PLOWING IN ROCKY LAND: ORGANISATIONAL CULTURE, MANAGED CHANGE, AND QUALITY IMPROVEMENT IN SELECTED ROMANIAN POST-COMMUNIST LIBRARIES

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Introduction

Romania experienced one of the most repressive dictatorships of Eastern Europe, ended by the popular revolt of December 1989, which led to the collapse of Nicolae Ceauşescu's regime. The execution of the dictator and his wife, however, did not bring about the abrupt conclusion of communism – as most Romanians would have liked, but the beginning of a painful period of transition towards a more democratic society, a process that is still under way. The implementation of the principles of the market economy and the switch to democratic values implied the disintegration of the communist structures that had been operational for almost half a century. The decentralization of the entire communist bureaucracy involves radical changes at the macro-societal level and at the micro-institutional level in all sectors of society: economic, technological, social, environmental, political, cultural, and educational.

The process of social reform, which started in the early 1990s, has targeted organizations in all fields, such as schools, universities, hospitals, orphanages, documentation centers, and libraries. The abolition of censorship and of government-control-

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led media engendered an unprecedented surge in book publishing[1] – both original works and translations—as well as an increase in newspapers and periodicals. The early 1990s marked the first time since the post-World War II era that libraries had opened the entirety of their collections to the public. Romanian libraries were notorious for keeping secret collections of banned resources, including anticommunist and anti-Ceauşescu materials published abroad, and works authored by Romanian writers who emigrated to the West after World War II.[2] The communist legacy to Romanian libraries consisted of a very poor infrastructure in terms of buildings (less than five library edifices were erected in the entire country during the communist years);[3] the need for equipment of all types (only major libraries had a copier which was used by the staff only with special approval);[4] neglected collections (most collections consisted of Romanian publications which served the propagandistic goals of the government);[5] and the need for professional librarians (in the 1970s, the government decided to

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[1] During the communist period there were twenty-three government-funded and controlled publishing houses. By 1994 the number of publishers amounted to 1600. In 1995 their number dropped considerably to 147 because of inflation and a tremendous increase in paper prices. In 1999 there are 187 publishing houses (cf. Romania: Public Institutions and Organizations Directory 1999).

[2] For more on prohibited books, see István Király, "Fonds secrets ou fonds interdits? Une esquisse d'histoire des fonds secrets des bibliothèques de Roumanie" [Secret holdings or forbidden books? An outline of the history of secret holdings in Romanian libraries], Bulletin des Bibliothèques de France, vol. 39, no. 6 (1994): 77-80.

[3] The National Library continues to be situated in the building of the former Stock Exchange, a turn-of-the-century edifice unsuited for library purposes. During Ceauşescu's regime the construction of a new locale for a national library started and was inaugurated in 1989, although unfinished. The lack of funding left it abandoned and it has deteriorated ever since.

[4] There was no copier for public use. Library users needed to copy by hand what they needed. Romania had a draconian law which required the registration with the police of any multiplication device (typewriters included).

[5] Collection development relied heavily on the acquisition of the national publishing output which reflected the communist ideology. Only major research libraries were allowed to maintain exchanges of publications with foreign libraries. The acquisition budget had no hard currency for acquisition of foreign materials.

discontinue the only library school, a department at the University of Bucharest).

Education and Training of Librarians in Romania

The closing of the Bucharest library school was based on the general assumption that any person with a graduate degree was capable of doing library work. Professional librarians' responsibilities were reduced to shelving books, assigning call numbers, and keeping a vigilant eye on the users in the reading room. For two decades the country produced no library science specialists; librarians were mostly historians, philologists, and other humanists fluent in several foreign languages. In 1990, the Ministry of Education re-established a Library and Information Science Department at the University of Bucharest. The lack of specialized faculty produced graduates who are more knowledgeable in library history, the philosophy of culture, and the sociology of reading than in the organization of knowledge, information retrieval, database management, and western-style reference services. Meanwhile, other universities decided to establish colleges of library and information science in Cluj, Braşov, Sibiu, and Timişoara. All of them are facing the same difficulty: the lack of specialized faculty.

In the aftermath of the December 1989 events, the international library community became aware of the acute need for professional training of Romanian librarians and of their eagerness to update their skills. Teams of library professionals from the United States, Great Britain, France, and other Western countries came to Romania to conduct workshops and to organize conferences attended by Romanian librarians with much enthusiasm. In addition, American and British librarians and library educators came under various programs and spent from six to twelve months working in libraries throughout Romania, and teaching at the library school in Bucharest. A notable exception is Scottish librarian Sally Wood-Lamont,[1] who has been in Romania

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[1] Lamont, S. W. and Robu, I. "Self-financing services in libraries: A method of

for ten years and was instrumental in establishing a modern, western-style, medical library and information service at the University of Cluj. In addition, Romanian librarians received support to go abroad for training and exchanges of experience or to study and obtain library science degrees at universities in the United States, Great Britain, and France.

The international library community was also supportive of Romania's great need to update its collections with western materials. Initiatives for book drives for Romanian libraries resulted in massive shipments from the United States, Great Britain, France, and Italy. In addition, significant international money, including UNESCO funds, poured into the reconstruction of the Central University Library in Bucharest (CULB) which had been engulfed by fire during the December 1989 shootings in downtown Bucharest. Today, a decade after the tragic event, the CULB has been reconstructed and endowed with state-of-the-art equipment, making it the most modern library in the country.

Library Networks in Romania

During the communist regime in Romania, public libraries belonged to the same category of cultural institutions, as theater halls, opera houses, museums, the entertainment industry (movie studios and movie theaters), and the publishing industry. All of these institutions were supervised by the Council of Socialist Culture and Education (CSCE) which, in addition to having professional attributes, acted as the primary censor, approving the books to be published, the plays to be performed, and the scripts which corresponded to the party ideology and therefore could be accepted by the movie industry. The subordinate institutions had no choice but to implement the decisions and recommendations designated from the top of the pyramid (CSCE). At present, the public library network continues to be partly supervised by the Ministry of Culture (MC), which replaced the former CSCE. From

increasing limited library budgets in post-communist Romania?" INSPEL 31(1997): 95-102.

a financial standpoint, all public libraries have been transferred from the MC to the jurisdiction of the local authorities. The Ministry of Education continues to supervise the academic and school library network in the country. The special libraries are under the supervision of the ministries they serve (e.g., the Central Medical Library in Bucharest belongs to the Ministry of Health, the Central Military Library in Bucharest serves the needs of the Ministry of Defense).

Managerial Style in Communism

The major communist legacy in all sectors was a system of authoritarian management that represented the managerial style characteristic of Eastern European communist dictatorships. Most of the decisions in any type of institution or organization were made by the upper management (the director and the institution's advisory council). All of these key-persons were political appointees, loyal to the communist ideology. Their professional training, if any, was of minor importance.[1] There existed rules and principles that, at each director's discretion, established the parameters of the directors' freedom to maneuver at the institutional level. There were, however, instances when even this upper management team had to obey and implement blindly the decisions made by the communist party leadership at a national or local level.

After the collapse of communism, there was a general hope for removal of leaders who stood for symbols of the past era,

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[1] During the early communist years, the party selected individuals who exhibited native intelligence, and sent them to the Party Academy in Bucharest (Academy of Social and Political Sciences) where they attended intensive courses based on the principles of Marxist-Leninist ideology. The graduates became directors of various institutions in all domains throughout the country. The primary condition to be selected for these leadership positions was the candidate's social origin. Only persons who exhibited a "healthy origin," that is coming from peasant or working class background were considered acceptable. Descendants of intellectuals were rarely accepted, as they were considered "unreliable" and with bourgeois views.

paralleled by a call for new management styles. The early 1990s represented a period of managerial vacuum in all domains, from culture to industry, from politics to economy, from education to farming. After almost fifty years of communist dictatorship that produced only leaders faithful to Ceauşescu's authoritarian regime, it was difficult, if not impossible, to find politically "untainted" professionals with leadership skills.

The best example and one of the most radical ones, in Romania's public library history was the removal, in January 1990, of the National Librarian.[1] In the aftermath of the December popular revolt, the staff of the National Library (former Central State Library) decided to conduct free elections at institutional and departmental levels. The immediate outcome was the election of two new directors, the re-appointment of a few department heads, and the replacement of the politically tainted heads with non-communist party members. In the post-revolutionary euphoria, this radical step represented a first attempt to change the institutional structure, stemming from the employees' satisfaction that they could freely express their opinion for the first time in the institution's history. Unfortunately, the two newly elected directors totally lacked leadership and managerial skills, and seven years

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[1] The National Library of Romania was founded in 1955 under the name of Central State Library. The name itself reflects the centralized system characteristic of a communist state. Between 1955 and 1989 the library had only one director, Angela Popescu-Brădiceni, who was the daughter of a railroad worker, a highly educated, and very astute and intelligent person. She was a graduate of the Department of Italian of the University of Bucharest. Her social origin and her skills prompted her to this position which required tremendous ability in order to demonstrate the importance of public libraries to the Romanian Communist Party leadership who perceived these institutions only as propaganda instruments for Marxist-Leninist indoctrination. Popescu-Brădiceni tailored the National Library of Romania after the Bibliothèque Nationale in Paris, and incorporated features of the French Centre National de Recherches Scientifiques. Her professional skills made her an active presence at meetings of the International Federation of Library Association and Institutions (IFLA), whenever she was allowed to participate. Her authoritarian managerial style mirrored the features of the management practiced throughout Romania. In January 1990, Popescu-Brădiceni's dismissal had a symbolic connotation—the removal of the old-type communist leader.

later, the National Library still remained without directors considered by staff to be the most appropriate to lead the institution.[1]

Other libraries in the country would have liked to follow the premier library's example, but their directors were stronger in holding on to their directorial chairs, and they did not give in, but instead perpetuated their communist-type managerial styles. These leaders, who remained so strongly anchored in the old communist mentalities, preserved the authoritarian managerial styles well into the 1990s. Their approach to managing libraries will cease only when these representatives of the old regime go into retirement. The process has started, but it will probably take one or two decades before a completely new generation of library managers with professional and leadership skills emerge and become effective.

Workshops with U.S. Participation

In an effort to improve the state of librarianship in her native country, Hermina Anghelescu, a former librarian at the National Library of Romania, and a doctoral candidate at the Graduate School of Library and Information Science, The University of Texas at Austin, began in 1995 to plan workshops in various cities of Romania. During 1996-1998 three workshops took place in Cluj, Iaşi, Braşov, and Târgu Mureş with the cooperation of academic and county libraries in these cities and with support from the Soros Foundation for an Open Society. The workshops covered a diversity of subjects from the fields of library and information science and archival enterprise. At the 1997 workshop, held in Târgu Mureş, the attendees (who were from public and academic libraries in Romania) selected library management as the single most important subject of focus for the

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[1] In the long run, the two directors faced a multitude of difficulties stemming from the post-1989 organizational and societal change with which they could not cope. In 1997, the general director resigned, and a few months later his assistant was dismissed by the Ministry of Culture.

summer 1998 workshop. It was at this conference that research was conducted for this study.

With the initial enthusiastic responses on behalf of international organizations encouraged by the desire to support the recovery of Romanian libraries from the communist neglect, one could not help but wonder how much improvement had actually taken place on the Romanian library scene, and how were Romanian libraries faring in 1998? A decade after the collapse of communism, the post-revolutionary euphoria has given way to an objective assessment of the achievements and needs of Romanian librarians. This study, though not a comprehensive one encompassing all the factors, is intended to provide a few insights into the understanding of change that is desired by a number of participants at the 1998 workshop organized by the Cluj County Library and attended by librarians from all over Romania. The attendees were librarians, heads of departments, and directors of libraries from both the public and academic network. This study addresses the perspective of this group of librarians.

Review of the Literature

Descriptions of the status of librarianship immediately following the fall of the Ceauşescu regime are widely reported, many reflect the loss of materials and resources generally while others explain actual responses to the losses, from countries and organizations from around the world (Popa and Lamprecht, 1994). The focus of the remaining articles could be organized into two categories; those that reflect educational and training programs designed to help librarians in Romania and those that address more specifically ways in which past management practices may be corrected to help inform present and future changes in the library infrastructure in the post-communist era.[1]

As an overall effort to assist, where possible, in inter-

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[1] For a good overview of all programs, see Oprista D. Popa and Sandra J. Lamprecht's 1994 article, "Romania and United States Library Connections" Advances in Librarianship 18 (1994): 189-213.

national settings, the ALA International Relations Committee/International Relations Round Table (IRC/IRRT) began building a database of persons interested in visits and exchanges in the international arena. Between 1992-1994, the IRC/IRRT set as its priority East/Central Europe and the former Soviet Union. Under the chairmanship of Oprista Popa, interested libraries and librarians were assisted in finding sources of financial support and in establishing connections with librarians who were familiar with the environments in the country of interest. During this time Romania was in great need and was assisted by the IRC/IRRT's gesture of support. Other educational programs made available included the Library Fellows Program, established in 1986 under the authority of the Fulbright-Hays Act. The committee selected Monica Drăgan of Romania as a Fellow to enhance understanding of "contemporary librarianship as it is practiced in the United States."[1]

Although Ms. Drăgan's interests in library automation and the MARC format were fulfilled, she also received additional training in the operations of reference services, acquisitions, archives, rare books and special collections, and circulation. Other similar programs to assist librarians in Romania included the International Research and Exchanges Board (IREX) and the Mortenson Center at the University of Illinois at Urbana-Champaign (Popa and Lamprecht, 1994), the "ALA Colloquium on Current Issues in Library Science in Braşov, Romania" held in 1991,[2] and the International Federation of Library Association's (IFLA) contribution to the development of education and training for librarianship in Romania by providing a librarian to visit library schools in the United Kingdom, France, and Germany during January and February, 1992. Discussions were also held with representatives of professional associations in these countries. Other organizations in the United States providing education and

[1] Hary, N. M. "The University of Dayton library hosting an international fellow" Catholic Library World 65 (1994): 40-41.
[2] Parus, M. "A model of international library cooperation: The Romanian-American experience," International Leads December (1997): 5-6.

training for Romanian librarians, some for as long as 12 months, were the SOROS Foundation, the International Research and Exchanges Board (IREX).

No studies on management of libraries in Romania were located but there were articles covering specific areas of the application of management techniques that should be used to improve the management of libraries generally.

These areas include:

0   the correction and application of policies,
1   the development of new roles for librarians,
2   devising a philosophy of service, and
3   the management of change.

Mowat[1] stresses the need for managers of libraries in Romania to change the old policy that discouraged exchanges of personnel and ideas. As stated above there have been several programs to assist Romanian librarians in gaining training and educational experiences applicable to the libraries of Romania, but based on the workshops held there in 1995-1998, under the planning and coordination of Hermina Anghelescu, and attended by both authors, there is still a great need for many more opportunities for librarians in Romania to take advantage of education and training opportunities in the United States and other countries. There is still need, as well, for more opportunities for educators from the United States and other countries to go to Romania to share their expertise there. Another need for a change in policy regarding exchanges is that many libraries in Romania still revolve around the idea of libraries being repositories of books rather than information providers as seen in other democratized societies.[2]

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[1] Mowat, I. R. M.   Romanian library development: Past, present and future. Library Review 39(1990): 41-45.
[2] Constantin, O. "International interlibrary lending activity in Romania and co-operation with other countries," Interlending & Document Supply 26 (1998): 115-118.

Changes in policy would also help to define a new role for librarians in Romania, Mowat[1] also speaks to the issue of the role of the librarian which is to establish a policy that ensures widespread access to uncensored information. Finally, on change management Popa and Lamprecht[2] stress the fact that there is a need for change from the "old mentalities" to one whose direction has to emanate from Romania.

In moving from a policy that emphasizes the library as a repository rather than a library that places emphasis on librarians as information providers may accomplish another goal of the library which is to place users rather than books as the center of the library.[3]

Based on the literature of management, organizational culture and change are the two most important foci of managing/leading in today's libraries. This emphasis can be more meaningful if there is a focus *for* change, in this case the authors selected quality improvement and asked how the respondents felt that these concepts should be implemented for the benefit of the library staff as well as for library users.

Materials and Methods

The researchers employed a research participant survey methodology to produce a case study analysis. This method considers each perspective (of the twenty-four respondents in the study) of equal importance to the study. Patterns, themes, and categories emerge from the data, rather than being developed prior to collection of data. Christine Marlow constructed two main strategies for constructing categories for the analysis of data: indigenous and researcher-constructed.[4] The researcher-construc-

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[1] Mowat, I. R. M. "Romanian library development: Past, present and future," Library Review 39(1990): 41-45.

[2] Popa, O. D. and Lamprecht, S. J. Romania and United States library connections. Advances in Librarianship 18 (1994): 189-213.

[3] Chapman, R. F. "Personnel development in U. S. libraries," Biblioteca 4 (1993): 60-62 (in Romanian).

[4] Marlow, C. Research Methods for Generalist Social Work. Pacific Grove,

ted category, used in this study is the *etic* approach, in which the researchers derive patterns that are identified in the data. Such categories may be meaningless to the persons under study, but can provide a good overall picture of the phenomena being investigated. Marlow's other strategy is the *emic* approach, which identifies categories used by those observed or who are in the study. Given the context of this particular study, the researchers felt that the *etic* approach was more appropriate since the researchers were using as part of the analysis, managerial principles and practices based mostly outside of Romania.

An open-ended survey was used to collect data in three areas: culture, change and quality with five questions for each category (See Appendix I). Analysis of the data was made based on emerging themes and then based on general management principles.

Methodological Problems

Having access to primary data for this study on the Romanian library culture, change, and quality have clearly been assets in this study. There were some constraints, however, in the methodology. Although the open-ended survey generated substantial data, there has not been an opportunity to question respondents for further clarification of ideas or explanations of terms used. Such data would have enriched the analysis and findings of the study.

Purpose of the Study

The purposes of this study were to ascertain descriptive data on culture in Romanian libraries and to explore further how some understanding of that culture might be used to improve the quality of services in libraries. The authors also wanted to understand how the participants had responded to earlier changes in libraries and how they defined "quality." These three categories

California: Brooks Cole Publishing, 1992.

would then be taken together in analysis to see how the data the two authors gathered could be analyzed first within the context of post-communist Romania, and then based on general management principles and theoretical frameworks.

Results

Organizational culture has been defined by Brook Turnstall (as quoted in Luce) as

> [A] general constellation of beliefs, mores, customs, value systems, behavioral norms, and ways of doing business that are unique to each corporation, that set a general pattern of corporate activities and actions, and that describe the implicit and emergent patterns of behavior and emotions characterizing life in the organization. Taken together, the elements in the culture encompass the very meaning of the organization.[1]

It has been further discovered that organizations are not necessarily limited to one culture, but may contain subcultures. Moreover, there may be different cultures within the same organization; for instance, the culture of a cataloging department may not be the same as that of a reference department within the same institution.

Literature has established several different ways of managing and/or changing a culture. For instance, Patricia Kovel-Jarboe suggests the use of quality concepts, based loosely on Total Quality Management as a strategy for improved change.[2] These strategies include:

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[1] Luce, S. "Managing corporate culture," The Canadian Business Review, Spring, (1984): 40.

[2] Kovel-Jarboe, P. "Quality improvement: A strategy for planned organizational change," Library Trends (1996): 605-630.

1. Customer focus,
2. Commitment to continuous improvement,
3. Data based decision-making,
4. Process of system thinking,
5. Employee involvement in decision-making; and
6. Reliance on teams to develop and implement improvements in the context of the larger organization.

Once a change has been introduced there is a need to monitor continuously the effect of that change upon the organization. According to Skinner, change management is anticipating what needs to be done to make the change more successful. The main goal of change management is to meet the requirements of the new process. These changes, Skinner writes, include (1) new organizations, as well as (2) new incentives and rewards, and new beliefs throughout the organization. There are also steps within the change process: assessments are made and strategies are formulated; and the strategy undergoes fine-tuning and is deployed.[1]

Several objectives are also involved in effective change management, including soliciting commitment required, identifying people who will understand the effect of it, and recognition of critical barriers to change and developing a plan to address them. Stakeholders (people affected by the change) and change agents (people who will execute the change) are involved from the beginning of the process.

Kovel-Jarboe (1996) offers four models for change: Big Bang, Managed Change, Small Wins, and the Back Door. The Big Bang approach is a top-down model that emphasizes urgency of change. It is implemented everywhere at the same time across the board. The model uses organizational meetings and educational intervention as major tools for introduction and implementation. Managed Change is a model where specific opportunities are selected and pursued. It is best for organizations that approach

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[1] Skinner, L. "Change Management Is the Key to Successful Business Process Engineering," Inform April (1993):54-56.

quality improvement through the use of pilot projects. Such projects give the organization a chance to test ideas and see the shortcomings, and correct them before moving on to the diffusion of the project to other parts of the organization. The Small Wins approach is opportunity driven. Top management may or may not be involved, and strategic decisions are made about units or divisions within the organization that are most likely to accept it and implement it. The Back Door approach is a bottom-up change, and does not involve top management. Those who see the benefits of the change adopt it, and any training required for the change is obtained outside the organization, as are any needed resources. Each of these approaches has advantages and disadvantages; the key is to choose which is the more appropriate one with which to begin, given the culture of the organization that wishes to make the change.

Discussion

A. Organizational Culture in Romanian Libraries

To establish an understanding of the current culture in Romanian libraries, respondents were asked five questions pertaining to culture: (1)What are the library's goals? (2)What are the policies regarding service? (3)What is the layout of the library environment? (4)What effect does that layout have on service? (5)And what change do you think is needed?

Primary Goals

The major goal of the library, based on the first research question, was to offer good service. The largest percentage of the 24 respondents, a decisive 70.83%, listed service, or some aspect of service as the specific goal of the library. The services the respondents desired may be classified into specific categories as well as broad categories. The description of services, however do not indicate the services that actually existed at the time of this data collection, but rather services that they would like to have in

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the libraries.

More often than not, respondents listed traditional constituencies (students and faculty) as the receivers of services. They also included staff, researchers in various fields (historical, socio-professional, and engineers who work in factories). They also listed their own field—library and information science — where a particular type of research (scientific) was selected as a goal, stemming from the need and desire for continuing education for librarians.

Respondents wished to expand current services to include: (1) offering educational and recreational services to all categories of users, (2) meeting the reading, information, and study needs of their town's inhabitants, and (3) meeting the information needs of larger numbers of users. There is also an indication of the caliber of the services they wish to provide; "better quality service," "fast service," and "optimal satisfaction of users' needs." Technology is also part of the emphasis on service. One respondent stated "automated processing of all documents" as a goal for improving service. Another stated a goal of "computer literacy courses for the entire staff who is not computer literate." There were two processes listed that required technological applications, including information storage and retrieval, and collecting, processing and disseminating data. More broad and overarching goals seemed best put by the respondents who stated: "To become a significant factor in the life of the community; "involvement in the cultural life of the community," and "reaching an ever stronger position in the community."

Secondary Goals

Respondents articulated other goals to assist them in gaining a wider range of experience, training, and education that would enable them to deliver better services. These goals included: (1) to build quality collections (here the emphasis is placed on what the respondents termed encyclopedic coverage, or the collection of a broad range and depth of materials), (2) to develop relationships with librarians abroad, (3) to develop continuing

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education programs for librarians, (4) to provide training for librarians, and (5) to secure an adequate budget, and a new building.

Unlike the questions regarding goals and the layout of the organization, the answers to the question regarding policy were very fuzzy. These responses are most likely related to the manner in which policy is viewed within the former government structure. In communist Romania the organizational mission derived from the party propagandistic documents. In general, library mission statements focused on the library's role in a communist society that was to ensure mass access to the works of national culture, literature, and history in order to promote the development of communist consciousness. Library policies were based on similar principles and consisted of broad statements with no specific application. The same was true in other areas of management: for example, job descriptions were vague and rarely, if ever, updated.

Sixteen out of the 24 participants in the research (66.66%) responded to the question: "What are your policies regarding services?" by mentioning services in various ways including: (the need for new services, and the improvement of current services, particularly, ways in which services could be improved using technology). These responses, moreover, do not reflect *policies* relating *to* services, but as stated above, the responses mostly list kinds of services they would like to see in the library. Within the context of services, three of these 16 respondents (12.5% of the total respondents) expressed concern regarding costs of services as they relate to policy. These concerns included: (1) to establish new services based on patron demand with reduced costs, (2) to establish prompt services with lowered cost, and (3) to make services more diverse, efficient, and at low cost.

Only three respondents of the 24 (12.5%) gave some indication of understanding the issue of policy and the effects that policies can have on service (negative or positive). One respondent stated "[The policies] are discriminatory (certain departments

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receive more support than others): the respondent goes on to further describe the problem by stating, "...but not in an objective manner, according to pre-established or coherent strategy." Another instance that demonstrated an understanding of policy was the respondent who reported: "Members of every department need an exchange of experience of one or two months in foreign libraries in order to catch up with new issues and ensure good change." This response gives an indication that there is a necessity for policy to support librarians to gain the type of experience they need to be better qualified to affect change consistent with some standard of performance. Still another respondent felt that based on policy [or lack thereof] priorities had not been established, "[policies are] narrow for Romania, wide for Europe."

The remaining five of the 24 respondents (20.83%) answered the question regarding policy by making reference to the fact that there is a need to encourage historical research and that there is a need for cooperation. It was difficult to make clear linkages between what the respondents meant by cooperation, and the association of historical research, within the context of policies. We assume that the respondents read the question regarding policies as pertaining to the (research) goals of their library.

According to respondents, there is also a need as well to develop policy that would help establish standards based on rapidity (timely delivery of service), efficiency and consistency. Automation/technology is also a concern of library policy. There is a recommendation to modernize the services offered based on library policy, as well as a desire to improve services through automation. Respondents shared very perceptive concern for policies based on what users actually desired. This implication for the use of marketing strategies is evident in one respondent's statement; "the services we offer should fully meet the patrons' expectations."

Layout of the Library

When the respondents were asked about the layout of the library, their responses demonstrated that they equated "layout"

with "organizational structure." There were four themes used to describe the structure of the organization: pyramidal, flat, pyramidal/flat, uncertain, and between pyramid and zigzag.[1] See Figure 1.

A second part of this question asks: What is the effect of layout or structure on service? The effect of the environment upon services was correlated in the questionnaire with positive and/or negative effects. The largest category, the pyramidal layout, was perceived as being negative (10 out of 24=41.66%). There were two conditional exceptions: (1) "it depends on decisions; positive or negative," and (2) "good effect as long as there is cooperation and we consult with one another." The major finding in this section of the research shows that the key difference in these two categories is that the staff having more input into the decision-making process (the flat structure) perceived the structure as having a positive effect on services, and those in the pyramidal structure perceived it as having a negative effect on the services of the library. See Figure 2.

Romanian libraries are in a period of transition from a centralized type of organization to a less centralized--in certain instances, even a flat organization. The effects of the decentralization are (1) transfer of power and responsibilities to the mid- and lower-level management, (2) involvement of staff in the decision-making process, and (3) increase of the staff's self-confidence.

B. Change in Romanian Libraries

Significant Changes and Response to Those Changes

When respondents were asked the question: What was the

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[1] The participants at the seminar completed the questionnaire after listening to a presentation on TQM in library settings. This explains the use of terms "pyramidal," and " flat." Otherwise the term "hierarchical" organization and "flat" would have been used since these are concepts are familiar to Romanian librarians.

last significant on-the-job change that you have experienced, the most often cited change was that of technology (11 of 24, or 45.83%). Of these eleven respondents, seven used the term automation, while the remaining four used the following terms: "automated data processing," "I enter data on a computer," "(partial) automation," and "acquisitions of a few computers for every department." These data show that there are attempts toward the introduction of automation in the library, and that there is still need for improving current automation.

The second most significant change was a shift in a departmental structure, or in the head of the department (four of 24, or 16.66%), and then a move to a new building (one of 24, or 4.16%). Several other changes ranked equally, including: receiving money for book acquisitions, downsizing from three to one, getting a new job, beginning an English language class, new library furniture, library publishing activity, the retirement of an extremely competent librarian, and two instances where the respondents stated that there had been "no change," manifested by one of the respondents who answered as follows:

> Question: What was the most significant change?
> Respondent: Admitting wrongdoing against one's will
> Question: What were the results of that change?
> Respondent: None
> Question: What change would you like to make?
> Respondent: Introducing TQM [Total Quality Management]
> Question: How would you plan this change?
> Respondent: Something that would generate total change
> Question: What results do you expect?
> Respondent: Reality

When the 24 respondents were asked the results of these changes, the majority reported positive ones. One respondent (4.16%) saluted the change of the library director, and two (8.33%) mentioned the change of the department head as a significant on-the-job change. The three respondents (12.5%) stated that this

change at the institutional level brought about change in their personal lives and in their attitudes toward work. Their comments were that the "elimination of fear"—even "terror"—generated a new work atmosphere and a less stressful environment. The patterns that arose from the data include the following: results for staff, results for users, a combination of users and staff, a better work environment, no change, no change yet, and one category that reflected the change had only recently occurred and no results could be realized yet. See Figure 3.

The data in this study reflect, as a primary goal, the delivery of better service. With that as a primary goal, the first change that should take place to help improve service, based on answers to the question above, would be to first improve the work environment and then proceed with other changes.

The changes that the respondents would like to make are represented by three areas: (1) management = ten of 24 (41.66%), (2) services to users, and (3) automation, both at seven (or 29.16%) each. This finding is consistent with the one immediately above, that is, that the respondents wish to have first, an improved work environment, and it is management that is expected to (and should) make this change. The ways in which they would like to see the work environment improved include the following: "I would like to find solutions that [would reflect] the librarian's [eagerness] to learn new things, to continue his/her professional education so that the users would be sure that their research needs are successfully met"; "changes in terms of working areas"; "change mentalities of the old and, unfortunately, the pre-sent managers"; and "hire more staff with technical skills."

When respondents were asked how they would plan the changes they desire, there seemed to have been *some* under-standing of the planning process, but more often the respondents were more focused on what the change would involve. Those who made comments that would indicate some knowledge of the planning process included some perception that change had already begun ("Maybe there are ways to train your employees [to help] them become open to learn and understand new things. Maybe this process has already started"). There was another who

emphasized the necessity for training as a part of the planning process ("adequate budget; cooperation among computer literate librarians and beginners; professional training"). There was also a need for self-analysis ("reconsideration of the entire sector's activity"). In change there is also a need to give something up ("freezing the traditional catalog, mainly the alphabetic one; give up the traditional catalog"). Lastly, there was evidence of the fact that in planning, there is a need for the inclusion of all persons who will be involved in the change and those who will be affected by the change ("Young people are invited and stimulated to participate" and "Involvement of all librarians in the decision-making process."). The remaining respondents emphasized what needed to be considered in planning including: (1) the creation of a new department, (2) the purchase of computers, and (3) placement of the catalogs in a space overseen by a specialized librarian. Two respondents mentioned access as a factor that needed to be considered ("provide access to the Internet and E-mail," and "a computer where patrons can access databases.") All of these responses demonstrate the participants' readiness for change and their desire to introduce new ideas, techniques, and methods. Incorporating the new concepts into the institutional plan, however, represents a challenge because of the lack of training and experience in strategic planning.

During the communist regime, Romania operated according to five-year plans at the national level. From the national long-term plan, each broad sector of activity (e.g., industry, agriculture, education, and culture) extracted the components of that plan specific to their fields and incorporated those components into their own long- and short-term plans. As mentioned, the public library activity was a segment of the cultural domain. Public libraries developed the parameters of their plan within the political-ideological general framework, and then by specific areas represented by the major departments of each library, such as acquisitions, cataloging, interlibrary loan, legal deposit, etc. The annual report consisted mostly of quantitative data presenting the achievements, and less the negative outcomes, of each sector. Institutional plans along with their goals and objectives were

established by the director and the institution's advisory council. The staff had no contribution to, or participation in, this process. This finding explains the acute need for training for planning work in post-communist Romanian libraries as viewed by the 24 respondents to this survey, not only in library activities, but also in all domains.

Analysis of Data Based on Management Theory and Principles

Based on the status of libraries before communism and the direction of organizational culture toward change after communism, it can be shown that some Romanian librarians have made an impressive leap in their thinking toward development and improvement. This progress, however, is not without challenge. There are many changes that need to occur in order that these librarians may fulfill their primary goal which is "to improve services to users." There are three major themes where improvement needs to occur: (1) in the planning process, (2) in the establishment of policy, and (3) in understanding change management. Although these needs are listed separately they are not factors that exist in isolation from each other. They are intertwined and should be considered together to assist managers in reaching the goals and objectives of the library.

Policy

Robert Stueart and Barbara Moran define policy as a written guideline for action. Stueart and Moran further state that policies fall into two groups: those that deal with the managerial functions of planning, organizing, staffing, directing and coordinating, reporting, and budgeting (POSDCORB), and those that deal with the functions of the enterprise, such as selection and development of resources, finance, personnel, and public relations. They also state that policies should be reflective of the objectives and plans for the organization. They should complement each

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other and build upon that strength.[1]

Policies, Stueart and Moran state, should have several advantages to an organization: (1) they are available to all in the same form, (2) they are referred to, so that anyone who wishes can check the policy, (3) misunderstandings can be referred to a particular set of words, (4) they indicate the basic honesty and integrity of the organization's intentions, (5) they can be readily disseminated to all who are affected by them, (6) they can be taught to new employees easily, (7) the process of writing forces managers to think more sharply about the policy, thus helping achieve further clarity, and (8) they generate confidence in all persons in the leadership of top management and in the fact that everyone will be treated substantially the same under given conditions (1998, pp. 72-73).

Planning

There is evidence in this study that the respondents need training in the planning process, though training in planning should be accompanied by training in the other factors of POSDCORB (organizing, staffing, directing, coordinating, reporting and budgeting). There is also need for a particular type òf training in planning (strategic), which means that there should be an accompanying self-analysis focus in the planning process. There is also a need for conducting marketing analysis so that the respondents may give to the patrons what they expect or need to receive in the library. Marketing analysis should always accompany the planning process.

Change Management

It is important that the literature of change management be considered in the training process to assist librarians in understanding change, and how it should be continuously

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[1] Stueart, R, and Moran, B. Library and Information Center Management (5th edition). Englewood, Colorado: Libraries Unlimited, 1998.

monitored. In terms of the four types of models proposed earlier (Big Bang, Back Door, Small Wins, and Managed Change), it seems that "managed change" would be the best for Romanian libraries because it is the only type of change that emphasizes quality improvement. A second reason for this choice is that managed change lends itself well to the introduction of new projects or services that Romanian libraries list in their goals. Moreover, managed change gives the organization a chance to test projects in stages, beginning with one department and gradually diffusing through the whole library, and then moving on to other libraries.

C. Quality in Romanian Libraries

After the communist take-over at the end of World War II, the Romanian government seemed to consider quantitative data as the most meaningful way of conveying to the population the achievements of the newly established communist state. The government paid less attention, if any, to quality. Library reports of the early communist years abounded in statistical figures, many of them forged for the sake of presenting higher and higher achievements in terms of number of readers, number of items read per capita, collection growth, and the like. Another reason for the low interest in the quality of services in any sector was the fact that Soviet-type bureaucratic societies have never been service-oriented in any sector.

To determine the quality of Romanian libraries (based on the respondents in this study) in terms of organizational performance, services delivered, personnel skills and involvement in the decision-making process, and from customers' perspectives, participants were asked five questions: "How do you define quality in terms of service?" "How do you define quality in terms of personnel skills?" "How do you define quality from an organizational perspective?" "How do you define quality from the customers' perspective?" and "To what extent are you personally involved in the decision-making process in your institution?"

In a society where libraries and archives served mostly as repositories of documents, the librarians' and archivists' mission was to guard carefully the collections of documents—a symbol of the national cultural heritage—and not to ensure quick access to the intellectual content of these collections. The anti-customer attitude represented a method of protecting these collections. Although the concepts of intellectual freedom and free access to information represented one of the Romanian Communist Party slogans, in reality they continued to remain only desiderata. The anti-customer attitude continued to persist in the early 1990s. For the question: "How do you define quality in terms of service?" one of the respondents stated that s/he saw "the beginning of an opening," which means that there are efforts to change the old system which had been in place during the communist years. Other responses described the present situation as an "openness to new ideas," or "willingness to change," by considering quality as a "primordial factor" for progress.

Most of the 24 participants in the survey mentioned that their libraries have improved the quality of the services they provide as a result of the diversification of their services, such as: (1) establishment of a community center, where locals can come and look for legal-, health-, tourism-, entertainment-, and employment-related information retrievable in electronic form (one of 24, or 4.16%); (2) commencement of the library's publishing activity, which made the institution more visible and more prestigious locally and nationally (one of 24, or 4.16%); (3) provision of scientific research, bibliographic research, and customized services (four of 24, or 16.66%); and (4) retrieval of information via the Internet, and delivery of information via e-mail (three of 24, or 12.5%).

Under one form or another, almost two thirds of the respondents (15 of 24, or 62.5%) described some if not all of the services their library provide as good or efficient; 29.16% considered them very good; while 4.16% found them mediocre; and 4.16% considered some services in their libraries as "slow" or "deficient." The use of computers in data processing and information retrieval (five of 24, or 20.83%) figured among the

explicit reasons for services of good and very good quality. Other reasons were the librarians' professionalism (eight of 24, or 33.33%), the librarians' acting as cultural activists (two of 24, or 8.33%), and the librarians' promptness in information delivery (four of 24, or 16.66%). The remaining five respondents (20.83%) addressed more specifically the definition of quality of services as being equally distributed between quality of the staff and quality of resources. Examples of quality of staff included such statements as "being courteous," "having a team spirit," and being amenable to "open criticism." Examples of their definitions of quality related to resources include; "having journals for specific disciplines," and having "foreign books."

It is important to highlight the fact that 25% (six of 24) of the respondents explicitly identified the library patrons as among the most significant elements in the analysis of quality services, and 41.66% (ten of 24) implicitly alluded to the library patrons in elliptic sentences like "new services are created" [for users] or "fast information delivery" [to users]. The emphasis on the library patrons and their information needs stands for a notable and commendable shift in the Romanian librarians' attitudes. As noted, during the communist regime, libraries acted mostly as book repositories rather than information centers. Their main mission was to serve as propaganda centers for the government's Marxist-Leninist ideology. Librarians and patrons used to be two separate entities which rarely had common goals. The fact that Romanian libraries started considering customers and information provision as the focal point in their activities constitutes a laudable paradigm shift in library philosophy in this country.

Professional Development

In their responses to the question: "How do you define quality in terms of personnel skills?" the participants noted personnel-related issues as a factor which has a significant impact on the quality of services the library provides: (1) changes in staff recruitment policies by adding women engineers to the technical staff (one of 24, or 4.16%); (2) increasing professionalism which

led to visible improvement and higher efficiency of library activities (four of 24, or 16.66%); (3) lack of qualified personnel which represented a drawback for other libraries and had a negative impact on the quality of the services they provide (two of 24, or 8.33%); and (4) attitude towards work and work styles; such as, team work, willingness to cooperate, promotion of open criticism, courtesy, and efficient communication skills were regarded as important components of providing good quality services.

In terms of personnel skills, the answers ranged from "acceptable," "mediocre," and "there is enough room for improvement" (three of 24, or 12.5%) to "good" (seven of 24, or 29.16%), "high" (two of 24, or 8.33%), and "a few outstanding specialists" (two of 24, or 8.33%). Eight respondents (33.33%) mentioned continuing training as a solution for keeping up-to-date with the field. Because of the lack of formal education for library and information science, for more than twenty years librarianship was a profession where training was achieved on the job. Today, the librarians' continuing education is achieved through a variety of ways: seminars, workshops, national and international confe-rences, exchanges of experience with national and international colleagues, individual training through individual study, and learning foreign languages. In the 1990s, when a few major libraries started introducing computers primarily in cataloging departments, engineers (graduates from polytechnic schools) were recruited for technical support.

Apparently there is a need for change in the curriculum of library and information science programs which offer courses with broad coverage, such as "history of civilization," or "sociology of culture," instead of focusing on courses specific to the library and information science field, such as reference, bibliographic instruction, or organization of materials. This is the reason why one of the participants mentioned that among her library's employees there were a few "library and information science graduates who were not library professionals." Another respondent mentioned the urgent need for more specialists in library and information science.

In terms of staff evaluation and promotion, one of the 24 participants (4.16%) mentioned that there were no incentives for employees to perform well on their jobs and that there was no reward system for good performance. S/he commented that everybody received equal pay regardless of the quality of their performance and their attitude toward work. This observation seems to come from a library where the old communist-type management is still in place. During the Ceauşescu regime, everybody received equal pay established according to a nation-wide remuneration system where quality criteria never constituted a determining factor. Employees' salaries used to vary according to their status, their position in the organizational hierarchy, and seniority. Staff evaluations never affected their pay. The saying "the government is pretending that they are paying us and we are pretending that we are working" became proverbial and is still applicable in various settings, including libraries. Due to the country's skyrocketing inflation, unstable economy, and low productivity, today a Romanian librarian's monthly salary rarely exceeds the equivalent of 100 US dollars. Needless to say, this is the main reason for low job performance, the low prestige in which the profession is held, and a low level of eagerness of people to embrace the profession.

Quality Improvement

For the question: "How do you define quality from an organizational perspective?" the 24 respondents ranked their libraries from "unique" (one of 24, or 4.16%), "of particular importance to the patrons" (two, or 8.33%), "enjoying recognition of its good services from patrons" (four, or 16.66%) and "similar institutions" (one, or 4.16%) to "good" and "fair." In terms of support from the parent institution, one answer indicated "enough support," while another one deplored the lack of support. One response mentioned that the library was "loved by the people in town," but "less loved by the Town Hall which perceives it as a burden." In this case, the funding agency – the Town Hall – seems

to perpetuate the pre-1989 perception of public libraries and considers them as institutions of minor importance to the community. During the communist regime only institutions which produced material goods – visible products – were considered of major importance. The educational and cultural sectors that could not be rated in quantifiable parameters were regarded as "parasites," not worthy of attention and financial support.

Other responses highlighted the need for change at the institutional level and at the departmental level. One participant mentioned her library's focus on quantity and not quality. This is reminiscent of the old regime, when statistical data (most of them forged) were the only method of conveying meaning to the achievements of an organization. Responses also indicated the institution's support to its employees, an emphasis on quality, a sustained effort in order "to turn quality into reality," and the "need to continue the automation process in order to keep pace with other libraries in the country." In addition, the encyclopedic character of the collections was regarded as a significant factor which contributed to "meeting the patrons' needs." Seven of the 24 participants (29.16%) did not answer this question. In general, the responses for this question demonstrate the coexistence of the "old style" along with the openness to change.

The question "How do you define quality from the customers' perspective?" was further interpreted and answered as "Who are your customers?" The responses showed that libraries are mostly used by students (six of 24, or 25%), researchers (six of 24, or 25%), faculty (six of 24, or 25%), specialists in various fields from historians and engineers to parliamentary experts and deputies (four of 24, or 16.66%), retirees (one of 24, or 4.16%), and the unemployed (one of 24, or 4.16%). During the post-1989 period, Romanian libraries faced an ever increasing number of users, "ever more diverse in terms of socio-professional structure." Several respondents (four of 24, or 16.66%) indicated this increase in phrases like "people flock to the library," or users are in "ever growing numbers." Several causes explain this influx of users, among which the most important are: (1) the opening of the collections in their entirety by the abolition of censorship, (2) the

establishment of private colleges which do not have their own libraries, and (3) the skyrocketing price of printed materials which prevents people from buying books and periodicals.[1]

In terms of the users' ability to consult library materials, one response indicates that customers "are demanding, most times they know what they need, and they are computer literate." Other responses state that the patrons need guidance, that some are "not skilled enough to consult library collections," that most students are not willing to learn 'library tourism,' that is navigation through catalogs." Other answers mentioned the acute need for bibliographic instruction. Findings also revealed issues of low budgets for collection development (two of 24, or 8.33%).

Data also indicated the increasing prestige and greater appreciation of the library profession and services. This represents a change in the way the general public perceives the library. Remarks like "most of our patrons have gained a greater respect for the work of the library staff which are very devoted to their activity, " and "most of our users are satisfied with the library services" show that Romanian librarians are encouraged as their work is recognized by society. One comment states, however, that library services are "far from Western standards." The respondent must be a person who took part in an exchange of experience abroad and noticed differences in work styles and quality. This is a good sign and a promising start that hopefully will encourage this person toward positive changes in her institution. During the communist regime people were not allowed to travel abroad. One

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[1] The printing industry was government sponsored. The state controlled the prices of books, newspapers, and periodicals that were made available to the population for affordable prices. In communist Romania, many people – from middle class to intellectuals – had private book collections which satisfied their leisure reading needs. In general, people used to go to the library only if they needed to do research. This is why most respondents listed researchers among their patrons. Beginning with the early 1990s, the liberalization of prices led to an enormous increase in book and periodical prices (over 200,000%) which explains the fact that the general public no longer can afford purchasing them for their individual collections, and began using public libraries instead.

of the hidden reasons, besides the possibility of them turning into defectors, was to prevent them from noticing the differences between the capitalist and the communist world. One of the beneficial outcomes of the December 1989 movement was the fact that Romanians were allowed to carry a passport and travel abroad. This librarian, who was able to see the difference between libraries in western countries and her home country, will act as a change agent in her organization. She will be able to implement a few new ideas at her work place.

Staff Participation in the Decision-Making Process

In analyzing the responses for the question: "To what extent are you personally involved in the decision-making process in your institution?" the findings indicate two major types of managerial styles practiced in Romanian libraries: (1) participatory management, where decisions are made in groups (seven of 24, or 29.16 %), or where members of the staff are consulted in the decision-making process at the institutional level (ten of 24, or 42.7%) or at the departmental level (seven of 24, or 29.16%), and (2) authoritarian management, where one person makes the decision and the staff is expected to comply. One respondent states: "Being the library manager, I am the one who decides and is responsible for major objectives and their accomplishment." Apparently there is need for shared power in this institution. Library managers need to empower their collaborators, to distribute responsibilities, and to support staff involvement in the decision making process. The centralization of power and the cumulation of functions continue to represent one of the drawbacks of the Romanian society.[1] Three people of the 24 responding (12.5%) indicated that they participated "very little" in

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[1] There are instances when the same person holds two or three functions, such as director of an institution, president of an association, and chair of a department at a university.

the decisions made in their institutions, 12.5% (three of 24) never participated in this process, and 20.83% (five of 24) refrained from answering this question. Thirteen respondents (54.17%) mentioned that they are greatly involved in making decisions in their departments, but less so at the institutional level.

One answer singles out and expresses a tacit conflictual situation where apparently the person's efforts to implement change are not welcomed by the upper management. S/he states: "Personally I am not involved in changes. Most times my ideas are radical, aimed at treating the *status quo* situation, which generates psychological and professional discomfort in my supervisors. Although I am marginalized, I contribute to change, I act in an underground manner and quite often I manage to implement many changes." This scenario reflects a communist-type setting, where people with initiative are discouraged from expressing their thoughts; even less to be allowed to implement new ideas. There were instances in communist institutions when people who exhibited initiative were perceived as potential threats for the stability of the organization, and therefore, marginalized by their supervisors, not by their co-workers. It took a significant amount of courage to express one's thought in a hostile environment, and it seems that this respondent is still in this situation ten years after the collapse of communism in Romania.

There is an evident correlation between the type of organization the respondents described (e.g., pyramidal, flat) and the degree of participation in the decision-making process. In instances where people presented a pyramidal, centralized layout, their involvement is less considerable. When the institution had a flat, decentralized organization, the staff involvement is more significant. There are cases (20.83%) where, despite a hierarchical structure, there is transparency. The library has a pyramidal layout, "but proposals coming from the base of the pyramid are accepted," or "on and off any employee can participate" [in the decision-making process], or "good and interesting ideas from any employee are accepted." It is obvious that the centralization of the pre-1989 era is burning out and that participatory management is on the way. See Figure 4.

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Conclusions

Observations and perspectives regarding the need for a new direction for librarians in selected parts of Romania to improve their library infrastructure were confirmed in this study. For example, a change from the "old mentalities," a need for policy changes, and a need for more training. There were additional findings, a few of which include: (1) there is a need for librarians in this study to be trained in strategic planning to help improve management skills, (2) there is a need for the librarians in this study to be trained and educated in the development of policies regarding service in their libraries, and (3) there is a need for improvement in the organizational culture of the libraries. It is not clear from these findings the degree to which they are generalizable to other libraries in Romania. Further study is needed to determine whether the findings are general in nature (likely to be encountered in any academic or public library in Romania), or if they were unique to the particular libraries in this study. In the latter case, particular libraries, or types of libraries would be represented, by a particular set of problems and solutions.

Appendix:

International Seminar:
Library Management: Strategies for the 21st Century
Cluj County Library, Cluj-Napoca, Romania,10-13, August 1998

Questionnaire

Change
What was the last significant on-the-job change you have experienced?
What were the results?
What change would you like to make at your job?
How would you plan this change?
What results would you expect from this change?

Culture
Describe your library based on:
What are your library's goals?
What are your policies regarding service?
What is the layout of your library?
What effect does this environment have on service in your library?
In your opinion, which (if any) of the above needs change?

Quality
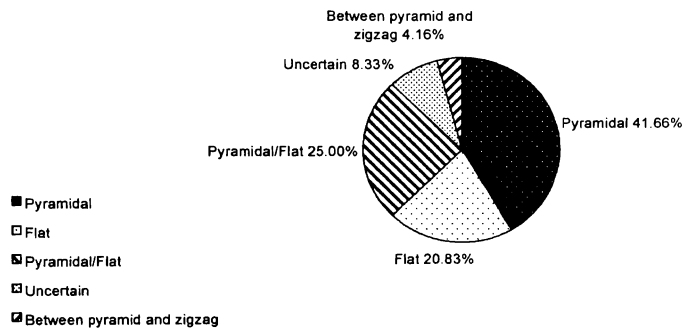How do you define quality in terms of:
Service?
Personnel skills?
Organization?
Customers?
To which extent have you personally been involved in the decision making process in your institution?
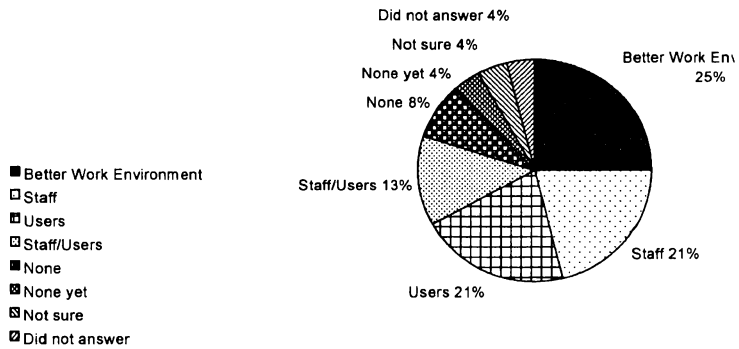
Figure 1- Types of Library Structures

Between pyramid and zigzag 4.16%

Uncertain 8.33%

Pyramidal/Flat 25.00%

Pyramidal 41.66%

Flat 20.83%

■ Pyramidal
□ Flat
⬚ Pyramidal/Flat
⬚ Uncertain
⬚ Between pyramid and zigzag

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Figure 2: The Effect of Layout on Library Services

Lay Out	Effect on Services
Pyra-mid	1. It depends on decisions (positive or negative) 2. Very bad 3. Benign in terms of budget; problematic in terms of quality of services 4. The regular employee can't make any decision of minimal importance 5. Very bad, discourages initiative, makes the staff have a blasé attitude, not loyal competition, which leads to a tense atmosphere 6. Good effect as long as there is cooperation and we consult with one another 7. Rapid decisions by levels of competency 8. Stressful
Flat	1. Positive 2. Every employee can contribute to the changes that are taking place or need to occur 3. Making the decisions at institutional level, with no external pressures, the activity is improved 4. Beneficial 5. Optimal work flow in all departments
Pyra-midal /Flat	1. Sometimes, by being confined, the individual can't use his/her potential to implement new ideas 2. Positive in general in terms of debate, decision-making, and processing
Uncer tain	1. Well-balanced autonomy 2. Complex relationship with no interdependency among departments or branches
Betw. Pyra m.& Zigz.	1. An identical inconsistency in the quality of our services

Figure 3- Categories for Change

Did not answer 4%

Not sure 4%

None yet 4%

None 8%

Staff/Users 13%

Better Work Env
25%

Staff 21%

Users 21%

- Better Work Environment
- Staff
- Users
- Staff/Users
- None
- None yet
- Not sure
- Did not answer

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Figure 4: The Effect of Layout on Staff Participation in the Decision-Making Process

Layout	Effect on Staff Participation in the Decision Making Process
Pyramid	1.Being the library manager, I am the one who decides and is responsible for its major objectives and their accomplishment. 2. As a director, I am very involved in the decision making process. 3. As a director, I wrote the service offer to a local institution, and I supervise its implementation. 4. I teach the English course to my colleagues who don't know English (this was my offer). 5. To a small extent at institutional level, but deeply involved at the departmental level. 6. To a small extent, only on matters pertaining to the department where I work. 7. Very little. 8. Not at all [involved].
Flat	1. Being a specialist in a particular domain, I was invited to express my opinion when that particular domain was under analysis. 2. In the department where I work I make decisions. 3. Together with my colleagues I have taken part in the decision making process in our institution. 4. Total [involvement] (there has been no decision made without preliminary discussion between the manager and the documentalist). 5. I have been directly involved in the decision making process. 6. 100% when the department had is absent; 30%-40% through the nature of the department where I work (acquisitions, cataloguing).
Pyramidal /Flat	1. At my initiative, I was consulted regarding many decisions. 2. The upper management makes decisions, but they consult me regarding library activities. 3. Not [involved] at institutional level, but [I was] at departmental level. 4. In certain cases zero, in others 50%-70%. 5. I have the possibility to decide alone what I need to do every day so that the final result can be the best. Nobody interferes with the way I organize my work. 6. Until the director [fem.] was changed—almost none.
Uncert.	1. Personally I am not involved in changes.
Between Pyra. & Zigzag	1. Enough