access depending on type of library and library material.

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## **L. Reference Service**

### Definition of the Service

System reference service provides information to member libraries in response to their specific patron requests and provides leadership and guidance in improving local library reference service.

### Introduction

System reference services should be viewed in the context of the total system-wide reference function, for which the member libraries and the system agency have appropriate responsibilities. The system agency has a responsibility for backup reference and a general responsibility for leadership and guidance in the improvement of system-wide reference service.

The range of reference resources in materials and staff and the capacity for growth and development of reference service varies so considerable from system to system that it would be impossible to write statewide quantitative standards. Therefore, the emphasis in these standards is not on specific quantitative measures by on the development of quality consciousness at all system levels.

### **L.1 Reference - Administration and Service**

**L.1.1** The system agency shall have an operational plan for reference services.

The reference operational plan, as a minimum, shall:

1. define responsibilities of the local library along with procedures for submitting reference requests to system headquarters;
2. describe complaint procedure;
3. describe system agency responsibilities and identify individuals responsible for providing reference service;
4. provide for a method of regular monitoring and evaluation of reference service at all levels within the system;
5. provide for the collection and publication of appropriate statistics.

**L.1.2** The system agency shall have written policies and procedures for filling the reference queries of its member libraries.

**L.1.3** The system agency shall assist member libraries in meeting their responsibilities under the reference plan through consultant services and a continuing education program.

**L.1.4** The system agency shall either fill, respond to, return or refer 90 percent of information or subject requests within two working days, and all requests within five working days.

The system agency shall conform to ILLINET procedures in the transmission and referral of reference requests to other libraries. It is recognized that there are varying types of reference questions and service. Two types of service include information requests and subject requests.

1. Information requests: requests for information that answer specific questions. The information may be delivered to patrons orally, by letter, etc., but need not be conveyed in library materials. Also known as ready reference or quick reference requests.
2. Subject requests: requests for library materials containing information on specified subject, requested by subject and not by author or title.

**L.1.5** Library systems shall provide for reference service to their member libraries for the full range of hours that member library reference service is available.

This may be done through the system's regular reference service or may be contracted to a library capable of meeting reference standards.

## **L.2 Reference - Staff and Resources**

**L.2.1** The system agency shall designate a reference coordinator for the drifting and the implementation of the reference plan.

**L.2.2** The system agency shall provide enough staff performing system reference work.

**L.2.3** The person coordinating reference work shall meet the following minimum qualifications:

1. a fifth-year degree from an American Library Association-accredited library education program;
2. two years of full-time professional experience working in libraries;
3. at least one year of experience in reference work, with demonstrated competence in the provision of reference service. Other staff members providing high-level reference service should also meet these qualifications.

**L.2.4** The system agency shall have access to or maintain reference resources that will enable the reference staff to answer at least 80 percent of the requests received.

**L.2.5** The system agency shall provide members with lists of reference materials sources of information, incorporating procedures for collective development when applicable.

### **L.3 Reference - Membership and Responsibilities**

**L.3.1** Member libraries should meet minimum levels of reference service as defined in the system reference plan.

All system libraries have an appropriate role to fill in developing and maintaining the quality of reference service within the system as defined in the system reference plan. Library roles will vary according to the size, character and financial resources of communities. The plan will indicate how libraries of various types should make progress in developing their reference services and how progress should be evaluated.

**L.3.2** Member libraries should promote system-wide reference services by referring or offering to refer all unfilled requests to other libraries within the system.

**L.3.3** Each member library should ensure that the staff members working on reference requests are skilled basic reference sources and interviewing techniques. Such staff should have a clear understanding of the system reference plan.

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## **M. Development of Additional System Services**

Illinois library systems all support cooperative library services through the eight core services. The legislative mandate for Illinois library systems also includes many other broad responsibilities for cooperative library activities. To meet the broad objectives of the Illinois Library Systems Act, a variety of system services has been developed by systems. In addition to meeting the legislative objectives, the services are also designed to meet regional needs and local priorities of member libraries. Because there is a variety of these services, it was determined that statewide standards would not be developed for each individual program but rather a framework would be included in this section to

ensure that the quality of services offered by systems would be maintained. The fact that there are not specific standards for every service program statewide does not imply that these services are any less important than those identified core services. Meeting the needs of member libraries is one of the major strengths of Illinois library systems and this document assures that this strength will continue.

There are many examples of the types of services that have been developed by Illinois library systems. Among these are research and development, audio-visual services, materials processing center, print shop, public information, cooperative purchasing, specialized consulting, rotating collections and many more. The ALA/ASCLA Standards for Cooperative Multitype Library Organizations includes in its Appendix a list of many other services that are supported by cooperative organizations.

**M.1** The system agency shall develop service programs that are necessary to meet the objectives of the Illinois Library Systems Act (Ill. Rev. Stat. 1991, ch. 81, pars. 111 et seq.) and members' needs.

The services that are developed should support cooperative interlibrary activities. The services will be quite varied throughout the state of Illinois. Examples of services that are developed by cooperative systems in Illinois are cooperative purchasing, specialized consulting, materials processing, audio-visual services and expansion of library service to the unserved.

**M.2** Services provided by the system agency shall address the needs of member libraries.

While not all member libraries are required to use all the services of the system, the system agency should not develop a service program that addresses only a limited group of members. Some programs, such as improving services for one type of library, might strengthen those libraries so that they would be better able to share resources with other members.

**M.3** The services shall include both qualitative and quantitative measures and written descriptions of standards for them shall include the same sections as the core services: Definition, Administration and Service, Staff and Resources, and Membership Responsibilities.

Services other than core services are just as important to the members, and members need to know what to expect as far as system performance as well as what responsibilities they have for the service. If the same format is followed, the consistency will be easier to follow in planning, implementing and evaluating service programs.

**M.4** The system agency shall gather input from member libraries when developing service programs and the accompanying qualitative and quantitative measures.

**M.5** The system agency shall develop service programs that further the system's Plan of Service.

Development of these services and the qualitative and quantitative measures will be part of the ongoing financial planning for the system area.

**M.6** The system agency shall have a process to evaluate the system's services.

The evaluation process should include staff and board evaluation (internal) and evaluation by the member libraries of the system (external). This will access the system board of directors in making decisions for additions and deletions of services.

**M.7** The system agency shall identify service programs provided by other system agencies that are the same or similar throughout the state and jointly develop these programs so as to avoid duplication and ensure a standard level of service.

There are many services in this category: audio-visual services, cooperative purchasing, grants and so forth.

**M.8** The system agency shall initiate a service when adequate financial resources are available to provide a quality service.

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## **V. GLOSSARY OF TERMS**

### **Academic Library**

The library or libraries of an institution of education beyond the secondary level.  
(See also Library)

### **ALA**

American Library Association

### **ASCLA**

Association of Specialized and Cooperative Library Agencies, a division of the American Library Association.

### **Automation/Technology**

System automation services facilitate the application of computers and other technologies to the operations and activities of system libraries.

### **Automated System**

The use of automatic data process equipment to perform an operation or a process.

### **Bibliographic Access**

System bibliographic access programs facilitate the identification and location of library materials within the system through a standardized description of these resources.

### **Budgeting**

The allocation of funds by specific categories for expenditure over a fiscal year.

### **CD-ROM (Compact Disc - Read Only Memory)**

- Machine readable data stored on compact disc and read by use of a special player or drive. The data is produced by various technologies from magnetic tape or printed materials.
- Circulate**  
The act of charging an item from the library collection to a user for use within or outside the library and discharging the item upon its return.
- Codify Rules**  
To organize rules within a single comprehensive written document available for reference. Some rules could still be issued separately; e.g., a personnel manual, but should be noted by reference in the code of rules.
- Collection Management**  
The assessment, analysis and enhancement of library collections. It may include, but is not limited to, such activities as statistical analysis of library holdings, the development of local or system-wide development of union lists. (See also Cooperative collection Management)
- Compatible Systems**  
Computer systems capable of accepting and processing data or software intended for other computer systems without modification.
- Consultant**  
A person who informs, advises, counsels or guides libraries on professional and technical aspects of librarianship such as establishment of libraries, planning, management, operations, physical facilities or other concerns. An expert in a specialized field.
- Consulting**  
System consulting staff provide professional advice and assistance on matters relating to administration, operation and creation of libraries. Consulting includes the provision of information necessary for decision making, assistance in the identification and definition of problems and identification of alternative solutions to problems.
- Contact Hours**  
The actual hours a person spends participating in a continuing education event. Travel, meals and free time are excluded.
- Continuing Education**  
System continuing education activities provide learning opportunities for people working in and with libraries to develop and improve professional skills, understandings and knowledge.
- Cooperative Collection Management**  
Cooperative activities include the coordination of selection and purchasing of materials to avoid unnecessary duplication and to make collections complementary to one another. (See also Collection Management)
- Core Services**  
Basic system services offered by all Illinois library systems to their members: automation/technology, bibliographic access, consulting, continuing education, delivery, interlibrary loan, reciprocal access and reference.
- Delivery**  
Physical transfer of library materials and information among ILLINET members

**Direct Delivery**

Physical delivery of materials to a library building.

**Drop-off Point**

A library system delivery-stop which is scheduled four or five days each week where another library, with fewer delivery stops scheduled, may pick up materials on days when delivery to its library is not scheduled.

**Environmental Standards**

Standards for the physical conditions (temperature, humidity, etc.) under which a computer operates effectively.

**Establishment Expansion of Library Service**

Public library service is established in a local area when the area creates its own library, when it is annexed to the service area of an existing library or when it contracts with a library for service. Library service is expanded when a library annexes territory or contracts to serve a neighboring area. Library service is also expanded when a library improves services or adds new ones.

**Evaluation (System)**

The process of (1) assessing the effectiveness of system services in meeting the needs of member libraries and (2) judging whether the services and the supporting administrative structures are sufficient to meet current and future needs.

**Full-Time Equivalent (FTE)**

A single staff person who works the full week defined by the employer or two or more persons whose combined work week is equal to the full work week as defined by the employer.

**General Services**

Services identified in the standards as areas in which, in addition to core services, system agencies will provide consulting service.

**Goal**

An end or purpose to be accomplished, which implies a level of quality to be achieved by which is open-ended or ideal and does not contain precise measurable elements.

**Governing Body**

As used in these standards, the person or persons who govern a library. In the case of nonpublic libraries, this means contracting authorities. For public libraries, the term refers to the board of directors.

**Grants Development**

The process of identifying grant programs for which libraries are eligible and assisting them to development and write proposals.

**ILA**

Illinois Library Association

**ILLINET**

The Illinois Library and Information Network. The network of library systems (including member libraries), the Illinois State Library and the other research and reference centers and special reference centers in Illinois.

**ILLINET Online**

The statewide automated bibliographic database for ILLINET, which includes the holding records of ILLINET/OCLC libraries.

#### Immediate Access; Immediate Availability

Sources or materials are available and may be accessed at the system agency or, by provision of the agency, at another location, in a timely manner.

#### Information Requests

Requests for information that answer specific questions. The information needs not be conveyed in library materials but may be delivered orally, by letter, etc.

#### Interface

Linkages between automated systems.

#### Interlibrary Cooperation

(See Library Cooperative Activities)

#### Interlibrary Loan

System interlibrary loan services facilitate the transfer of print and nonprint materials or a copy of those materials from one ILLINET library to another in response to a specific patron request.

#### IO

(See ILLINET Online)

#### ISLAC

The Illinois State Library Advisory Committee, established by law to make recommendations to the State Librarian concerning the policies and management of the State Library and its' programs.

#### Legislation/Law

Legislation is the process of proposing and enacting new laws. Law is enacted legislation, currently in force. New laws are also referred to as legislation.

#### Library

An entity that serves the basic information and library needs of its constituents through a bibliographically organized collection of library materials and has at least one employee whose primary duty it is to serve as librarian. The collection must have permanent financial support, be accessible centrally, and occupy identifiable quarters in one principle location. (See also specific types of libraries)

#### Library and Personnel Administration

The management and supervision of library activities and personnel affairs, including policy making.

#### Library Cooperative Activities

Activities whereby libraries, through formal or informal agreements, share information, services or material or resources to improve library service.

#### Library Development

The process whereby a library acquires new or improves existing resources and capabilities to serve its public. The process also includes increasing public awareness, use of library services and willingness to support the library financially.

#### Library Interests

Libraries or the communities and constituencies they serve, having characteristics that affect representation on system boards. The characteristics include, but need not be limited to library types and sizes or demographic characters of the communities served.

#### Library Materials

"Materials, of all physical substances and formats, acquired by a library to constitute its library collection." - ALA Glossary.

**LLSAP**

A local library system automation program.

**Long-Range Plan**

The component of the system plan of service that projects programs, objectives, goals and strategies to meet the assessed needs of the system over a three-to-five year period of time.

**Marketing of Library Service**

The means adopted by libraries to determine the needs of their communities for materials and information, to make the communities aware of the services available to them and to facilitate the use of those services.

**Member Library**

A library system member. The entire entity (e.g., school district as a whole) is viewed as the system member library, not the individual libraries within the entity.

**Nonresident**

A person who resides outside the taxing area of a public library, does not pay a library tax to the library in question and is required by law to pay a special fee to obtain a public library card.

**Objective**

A specific end to be achieved, stated in measurable terms.

**OCLC**

Online Computer Library Center, Inc., an international database of bibliographic and location information created by the participants in the system, originally created by college libraries on Ohio.

**Plan of Cooperation**

A plan showing how all the member libraries of a system will work together to achieve the objectives of the Library Systems Act.

**Plan of Service**

The statement and description of the specific purposes for which a system is formed and the means by which such purposes are to be accomplished. It includes a description of services, a plan of cooperation, a plan for reciprocal access and a long-range plan.

**Planning and Budgeting**

Planning is projecting activities and strategies from the present into the future to achieve future goals and objectives. Budgeting is the allocation of funds for expenditure by specific categories to achieve planned objectives.

**Primary Clientele**

The persons in a local political or institutional community for whom the library was established to serve. This clientele is distinguished from persons served through interlibrary cooperation.

**Professional Staff**

"Persons holding positions in a library which entail responsibilities, including those of administration that require independent judgment, interpretation of rules and procedures, analyses of library problems and formulation of original and

creative solutions for them. Such positions require professional training and skill, the theoretical or scientific aspects of work in libraries, as distinct from its mechanical or clerical aspects. The normal educational requirement is a master's degree in library or information science or in another acceptable field, such as accounting, educational communications and technology, management, public administration, or foreign language and literature. Examples of professional positions are: Librarian, Media-Specialist and Subject Specialist." - ALA Glossary

#### Protocols

Formal agreements for the orderly exchange of data and information between members of a network. Include rules governing format and the control of data input, transmission and output.

#### Public Library

A tax-supported public library established by or as a governmental unit which either is authorized to levy a tax for library purposes, or which supports the library at least in part from local tax revenues. Such a library is established by a city, village, incorporated town, township, county or library district. (See also Library)

#### Reciprocal Access; Reciprocal Borrowing

System reciprocal access programs allow persons with a valid library card or library identification onsite/onshelf access to materials from collections in ILLINET libraries. Reciprocal borrowing, a special form of reciprocal access, allows persons to borrow materials directly from ILLINET libraries.

#### Reference

System reference service provides information to member libraries in response to their specific patron requests.

#### Rule

A general term for a prescribed way of doing things. Some rules may be libeled as "policies," or "criteria." Procedures are detailed methods for carrying out functions; e.g., work procedures. The line between rules and procedures may be an arbitrary one.

#### School Library

The library or libraries of an elementary and/or secondary school district or private elementary and/or secondary schools under a single governing authority. (See also Library)

#### SILO (Serials of Illinois Libraries Online)

The online union list of serials held by Illinois libraries that participate in the program.

#### Special Library

The library of, or under, the governing authority of any body or institution not defined elsewhere in this glossary. (See also Library)

#### Standard

An authoritative statement specifying the required extent, quality, level or degree of an element of library service. It is a measure of library service within the achievement of an average library or library system of a particular type.

#### State of the Art

- The highest current level of development of technology, processes, techniques, etc.
- Subject Requests**  
Requests for library material containing information on specified subjects rather than by author or title.
- System (Multitype)**  
An organization of public and other types of libraries that enter into an agreement to provide any or all library services on a cooperative basis under the provisions of the Illinois Library Systems Act.
- System Agency**  
The board of directors and the body it creates, including staff, equipment, physical facilities and materials, to carry out and/or coordinate activities and services.
- Verify**  
To establish the correct bibliographic information of a work (print or nonprint). This is a procedure followed in interlibrary loan.
- Working Day**  
A day on which a library is open and staffed to serve its public. Also refers to a day when the system agency is open for service to its members.
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