MEMORANDUM

TO: Mr. Rodney T. Sakaguchi
   Director, Budget Office
   University of Hawaii at Manoa
   Bachman Hall 110

FROM: John R. Haak
      University Librarian

SUBJECT: Notification of Change in Organization, Library Services, University of Hawaii at Manoa

Enclosed for your files is a copy of the reorganization approved by the University for the Library Services Program.

Please replace the organization charts with ones submitted earlier. No modifications to the functional statement were required at this time.

If you have any questions, please call me or Jean Ehrhorn at 948-7205.

Enclosure:
   Approved Organization Charts (Nos. IV, VI, IX),
   Library Services, University of Hawaii, Manoa

cc: Personnel File
UNIVERSITY LIBRARIAN

COOPERATIVE SERVICES

Head (Appointed from Specialist Positions)
Lib. Asst. IV, SR-9, #13865

Specialist Position: 1 FTE
Full time: #84201

UH Educational Specialist 2, PO-6
#80989

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
LIBRARY SERVICES

CHART IV

GOVERNMENT DOCUMENTS, MAPS & MICROFORMS

Head (Appointed from Specialist Positions)

GOVERNMENT DOCUMENTS

Specialist Positions: 5 FTE
Full time: #84431, #82184,
#82594, #83080,
#82510

Lib. Tech. V, SR-11, #14372,
#30535
Lib. Asst. IV, SR-9, #4490,
#13909

MAPS & MICROFORMS

UH Microphotographer, PO-2,
#80940
Lib. Asst. IV, SR-9, #769
Lib. Tech. VI, SR-13, #14376

APPROVED: [Signature]

TITLE: University Librarian

DATE: April 6, 1988
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
LIBRARY SERVICES

CHART IX

UNIVERSITY LIBRARIAN

ASIA COLLECTION
Head (Appointed from Specialist Positions)
Lib. Asst. IV; SR-9, #26908
Specialist Positions: 11.5 FTE
Full time: #84598, #83532, #82962, #82343, #83144, #83940, #83346, #84462, #84661, #86268, #86269 (.5), #86271 (.5), #86273 (.5)

SPECIAL COLLECTIONS
(Hawaiian, Pacific, Rare Books, and Archives)
Head (Appointed from Specialist Positions)
Specialist Positions: 4 FTE
Full time: #82089, #83888, #84292, #82480

University Archives & Manuscripts
Specialist Position: 1 FTE
Full time: #83241
Charlot: #86272

Public Services
Specialist Position: 1 FTE
Full time: #84394

Lib. Tech. V, SR-11, #15420, #767
Lib. Asst. IV, SR-9, #3833, #14369

APPROVED: 

TITLE: University Librarian
DATE: April 6, 1988

04/1988
TO:    Mrs. Gladys Brandt, Chairperson  
       Board of Regents  
       University of Hawaii  
       Bachman Hall 209  

FROM:  John R. Haak  
        University Librarian  

SUBJECT: Notification of Change in Organization, Library Services, University of Hawaii at Manoa  

Enclosed for the Board's information is a copy of the reorganization of Library Services which was approved by the University. It reflects minor changes in the organization of the Library's administrative office.

Feel free to call me or Jean Ehrhorn at 948-7205 if there are any questions regarding this matter.

Enclosure:  
            Approved Organization Charts and Functional Statement for Library Services, University of Hawaii, Manoa

cc: Personnel File
MEMORANDUM

TO: Rodney Sakauchi, Director
    Budget Office
    Bachman 110

FROM: John R. Haak
       University Librarian

RE: NOTIFICATION TO BOARD OF REGENTS OF CHANGE IN ORGANIZATION-EXECUTIVE SUMMARY OF ORGANIZATIONAL CHANGE APPROVED SEPT. 17, 1987.

Via memorandum on Sept. 17, 1987 I notified Mrs. Gladys Brandt, Chairperson of the Board of Regents of the minor reorganization of the Library Services program. That reorganization was approved following the consultation procedures outlined in UH Administrative Guidelines AE.101.

Following is an executive summary of that minor organizational change. I have attached, for the Board's information, a copy of the original "Minor Reorganization Proposal, Library Services, Library Systems Office". I am also sending another copy of the approved organization chart and changed pages of the Library's Functional Statement related to this minor reorganization.

EXECUTIVE SUMMARY

I. SPECIFIC REORGANIZATION ACTION TAKEN

Changed the reporting relationship of Position #80230, UH Computer Specialist II. Formerly it reported to the Specialist (Librarian) position, #82999. The minor reorganization inserted a supervisory level between the Specialist position and the UH Computer Specialist II. The planned supervisory level position, #80368, then UH Computer Specialist III, was vacant at the time of the reorganization and has since been redescribed and classified as UH Computer Specialist IV.

AN EQUAL OPPORTUNITY EMPLOYER
MEMO TO: Rodney Sakaguchi  
Notification to BOR of Change  
... Approved Sept. 17, 1987  
April 14, 1988  
Page 2

The reorganization also moved two (then) vacant Civil Service positions, Nos. 767 and 18026 into the Library Systems Office for future conversion to APT (via variance) to support the Library's on-line computerized system.

II. SPECIFIC ISSUE, ITS BACKGROUND AND CAUSES

The need was to provide additional high level computer specialist administrative/supervisory support for the on-going library automation program without benefit of additional staff from outside the Library Services program.

This had to be accomplished by request for a minor reorganization because any time a position's supervisory relationship is changed, a minor reorganization change must be made.

Background: The Library automation program, which benefits all UH System Libraries, began in 1983 and has had no infusion of extra position counts since that time. Requests have been made since the 1985-87 biennium budget for position counts to support this vital function. No positions have yet been forthcoming. This minor reorganization was in preparation for the needed increase in the staff of the Library Systems office, either through additional internal adjustment or from position counts added to the Library Services program. Further detail is provided in the attached original reorganization proposal.

III. HOW REORGANIZATION WILL RESOLVE THE ISSUE

The reorganization provides the high level computer/supervisory expertise necessary for this growing program.

IV. EFFECTIVE DATE OF ACTION

September 17, 1987.
MEMO TO: Rodney Sakaguchi
Notification to BOR of Change
... Approved Sept. 17, 1987
April 14, 1988
Page 3

I should point out that a second minor reorganization affecting this unit is underway and will be submitted to the Board of Regents as per current guidelines.

Should the Board of Regents have further questions regarding this minor reorganization, I will be happy to provide further information.

Attachment

cc: President Simone
Secretary of the Board Shiramizu
Library Personnel Files

JH/JE
5. PROCESSING OPERATIONS AND AUTOMATION

* Acquires, catalogs and organizes library collections, maintaining such automated and manual catalogs and other records as necessary to facilitate access to the collections by library users. Manages the Library's Computer Facilities. Prepares publications for shelving in the public stacks or elsewhere as appropriate. Records statistical data and prepares reports therefrom. Provides for circulation of library materials and the physical management of the Hamilton Library collection.

a. Associate University Librarian for Processing Operations and Automation

Plans, directs and coordinates the activities of the Library Systems Office, and of the Acquisitions, Cataloging and Circulation Departments. This includes overall planning, budgeting and associated personnel administration for these departments. In addition, this position has library-wide responsibility and authority for development, implementation and integration of automated library functions where applicable.

b. Library Systems Office

Administers and maintains the Library's computer facilities and related environmental support equipment; manages centralized data communications for the Library's integrated on-line automated system (presently 192 computer ports, 192 terminals and 128 external users); manages development of optical disk storage systems and implementation of automation of internal library administrative and public service support services; provides specialized library systems analysis and programming to support implementation and further development of the Library's on-line system; and monitors programming involved in a range of library automation projects developed internally and externally.
MINOR REORGANIZATION PROPOSAL
LIBRARY SERVICES

Library Systems Office

June, 1987

The following report is submitted under UH Administrative Guidelines AE.101 - University of Hawaii Organizational and Functional Changes to explain the minor reorganization involving insertion of an added layer of supervisory control in the Library Systems Office. Additional supervisory control is necessitated by the increased operational requirements of the Library Systems Office.

Objectives

1. Broaden the function of the Library Systems Office to handle the growing administrative and supervisory technical computer support, and computer facility management support necessary to provide UHM library and UH System Libraries access to the integrated, on-line library system.

2. Insert an additional layer of supervisory control in the Library Systems Office. Because of broadened responsibility, increased demands for systems analysis, and the need to extend Library computer facility management coverage to more hours of the day, seven days of the week, 52 weeks per year, an additional layer of management and supervision is necessary.

Existing Situation

Presently the Library Systems Office consists of one Library Specialist faculty position (S-3), one UH Computer Specialist III position, (currently vacant) and one UH Computer Specialist II position. Over 150 hours per week of student help are also used to cover many of the computer support duties. (A second Library Specialist faculty position (S-2) for computer/library function liaison support has been established on a temporary basis until the formal support this operation needs can be supplied.)

Two additional APT positions have been requested through the University budget process, but have not yet been approved.

Given the current responsibilities listed below, the existing organizational structure and staffing are not adequate to meet all the present workload demands. Consequently, the proposed changes are necessary in order for the Library Systems Office to accomplish its mission.
Current Responsibilities of the Library Systems Office

Appendix A describes the University of Hawaii Library Automation Program. This program not only serves the UH Manoa campus, but as its functions are developed and implemented, also serves other libraries of the University of Hawaii System: Hilo, West Oahu, and the community colleges.

The Library Systems Office is responsible for the following functions with regard to the automation program:

1. Ongoing planning, development and enhancement of the Library Automation Program. Investment in the hardware and software for this program is over $3.5 million to date. The University of Hawaii Library data base will continue to grow and expand. This necessitates continued upgrading and development of the hardware and software to be able to cope with millions of interactive records. At present the data base includes over 700,000 bibliographic records with expansion to 2 million bibliographic records, 40,000 patron records (for circulation of the material) and numerous transaction records necessary to handle the ordering, receipt, and addition to the data base of over 65,000 volumes per year, retrospective conversion of older non-machine readable records of over 100,000 per year, and the circulation of approximately 250,000 titles per year.

2. High level systems analysis and programming to maintain and enhance the system.

3. Round-the-clock management, maintenance and technical support of the Library Computer Facility. This facility currently contains two 32 bit-based supermini-computers, supporting 192 computer ports, sixteen 518 mg disk drives, five 6250 tape drives, three 300 CPM printers and related peripheral equipment (printers, terminals, etc.). The Library's Computer Facility currently runs a two mini-computer and a centralized word processing system and is in the process of implementing an in-house (Gandolf) data communications system. A LAN based microcomputer system is also under development.

4. Management of the centralized data communications system, including database maintenance, usage monitoring, and day to day operation of a private access computer exchange designed to support 512 users—192 computer ports and 192 terminal users in Hamilton/Sinclair libraries and 128 external users (other Manoa campus users including the Law Library, other UH System libraries, other educational institutions as well as governmental and private dial-in users.
Library Services
Library Systems Office Minor Reorganization Proposal
Page three
June, 1987

5. Management of other automated systems which interface with the main computer system, such as:
   a. management of optical disk storage mediums for preservation of records
   b. development, implementation and training of office automation support systems, using both the capabilities of the minicomputer system and additional stand alone, but communicating, microcomputer work stations.
   c. loading and provision of access to unique databases for library research use
   d. specialized programming to support the interfacing and transparent communication for the above systems

Revised Organization

Responsible management of the above functions requires an additional layer of supervisory/administrative support in addition to the Library Specialist (S-3) position. There will be an intervening supervisory layer in the Library Systems Office between the Library Specialist (S-3) position and the UH Computer Specialist II position (#80230, Incumbent Kwok Bor Cheung). Position # 80230 will report to Position # 80368, UH Computer Specialist III. (currently vacant) which will be redescribed.

Given that no new positions have been allocated for the 1987-89 biennium, the Library Services program must provide the support needed in the Library Systems Office by other means. Two currently vacant Civil Service positions have been identified and held for future conversion to UH Computer specialist positions. The variance process will be used to convert these two positions. A third position will be needed in the future to complete the staffing needs for the Library Systems Office.

Effects to Staffing:

1. Redescription of Position #80368, (currently vacant) UH Computer Specialist III, to increase position's supervisory and administrative responsibilities.

2. Position #80230, UH Computer Spec. II, (incumbent Kwok Bor Cheung) will report to Position #80368 instead of directly to the Library Specialist (S-3) position #82999.

3. Establishment of three additional positions as computer specialist positions to support the growing operational needs.
4. Variance process will be used to convert two existing (vacant) civil service positions to APT as Computer Specialists. (Position #787, Lib.Tech V, SR11, and Position #18026, Lib. Asst. IV, SR09 are both currently vacant and are being held for conversion to APT through the variance process.)

5. A third Computer Specialist position will be established once an appropriate vacancy is identified or an additional FTE is provided to the Library for this purpose.

Alternatives Explored and Rejected

a. Increasing the number of positions reporting directly to the Library Specialist (S-3) widens that position's direct one-on-one supervisory responsibilities beyond what is reasonable for one individual. It would not leave time for that person to do the system wide planning and development work, library liaison and training work necessary. It would also not solve the need for additional high level administrative support and decision making over the 24 hour period of computer facility management required in the Library Systems operation.

b. Providing for Library Systems Office management and administrative support work through other Library organizational units is also not viable, given the need for close coordination, technical computer specialization and shift work assignments required.

Modified Functional Statement

The Library Services Organization Plan is revised to update and reflect the expanded scope of the Library Systems Office. Existing and proposed charts and existing and revised functional narratives (Organization Plan) are attached.

There are no other changes in the Organizational Plan.

APPROVED BY: [Signature]
John R. Haak

TITLE: University Librarian

DATE: November 17, 1987
APPENDIX A

THE UH LIBRARY AUTOMATION PROGRAM

The University of Hawaii, Manoa, Library automation program began with program planning in 1983. In 1984 the contract with the major vendor was signed and hardware was purchased. By the end of 1985 the public saw the first products of the automation program. The University Library's objectives in developing an integrated automated library system are:

1) to increase the use of existing collections by making it easier to locate holdings and speed up checkout procedures;

2) to improve the timeliness of ordering library materials and the efficiency of internal processing;

3) to network all libraries on all UH campuses through a union online catalog, thereby maximizing the use of all collections and services statewide;

4) to provide access to the library catalog from all parts of all UH campuses, including offices and classrooms.

5) to provide off-campus, dial-in access to the library catalog by related institutions and other libraries within the state.

The UHM automated library system presently supports the Online Public Access Catalog (OPAC) and the Cataloging module, as well as the Circulation subsystem currently in the final stages of implementation.

The Online Catalog replaces the traditional library card catalog and the microfiche catalog. Its (ALOHA) database contains a constantly growing number of bibliographic records. Access by any word in the name of a title, author, series title, or subject is provided. The UHM Online Catalog is current up to each day of the library's cataloging and contains a growing number of items added to the collection before 1980; items which were previously available only through the card catalog.

The Cataloging Module allows for the efficient processing of all materials received by the library, eliminating the backlogs that plague manual systems and making currently acquired holdings immediately available to UH students and faculty. Using this subsystem library technical services personnel are able to do original cataloging and authority work interactively, download records from bibliographic utilities such as OCLC and UTLAS, update the ALOHA database by means of batch tape loads from the same utilities as well as book jobbers such as BNA and Baker & Taylor, and perform database maintenance functions at individual workstations.

The Circulation Subsystem will allow for a check-out and check-in process which is capable of dynamically linking patron, bibliographic, and individual item records, instantly updating the status of any item in the system and flagging the patron record. Holds may be placed against items not currently available and blocks may be placed limiting
an individual's borrowing privileges. The accounts receivable function allows for notice and report generation for handling overdue and lost books.

The Acquisitions and Fund Accounting modules are under development at this time. The initial planning for the automation of all administrative functions has also been completed. Discussions regarding the generation of operational and management statistics from the system are underway.

These plans call for an eventual micro to mini link which would tie all library information resources together and allow for complete integration of all functions, both vertically and horizontally within the library. Distributed word-processing, electronic spreadsheet, and E-mail are already being supported by the automation program on a limited basis in test mode.

Both maintenance and ongoing enhancement of the existing automated functions, as well as the further development of this integrated system are the responsibility of the UH Library Systems Office. Responsibility for the automation program is a massive and multi-faceted charge, requiring round-the-clock administration of the minicomputer facility which provides the computing power for support and development of the system. In addition high-level programming, systems analysis, and data communications expertise is required to manage the ongoing maintenance and enhancement of the system's interactive capabilities.

In carrying out the UH Library Automation Program not only are planning, equipment selection, site preparation, hardware installation, software implementation and enhancement, staff training, and documentation the responsibility of the Systems Office, but the day-to-day technical support of all of the subsystems (both existing and under development) are the responsibility of this office.
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
LIBRARY SERVICES  

CHART VI  

UNIVERSITY LIBRARIAN  

PROCESSING OPERATIONS AND AUTOMATION  
Associate University Librarian  
Ms, #89018  

LIBRARY SERVICES OFFICE  
Specialist Position: 1 FTE  
Full Time: 8:00AM - 4:30PM  
Un Comp. Spec. III, #9210, #9290  

ACQUISITIONS  
Head (Appointed from Specialist Positions)  
Specialist Positions: 3 FTE  
Full time: #84097, #82676, #84201  

Search/Verification/Order  
Head (Appointed from Specialist Positions)  

Search Unit  
Lib. Tech. V, SR-13, #15175  
Lib. Tech. V, SR-11, #18024, #7473  
Lib. Asst. IV, SR-9, #14375, #11279  

Search & Production Unit  
Lib. Tech. VI, SR-13, #15390  
Lib. Tech. V, SR-11, #16946  
Lib. Asst. III, SR-7, #12483, #14375  

Receiving  
Head (Appointed from Specialist Positions)  

Monograph  
Lib. Tech. VI, SR-13, #12484  
Lib. Asst. IV, SR-9, #1552, #18025  

Serials I  
Lib. Tech. VI, SR-13, #17620  
Lib. Asst. IV, SR-9, #22489  

Serials II  
Lib. Tech. VI, SR-13, #815  
Lib. Asst. IV, SR-9, #6915  

Serials III  
Lib. Tech. VI, SR-13, #8948  
Lib. Asst. IV, SR-9, #13909  

Gifts and Exchange  
Lib. Tech. VIII, SR-15, #13476  
Lib. Tech. V, SR-11, #15468  

*To be redescribed.  
**To be redescribed and converted to APT through variance process.  

APPROVED: John R. Haak, University Librarian  
DATE: 03-17-87
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
LIBRARY SERVICES

CHART VII

UNIVERSITY LIBRARIAN

PROCESSING OPERATIONS AND AUTOMATION

Associate University Librarian

CATALOGING

Head (Appointed from Specialist Positions)

Bibliographic Files Coordinator
(Appointed from Specialist Positions)

Original Cataloging
Specialist Positions: 14.5 FTE
Full time: #3757, #02663, #02880, #03533, #03823, #06017, #06074, #03582, #04220, #02359, #04473, #03130, #03852, #06273, #06269

Lib. Tech. VI, SR-13, #13563
Lib. Tech. V, SR-11, #760, #12850, #11100
Lib. Asst. IV, SR-9, #13867

Search/Copy Cataloging

Lib. Tech. VI, SR-13, #5391

Catalog Maintenance

Lib. Tech. V, SR-11, #6675
Lib. Asst. IV, SR-9, #13540, #13866, #15421, #15588

APPROVED: John R. Haak, University Librarian
DATE: 09/17/87
UNIVERSITY LIBRARIAN

PROCESSING OPERATIONS AND AUTOMATION
Associate University Librarian

CATALOGING
Head (Appointed from Specialist Positions)

Bibliographic Files Coordinator
(Appointed from Specialist Positions)

Search/Copy Cataloging
Lib. Tech. VI, SR-13, #13543
Lib. Tech. V, SR-11, #768, #12850, #11100
Lib. Asst. IV, SR-9, #13867

Catalog Maintenance
Lib. Tech. VI, SR-13, #5391

Lib. Tech. V, SR-11, #6675
Lib. Asst. IV, SR-9, #13540,
#13866, #13421, #15588

Original Cataloging
List Positions: 14.5 FTE
Lib: #83757, #82663, #82880, #83533, #83823, #84017,
#84674, #83582, #84220, #82355, #84473, #83130,
#83832, #86273, #86269
Acad Support Sp, PO-1, #81383

Research VII, SR-13, #13908
Research VI, SR-13, #15472

APPROVED: John R. Haak, University Librarian
DATE: 09/17/87