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SUNY/Bolivia
Legislative Support Program

***Strengthening the Research
Capability of the
Bolivian National Congress***

Prepared by
SUNY/Bolivia Library Team

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I. EXECUTIVE SUMMARY

During the week of October 3-9, 1993, the SUNY/Bolivia Library Research Team conducted its second visit to Bolivia to further study the legislative needs of the Bolivian Congress and to develop a follow-on report to the *Preliminary Report* issued in June 1993. This *Report* refines the recommendations on the Legislative Library offered in the Preliminary Report. But as requested, it focuses especially on the how to develop an **Information and Research Unit** in the Bolivian Congress and proposes a complete network planning strategy.

We recommend that the new **Information and Research Unit**:

- research factual issues for use in the law-making function
- hire professionals with civil service or contractual, predictable, nonpartisan status, trained in a variety of disciplines
- staff include a professional librarian and researchers
- respond to inquiries in a neutral, nonpartisan manner
- maintain a small collection sufficient to respond to most information requests
- operate in the Legislative Palace to be accessible to members and staff
- establish links to international databases through the Internet
- receive regular, reliable funding, possibly through the Office of the Vice President
- build collaborative relationships with other libraries in Bolivia
- establish regular procedures, forms and priorities.

We recommend that the **Legislative Library**:

- report to the office of the Vice President, preferably to CICON
- purchase additional equipment, and make specific space, heating and lighting changes
- hire new professional staff
- receive materials from CICON and the Legal Depository
- serve as the long-term repository for Bolivian governmental materials
- provide in-depth support for the CICON units and the Congress.

We recommend that the **Legislative Archives**:

- reorganize and combine with the Legislative Library
- report to the director of the Legislative Library
- develop a mission statement
- comply with international archiving standards or develop Bolivian standards
- weed out noncongressional materials
- promote the congressional history of Bolivia.

The **computer network** needs of the new Library Research Unit and the Library should be met through the development of a congressional computer network. This report describes, therefore, steps necessary to develop a network that will be of use throughout the Congress. These steps include:

- **laying out the probable functions to be included or improved**
- **designating a Manager of Information Systems to report to the head of CICON**
- **designating a local area network (LAN) manager, an Internet contact, and a Security Manager (the MIS Manager may initially handle these other functions)**
- **creating a LAN**
- **joining the Internet**
- **linking the LAN to the Internet to provide Internet accessibility to multiple sites.**

II. INTRODUCTION

During the week of October 3-9, 1993, the SUNY/Bolivia Library Research Team conducted its second visit to Bolivia. Following the first visit (June 14-18, 1993), the Team drafted a preliminary report which focused on strengthening the Library of Congress. The *Preliminary Report* provides the basis for this extended and more detailed set of recommendations. While this report expands on some of the recommendations made for the Legislative Library, it focuses especially on the new **Information and Research Unit** of CICON. It should be read, therefore, as a continuation of our earlier *Report*.

We greatly appreciate the care and concern with which our *Preliminary Report* and recommendations were read and reviewed in Bolivia. We have tried to carefully evaluate all of the written and oral comments we received and have altered some of our initial recommendations accordingly. We hope that this *Report* will continue the dialogue and be of assistance in the creation of the **Information and Research Unit** and in the development of the Legislative Library.

Effective information services are the foundation upon which other legislative staff agencies may be built. Although this Report will describe in detail the Research and Information Unit, we do not wish to diminish the importance of the Legislative Library. We support the development of a strong legislative library, which is essential to the success of all of the other information activities — fiscal, programmatic, legal.

The dramatic nature of the improvements necessary to transform the current Library of Congress into a well-functional Legislative Library may take considerable time depending on resources made available. The Information and Research Unit could become operational much more quickly. We believe the Library should also be placed under CICON to ensure collaborative planning, service development and staff interaction.

We stressed in our *Preliminary Report* that there had to be a close working relationship between the current Library and the current Archives. Upon reflection, we have come to the conclusion that this can be best accomplished by the union of the two current staff agencies under the Library of Congress. It is our understanding that there is widespread support for the unification and continuation these services, and we urge implementation.

By merging the two staff agencies, the new Legislative Library Director will be able to implement a plan, outlined in our earlier *Report*, that culls from the current holdings many items of historical importance but of no real current use in the active research and reference function of our proposed Legislative Library.

Beyond managing the merger of the two agencies, we believe that the new Legislative Library needs to develop an organizational mission statement that parallels those of the other successful legislative libraries that we have described in our earlier *Report*. At present, the current Library of Congress heavily emphasizes an archival function. This focuses the

resources of the current Library on the past, when it is to the future that the Congress must demand that the new Library turn its attention.

Stated another way, archival activities are a part of legislative library life but are not the most important part. If the new Legislative Library continues to devote most of its resources to this activity, it will not meet the needs of the Congress.

Thus, when we use the term "Library of Congress" or "Legislative Library" in this report, we mean an agency that is radically different from the current Library.

III. INFORMATION AND RESEARCH UNIT

A. Overview

One of the tasks of the SUNY/Bolivia Legislative Project, as described SUNY's agreement with Departamento de Finanzas y Monetización Internacional (DIFEM), is to work with the Bolivian Congress to develop an information and research unit in the Congress that "...will provide to the National Representatives, committees and general public independent information regarding studies of comparative legislation and studies regarding specific legislative themes." This section contains specific recommendations as to how this office could be implemented within the Bolivian Congress.

The Office's basic purpose should be to research substantive issues for use in the law-making process in response to inquiries or requests from the Vice President, Legislative Commissioners, Legislators, their staff or Ministries. These requests might cover any topic that is not purely fiscal or legal. The Budget Office and the Bill Drafting Office will assist in those areas.

The professional staff of the Office should be trained and experienced in a wide range of intellectual disciplines, such as the physical sciences, applied sciences, statistics, public policy, and the social sciences.

The professional staff of the Office should respond to inquiries in a neutral, nonpartisan and informational manner and avoid taking an advocacy position on them.

When an inquiry is received, the Office, in preparing its response, should: collect, analyze, and compare data; review, critique, and summarize technical literature; consult with recognized experts; draft a clear and concise report; and arrange a briefing on the report, if requested to do so.

Contrasting findings should be summarized by the Office and responses on all sides of controversial issues should be sought. When preparing briefs and reports, the Office should: identify potential legislative options; quantify risks and benefits; predict the likelihood of complicating factors; and explain the interrelation between programs, policies, practices, and regulations.

In summary, the Research Office should provide information to the Vice President, the Congress, its Commissions, and its members on issues of a quantitative and qualitative nature, providing technical expertise and professional research assistance.

Even if the Library of Congress is not placed under the CICON, as we recommend, we strongly urge the establishment of a close collaborative working relationship between the Library and the CICON. In the following, we describe our model for an Information and Research Unit.

B. Staffing

The professional staff of the Unit will be crucial to its success and to its use and acceptance by the members of Congress. The Coordinator of the unit should be a legally trained librarian. We recommend that this person be familiar with Bolivian librarianship but, if possible, have received some training outside of Bolivia and have some knowledge of English. This would be very helpful in using the international computerized and traditional materials that we believe Congress needs for its work. It is essential that the head of this unit be trained in research methodology and be able to identify and retrieve information in any format, from any location. The duties of the Coordinator will include: collection development; materials organization; reference and research assistance; supervision of research unit staff; establishment of collaborative relationships with other libraries; deciding on equipment, furniture and automation purchases; and providing ongoing in-house research training.

A legally trained librarian would also be of great assistance to the Bill Drafting Unit, the evolving Library of Congress and in general reference assistance to the members of Congress.

We recommend at least two additional researchers with a baccalaureate degree, and two years of experience or two years of academic training, and four years of experience. These individuals must have a public policy background in the applied sciences, such as the environment, natural resources development, and the social sciences, such as health care and education. These individuals's duties would include developing extensive familiarity and good collaborative working arrangements with the Legislative Commissions and the Executive Ministries responsible for policy and programs in the researchers' areas of concentration. It is essential that these individuals have long-term status either by contract or through some generally adopted change in civil service status for the professional staff of Congress.

It is also essential that this unit have a messenger/runner to retrieve materials from other libraries and to deliver information to the members.

Duties Description/qualifications

Coordinator:

- ✧ **Masters Degree in Library and Information Science/Law Librarianship**
- ✧ **Some reading knowledge of English**
- ✧ **Experience in legislative, executive or public policy arena**

Duties:

- * Write mission statement**
 - Collection development policy**
 - Procedures and rules**
- * Supervise Research Office staff and operations**
 - Acquisitions of material**

- Research and reference assistance
- Cataloging or organization of materials
- Purchasing of equipment
- * Establish
 - Collaborative relationships with other libraries
 - On-going in-house training for staff
 - Orientation to research and information
 - Services for Congressional staff
- * Report Annually on:
 - collection size and scope
 - use of computerized network
 - types of research performed
 - expenditures
 - service development

Researchers:

- ✧ Academic training and experience in areas of concentration
 - Applied Sciences
 - Social Sciences

Duties:

- * Receive and respond to inquiries from the Congress.
- * Prepare briefing papers as requested
- * Assist the Librarian with collection development
- * Monitor activities and programs in Commissions and Ministries related to areas of expertise.

C. Collection

The Unit will maintain a core collection of materials for quick use by Congress members and staff. (see *Preliminary Report*.) The majority of research requests by the Congress members will be able to be met immediately, through limited materials kept on site. These materials would include the Constitution and Laws of Bolivia, statistical abstracts, recent publications of the Ministries, and almanacs of general information. This small collection should also contain any specialized materials about current Bolivian governmental, economic, social, political and economic issues. Newspapers, journals and CD-ROMs will provide current information, as will access to the Internet.

The Unit will retain materials on a short-term basis. After a specified period of time, materials will be transferred to the Library of Congress. The Unit will not begin to transfer materials, however, until the Library is able to receive them and ensure that they are easily retrievable by the Unit or by any other users.

It will be essential for the Coordinator/Librarian of the Unit to be aggressive in the identification and collection of materials of interest to the Legislative Commissions. We expect that the Librarian will also be aggressive in retrieving materials from the Ministries and from the Legal Deposit office.

We recommend that this unit receive the materials that are eventually destined by law for the Library of Congress. We envision a strong collaborative relationship between this Unit and the evolving Library of Congress. It is our expectation that the Library staff will assist in the cataloging of the materials held by the Research Unit and that by the time the Research Unit must begin weeding older materials (12-18 months), the Library will be ready to receive, maintain and retrieve the discarded (i.e., older) materials from the Research Unit. [Note: older materials from the Fiscal and Bill Drafting offices should also be sent to the Library.] In this way, the materials will still be close at hand if needed; can be used by a wider audience; and the Research Office will maintain a tightly focused, current, and active collection in a small but efficient space.

D. Space

We recommend that the Information and Research Unit be located in the Legislative Palace near to the Congress members and their staffs and provide a simple, convenient means of providing information to the legislators and their staffs.

Legislators are much more likely to request and use the information provided by the unit if it is located close to them and is convenient. Our only caution is that it not become viewed as the purview of any particular legislator — that the Unit serve the needs of all members of Congress.

The Unit should provide for a limited reading and reference area, and space for consultation and provision of specialized information services. It is important that the Unit have a space for the staff to meet with members of Congress and their staffs to ascertain the exact nature of the questions and research needs of the members and to assist staff with reference materials. We recommend an area not less than 30' x 40' that has space for four staff members, shelving of materials and at least two consultation areas that have some privacy. Space must include at least one stand-alone computer workstation for use of CD-ROM materials.

E. Equipment and Furniture

New equipment will be required to ensure efficiency. We recommend that this office have at least two computers — one to be dedicated to online access to commercial databases and the Internet, and a second to be dedicated to CD-ROM access. We would also prefer an additional or third computer be available for word processing, and general office business.

We also recommend that this office have a photocopier, a fax machine, and a microfilm/microfiche reader-printer. It must also have shelving, furniture for four staff and at least two small consultation areas to work side by side with patrons (two comfortable chairs with side tables and sound partitions).

F. Internet and Automation

Section VI of this report, **NETWORKING AND AUTOMATION**, presents a plan for meeting the information needs of the Research and Information Unit, the Legislative Library and the Congress in general.

It should have electronic access to the Internet. A number of international databases and the holdings of other libraries such as the Judicial Library and hopefully the National Library in Sucre, will be accessible to the Information and Research Unit via the Internet (see aforementioned Section VI for description).

G. Funding

We support the proposal that funding for this office come from the Office of the Vice President. The Librarian must draft a budget annually and have an opportunity to present and explain the Research Unit needs.

Staff:

Coordinator / Librarian
Research Analysts — 2
Messenger — 1

Equipment and Acquisitions:

Microcomputers — 2 (3 preferred), laser printer
CD-ROM reader
Modems
Photocopier
Fax machine
Microfilm/Microfiche reader-printer
Shelving
Tables — 1 large work table, 2 side tables)
Chairs — 4 comfortable, 4 desk)
Desks — 4

est. 60,000 bolivianos annually for acquisitions

est. 36,000 bolivianos annually for contractual services (including Internet and database access), maintenance of equipment

H. Build Collaborative Relationships

The Research Unit should provide access to materials in other libraries, either on disk, online, on CD-ROM or on paper.

La Paz has a number of good quality, specialized libraries — including the library in the Central Bank, the Ministry of Mines, the Planning Ministry, and CONOCYT — and we learned during our visit that these libraries are universally willing to share information with the Congress. Indeed, the Central Bank has developed a catalogue of its holdings on MICRO ISIS, and Central Bank staff indicated that they would be willing to provide online access for the Congress (see Section VI). The holdings of the Library of Congress must also be easily contacted and retrievable. It will be crucial that the Research unit establish and maintain solid working relationships with the specialized libraries to avoid duplication and to ensure that Congress have the best information available. The American Library Association Interlibrary loan form is recognized internationally and may be used with requesting materials from other libraries both in country and abroad (see Appendix).

I. Procedures, Forms and Priorities

It is essential that all requests be tracked and answered within the requested timeframe. We recommend that all requests coming into the Research Office be logged in with the requesting person's name, office and the date needed as well as a short description of the request. Each logged-in entry should be assigned to a staff person and that person should initial the entry, make progress notes and indicate the date concluded. This process can be manual or automated, depending on the equipment available.

We recommend that a form (see Appendix) be printed for this purpose, and that ALA Interlibrary Loan request forms be used for interlibrary loan.

Priorities must be established for the answering of questions. We recommend that the governance of the Congress be the model for the priorities: Vice President, Legislative Commissions, individual Legislators, members of the Executive, members of the Judicial, members of the public should be given service in that priority order. That will eliminate problems in expectations for service.

J. Proposed Implementation Schedule

We recommend the following as a model implementation schedule to follow in developing the new Information and Research Unit.

- Identify space no less than (30' x 40', with good lighting and access to electrical circuits) in the Legislative Place — **December 1993**
- Advertise for candidates, interview and select (see report for qualifications and duties) — **January-February 1994**

- **Purchase furniture and equipment (see report for specifics) — February 1994**
- **Acquire materials; establish collaborative relationships with other libraries — February-March 1994**
- **Install equipment; connect to LAN/WAN/Internet — March 1994**

IV. LEGISLATIVE LIBRARY

The Research Unit defined above with work at top efficiency only if the difficulties experienced by the present Library of Congress are resolved. Duplication must be avoided, but we envision the critical need for both short- and long-term availability of materials. The following section outlines our recommendations for improving the Library of Congress so that it may become the foundation needed for the working units of CICON and the other units of Congress. The Preliminary Report detailed a set of recommendations for the Library, which will not be repeated here. Instead, we propose a timetable for development of the Library — which should proceed in tandem with the development of the new Research and Information Unit.

A. Overview and Placement

We have been made aware of a proposed organizational chart which places the newly unified and redirected Library of Congress directly under the Vice President. We believe that this organizational placement developed so as to insure that the new Library serves the needs of the Legislature, however, we do recommend that consideration be given to placing the Library under CICON.

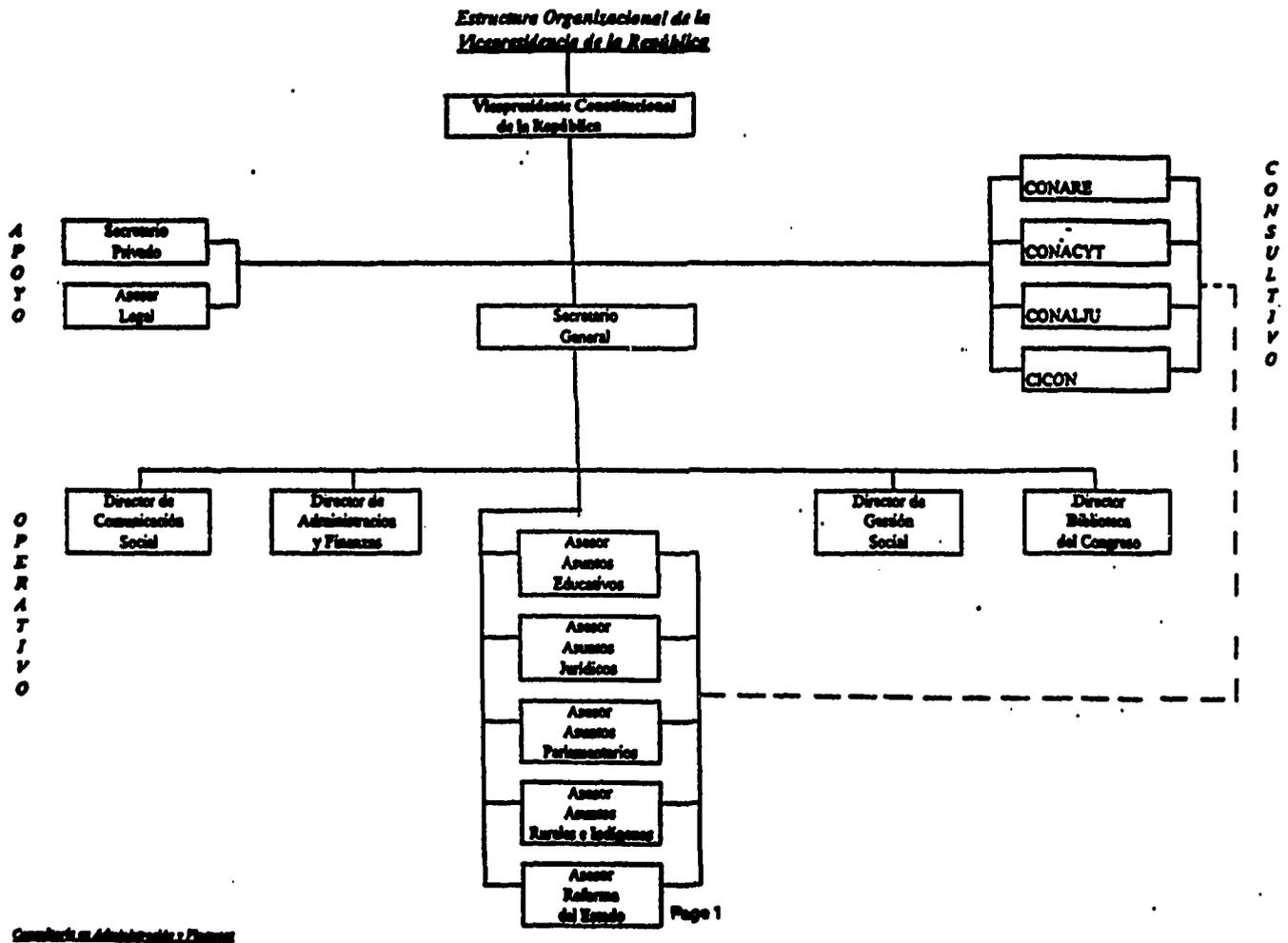
We heartily support any plan that places the Library under one central or bi-partisan, bicameral organization, and makes that organization responsible for the Library budget. We would also recommend that the Vice President's Working Group for the Modernization of the Congress be reconvened in order to give the project multi-party guidance and support. Senators, Deputies and their staffs will be the primary users of the new and enhanced legislative services, and their support in the development of these services is essential.

All of the Team members support the recommendation that the Library be placed under the Vice Presidency. In addition, we also see a number of advantages with placing it under the CICON director (which we understand is also to be placed under the Office of the Vice President — see Figure 1). There are positive benefits for the Office of the Vice President, positive benefits for the Congress, and positive benefits for the newly developing legislative staff agencies by placing the new Library of Congress/Legislative Library under the umbrella of CICON.

By placing the Library under the supervision of the Director of CICON, all of the legislative staff functions would be consolidated in one organizational location and would be accountable on a day-to-day basis to the Director of CICON. This will help to insure that the new Library truly serves the needs of the Legislature and will make it administratively easier to achieve that goal.

The benefit to the Office of the Vice President is that this organizational location would free the Office of the Vice President from the necessity of monitoring the activities of what is expected will be an increasingly busy Legislative Library. It would make both the Director

Figure 1



and the Legislative Librarian accountable for its success. Two persons would have a direct stake in the success of the Library.

Placing the Library under the supervision of the Director of CICON benefits Congress because it would permit the Director to monitor its development, integrate its activities, and coordinate all the core staff efforts.

The benefit to the several staff agencies is that it would permit the Director of CICON to coordinate the activities of all of the CICON staff agencies, promoting greater fiscal efficiency and the better use of staff resources.

The only potential drawback to placing the Library under CICON is that the reform of the Library is a heavy administrative and potential political burden for the new CICON director to take on. He or she will be responsible for establishing and making operational the three new offices of CICON. The Library is an additional task, and, unlike the other offices, the Library has a history and tradition and its own agenda. Reforming such an institution in the best of times is major undertaking — doing it while establishing the other three offices is a tremendous task.

However, we have discussed at great length among ourselves this organizational placement of the Library of Congress. The members of our group come from significantly varied legislative library backgrounds, yet all of us agree with the view that the Congress would be better served by making the Library of Congress the fourth division of CICON if at all possible (with the four divisions being: Fiscal, Research, Bill Drafting, and Legislative Library).

The comments on the Library which follow apply equally to whether the Library is placed under the CICON or is a free standing institution under the Vice Presidency.

B. Implementation Timetable

1. Immediate: January 1993-February 1994

The Library must have prepared working space for a minimum of four staff members, at least four patrons, a photocopier and a fax machine within this time period. We recommend a secure and comfortable reading room be established. The long-term use and security needs for the Library building must be addressed. As a short-term security solution and as an investment in future use, a heated, well lighted reading room would allow patrons to use Library materials under the supervision of Library Staff. The room could be a section of a larger space as long as it can be heated. It should have two working tables with four desk chairs, and a least four comfortable chairs. The immediate availability of useful space would allow more time for the overall renovation of the Library building recommended in our first report.

We recommend that the newspapers received by the Legal Deposit Office, which we understand are now being unused and simply stored, be the first material to be available in the new reading room.

The Library should have at least six new ranges of shelving or six large bookcases in the new reading room and its own materials cataloged and shelved. Shelves should be added every three months as the collection grows.

The security of the Library must be addressed. This may be as simple as hiring security personnel. Expertise is readily available for this type of work, and it must be accomplished immediately. A system as simple as that in operation in the New Central Bank building, where a guard checks packages at the exit to assure that no-one is leaving with books, may be sufficient. It makes poor economic sense to invest in the development of a collection that cannot be protected for tomorrow.

2. First Six Months: January-June 1994

A professional librarian with some training outside of Bolivia and some knowledge of English must be hired to develop a mission statement, a collection development policy and guide staff in library practices. The individual should have a degree in library science, some experience with the legislative public policy arena, and some background in social science bibliography. This individual, who may become the Library Director, would immediately help staff weed the materials held by the Library of Congress. The needed material can be transferred to other libraries. We anticipate not more than 20 percent of the current Library collection is appropriate for retention. However, the material not needed by the Congress should be distributed to other libraries — university or public.

During the course of the weeding and in consultation with CICON units and the Legal Depository Office, the Library must develop a collection development plan (see *Preliminary Report*). It must be stressed that the Library should greatly expand the type and subject nature of the materials it seeks to collect, organize and maintain. Under this plan the Library will be responsible for the in-depth and long-term research needs of Congress and be available for public research use. We recommend that the Library follow the same service procedures and priorities as the Research Unit.

3. First year

As the collection is culled, the items retained must be immediately cataloged. The Library should be organized by the end of its first year to receive materials from CICON units and the Legal Depository.

We recommend that cataloging will be done with the Dewey Decimal system and that MICRO ISIS be considered, to allow immediate compatibility with the University and

with the Central Bank libraries (see Section VI). Forest Press, located in Albany, New York, has offered to donate the Spanish version of the *Dewey Decimal Classification* to the Congress to facilitate the cataloging process. In addition, we recommend that special security coded labels be inserted in each cataloged item for long-term electronic security installation.

For the work of the first year, the Library must have a working Director, a librarian, two support staff and a runner/messenger. At least the Director must have experience and training in addition to the Bolivian training.

Credentials for the staff of the Library include academic training for the Director and the librarian in librarianship, with concentrations in other than archival work, and at least two years of experience in other libraries. We recommend that the second librarian have some technical experience with Dewey Decimal classification and some cataloging experience. The support staff must have library experience. The most importance aspect of the selection procedure is willingness to supply information and willingness to work in collaboration with other institutions.

The Library must work in collaboration with the Research Unit and other CICON units, the Legislative Archives, the Intermediate Archives and with other libraries. The Library must share catalog information and materials with other libraries and participate in interlibrary exchange (see similar text in Research Unit).

One essential area of collaboration with the Archives is in preservation. Equipment and supplies can be jointly purchased. We recommend that the Library's long-term goals include the microfilming of representative Bolivian newspapers for governmental, academic and public use and record. Scholars, public personnel, Congressional and Executive, need long-term access to the information available in the press. This might become a cooperative program with several other libraries.

Another area of collaboration should be a project for the second year to start an imaging system for the combined library archives. This system will have images of all legislative bills, resolutions, studies, acts, public hearing records and other legislative documents. The original documents will eventually be stored at the archives, but the IRO and the library will have them accessible through LAN.

The Library must have a central budget source, possibly from the Office of the Vice President. The annual budget initially must include funds for four staff: one Director, a librarian, a support person, and a messenger. We recommend that a second or reference librarian be added to the staff at the conclusion of the first year, bringing the total staff to five. Ongoing funds are also necessary for collection development/materials and supplies and equipment. We recommend an initial amount of not less than 80,000 bolivianos for nonpersonal service. Initial funding must purchase at least two computers (one for CD-ROM, and one for Internet), a laser printer, a photocopier, fax machine, microfilm/

microfiche reader-printer, six to ten ranges of shelves, two working tables, four desk chairs, four comfortable chairs, and four desks and chairs for staff. Telephone service is essential.

4. Second Year

Initiate an imaging system to scan the legislative documents that remain in the collection after all the weeding has been done. The priorities would be:

- Actual session bills and resolutions as they are approved
- Legislative histories
- Bills from past sessions

This project would be a collaborative Library and Archives project.

V. LEGISLATIVE ARCHIVES

Although we initially recommended a separation of the Library and Archives, following additional interviews and investigation, we have become convinced of the need for a Legislative Archive to not be separated from the Library. Although archival recommendations are not our province, we believe that some actions are immediately necessary. We would urge that consultants in the archival field be involved in the development of the Legislative Archives and in the evaluation of the intermediate archives. However, the following outlines our recommendations for the reorientation of the existing Archives currently under the Deputies Office.

- The Legislative Archives should serve as the Archives of Record for the Congress.

The Archives should report to the Director of the Library and staff should compose a mission statement that specifies the need to select archival items that pertain to Congress.

- The Archives must establish compliance with international archive standards.

There are important and currently overlooked or unknown standards governing the care, accessing, organization and retrieval of archival records. If there is unwillingness to abide by these standards, we strongly recommend that in-country standards be developed among the Intermediate Archives of both chambers, the National and the Legislative Archives.

- The current archival collection should be weeded and all non-Congressional archival material sent to the National Archives.

There is so much remaining to be accomplished, it is essential to avoid duplication of effort and to focus on appropriate mission and responsibility.

- It is essential that the Legislative Archives work with the Intermediate Archives and address management and materials concerns.

Collaboration between the various units responsible for the legal and operational archives or files of Congress is imperative. Duplication must be avoided; comprehensiveness ensured.

- We recommend that the Legislative Archives be responsible for promoting the rich history and accomplishments of the Congress.

Rotating exhibits of archival documents and ongoing displays are an excellent way of explaining the Congressional history and of educating the public about Congress.

- **The Archive staff should continue and expand its search for historic legislative documents.**

It is essential that the Archives not concern itself with current materials. But, it is important that provision made for the working papers of members of Congress, not the published material of Congressional Committees, be transferred to the Archives on orderly retention and deposit schedules.

- **We recommend that the Legislative Archives be the final repository for the original documents, bills, laws, speeches, and operational papers of Congress.**

It will be important to ensure the long-term care, organization, retrieval and display of these materials.

- **The professional staff of the Archives should consist of two archivists, one support staff and one messenger.**

VI. NETWORKING AND AUTOMATION

A. Background

The computer information needs of the Congress, including the Legislative Library and the new Information and Research Unit can best be met through the development of an information system serving the entire institution of the Congress. This section of the report can be used as the basis for the development of such an information system.

The Congress of Bolivia is somewhat of a late comer to the computing and automation arena. Paradoxically, this results in an advantage: the technologies required for computing and automation have matured in the last few years, standards have emerged and prices for equipment and software have come down. The other side of this coin is that the **management** structure needed to deploy the technology efficiently has become of primary importance. Not too long ago, a computer installation would grow somewhat haphazardly, adding machines here and there as needed, linking a few machines with a net. Since today's prices make it possible to acquire large numbers of machines, it is imperative that the management structure to control and integrate this equipment be ready from the beginning. Thus this document will emphasize the need to create and staff several technical management positions as much or more as the need for the equipment and technologies: the equipment definitions change every minute, but the need for the organizational infrastructure to support computing and networking only grows stronger.

A key piece of the strategy we propose is that computers not be viewed as isolated resources but as part of a network, offering different services accessible from many points. For example, printers are a resource that can be located strategically and accessed by all, when they are properly integrated in a network. Similarly, the more powerful computers, such as Unix workstations, can offer their resources to authorized users throughout the network, rather than being duplicated — and idle — in several offices.

B. Proposed Management of Information Systems Structure for Congress

The main objective of defining this management structure at this early stage is to lay out very clearly the different functions that have to be filled. Budgetary constraints may dictate that several functions be assigned to a single individual, but the responsibilities of each function should be kept clearly distinct so that as the information systems grow and more staffing becomes necessary and available, the work can be reassigned in a logical manner. For example, you will see that we propose that the responsibilities of the Internet Manager should be carried out by the LAN Manager at the beginning. However, the two roles should be defined as distinct, even though one individual may be designated LAN Manager and Acting Internet Manager. Similarly, the MIS Manager could act as Security Manager until that position can be filled, but the duties of both positions should be defined separately.

The structure we propose would have an MIS Manager reporting directly to the head of CICON. Reporting to the MIS Manager are the LAN Manager, a Security Manager, and the Operations Manager. The responsibilities and qualifications for each of these positions follow.

1. The MIS Manager

The MIS Manager reports to the Director of CICON. This position has overall responsibility for the Congress Information Systems, as well as supervisory duties with respect to the LAN, Security and Operations Managers. The position has overall planning responsibility for the growth of the information infrastructure needed to support Congress activities. The MIS Manager has overall responsibility for the budget dedicated to Information Systems. He or she will review and approve any requests for developing of new applications, acquisition of new computer equipment or reallocation of existing equipment stock, network connections or network access to any resources (such as printing, databases, etc). He or she has overall responsibility for managing the Information Systems staff, hiring and reallocating personnel as necessary to support the development and the ongoing production needs of the different applications and offices.

The MIS Manager defines, creates and enforces standards for procurement (in agreement with the law governing these matters in Bolivia), for software development and acquisitions, for hardware acquisitions and most importantly, for hiring and for reviewing the performance of the MIS staff. The MIS Manager approves the security practices designed and enforced by the Security Manager, and carries the ultimate responsibility for the security of the Congress information systems.

The MIS Manager designs and supervises the training and education programs for the Congress users. This is a critical area, which, properly managed, will multiply many times the value of any investment in Information Systems or equipment.

Qualifications: A strong background in technical services management, together with a degree in Business Administration, Management of Information Systems, or a Computer Science degree joined to solid technical administrative experience should be required. The candidate should have experience in a variety of settings of magnitude and complexity comparable to what the Congress will require. The experience should be with a variety of computer solutions, not limited to personal computer networks. True experience in managing complex computing services is best acquired in a large company or manufacturing complex, or in a large research facility, which uses computing solutions in a varied range, from mainframe services to desktop. Experience in balancing the competing requests and needs of various constituencies will be essential.

2. The LAN Manager

We strongly recommend the designation of a LAN Manager. It is important to designate this individual and have him/her active as soon as possible, before significant

growth in the numbers of computers and small networks takes place. If the various departments, already hungry for computers, obtain their own funding and set up their operations without this coordination, the result is likely to be incompatible systems that are very difficult and expensive to integrate.

The LAN will be a key area for the Congress infrastructure and communications strategy: any deficiencies here will have major impact on all the systems and can completely disrupt communications.

The LAN Manager should be given authority and responsibility for planning and coordinating the office LANs, requiring compatible equipment and software. He or she should also have responsibility for managing the central file servers, setting up backups and recovery procedures, monitoring the network traffic for optimal performance, recommending upgrades to the file servers, the file server software and the network itself as needed.

The skills necessary for this position include a Computer Science degree, management experience, familiarity with the computer systems commonly in use in Bolivia (IBM-compatible personal computers and workstations based on the UNIX operating system), familiarity with Local Area Network management, wiring standards for telephony and networking and familiarity with the procurement procedures of the Bolivian government as they apply to computer and telecommunications equipment.

3. Designating an Internet contact for Congress

Given the complexities that the Internet connections for Congress computers will present, we recommend that an individual be designated as Internet coordinator for Congress.

This person would be in charge of consulting with Mr. Clifford Paravicini (who is the Internet representative for Bolivia), of distributing the node names and Internet addresses for each computer that wishes to join, of installing and maintaining the special software in personal computers and of maintaining the Name Server database required to join the Internet. This person could also manage the subscriptions to some databases, available by way of the Internet, that are costly enough to require a trained person to use them, so as not to waste expensive connection time exploring inefficiently.

4. The Security Manager

In the context of government business, the security of information is of special concern. If copies of sensitive data or documents are stored in the personal computers of the owners, or stored in diskettes, they are vulnerable to being copied or distorted by anyone who can get physical access to the desktop unit or to the office. Data and

documents stored in a file server can be protected by passwords, group access controls and encryption if necessary in a well managed LAN.

The security of the network, both as regards the data communications and the security of the computers and data, is a complex and important topic that goes beyond the scope of this document. It is mentioned here for completeness, and to suggest that a Security Manager for the Congress computers and networks should be designated at an early stage, to work closely with the LAN Manager and computer owners as the LAN and WAN connections are designed and implemented. It is important that a consistent security control be built in from the start into each and every application, if it is to be effective. Periodic security audits of all computers and all the information management systems should be conducted, as well as security seminars for all new users.

The Security Manager will also assume responsibility for monitoring network security, password security and file security, and for establishing and enforcing secure standards for data storage, storage of backup copies, disposing of printouts.

5. The Manager of Operations

This position carries responsibility for the day-to-day operation of the Congress Information Systems. Activities like the daily checking of the status of all file servers, filling paper on printers, taking backups of all systems, logging and labeling the backup tapes and storing copies in a secure offsite place, conducting the disaster recovery rehearsals, assisting users with immediate problems, managing the stock of spare parts, and conducting minor repairs, performing first troubleshooting procedures before calling the service companies for major repairs, and generally carrying out the directives of the LAN Manager and the Security Manager: this is the job of the Operations Manager.

As machines and applications multiply, it will be necessary to add staffing to the Operations, and the most cost effective way to do it is to start with a competent experience PC user as Operations first hire, then add personnel and train them on the job.

Personal computer skills, good communications skills, a methodical person able to follow directions, extremely good record keeping skills are necessary for this position.

C. A Communications Infrastructure to Support Congress

This document will discuss two types of network connections for the computers in the Congress. The proposed network would need to span several buildings in order to link the computers in the Budget Office, the proposed Research Office, the Library, and many other offices in the Congress. This can be achieved with an incremental strategy, planned from the start to connect the machines that are critical today and accommodate growth in other areas or buildings in the future.

We consider the creation of a network to be an essential step in developing the infrastructure needed to support modern computing in the Congress as well as the management structure needed to coordinate the computing activities, avoid waste and duplication and permit flexible utilization of information resources both within the Congress and in other institutions.

1. A Local Area Network is the first step

The first step towards achieving flexible communication between computers is the creation of a Local Area Network. At the time of this writing, the ethernet standard offers the greater flexibility for this type of network. It also offers possibilities for connecting with other types of network, which may be more appropriate for certain specialized applications requiring very fast transmission of data, such as complex document retrieval, which may be desirable at some future stage of development. The proposed Local Area Network (LAN) network will connect personal computers, mini-computers or workstations in the various offices throughout the Congress building, the Library and the Vice President's area.

2. Installing a backbone of robust network file servers

We recommend that Congress consider acquiring one or more powerful network file servers which will also provide print services and central backup services for the personal computers in the offices.

At the time of this writing, several software options are available for implementing this file serving, as well as several hardware platforms for each solution. Examples of possible solutions are: a file server based on the Novell network operating system, running in a powerful IBM-compatible computer, a Novell server running in a computer built around the ALPHA chip (manufactured by Digital Equipment Corporation), servers using the Banyan Vines network operating systems, servers using a variant of the UNIX operating system, which could be running in many platforms. Selection of these servers will require a careful analysis of current need, project growth, future applications, conditions of local support for the hardware and software, cost, availability. A methodology exists for carrying out this type of procurement, too complex to include in this document. We can provide further references if desired.

3. Connecting a personal computer or workstation to the LAN

Each personal computer requires a Network Interconnect Card to connect to the LAN ethernet cable. (Workstations and minicomputers usually include the required network connection cards.) The cost of wiring, servers and cards can be justified given the savings that can be achieved with a rational distribution of the print services, the electronic interoffice mail and the fact that the same network, using the same Network Interface

Cards and excellent quality free distribution software will provide each participating computer with access to the Internet backbone.

We also recommend that future purchases of laser printers include network connection cards. This type of hookup is available for HP printers where the printer can simultaneously be connected to a nearby PC and to the network, operating in practice like a FAX machine for electronic documents between offices.

4. Start locally, then link the networks

The recommendation is that wiring for the LAN should start as soon as possible, supporting small LANs in the offices and linking these to the building wide LAN, then carrying this wiring over to join with the Library building LAN. It is not possible for us to estimate the costs of this wiring, but the work can be done incrementally as the needs grow. There are several technologies for this office building wiring, offering various costs and benefits, but luckily there are readily available means of linking the various types of ethernet LAN so that Congress can move to different technologies as they become cost effective or as the growth of network traffic and utilization requires it.

5. Joining the Internet (BOLNET)

In order to serve the information needs of the government, a Wide Area Network connection to the Internet should be a priority, since it will open access to information resources, both public and private, all over the world, as well as in Bolivia itself.

Regarding communications within Bolivia, we have been informed that the cities of La Paz, Cochabamba and Santa Cruz are already served by high quality communications links so that the Congress information services can reach resources in those areas as needed. At the time of this writing the communications links to Sucre are poor, and there is little prospect that the private sector requirements in Sucre will cause better lines to be connected. Resources of critical importance to the Bolivian government are located in Sucre, since it is the seat of the Judicial power as well as the site of the National Library and Archives. Considering the importance of sharing information with those entities, the recommendation is that the government consider funding the creation of the high speed communications lines to Sucre. (This report cannot address the issue of costs for such a link, but a proposal from ENTEL should be easy to obtain.)

6. Responsibilities of Internet members

Joining the Internet opens a rich world of information. It also entails serious organizational responsibilities that the Congress must be aware of.

The Internet contact for Bolivia, responsible for management of the Internet addresses for all participating computers, is Mr. Paravicini. Each computer accessing the Internet

must have a unique name and a number, the Internet or IP address, which is registered and published throughout the network, that is, to the whole world. Bolivia has applied for a class B network, which permits nearly 65,000 machines to join, each with its own address. It is clear that such numbers require management, and several methodologies exist for delegating portions of the name space and the address space to institutions within the larger network, so that management is efficient.

7. Access to the Internet for all who need it

We recommend that the connection to the Wide Area Network should be set up so that any computer in the Congress, the Library and the Vice Presidential offices can reach the Internet using the same connection simultaneously, whether they use TELNET for online access to remote nodes, FTP for file transfers or mail. This gives great flexibility and robustness to the system, and the connectivity will be there for whatever computer system the Congress acquires, whether personal, multiuser mini, workstation or mainframe.

8. Linking the Local Area Network to the Internet

We recommend that a GATEWAY be set up to connect the Congress LAN to the Internet. This method of joining the Internet permits any computer in the local area network to access the Internet resource according to need, with no extra cost per computer and no computer becoming a bottleneck for others.

In conversation with Mr. Paravicini, he indicated that a 64kb line, multiplexing voice and data, will be in service within 3 months to connect with the Internet, both for mail and remote login services. Thus, the Congress needs to finance the acquisition of the recommended Internet gateway (a CISCO 4000 router, costing approximately \$10,000). In addition to the CISCO router, a dedicated line to the ENTEL building would be required, since that is the reception point for the satellite links. The CISCO router thus will be connected to the telephone lines as well as to the ethernet in the Congress building. It is not the objective of this document to present a detailed proposal for implementing this connection, since Mr. Paravicini and the ENTEL staff can offer this resource.

D. Applications for the infrastructure: LAN and WAN

Among the more obvious benefits of the LAN setup is the shared access to software and data, which reside in the file servers. Access to the software and to the data can be controlled by user id-password combinations which permit data security and copyright protection to be implemented as needed, as well as instant access of documents, savings in printing and paper, tracking the life of a document or memo, monitoring utilization of equipment, etc. LAN electronic mail and Internet mail will prove invaluable.

Of the productivity tools, none is more readily accepted by office users than electronic mail. It can generate great savings in transmitting messages and files between office and between coworkers.

There are many products that increase office productivity in the network environment, and the choice of one is partly dependent on the choice of the software and hardware for the servers. We recommend picking products that have wide acceptance in the Bolivian market and are well supported by vendors, allowing growth as needed without having to replace the products.

Word Perfect Office provides an integrated environment for mail services, and there are excellent mail products in the public domain that work within the various network environments. (Pegasus mail for networks based on the Novell system, with its associated CHARON software for Internet mail connections, is a good example.)

1. Connecting the local mail to the Internet mail

In order to connect the local LAN electronic mail with the Internet mail, a gateway is required. This gateway can be software only, (working from one of the Novell servers) or it can be set up in a separate PC, or a UNIX system, or a VAX workstation, connected to the LAN. This gateway is necessary because Internet mail must adhere to the SMPT standard which is more restrictive than the mail standard used in a LAN. The gateway thus translates the addresses of the mail to the conventions that will permit it to travel the Internet and be answered from the Internet or other LANs connected to it.

The recommendation is that the management of the mail gateway also be part of the duties of the Network Manager/Internet contact. This is a very important function, because any mail addressing problems originating in the local LAN will be immediately visible across the Internet, generating complaints and criticism from other network managers. User support and training for the WAN (Internet) mail function will also be a part of this individual's responsibilities.

2. Calendar management services

The existence of the LAN permits adding calendaring services to coordinate meetings. We recommend Congress explore these productivity tools, available with Word Perfect Office or in other software packages like ON TIME that work in the Novell networking environment.

3. Document storage and retrieval services

The existence of the LAN that will link the offices of Congress with the floor, the Library and the VP offices makes it possible to consider electronic methods of archiving documents, such as bills in progress, approved laws, other memos of the Congress, for

instant retrieval from multiple locations. A detailed analysis of the volume expected for such electronic archiving and retrieval and the specifications for such a system should be started as soon as possible.

There are many systems for electronic archiving of documents, ranging from image storage systems to full text databases. This type of systems are still relatively new so that no *de facto* standards have emerged for this services. This makes the choice of such a system a more delicate decision, and creates issues of compatibility with other systems in use at other government agencies or document repositories. The procurement of such a system should strictly adhere to the general criteria for procurements set out in numerous state agencies and legislatures. These criteria generally require a written statement of needs, a benchmark of the response of the proposed systems to a scale comparable to what is predicted (rather than a "proof of concept" demonstration), that the chosen system adhere to international standards when these exist, that the system be expandable to the scale foreseen by the project, that the vendor or implementor guarantee good local support both as regards software and hardware, that the proposed system be applicable to the needs of many offices and libraries, that the vendor provide other customers in the required scale as references, etc.

(The benchmark or proof that the system works to the scale desired is perhaps the most critical of the requirements. Large text databases such as will be needed for the Congress require very large capacity machines for fast retrieval. The choices of hardware and software must be tested at the scale of the project and must allow for future growth. For example, if a database of 100,000 pages is desired, with 20 simultaneous users accessing the files, the system should be benchmarked for retrieval when loaded with a database of 150,000 pages and twice the number simultaneous users, to see that response time remains acceptable at the required load level.)

E. Library Automation systems

At the present time, the Library of Congress does not have a card catalog. The task of creating such a catalog may be tackled simultaneously for paper and electronic form. Given the small number of books in the present collection, the Micro Isis system, running on an IBM-compatible computer connected to the LAN or on a Unix based system would appear sufficient for the catalog. The one advantage that Micro Isis clearly has is its wide acceptance and use in Bolivian libraries, and the excellent support and free distribution of the software.

We recommend that a small network be put in place in the Library building right from the start. It should consist of a file server (which will hold the catalog, as well as the programs, other catalogs, and user files), four workstations for use by personnel in the Library and Archives, a laser printer, available through the network, a network fax/data modem which can be used to access the Internet and the computers in the Congress building until the LANs are joined, and backup equipment to insure the safety of the data.

As was stated in a previous section, the management of these resources should be centralized right from the start. It will not be necessary to have a separate position managing this small Library network, since the manager in charge of the budget and research offices can be assigned these duties. This centralized management of resources will also allow for flexible deployment as the needs of the Library grow.

Because Micro Isis is used in most of the libraries and document centers we saw, it would be relatively easy to organize a system for exchanging the catalogs of these institutions, passing copies of these databases on a regular basis, so these copies could be loaded in a computer in Congress and accessed locally. Thus, the staff at the proposed reference desk and the Library staff would readily know which documents and publications can be obtained from other libraries in the area.

In most situations, the choice of a Library automation system would be subject to much deeper needs analysis and a complete procurement process. We do not view our recommendation that the Library start cataloguing with Micro Isis and that it acquire other databases using this program as the definitive solution. Rather, this seems a good solid short term strategy, which will launch the Library on a tried path to organizing its collection and entails minimal expense. As the reorganization of the Library proceeds, the need for automation features beyond those offered in Micro Isis may become clear. We hope that when this happens, the Library organization will be sufficiently advanced, and its links to other institutions sufficiently developed, that a solid analysis and procurement process for the successor automation system can be conducted.

F. Research office or point of service in the Congress building

The proposed office will be the first to benefit from the local area network connection and the connection to the Internet. Access to remote databases is critical to the information strategy of Congress, as well as access to locally held documents and data (such as the office of the Budget may have) or to locally connected CD-ROMs. We propose that this new office be connected by a local area network to the existing budget office, so that resources like printers and modems can be shared between the two areas.

The proposed office will need, minimally, three IBM-compatible workstations, one of them at least equipped with CD-ROM readers, and all of them connected to a small network for print sharing, backups and central file sharing to a fourth and more powerful machine, the server. (This server would be shared with the budget office, supporting their computers.) A good laser printer should be available connected to the network, which can be shared with the budget office. Modems should also be available for fax and data transmission, and for connecting at least one of the workstations to the Internet (until the gateway is in place and the connection can take place through the LAN.) The workstations will need word processing software compatible with what is in use at the budget office, electronic mail and calendaring software to manage the appointments, as well as a database to track status and completion.

VII. FOLLOW-ON ACTIVITIES

A. Long-Term Training Abroad

SUNY/Bolivia, in cooperation with DIFEM, selected a Bolivian to begin earning a degree in Library and Information Science at the State University of New York beginning in August 1993. Veronica Tovar has proven to be a superb candidate, and is doing well in her program. Selected from among a field of strong candidates, Veronica was selected for her appropriate background, her facility with the English language, and her ability to adjust quickly to academic life in the United States (she worked recently as a university instructor in New York's Capital District). Although scheduled to complete her program in December 1994, she may complete the program early and be ready to return to Bolivia in September.

Isabel Nirenberg and GladysAnn Wells of the Library Team have provided her with academic and other assistance, and both of their institutions have offered to provide her with internship opportunities.

B. Short-Term Training Abroad

As we did for the staff of Bolivia's new non-partisan fiscal group (OTP), SUNY will prepare a training visit for two members of the new Information and Research Office. The pair will work both with the Legislative Library of Puerto Rico and with the New York State Library. Maria Otero, SUNY Library/Research Team member and Librarian for Puerto Rico's Legislative Library, will provide them with a "hands-on" experience in operating a legislative library and legislative databases. Deputy Director of the New York State Library GladysAnn Wells will provide them with exposure to the legislative research section of the New York State Library and the Legislative Service Point. In Albany the new staff members will also work with the NYS Senate Research Service, which provides many of the services to be provided by the Bolivian Information and Research Unit. The new staff members will learn in both sites how staff respond to legislative information requests.

C. Research Handbook

The Project will assist in the development of a Research Handbook, which will explain to Congress members the structure and operation of the Research and Information Unit and how to access its services. A similar handbook drafted by the new Technical Budget Office is in use in the Congress.

D. Information and Research Office Video

The Project will prepare a video for Congress members about each of the three new offices in the Congress explaining the operation and use of each. These videos will be useful in any future orientation program developed for Bolivian Congress members.

E. Developing an Information Network

This report illustrates the need for a network and management information system for the Congress and begins the development of an implementation plan. Although not included in the scope of work for the current project, SUNY would be delighted to continue work in this area in a project extension or follow-on program.

F. Survey

Our *Preliminary Report* suggested that a survey be conducted to help guide the development of Congressional research and information services. Since there was considerable interest in the idea, we have included two survey examples in the **Appendices**. One of the surveys was used in Puerto Rico, the other by the United States Library of Congress, Congressional Research Service (see *Preliminary Report*).

APPENDIX A

OFICINA DE SERVICIOS LEGISLATIVOS

BIBLIOTECA LEGISLATIVA

REGISTRO DE CONSULTAS VIA CARTA, VERBALES Y/O TELEFONICAS

Peticionario: _____

Petición recibida via: Escrita___ Telefónica___ Verbal___

Fecha:_____ **Hora:**_____ **Tel. peticionario**_____

Petición tomada por:_____

Consulta:_____

**Fuentes
Información:**_____

**Gestiones
realizadas:**_____

Atendido por:_____

Fecha:_____ **Hora:**_____

Entregada: Personalmente_____ Via correo_____

Via fax_____ A través de_____

APPENDIX B

Date of request:

Not needed after:

Requester's order no.

Call No.

**THE NEW YORK STATE LIBRARY
CULTURAL EDUCATION CENTER
EMPIRE STATE PLAZA
ALBANY, NY 12230**

For use of

Status

Dept.

Book author: OR: periodical title, vol. and date

Book title, edition, place, year, series: OR: periodical article author, title, pages. This edition only.

Verified in: OR: item cited in ISBN, or ISSN, or LC card, or OCLC, or other number if known _____

If non-circulating, & cost does not exceed \$ _____, please supply Microfilm Hard copy

Request complies with

108 (a) (2) Guidelines (CCG)

other provisions of copyright law (CCL)

A
REQUEST

AUTHORIZED BY: _____
(FULL NAME) Title _____

DO NOT REMOVE ITEMS WHEN USING GAYLORD #101 ENVELOPE

101-102
GAYLORD
ENCL. 1982

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Request for LOAN or PHOTOCOPY
According to the A.L.A. Interlibrary Loan Code.

REPORTS: Checked by _____

SENT BY: Library rate

Charges \$ _____ Insured for \$ _____

Date sent _____

DUE _____

RESTRICTIONS: For use in library only

Copying not permitted

NOT SENT BECAUSE: In use

Non Circulating Not Owned

Request of _____

Estimated Cost of: Microfilm

Hard copy

BORROWING LIBRARY RECORD:

Date received _____

Date returned _____

By Library rate

Postage enclosed \$ _____ Insured for \$ _____

RENEWALS: No renewals

Requested on _____

Renewed to _____ (or period of renewal)

Note: the receiving library assumes responsibility for notification of non-receipt.

APPENDIX C

(Puerto Rico)

LIBRARY USERS SURVEY

- 1 - Name _____
- 2 - Position _____
Senate _____ House _____
- 3 - Brief description of your job responsibilities.
- 4 - a) In which areas of your job responsibilities do you need more information?

b) Your employees?
- 5 - How do you get that information now?
- 6 - Do you use the Legislative Library resources?
- 7 - Do you think the library collection is adequate to meet your library needs?
- 8 - What library resources are most needed at the Legislative Library? (bibliographic materials, equipment, staff)
- 9 - Are you familiar with electronic information databases? Will you use them at the library?
- 10 - What hours should the library be open to the legislative staff?
- 11 - General recommendations.

(Congressional Research Center)

A. VIII. 8

..... INTERVIEW GUIDE FOR LEGISLATIVE STAFF

Interviewer Name _____

Interview Date _____

Time Began _____ AM _____ PM

Time Ended _____ AM _____ PM

I. INTRODUCTION

II. BIOGRAPHICAL INFORMATION ON THE RESPONDENT

(INTERVIEWER SHOULD COMPLETE MOST OF THIS INFORMATION BEFORE THE INTERVIEW.)

Member's party:

Republican 1

Democrat 2

Independent 3

Member's years of service

HOUSE: _____

SENATE: _____

Member's Committee Assignments:

Position in office (function) _____

Congressional staffer's years of experience:

Congressional: _____

Present position : _____

Previous experience:

Educational level (CIRCLE ONE):

High School	1
Some college	2
BA/BS	3
MA/MS/MBA	4
PhD/DSc/MD/JD	5

Field of highest education: _____

A. VIII. 9

III. JOB RESPONSIBILITIES AND SOURCES OF INFORMATION

The first set of questions are on your individual job responsibilities, your sources of information and the analysis you use in your work.

1. Take a few minutes to tell me about your job.

(FROM THIS QUESTION YOU SHOULD DEVELOP A SENSE OF THE LA'S ROLE IN THE OFFICE (IE. WORKING ON LEGISLATION, RESPONDING TO CONSTITUENT QUESTIONS, WRITING SPEECHES, ETC.) WHAT HIS/HER PRIMARY RESPONSIBILITIES ARE, AND WHAT HE/SHE SPENDS MOST OF HIS/HER TIME ON. LISTEN FOR ACTIVITIES WHICH RELATE TO INFORMATION NEEDS AND HOW HIS WORK RELATES TO MEMBER'S COMMITTEE ASSIGNMENTS.)

2. We are interested in learning more about the sources of information you use in support of the activities you just mentioned. For each general area, please tell me what your primary source(s) of information is; why you select that source, and general comments you have about it:

SOURCES MIGHT INCLUDE:

CHARACTERISTICS MIGHT INCLUDE:

Support Agencies	Availability
Administration	Timely
Committee Staff	Accurate
Think tanks	Complete
Lobbyists	Balanced
Press - general/special	Politically interactive
Interest groups	Confidential
Constituents	Unique
Universities	Easy to read and interpret
LSOrganizations	On point
Hearings	Form of response
	Integrated
	Interdisciplinary

Activity	Primary Source(s)	Why Used	Gen. Comments
----------	-------------------	----------	---------------

3. Of the sources you mentioned, how would you characterized the strengths and weaknesses of each.

4. Of the sources you discussed, you did not include ... (see list below). Would you explain why?

****ASK SPECIFICALLY ABOUT THOSE THAT WERE NOT MENTIONED IN QUESTION 2.**

Support agencies
Administration
Committee staff
Think tanks
Lobbyists
Interest groups
Press - general/special
Hearings
Constituents
Universities
LSOrganizations

5. Has the way in which you use these sources changed as you have gained more experience on the Hill? How so?

A. VIII. 10

6. What improvements would you make in the form and substance of the information analysis you have access to?

7. In what way do your different job responsibilities determine the way in which you like to receive information?

1-2 pages

Analytical reports

(Description of report, length, etc.)

Visual

Articles

**(newspaper, magazine,
professional journals)**

Telephone

Briefings

Electronic (diskettes, etc.)

Audio/Video

Bibliographies

IV. TECHNOLOGY

The next set of questions relate to the technology you currently use and how you plan to use it in the future.

8. Do you currently use a computer in your work or does someone use a computer to support your work?

Yes GO TO Q.9

No ASK WHY, THEN SKIP TO Q.16

9. Do you have a personal computer on your desk?

IF NO, ASK: "HOW MANY PEOPLE DO YOU SHARE ONE WITH?"

10. Please read through this list and tell me how you currently use your computer and plan to use it after 1990. Please distinguish between current and future use.

****LIST IS AT END OF COMMITTEE INTERVIEW**

11. Who makes decisions about the planning and use of computers in your office?
(PROBE FOR PERSON'S POSITION)

12. Do you have a person designated to provide support for your computer users? IF YES, what are his or her responsibilities?
(SUPPORT: Training, Software, Hardware)

A. VIII. 11

IF YES: What is that person's position?

What are his or her responsibilities?

Is computer support that person's primary responsibility?

Do you get support from anyone else? (e.g. vendors, HIS or Senate Computer Center)

IF NO: How do you get support? Who provides it?

13. What would you like to be able to use your computer for that you cannot do now?

14. Are you exploring the possibility of new information technologies such as higher speed FAX (3-4 seconds per page) or video conferencing?

V. FUTURE INFORMATION NEEDS

The last set of questions are on your future information needs.

16. How do you see the work of the Congress changing over the next 5-10 years?

Information needs

Changes in legislative process

1990 census

New technology

Context of language

Budget constraints

Operational legislation

Access to information

More sophisticated constituents

17. How might those changes affect your need for information and policy and legal analysis?

18. How are the organizations which provide you with this information and analysis been adapting to these changes?

A. VIII. 12

19. As you see the next 5 years unfolding, what modifications in existing services or what new services would be useful to you?

(IF TRAINING HAS NOT BEEN RAISED AND IT IS APPROPRIATE, YOU MIGHT WANT TO RAISE IT HERE)

20. Are there any questions that I should have asked you?