External Evaluation of the Central Library of the European Commission

Final Report

November/December 2009

ECOTEC
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# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Executive Summary</td>
<td>v</td>
</tr>
<tr>
<td>2.0</td>
<td>Introduction and Purpose</td>
<td>1</td>
</tr>
<tr>
<td>3.0</td>
<td>Evaluation Objectives, Context, and Methodology</td>
<td>3</td>
</tr>
<tr>
<td>3.1</td>
<td>Evaluation Objectives and ToR</td>
<td>3</td>
</tr>
<tr>
<td>3.2</td>
<td>Evaluation Context</td>
<td>3</td>
</tr>
<tr>
<td>3.3</td>
<td>The Evaluation Structure</td>
<td>5</td>
</tr>
<tr>
<td>3.4</td>
<td>The Evaluation Questions</td>
<td>9</td>
</tr>
<tr>
<td>3.5</td>
<td>Methodological Approaches</td>
<td>10</td>
</tr>
<tr>
<td>3.6</td>
<td>Library ‘Users’ and Potential Users</td>
<td>11</td>
</tr>
<tr>
<td>3.7</td>
<td>Data Collection</td>
<td>12</td>
</tr>
<tr>
<td>3.7.1</td>
<td>Information base - ToR</td>
<td>12</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Online Survey</td>
<td>14</td>
</tr>
<tr>
<td>3.7.3</td>
<td>Focus Groups and Interviews</td>
<td>15</td>
</tr>
<tr>
<td>3.7.4</td>
<td>Other Information Sources</td>
<td>16</td>
</tr>
<tr>
<td>3.7.5</td>
<td>Benchmarking</td>
<td>17</td>
</tr>
<tr>
<td>3.8</td>
<td>Data Analysis</td>
<td>17</td>
</tr>
<tr>
<td>3.9</td>
<td>Summary of strengths and weaknesses of the methodology</td>
<td>19</td>
</tr>
<tr>
<td>4.0</td>
<td>The Central Library Operational Context</td>
<td>22</td>
</tr>
<tr>
<td>4.1</td>
<td>Development of the Central Library</td>
<td>22</td>
</tr>
<tr>
<td>4.2</td>
<td>The Library Buildings and Reading Room Facilities</td>
<td>23</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Brussels</td>
<td>23</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Luxembourg</td>
<td>25</td>
</tr>
<tr>
<td>4.3</td>
<td>The ‘Institutional Memory’ of the Commission</td>
<td>25</td>
</tr>
<tr>
<td>4.4</td>
<td>Staff, Budget and Resources</td>
<td>26</td>
</tr>
<tr>
<td>4.5</td>
<td>The Institutional Context – Procedures and Practice</td>
<td>30</td>
</tr>
<tr>
<td>4.6</td>
<td>The Library User Community</td>
<td>32</td>
</tr>
<tr>
<td>4.7</td>
<td>Challenges Facing the Central Library</td>
<td>32</td>
</tr>
<tr>
<td>5.0</td>
<td>Central Library Services</td>
<td>35</td>
</tr>
<tr>
<td>5.1</td>
<td>Providing Coordinated Access to Bibliographic Information</td>
<td>35</td>
</tr>
<tr>
<td>5.1.1</td>
<td>ECLAS - Facilities</td>
<td>35</td>
</tr>
<tr>
<td>5.1.2</td>
<td>ECLAS and Searching Challenges</td>
<td>39</td>
</tr>
</tbody>
</table>
5.2 Providing Resources, Leadership and Support across the Commission

Information Landscape................................................................. 41
5.2.1 Commission Libraries and Information Centres .................................................. 41
5.2.2 The RéseauBib Network .................................................................. 43
5.2.3 Collaboration and Coordination .............................................................. 44
5.3 Intranet Services to Internal Users .............................................................. 45
5.4 Service Visibility to External Users ............................................................ 48
5.5 The Library Service Activity Reporting ......................................................... 50
5.5.1 Performance Targets ..................................................................... 50
5.5.2 Activity Reports ........................................................................ 52
5.5.3 Reporting ‘emerging’ value .............................................................. 57

6.0 The Landscape of Libraries and Information Resources across
and beyond the European Commission ............................................ 59
6.1 European Commission Context ............................................................... 59
6.2 The Wider ‘World of Information’ .......................................................... 62
6.3 Conclusions ..................................................................................... 67

7.0 Survey, Interview and Focus Groups....................................................... 69
7.1 Introduction ................................................................................. 69
7.2 Online Survey .............................................................................. 69
7.2.1 Frequency of Use of Library Services ....................................................... 71
7.2.2 Success in Use of Services ................................................................. 73
7.2.3 Views about Library Service .............................................................. 75
7.2.4 User Needs ................................................................................. 77
7.2.5 Development Priorities ................................................................. 79
7.2.6 Qualitative Survey Results, and Interviews with users and non-users ......... 80
7.2.6.1 The use of other information sources .................................................. 81
7.2.6.2 Main reasons for using the Library ...................................................... 84
7.2.6.3 The Central Library in the Commission ‘world of information’ ............. 85
7.2.6.4 What additional resources and services are needed? ............................ 86
7.2.6.5 General Comments about Library Services ........................................ 88
7.3 Focus Groups .............................................................................. 89
7.3.1 Library ‘visibility’, positioning and service quality .............................. 90
7.3.2 Quality and coverage of ECLAS ........................................................ 92
7.3.3 Information quality ........................................................................ 93
7.3.4 Reading rooms and electronic services ................................................. 94
7.4 Interviews ................................................................................. 95
7.4.1 Interviews with other Commission Libraries and Information Resources .. 95
1.0 Executive Summary

1.1 The Central Library

The European Commission Central Library (‘The Library’) was created in 1958, one year after the signature of the Treaties of Rome in March 1957. The Library initially served the European Economic Community (EEC) and EURATOM in addition to the European Coal and Steel Community (ECSC) which had been created in July 1952.

In 1968 the three organisations were merged and their information collections were integrated into the Central Library of the (now) European Commission. In 2008 the Library celebrated its 50th Anniversary.

The Library is currently positioned administratively within the Directorate General for Education and Culture (DG EAC) as Unit 4 within Directorate C “Culture, Multilingualism and Communication”. While the Central Library is the Central Library of the Commission, it is not located ‘centrally’ within the organisational structure of the Commission.

In its early years the Library was an administrative unit focusing on the purchase of documentary resources, and it subsequently became a Library in the formal sense. However, the Central word within ‘Central Library’ never implied that it was the single authoritative provider of library services across the Commission. From the outset of the Commission the Directorates General (DGs) had the freedom to establish their own libraries and information collections. There was not, and is not, a single Commission information resource policy which mandates that there should be a centralised internal information strategy.

The Central Library currently functions at two locations, Brussels and Luxembourg. The Luxembourg site does not have separate management, and the Head of Unit, and the Deputy Head of Unit – both based in Brussels – are responsible for both sites. A Librarian is in administrative charge of the Luxembourg branch which is described as an ‘antenna’ of the Central Library.

The Central Library functions at many levels. It is the ‘institutional memory’ of the European Commission through its unique collection of resources related to European integration. Physical resources include significant stores of publications, along with reading rooms, in both Brussels and Luxembourg.

The Library acts at the core of a network (RéseauBib) of libraries and information centres across the European Commission, providing them with leadership, support, and advice in areas through:
- **library management** for example by coordinating the implementation and use of the integrated library management system ALEPH in other Commission libraries;
- **acquisition and documentation of information resources**, for example through central Framework Contracts for purchasing information resources;
- **disseminating information and skills** relating to new library developments across the RéseauBib network, through training and other events where members of the network meet.

The Library develops and maintains an **online union catalogue** (ECLAS) which aims to provide comprehensive bibliographic information about the Library holdings, and about Commission publications and information resources. Its current content focuses on post-1978 material. There is a conventional card catalogue for pre-1978 material.

The Library is developing **central access to electronic resources** for all staff across the Commission, ranging from full-text access to electronic journals, and publications from major sources such as OECD and the Economist Intelligence Unit.

For staff within the European Commission the Library aims to provide **effective personal service**:

- By responding to user needs, for example through physical and electronic enquiries;
- By providing relevant information to users through a ‘document delivery service’ (both electronic and physical) directly to the workplace of users;
- By pro-actively providing users with information about relevant material through email ‘alerts’ and regular overviews of new material and new developments.

The Library is tasked with contributing to the ‘European Project’, and enhancing European citizenship, by making available the resources relating to European integration, so that users from beyond the Commission can benefit from access to the unique collection of information resources relating to European integration.

The Library therefore functions as a lending library, as the custodian of a unique resource relating to European integration, as an electronic information service, as a technical and skills hub at the core of the network of Commission Libraries, and as the builder of a catalogue of resources that aims to maximise the coverage of material produced across the extensive activities of the European Commission.

### 1.2 Purpose of the Evaluation

This Evaluation was asked both to look at the **efficiency** and **effectiveness** of how the Library has achieved its developments, along with a **strategic consideration** of the
organisational and operational environment within which the Library can best innovate for the future needs of its user community. The specific evaluation objectives were to:

- Assess the current services of the Library in view of its place in the current global information environment;
- Provide the Library with a strategic focus for the expansion of documentation, and the quality of direct services for the target user populations;
- Define the technical and human resources, and budget that would allow the Library to achieve these goals.

In addressing the objectives the evaluation methodology used the following information gathering activities:

- An Online Survey, and Focus Groups where users and non-users were able to provide opinions about their information needs, (for users) their experiences when using Library services, and their recommendations about how the Library could develop services to meet their information needs;
- Interviews with an extensive range of Library staff, and with information specialists in other Commission Libraries and Information Centres;
- Desk Research including documentation/Information provided by the Central Library, and material gathered to ascertain how other institutional libraries were developing their services.

1.3 Main Findings

1.3.1 Relevance and added-value

The responses from users indicate that there is a clear ‘unique selling proposition’ for the Central Library. The Library delivers significant value-added throughout the European Commission by maintaining a unique global repository of information resources relating to European integration. It also provides leadership, resources, training and knowledge to libraries and information centres across the uneven information landscape of the European Commission. It provides multi-lingual resources and services that reflect the enlargement of the European Union.

The Central Library is at the centre of information resource developments across the European Commission – the term ‘strategic glue’ is used to indicate the importance of the Library in coordinating information resource developments across the highly distributed and devolved information landscape of the European Commission.
1.3.2 Effectiveness

The 2009 DG EAC Management Plan sets a single **specific objective**: “To conserve and develop the collections of the Commission’s Central Library (in either print or electronic format) on all subjects relating to European integration and to make them available to staff and citizens”.

The Library **conserves** its unique resources effectively through its physical and electronic collections. Within the constraints of its budget it **develops** resources through a formal acquisitions and subscriptions policy. The effectiveness of development will be enhanced by enabling the Library to acquire relevant databases. The Library strives to be effective when ‘making available’ the resources to staff and citizens, but it needs to be provided with better information technologies and tools to maximise effectiveness in the future.

In meeting the aims of the **‘European Project’** the Library has been challenged by the transition from access to physical resources in the reading rooms, to delivering access to electronic content to citizens worldwide.

Where the Library can **strengthen its contribution to the European project** is by having the ability to **provide electronic access** to as many Commission information resources as possible to external users. ECLAS can be enhanced by being populated with the bibliographic information about pre-1978 Library holdings, about new Commission information resources and ‘grey literature’ (e.g. public deliverables from research projects and evaluations), and by providing stable links for electronic resources.

1.3.3 Efficiency and cost-effectiveness

In the absence of detailed financial information (beyond the general average cost of staff) it is difficult to cover the issues of efficiency in detail.

The Library management team have direct control over two main resource areas. First is the **budget for acquisitions and subscriptions**, and the allocation of this resource is complex because some of it covers the costs of other Commission libraries. Second is the **allocation of the staff resources** to tasks. Medium to long-term project management planning could help to manage scarce staff resources more effectively.

In the recommendations we also note that there is an opportunity to deepen the IT capabilities in the Library, to position it within the Commission where it can deliver its horizontal services more efficiently, and to utilise facilities such as customer relationship management.
Utility

The extent to which the Library provides quantitative evidence of utility and value has been limited, because the operational targets focus on conventional performance metrics. The DG EAC Management Plan sets a limited set of targets that do not robustly address service success and value delivered to users.

Two areas which influence the efficiency and effectiveness, and overall utility of the Library are currently beyond its control. First, although it is a pan-European Commission resource it is situated within a vertical Directorate General, and it has to combine horizontal service with the vertical specialisation of DG EAC.

Second, the Library is tasked with being the ‘institutional memory’ of the Commission, but those across the Commission who are producing publications and information resources are not required to send core bibliographic details to the Library. If this were accomplished, the Library, through ECLAS, would communicate clearly to the ‘world of information’ its institutional remit.

In the absence of such a remit all we can do is to encourage the Library to continue its efforts to maximise its provision of bibliographic information, but at the expense of having to allocate resources when unevenly mapping out the information landscape across the Commission.

Three issues – technical innovation, partnership across the Commission, and institutional remit – would, if resolved, significantly enhance the ability of the Library to deliver services that users need, and they are noted in the recommendations which follow.

Recommendations

The evaluation recommendations focus on the institutional positioning of the Library, the resources it delivers to its users, how it learns about its users and their needs, mechanisms to enhance the ECLAS catalogue, the role of the reading rooms, how important IT developments will enhance the Library services, the importance of the Library in supporting other Commission libraries and information centres, and developments in human resources. To plan and implement the developments the Library is asked to develop a formal strategy with output indicators, and to use project management methodologies in resource planning and monitoring. In summary the recommendations are:

1. The European Commission should review the positioning of the Central Library within the organisational structure so that it is best empowered to deliver and develop its horizontal service portfolio.
2. The Central Library should continue to build the collection of resources, both physical and virtual, relating to its unique focus on European integration.

3. The European Commission should identify mechanisms to overcome the current limited possibilities of the Library to procure and make available a wide range of databases (such as bibliographic information and online resources) so the Library can continue to address its Mission.

4. To address the complexity of functions and services across the Library, coupled with the need to effectively service its highly diverse yet specialised internal user community, we recommend that the Library implements an integrated customer management system, and it establishes a consultative representative panel of users who can provide objective insights into user needs and Library performance.

5. An opportunity for training should be available for all new members of staff in the European Commission so they are aware of the portfolio of library services which will accelerate their ability to access information resources of relevance to their work. Tools for e-learning should be provided.

6. Z39.50 / SRU / SRW or a comparable technical strategy should be enabled, so that the ECLAS catalogue can communicate effectively with other union catalogues (allowing the import and export of information).

7. The European Commission, through the Working Group on legal deposit, should provide the Central Library with the ability to enhance service both to Commission users, and to the ‘European Project’ by developing a mandate whereby all information products (from official publications to the ‘grey’ literature from projects and contracts etc.) produced across the Commission are accompanied by core bibliographic details that enable them to be identified in ECLAS.

8. The Library should integrate the pre-1978 bibliographic records into ECLAS so that users have full electronic information about all the holdings in the Library.

9. The Library should continue to partner with the Publications Office (OP) and other relevant bodies who are digitising Commission publications, so that the maximum access to electronic resources is provided for all users.

10. The relevant authority within the European Commission should ensure that disabled people are not discriminated against. Access to Level 5 of the reading rooms in Brussels (if Level 5 remains part of the reading room provision) should be opened up for all users.

11. The Library should critically review the space utilisation in the reading rooms, and consider removing displays of material that are not frequently needed by users. It may be feasible to refocus staff resources into a ‘study space’ where users have direct
access to Library staff, and which are ‘open’ either physically or virtually for longer hours.

12. The Library should be provided with **industry-standard software** for the automatic and pervasive management of broken links to electronic sources – this will ensure that users are not provided with incorrect URLs when they link to electronic resources.

13. The Library should be provided with resources to engage with Web 2.0 and related technologies to enhance the proactive delivery of targeted information and knowledge to users.

14. The Library will benefit from being provided with resources to **redesign the external Web site** so that it both communicates what the Library does effectively, and (subject to copyright issues) gives external users maximum access to Library resources, such as the BIBLIO series and links to other information resources.

15. **IT issues** relating to licensing, user authentication, ability to access full text of journal articles, and the Commission firewall need to be resolved with DIGIT.

16. The **use of computers**, including Internet provision, in reading rooms needs to be resolved, including the provision of WI-FI access for personal portable computers.

17. The Library should continue to provide important **resources, training, and support across RéseauBib**. The Library should undertake a review of needs with ReséauBib members to identify how best to increase the levels of participation across the network.

18. The Library should explore how it can **develop cooperation activities** by organising meetings at technical and management level between librarians and information specialists across EU institutions and agencies so that there is a richer sharing of experience in service developments.

19. The **human capital in the Library** will benefit from a strengthening of IT expertise. While there is significant IT expertise across the staff, and there are currently two IT specialists, a stronger core team of IT specialists would both help build constructive relations with DIGIT, and would liberate the team of knowledge workers to focus on delivering high quality information services to users.

20. The Library should adopt **formal project management methodologies** so that it can clearly monitor how its valuable human resources are allocated to the service functions and can assess the relative costs involved.

21. The Library should produce a document which outlines its **strategy**, and links the strategy to functions and activities. Within the strategy document the Library should develop a ‘**dashboard of indicators**’ which clearly communicate the resulting value for its user populations.
2.0 Introduction and Purpose

The purpose of this Report is to present to the Steering Group the Final results of the evaluation of the European Commission Central Library (‘The Library’), with the recommendations arising from the evaluation.

The Central Library is much more than a conventional library. It functions at many levels:

- It is the ‘institutional memory’ of the European Commission through its unique collection of resources related to European integration. Physical resources include significant stores of publications, along with reading rooms, in both Brussels and Luxembourg;
- The Library acts at the core of a network of libraries and information centres across the European Commission, providing them with leadership, support, and advice for:
  - library management by coordinating the implementation and use of the library management system (ALEPH);
  - acquisition and documentation of information resources through central Framework Contracts for purchasing resources;
  - disseminating information and skills relating to new library developments across the network, through training and other events where members of the network meet.
- The Library develops and maintains an online union catalogue which aims to provide comprehensive access to Commission publications and information resources. Its current content focuses on post-1978 material. There is a conventional card catalogue for pre-1978 material;
- The Library is developing central access to electronic resources for all staff across the Commission, ranging from full-text access to electronic journals, and publications from major sources such as OECD and the Economist Intelligence Unit;
- For staff within the European Commission the Library aims to provide effective personal service by:
  - responding to user needs, for example through physical and electronic enquiries;
  - providing relevant information to users through a ‘document delivery service’ (both electronic and physical) directly to the workplace of users;
  - pro-actively providing users with information about relevant material through email ‘alerts’ and regular overviews of new material and new developments.

1 http://ec.europa.eu/libraries/doc/index_en.htm
• The Library is tasked with contributing to the ‘European Project’, and enhancing European citizenship, by making available the resources relating to European integration, so that users from beyond the Commission can benefit from access to the unique collection of information resources relating to European integration.

The Library functions as a lending library, as the custodian of a unique resource relating to European integration, as an electronic information service, as a technical and skills hub at the core of the network of Commission Libraries, and as the builder of a catalogue of resources that aims to maximise the coverage of material produced across the extensive activities of the European Commission.

The Library undertakes many of these functions, and other activities, in the absence of any formal mandate that might require other libraries and information centres across the Commission to comply with formal library processes and standards. The Library provides leadership and encouragement across the network.

This evaluation has been asked both to look at the efficiency and effectiveness of how the Library has achieved its developments, along with a strategic consideration of the organisational and operational environment within which the Library can best innovate for the future needs of its user community.
3.0 Evaluation Objectives, Context, and Methodology

3.1 Evaluation Objectives and ToR

Section 2.1 of the Contract ToR established the high-level objective for this evaluation:

- “The overall objective of the contract is to provide an independent external assessment that will identify necessary actions for the development of the Central Library. This will take into account the needs of users in the context of the constant increase of available documentary sources, the challenges in identifying relevant and comprehensive information, and tools that support access to, and dissemination of, information resources.” (Interpreted from the French ToR)

The ToR identify three main evaluation themes (the service context, the information resource context, and the Library resource strategy) and adopts a consistent focus on identifying for each of these themes the three evaluation criteria of relevance, effectiveness and efficiency.

The specific evaluation objectives are:

- To assess the current services of the Central Library in view of its place in the current global information environment;

- To provide the Central Library with a strategic focus for the expansion of documentation, and the quality of direct services for the target user populations;

- To define the technical and human resources, and budget, that would allow the Central Library to achieve these goals

The more detailed ToR are listed in Annex 1.

3.2 Evaluation Context

Within the context of the high-level objective a strategic focus of the evaluation has been to identify how the Central Library (“the Library”) service context is positioned within the current world of information resource development, so that the Library can define its information resource strategy that effectively delivers the information resources that meet the demands of both current and future users.
Through the execution of the strategy the Library should deliver resources through a set of **relevant services** that are aligned to **strategic objectives**. These services should be delivered effectively to users using the financial, organisational and human resources of the Library.

The current Mission Statement of the Library aims “to conserve and develop collections and documentation on European integration and to make them available to staff and citizens”. Within that mission the Library is expected to enhance “European Citizenship”, and this has been undertaken to date primarily by giving access to external readers who need to consult the large physical holdings of documentary information about European integration.

The Library currently addresses its Mission from a position within a Directorate General: it is Unit C4 within a thematic Directorate C “Culture, Multilingualism and Communication” of the ‘vertical’ Directorate General of Education and Culture – DG EAC. The performance targets are set within the 2009 DG EAC Management Plan, and there is one specific objective set by DG EAC to address Library key performance targets: “To conserve and develop the collections of the Commission’s Central Library (in either print or electronic format) on all subjects relating to European integration and to make them available to staff and citizens”.

The “Management Plan” and operational targets defined by DG EAC focus only on activity targets, not outcome targets. This evaluation has therefore involved working with the Library to identify a long-term development strategy, by understanding the extent to which the current role of the Library meets the rapidly changing needs of users in a much larger and more organisationally complex European Commission than existed 50 years ago when the Library was established. It also needed to provide an understanding of how the Library ‘fits’ within the diverse structure of libraries and information resources across the European Commission, particularly noting the diversity of access provided to electronic documentary resources by Directorates General and other Commission Services.

From the outset then, the Central Library is more than a ‘keeper of books’. As later sections will show, it is also a pan-Commission service facility that provides physical and virtual information resources, bibliographic coordination and support, advice and services addressing specialist needs across the Commission (potentially 35,000 users many of whom may require bespoke information resources), and it also aims to make available its unique information resources to external users (potentially a global user community that needs information about European integration).

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1. [http://ec.europa.eu/citizenship/who-we-are/doc52_en.htm](http://ec.europa.eu/citizenship/who-we-are/doc52_en.htm) provided broad citizenship objectives.

Despite the importance of its aims and operations, the Central Library has to achieve them without the ‘power’ of a formal remit to be the authoritative information intermediary across the Commission – it has to build its authority through collaboration and by delivering value to its users.

3.3 The Evaluation Structure

The combination of operational evaluation topics (what is the Library doing, how effectively and efficiently is it doing it) and strategic topics (what do users want in terms of service developments, what are (or are there?) comparator Libraries doing in their service developments, and how can the Library develop a long-term strategy) has made it challenging to develop a single intervention logic in line with the DG Budget Evaluation Model.

As we will show, the current performance statistics provided formally by the Library, and the limited management targets (set for the Library in the DG EAC Management Plan) based on activity, communicate little about the intermediate and global impacts of the Library services. In the DG Budget Intervention Logic intermediate and global impacts are important boxes. The DG EAC Management Plan provides operational and specific objectives, and the global objective is the more general one of “fostering European citizenship”.

Figure 3.1: DG Budget Intervention Logic
On the basis of the limited set of objectives set out in the DG EAC Management Plan which mainly state ‘do some things in greater volume’, it was difficult to build a comprehensive intervention logic.

At the highest level of an intervention logic there should be a high-level objective, which is the stated Annual Management Plan of DG EAC, and is “to conserve and develop collections and documentation on European integration and to make them available to staff and citizens”.

The evaluation ToR present a number of possible high-level objectives which can be outcomes from the mission. For example if an objective is to maximise access to European Commission documents then a high-level objective could be “to foster European citizenship by creating a sense of ownership of and commitment to the European project”. The ToR also indicate another objective, relating to the services provided to core users within the European Commission, in which case a high-level objective could be “to deliver documentary resources that efficiently and effectively meet the identified needs of European Commission users”.

The 31 specific evaluation questions (Annex 2) detailed in the ToR set the current evaluation intervention logic for us. The ToR focus not only on evaluation, but also ask for a strategic review of user needs, and how to prioritise the Library’s operational developments, helping to ‘position the Library in the World of Information’ so that it can better meet the needs of users in the future. Consequently, the identification of future high-level objectives was explored as the evaluation progressed, using the initial intervention logic:
Figure 3.2: Intervention Logic

- Identify a relevant role for the Library in the world of information
- Provide resources and services comparable with 'peer group' Libraries
- Provide a unique selling proposition to users
- Provide a service that is complementary with other Library services
- Services meet user needs quickly and completely
- Services are accessible through channels suitable for users
- Develop, monitor, and refine the Library Mission and Strategic Goals
- Provide a complete and integrated online catalogue
- Ensure catalogue is comprehensive thematically and historically
- Ensure catalogue is updated rapidly to ensure that new resources are immediately visible to users
- Make catalogue material fully accessible to users through relevant channels
- Ensure the catalogue links accurately and comprehensively to online material
- Provide users with relevant tools in discovery and access to resources
- Inform Commission staff proactively about Library services
- Provide access to services and resources through Internet portal(s)
- Provide maximum access to physical resources
- Provide users with relevant training in discovery and access to resources
- Engage with users consistently to evaluate service quality and identify emerging user needs
- Identify and develop relevant value-added services
- Develop appropriate human resources and allocate them effectively to tasks
- Develop and apply efficient procedures
- Build and deliver services cost-effectively
The formal evaluation actions focus on the DG Budget Evaluation Model, which highlights relevance, efficiency, effectiveness, and sustainability. Reading the ToR, we understood relevance, efficiency and effectiveness to have the following meaning:

- **Relevance** in the ToR states “The relevance of the objectives, and of the priorities and tools for applying the actions”. This is the extent to which the activities of the Library fully meet the information needs of its users;

- **Effectiveness** in the ToR states “The effectiveness and impact of the actions”. This is the extent to which the Library activities actually achieve the goals of meeting user needs;

- **Efficiency** in the ToR states “The efficiency and cost-effectiveness of actions”. This is the extent to which the human, organisational, and financial resources of the Library are used appropriately and proportionately to develop services that deliver intended outcomes for users in a cost-effective manner.

The ToR also requested that for each of the evaluation areas we consider the strengths, weaknesses, threats and opportunities that are challenging the Library. For each of these we can consider key questions:

- **Strengths**: What is the ‘unique selling proposition (USP)’ for the Library? What characteristics of the Library make it the preferred choice by users for their information needs?

- **Weaknesses**: Where are the main areas of activity where the Library does not effectively meet the needs of users, and why?

- **Opportunities**: What options can the Library explore to reinforce its USP in the future? For example, strategic alliances with other Libraries, expanding access to its union catalogue (ECLAS\(^1\)) by making it available through portals, and expanding its role as a knowledgeable and trusted intermediary to other information resources.

- **Threats**: What external factors (for example other Libraries, Internet-based resources, budget pressures, increasing complexity of user needs) will impact on the way in which the Library develops its future strategy?

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Taken in the context of the Evaluation Model this means:

- **RELEVANCE:** The ‘market justification’ is made for the Central Library of the EU through its mission to provide resources and services that uniquely meet the needs of the target population (users). The needs are linked to clear objectives in developing relevant services that are based on the identified user needs, and which are met through;

- **EFFICIENCY:** Activities and actions (e.g. provision of documentary resources in formats relevant to user needs, in timely and flexible ways, the development of electronic and online delivery of documentary resources, and the training and support of users), which are achieved through inputs to service development (e.g. the most effective staff structure, the optimal allocation of resources to tasks), and in collecting relevant information to identify the;

- **EFFECTIVENESS:** Outputs and outcomes (e.g. an enriched range of documentary resources and services, which enable the needs of users to be comprehensively met), that have an impact on the user community, and which provide demonstrable EU added value, and where the Library is positioned within the European Commission so that its services are developed and delivered to maximum effect;

- **SUSTAINABILITY:** Where there is flexibility and capacity for further service developments to maintain the market justification for the Library.

At this stage we must note that to evaluate efficiency and effectiveness requires detailed financial information. We had detailed budget information provided for acquisitions and subscriptions which are in the remit of the Library. In addition to that, we were provided with across-the-Commission average staff costs. These include a flat overhead cost for the infrastructure and other costs per member of staff. While such costs may not reflect the costs of running reading rooms or of maintaining physical stores, it should be noted that the average is based on the breakdown of 49% Assistants (AST) and 51% Administrators (AD) within a unit and that unlike Commission standard units, ASTs are 95% of library staff. This results in a considerable overestimation of library staff costs. We must therefore note that our ability to address cost-effectiveness has been limited.

### 3.4 The Evaluation Questions

The detailed questions are listed in Annex 2, and they are noted again in the context of the analysis and recommendations.
3.5 Methodological Approaches

There are four primary methodological approaches that are used in the evaluation of libraries:

**Figure 3.3: Library Evaluation Approaches**

An ‘Objective’ approach sets specific goals for performance and then collects information against which the performance can be measured. This includes the stated targets for the Library to increase performance, and ensures that the performance increase is linked to delivering outcomes of value for the users. It is the objective approach that we used in the context of the Library strategy and long-term development plan, focusing for example on re-orienting the performance metrics away from production (more books, more journals etc.) to consumption (better services which meet the needs of more users). This approach fundamentally concerns sustainability and utility.

A ‘management-oriented’ approach’ aims to identify and satisfy the needs of key stakeholders (users and decision-makers for example) by ensuring that the human, technical and financial resources are both ‘fit for purpose’ (i.e. that the staff structure matches the operational needs of the Library), and that staff expertise is being developed and retained. This approach mainly concerns efficiency, and requires the ability to map costs onto activities and outcomes.

An ‘expertise-oriented’ approach focuses more on the professional expertise of library staff in using professional practice and standards in identifying, prioritising, and meeting the needs of their user community. It concerns the ways in which staff are applying their expertise in the development of services that meet the needs of users, such as cataloguing, the development of electronic services, training and support of users. This approach mainly concerns effectiveness.
Lastly, there is a ‘participant-oriented’ approach where the emphasis is on engaging with stakeholders (current, and potential) and working with them to identify needs, and how resources can be prioritised to meet those needs. Participant approaches involve both listening to users and talking with users. The ‘listening’ part can be undertaken remotely, through user surveys to reach a very large number of users, taking care to elaborate standard responses to a fixed set of questions and by also gathering the detailed reasons behind the responses.

In addition, ‘talking with’ users provides an opportunity to have a wide-ranging discussion that allows investigation of emerging themes and issues. It can also lead to longer-term user engagement through user-panels that provide important richness to online or paper-based surveys. This approach links relevance to sustainability, since it allows a Library to understand, on a regular basis, how the services are (or are not) delivering outcomes and impacts of relevance for users.

3.6 Library ‘Users’ and Potential Users

The Library currently defines its overall target users as:

“... all staff, temporary staff and trainees from the European Commission and also ... officials of other institutions or bodies of the Union European and, finally, external visitors, i.e., public specialists and researchers (professionals, diplomats, officials of member states, teachers, university students, etc.) seeking its collections on European integration. Direct loans are available to Commission staff only”.

The Central Library has two primary sets of ‘users’. Its primary target users are those within the European Commission – ‘internal’ users. Its secondary target users are those beyond the Commission who would benefit from access to the extensive collections on European integration – ‘external’ users. Providing external users with access contributes towards the overall ‘European Project’.

The evaluation therefore needed to be sensitive to the balance between users who form a core constituency (staff, temporary staff and trainees from the European Commission) and the ‘also’ list of users where the remit of the Library is to help promote the ‘European Project’ and ‘European Citizenship’.

In addition, there was a particular remit to address ‘potential users’ who could benefit from Library services, but who may be unaware of the service offerings. In the framework of the online survey, the focus groups and the interviews, ‘potential internal users’ within the European Commission were made aware of the evaluation through an email sent to all
Commission employees on behalf of the Library. An attempt to reach potential users beyond the Commission was made by notifying all European Documentation Centres (EDCs), and by contacting library associations and institutional libraries.

However, it was not expected that every Commission employee would have a defined need to use the facilities and resources of the Central Library, and the objective was to explore the extent to which potential users were either unaware of the Library (a marketing problem) or needed services which were not in the current portfolio of Library services. In addition, as the evaluation progressed a third category of ‘indirect users’ emerged. These were Commission employees who received information and library resources and services, but who did not know that the Central Library was fundamental to the provision of the resources and services – key examples were users of DG libraries where the Central Library provided training, management system, bibliographic and financial support to those libraries.

3.7 Data Collection

The four methodological approaches (section 3.5) had value in the five main information gathering activities:

- Online Survey. (Participant)
- Focus Group (Participant)
- Interview (Management, Objective)
- Desk Research including documentation/Information provided by the Central Library (Management, Objective, Expertise)

Annex 4 contains details of the organisations and people consulted during the evaluation. Annex 6 contains details of information sources and literature.

3.7.1 Information base - ToR

The documents accompanying the ToR identified three sources of information that might be drawn upon to inform the evaluation:

- First, there was information relating to the internal Audit carried out within the Commission;
• Second, there are the baseline performance statistics as stated in the DG EAC Management Plan, and reported also in the yearly activity reports of the Library\(^1\) available from 1998 to 2008 online; and
• Third, there was a process of user consultation (satisfaction survey) in 2008, carried out by the Library. In this context, the ToR requested that we consider undertaking a quantitative evaluation of performance.

To understand fully issues such as the resource planning and performance of the Library we noted in our Inception Report that we would need to use more detailed information about the Library such as:

• the planned staff allocation to key activities\(^2\);  
• historical budget information;  
• staff turnover and recruitment;  
• and, key performance indicators such as the time/cost it takes to acquire and accession an item into the collection, the time it takes to catalogue items, and historical information about funding and activity levels beyond the online reports, especially information relating to 2008.

We can report that, within the limits of the available financial information, the Steering Group, and the Library team, responded quickly and helpfully by providing us with all the information we requested. In addition, we were given access to the RéseauBib\(^3\) collaboration platform on CIRCA\(^4\) to allow us to assess the activity taking place across the RéseauBib network.

Information from the third source, a user satisfaction survey, was provided to us in Annexes 5-8 of the ToR. However given the usage levels reported by the Library (7000 visits a year, 7000 loans a year, and 3000 catalogue consultations a day etc.) the reported response of 185 users (Annex 5 of the ToR) and 95 users (Annex 6 of the ToR) seemed a very limited subset of the overall user population, and there was a need to engage with a wider community of users and potential users. This was undertaken through a bespoke

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2. At least by the core staff teams that the Library uses as noted in the ToR: librarians and library assistants; the acquisitions team; the periodicals and newspapers team; the management of contracts and tenders team.
online user survey\(^1\) where the questions were specifically addressing the evaluation questions of importance to this study.

### 3.7.2 Online Survey

A bespoke online survey was created for this evaluation. A total of 61 questions (Annex 3) were developed that specifically addressed the evaluation questions provided in the ToR. They were constructed to allow responses in the form conventionally used for Likert\(^2\) questions, which use a bi-polar scale of responses on a five-point scale.

The questions were developed in draft by the evaluators and checked for consistency and clarity by the Evaluation Steering Group. Once the English language questions were agreed a professional translator was used to produce the French language version, and these were also checked for linguistic consistency by the Steering Group.

The first three sets of questions were targeted at those who use the Library, either physically (going to the Reading Rooms), or virtually by using the online services offered via the ECLAS catalogue and the Library Websites. The final three sets of questions aimed to engage people who were non-users of the Library, asking them what their priorities would be if they were to become Library users.

- **Set 1** focused on the frequency with which people use the Library services with the five-point scale being: Never, Rarely, Once a month, Once a week, and Daily. Users also were provided with the option to respond ‘Not applicable’ for these and all other questions. Also an optional write-in box was available where “If you do not use the Central Library at all, please give reasons”;
- **Set 2** considered how successful usage had been for respondents, with the five-point responses being: Very unsuccessful, Unsuccessful, Neither successful nor unsuccessful, Successful, and Very successful;
- **Set 3** asked for user satisfaction levels, with the responses being: Very unsatisfied, Unsatisfied, Neither satisfied nor unsatisfied, Satisfied, Very satisfied;
- **Set 4** asked respondents to say how important it would be for their needs if certain developments/services were prioritised by the Library, with the responses being: Very unimportant, Unimportant, Neither important nor unimportant, Important, and Very important;
- **Set 5** asked for views on what the Library should be doing, the responses being: Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree;

\(^1\) There has been consideration of employing online performance surveys such as Libqual [http://www.libqual.org/](http://www.libqual.org/). However, surveys such as LibQUAL are generic, with a set of questions that are generally used for all institutions, and it was clear that the Central Library activities would not be effectively covered by generic questions.

\(^2\) [http://en.wikipedia.org/wiki/Likert_scale](http://en.wikipedia.org/wiki/Likert_scale)
And, the final question set provided write-in boxes for respondents to provide extra information relating to their information needs.

The online survey was publicised through several channels. First, the Central Library placed an announcement on the Library Web sites (Europa, IntraComm and the DG EAC Intranet) and on the ECLAS home page. Second, the Library arranged for all members of the European Commission staff to receive the survey questionnaire. Third, ECOTEC sent emails to some 1100 external organisations, ranging from EDCs to Library Associations, and major institutional libraries.

As of 21 September 2009 the online survey had been completed, fully or partially (some sections relate only to existing users of the Central Library), by 844 bona fide respondents, of whom 769 could be defined as ‘internal’ Commission users, and 75 respondents were from beyond the European Commission.

3.7.3 Focus Groups and Interviews

Two programmes of Focus Group meetings (of 2-3 hours duration, in both English and French) were carried out in Brussels and Luxembourg. Attendees had all completed the online survey before arriving, and a background paper was provided to them identifying the key discussion points.

Focus Groups were held in Brussels (two groups each in English and French on 7 July) and Luxembourg (one group each in English and French on 13 July).

The eventual participation in the groups at Brussels was 18 people, and in Luxembourg it was three people. The distribution of attendees and Interviewees is provided in Annex 4.

What was lost in volume of attendees was gained in the opportunity for participants to engage in an in-depth and open discussion of information needs.

Interviews were undertaken both in person and via telephone. In both cases initial contact was made with the interviewee, and a set of questions were provided in advance.

For those people who were involved in operating information or library services across the Commission the questions focused on the reasons for building services within their DG, who are the main users of information, any policy for access to external users, the logistical and operational challenges when developing information services for their users, and the priorities for making available information and documents provided by the DG. In addition they were asked for information about their archiving policy, their participation in the Réseaubib network of Commission libraries and their views on its effectiveness. Regarding technical developments they were asked about any technical challenges (working within the Commission firewall, for example, or DG IT policies) that they experience in building online access to information resources, and to detail any current
resource challenges they are experiencing. Finally, they were asked about synergies with the Central Library, and to identify where synergies could be created in the future.

For users of information (both users and non-users of the Central Library) the questions focused on understanding their key information needs, and what resources are used to satisfy the need. They were asked to discuss what resources in an ‘ideal world’ would satisfy their information needs, considering the range of information, types of information, the relative balance of electronic/physical availability of resources, and the quality and integrity of information. They were asked for their views about whether the European Commission should have a single source of information about all its publications and reports (of funded projects and contracts etc.), so that users know where they are available. Lastly, they were asked to identify strategic priorities that should be part of a development strategy for the EC Central Library.

3.7.4 Other Information Sources

Desk-based work assessed information and statistics provided by the Library. A wide-ranging set of documents was provided covering staff job descriptions, procedures, cataloguing practice, acquisitions procedures, and participation of the Library in wider activities across the Commission and the European information landscape. We were made welcome at the Library in a series of visits where we were able to review and check information, and also to read internal documents such as those relating to the Audit of 2007.

The Web sites and service descriptions of the libraries within the Commission and of a range of international institutions (UNESCO, UN Geneva, OECD, World Bank, IMF) were reviewed to understand how they have structured access to their physical and electronic resources and services, their catalogue availability and search facilities. In particular the sites were studied to ascertain whether the organisations were providing a single-point of access to information resources across the organisation. Comparative information of this kind was needed to inform the evaluation issues about ECLAS having a role in providing a single-point of access to Commission information resources.

Relevant reports and literature were studied relating to Library developments. Annex 6 contains the details of the information sources used during the evaluation.

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1 Rapport d’audit: La Bibliothèque Centrale", 18 October 2007. The Audit report was made available for us to read during our visits to the Library.
3.7.5 Benchmarking

In the Inception Report we discussed how we could search for possible comparator libraries:

- Would other governmental libraries be comparable, such as the Dutch Parliament Library in The Hague, or the House of Commons Library in the UK, or even the Library of Congress in the USA?
- Would other pan-governmental libraries be comparable, such as those of the UN, UNESCO, OECD, or the World Bank?

As each of these was considered the differences significantly outweighed the similarities the most pivotal difference being that the pan-governmental libraries in particular have centralised information resource provision, and the governmental libraries address specific parts of government and do not reflect the organisational diversity of the Commission.

Furthermore, the absence of more specific financial data made it difficult to undertake realistic benchmarking. A benchmark comparator Library had been selected by the Auditors in the 2007 Audit of the Central Library. This was the Library of the University of Namur\(^1\). The Auditors stated their view that the Namur library represented a similar “operating configuration”.

However, no comparative information was available in the Audit report to indicate that the similarities between the Central Library and that of the University of Namur were greater than the institutional differences – and we note the specific institutional characteristics of the European Commission in a later section. For example, the current Web site of the University of Namur notes that is has 4,300 students and 1,100 staff\(^2\), and the University Library is the single authoritative Library within the Institution.

3.8 Data Analysis

Both quantitative and qualitative methods were used to analyse the results of the online survey, the focus groups and the interviews. The survey software used to construct and run the online survey was supported with user scripts that allowed consolidated tables of responses, both numerical and textual, to be output to Excel spreadsheets:

\(^1\) [http://www.fundp.ac.be/universite/bibliotheques/bump/](http://www.fundp.ac.be/universite/bibliotheques/bump/)

The numerical outputs were input into the SPSS Statistical Analysis package where they were cross-tabulated, totals and percentages were calculated for each of the five responses to each question, and the results were summarised and output into Excel where they were visualised using Excel graphs:

The reports from the interviews, the focus groups, and the write-in responses from the online survey, were processed qualitatively. The write-in responses were output automatically from the online survey in a structured format:
The write-in responses were ‘coded’ by the question number. For the responses to each question it was possible to sort them, and then to add clarifying ‘codes’ to the response – for example where responses started ‘Very important’, ‘It is very important’, ‘The Library is very important’, the codes were used to make each response start with ‘very important’. The responses were then re-sorted and they were checked again for consistency. This approach allowed the text responses to build a clearer indication of the overall strength of the replies, and this is reflected in the summaries of the material.

For the interview and focus group reports the four people on the ECOTEC team who undertook them endeavoured to use a common language relating to the evaluation ToRs, and this helped when the interview material was consolidated, sorted, and summarised using the same approach as with the text responses. However, the interviews also provided specific information that provided important context and detail which is reported in the later sections.

3.9 Summary of strengths and weaknesses of the methodology

The methodology for this evaluation was to utilise the major approaches for library evaluation. There was an understanding that where some approaches did not work (for example if focus group participation was lower than expected) then resources could be shifted to other complementary approaches, for example more time for in-depth discussions with those running libraries and information centres across the Commission.
The two biggest risks in the methodology related to the response rate to the online survey, and the extent to which efficiency could be addressed in detail.

At the outset of the evaluation there was careful discussion with the Steering Group about potential low response rates to the online survey, since that was experienced in 2008 with the online survey undertaken by the Library itself. Three particular actions were undertaken to minimise the risk of poor response. First, the questions were carefully structured and tested in collaboration with the Steering Group. Second, the Web site was extensively tested with the Steering Group, and the detailed feedback resulted in a radical simplification of the design, and it allowed significant technical problems to be identified and resolved with the use of the survey site behind the Commission Firewall. Third, the Library ensured that the survey was publicised to all Commission staff.

The overall response of 844, with 767 being from the Commission, was a low response rate for a survey targeted at all potential users of the Library service. Since all 35,000 Commission employees are potentially beneficiaries it could be argued that the response rate is only 2.5%. To expect all citizens in a town to be users of their local library is not realistic, and to expect that all employees of the Commission to be users of the Central Library is equally unrealistic, and only a subset of the total staff will need the documentation provided by the Central Library related to European integration. However, given that all Commission employees were made aware of the survey the low response rate does indicate that many Commission employees do not prioritise the Central Library services as currently being important to them.

Some staff are indirect users of Central Library services, but may not be aware that they are using them, as will be detailed in the following section. They may use libraries within their DGs which order publications via the Central Library Framework Contracts and they may benefit from local information services that are well structured because of the training and support provided by the Central Library team. However, they may also not know of the physical and electronic resources available through the Library, and this is where the evaluation was asked to address potential users. Finally, those who did respond, even the non-users, took time to provide a rich resource of write-in comments which provided extra detail for the analysis.

Assessing efficiency has been the major limitation. However, the problem is not caused by the methodology itself, for it was intended that unit costs and cost-effectiveness would be assessed. The reason is that only average staff costs, which not include IT and infrastructure costs of running the reading rooms, or of maintaining the storage facilities, could be calculated for the Library.
From the outset of the evaluation we noted the importance of information being provided on resource planning. Our Inception Report (p.12) noted “There is a fundamental inter-relation of Mission Statement, Strategy, Operational Plans (Resource planning and delivery), and Operational measurement.” And we also noted in the same report (p.22) “Consequently, to understand fully issues such as the resource planning and performance of the Library we will need to use more detailed information about the Library such as: the planned staff allocation to key activities; historical budget information; staff turnover and recruitment; and, key performance indicators such as the time/cost it takes to acquire process an item into the collection, the time it takes to catalogue items, and historical information about funding and activity levels beyond the online reports available 1998-2007, especially information relating to 2008”.

Without detailed information, beyond the average staff costs, relating to staff budget, cataloguing, acquisitions, management and administration teams, facilities and storage it was not feasible to address in detail the issues of efficiency and effectiveness. Therefore, we did not attempt to derive our own ‘estimates’, because they would be subjective calculations that would not provide robust evidence for the evaluation.
4.0 The Central Library Operational Context

This Section provides a summary of the background to the Central Library, particularly noting issues which are important for the evaluation. Annex 5 provides more detailed background information.

4.1 Development of the Central Library

The European Commission Central Library (‘The Library’) was created in 1958, one year after the signature of the Treaties of Rome in March 1957\(^1\). The first of the Treaties established the European Economic Community (EEC), the second established the European Atomic Energy Community (EURATOM), and the Library initially served both organisations in addition to the European Coal and Steel Community (ECSC) which had been created in July 1952.

In 1968 the three organisations were merged and their information collections were integrated into the Central Library of the (now) European Commission. Since 1968, and as noted in the 2007 Annual Activity Report\(^2\), “created initially as an administrative unit of purchase, the Central Library over the years has undertaken the role of ‘memory of the Commission’. In 2008 the Library celebrated its 50th Anniversary. Activities included a Conference on Libraries and Innovation\(^3\), and a display stand publicising Library activities in the Berlaymont, the headquarters of the European Commission.

The Central Library currently functions at two locations, Brussels and Luxembourg. The Luxembourg site does not have separate management, and the Head of Unit, and the Deputy Head of Unit – both based in Brussels – are responsible for both sites. A Librarian is in administrative charge of the Luxembourg location. The Luxembourg branch is described as an ‘antenna’ of the Central Library. To meet the requirements that the two primary locations of European Commission activities (Brussels and Luxembourg) should be serviced in a non-discriminatory fashion Commission staff in Luxembourg have as much ‘access’ to the Library expertise and resources as those in Brussels.

The Library is currently positioned administratively within the Directorate General for Education and Culture (DG EAC) as Unit 4 within Directorate C “Culture, Multilingualism and Communication”. Therefore, while the Central Library is the Central Library of the

Commission, it is not located ‘centrally’ within the organisational structure of the Commission.

In its early years the Library was an administrative unit focusing on the purchase of documentary resources, and it subsequently became a Library in the formal sense. However, the Central word within ‘Central Library’ never implied that it was the single authoritative provider of library services across the Commission. From the outset of the Commission the Directorates General (DGs) were able to establish their own libraries and information collections. There was not, and is not, a single Commission information resource policy which mandates that there should be a centralised internal information strategy, although DG Communication\(^1\) is mandated with ensuring that there is a coherent external information and communication process for the Commission.

### 4.2 The Library Buildings and Reading Room Facilities

#### 4.2.1 Brussels

In 2002\(^2\) the Library moved from its previous Brussels premises in Avenue de Cortenberg to newly refurbished accommodation (the former Convent Van Maerlant) at 18, rue Van Maerlant (VM18)\(^3\).

The decisions about the actual layout of the Brussels Library accommodation were taken in 2000 by DG EAC and DG ADMIN (the DG for Personnel and Administration). At its previous location the Library had suffered because offices and reading rooms were not near to members of staff, and Library staff were very keen to overcome this with the move to new premises. They wanted a single service space, because the Library had been based in an administrative building completely un-adapted to library services and without any visibility to its visitors.

The Central Library requested that a coherent library facility should be developed. The plan proposed by the Library involved a single ground floor reading room on one level, with library staff being integral in the library space, and the Library being accessible directly from the building entrance, and directly linked with the stores by an elevator.

This proposal was not accepted, and the imposed solution was reading rooms at levels 4 and 5 of the former convent with offices for librarians on level 4 of the convent, not too far from the library in the former church, without the steps found at other levels. The Library was aware that the stores would not be immediately accessible and requested a book lift from the stores to level 4 of the convent and between level 4 and 5 in the reading rooms.

\(^1\) [http://ec.europa.eu/dgs/communication/index_en.htm](http://ec.europa.eu/dgs/communication/index_en.htm)
The request for a direct book lift from the stores was not accepted. The building is therefore not adapted to function as a library. Librarians and support staff requiring frequent access to the reading rooms are mainly housed on level 4. Acquisitions, subscriptions, administrative staff are mainly housed on level 1.

The layout and architecture of the Brussels Library is therefore a sub-optimal imposed solution, both in the lack of cohesion for staff who are split between office levels 1 and 4, and in terms of the staff overhead required for two separate reading rooms, rather than one. The original proposal by the Library would have allowed the stores to be located just beyond the reading rooms with access provided by a direct lift.

During the preparations for the move to the new building the Library team were aware that the only access to the Level 5 reading room is up stairs, and had a design for a stair-lift prepared. The stair-lift proposal was also not accepted in 2003. As a consequence any user who cannot walk up the flights of stairs between levels 4 and 5 is not able to access 50% of the reading room facilities and space.

The Library uses professional staff to provide user services in the reading rooms, currently Monday to Thursday from 10.00 a.m. to 5.00 p.m. and Friday from 10.00 a.m. to 1.30 p.m. Friday opening was reintroduced in 2003 to meet user needs, but had to be balanced with staff availability. The reading rooms are closed for the whole of August, but all the Library services continue to be provided in the normal manner to internal users.

The provision of IT equipment in the reading rooms and the access to Internet is determined by DIGIT as part of the centralised strategy for IT in the Commission. DIGIT IT security procedures state that within the same room it is not possible to have a mix of PCs which function inside and outside of the Commission firewall. Even though the Reading Rooms are large, they cannot have a mix.

So, in the upper room (level 5 of the former church) the PCs do have password-free Internet access. In the lower room Internet access (wired) is provided via a password. Accessing information on CDs can be difficult, since many cannot be read on the Reading Room PCs. PCs provided by DIGIT are not allowed to run executables (.exe files), but many CD databases are accessible only via their own software. Readers can use their own laptops in the Library, but cannot access the Internet – there is no WIFI provided. The Library has requested WIFI facilities for users and at the time of writing this Report it is waiting for a response from DIGIT.

The different levels of IT access and security across the Commission, and in the two reading rooms, do not allow the Library to provide the same type of access to electronic services and resources. For example, SWETS and other electronic resource providers recognise the users by the IP address of the PC being used:
• PCs in the upper reading room (5) have IP addresses outside the recognised range of addresses. Readers do not currently have access to electronic periodicals. However, the Library was informed that this limitation will be overcome in the short-term.

• All readers on the lower level (4) of the reading rooms can access electronic periodicals (IP address accepted) from the library PCs - as long as the librarian puts in the password to open access to the Internet.

4.2.2 Luxembourg

In September 1999 the Luxembourg branch of the Central Library had moved from the Jean Monnet building to the Joseph Bech\(^1\) complex. Both locations are on the Kirchberg plateau, but the Bech complex is within a retail and conference area of Luxembourg, out to the North-East of the City, and well away from most other Commission buildings. The only other Commission operation within immediate proximity is the European Statistical Office, Eurostat.

On entering the Library, which is located at some distance from the Bech building entrance, there are offices immediately on the right, and ahead is the reception desk. The reading rooms and staff offices are integrated into the same physical space, so there is close proximity between visitors and the staff.

A small set of PCs comprise the available IT facilities in Luxembourg, and they are subject to the same restrictions imposed by the Commission firewall as in Brussels. The proximity of staff and readers in the reading rooms mean that it is possible to have rather longer opening hours than at Brussels: Monday to Friday 0900-1700.

4.3 The ‘Institutional Memory’ of the Commission

The Library is the depository library for the European Commission, and houses a central physical repository of documents and books relating to European integration. The repository comprises significant storage areas in both Brussels and Luxembourg.

The Brussels on-site book storage facility (1,200m\(^2\) containing nearly 335,000 volumes) is in the VM18 building complex. Mobile stacks are installed in the storage areas to maximise space utilisation, and the old card catalogue of pre-1978 publications is also stored in this area.

\(^1\) [http://ec.europa.eu/oil/batiments_en.htm](http://ec.europa.eu/oil/batiments_en.htm) - and the Office of Infrastructure and Logistics in Luxembourg (OIL) does not provide a single map showing the location of Commission Buildings.
There is a second ‘off-site’ storage centre at Kortenberg, which is about 6km outside Brussels beyond the Airport, and which also houses the Historical Archives of the Commission. Storage space of 970m² contains over 200,000 volumes.

The material from the on-site stacks is normally available to readers in the reading rooms in less than one hour, but less frequently if the material is stored at Kortenberg.

Requests for material (usually made online by internal users) that is held in the on-site stores can be dispatched by mail to remote users on the same day. However, material that is located in the off-site store in Kortenberg is collected about twice a week, unless something is needed urgently, when someone from the Library has to drive out to collect it.

The Luxembourg Library has four storage areas within the Bech Building (totalling 860m²) containing over 103,000 volumes. As with Brussels the material can be brought up to the reading room within one hour, and it can be transferred to Brussels via the shuttle service and internal mail.

4.4 Staff, Budget and Resources

Despite functioning as a separate Unit, the Library does not have a fully delegated budget which would allow it to balance costs and resources directly against priorities. The European Commission allocates overall budget responsibility to DG BUDG\(^1\) (Directorate-General for Budget), and each DG communicates its needs to DG BUDG in the context of the Activity Based Management and Strategic Planning and Programming Cycle\(^2\). In 2009, for example, the Budget appropriations for the Library were €2.7million. This amount was meant to cover purchases, preservation and subscriptions.

Budget responsibility for buildings to OIB\(^3\) (Office for Infrastructures and Logistics – Brussels), OIL\(^4\) (Office for Infrastructure and Logistics – Luxembourg). Information technology is the responsibility of DIGIT\(^5\) (Directorate-General for Informatics), and staff are the responsibility of DG RH\(^6\) (Directorate-General for Personnel and Administration).

The formal structure and procedures of the Commission (see section 4.5) mean that there is an overall absence of budgetary resources under the direct control of the Library with the exception of those available for the purchase of books and journals via the ad-hoc

\(^1\) [http://ec.europa.eu/dgs/budget/index_en.htm](http://ec.europa.eu/dgs/budget/index_en.htm)


\(^3\) [http://ec.europa.eu/oib/building_policy_en.htm](http://ec.europa.eu/oib/building_policy_en.htm)

\(^4\) [http://ec.europa.eu/oil/index_en.htm](http://ec.europa.eu/oil/index_en.htm)

\(^5\) [http://ec.europa.eu/dgs/informatics/contact/index_en.htm](http://ec.europa.eu/dgs/informatics/contact/index_en.htm)

\(^6\) [http://ec.europa.eu/oil/index_en.htm](http://ec.europa.eu/oil/index_en.htm)
budget line and its components. The 2009 purchasing budget was allocated by the Library to €2,030,000 for subscriptions (specialised periodicals and newspapers), €570,000 for acquisitions (books), and €100,000 for binding.

Importantly, this budget item is not just for ‘internal use’ by the Library, but is used to buy books and subscriptions on all the policies of the EU for Departments of the European Commission (except for DTS, Learning Centres, DGT, INFSO, RTD, OLAF), for Cabinets of Commissioners and the President. The Library provides the technical infrastructure for all these departments to use the Aleph Integrated Library Management System as required (including DTS, Learning Centres, DGT, INFSO, RTD).

The purchasing budget was the only definitive financial information that was provided to this evaluation. In the subsequent section on the methodology we note that the DG Budget evaluation methodology involves the assessment of issues such as cost-benefit and efficiency. It is clearly important to know whether money has been spent not only in a transparent and procedural manner, but also in a way that delivers value-for-money. To achieve that requires firstly a comparator such as an equivalent library, and secondly it requires that the numerator and denominator of an equation are robustly defined. To assess the cost of running the library reading rooms versus the other library costs requires first the costs of running the reading rooms, and second the cost of the total library. The costs of the reading rooms comprise the buildings costs, plus the staff costs allocated to them, the IT costs, equipment costs, and running costs such as electricity etc.

We requested such costs from the Evaluation Steering Group, and while they helpfully asked the relevant DGs for financial figures the ones supplied were average figures for staff costs which include a flat overhead cost for the infrastructure and other costs per member of staff. Such average costs may reflect more the costs of offices for staff, but it is not clear if such costs can realistically reflect the costs of running reading rooms, or of maintaining significant physical stores containing hundreds of thousands of books.

The following table therefore provides the official financial information available to the evaluation, and contains the average annual cost of full-time equivalents (FTE) of all of the grades of staff in the Central Library. In the absence of any other official information the evaluation has not attempted to move into estimation or ‘conjecture’ of costs, since they cannot be unequivocally accepted as being ‘evidence’.

The estimated cost of running the Library, using the average cost per employee provided by DG Budget, is €6,856,000, of which 83% is the cost of the Brussels Library. On one hand, as noted earlier, the across-the-Commission average of €122,000 is based on the across-the-Commission breakdown of 49% ASTs and 51% ADs within a unit and unlike Commission standard units, ASTs are 95% of library staff, not 49%. This results in a
considerable overestimation of library staff costs. On the other hand, however, the infrastructure costs such as the storage facilities and the reading rooms are not included in the estimated costs.
### Table 4.1: Estimate of Library Costs

<table>
<thead>
<tr>
<th>BRUSSELS STAFF</th>
<th>FTEs</th>
<th>Unit Cost</th>
<th>Gross Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AD12</td>
<td>2.00</td>
<td>€122,000</td>
<td>€244,000</td>
</tr>
<tr>
<td>AD5</td>
<td>1.00</td>
<td>€122,000</td>
<td>€122,000</td>
</tr>
<tr>
<td>AST10 (ex-B)</td>
<td>2.50</td>
<td>€122,000</td>
<td>€305,000</td>
</tr>
<tr>
<td>AST9 (ex-B)</td>
<td>1.00</td>
<td>€122,000</td>
<td>€122,000</td>
</tr>
<tr>
<td>AST8 (ex-B)</td>
<td>4.90</td>
<td>€122,000</td>
<td>€597,800</td>
</tr>
<tr>
<td>AST7 (ex-B)</td>
<td>2.00</td>
<td>€122,000</td>
<td>€244,000</td>
</tr>
<tr>
<td>AST6 (ex-B)</td>
<td>1.00</td>
<td>€122,000</td>
<td>€122,000</td>
</tr>
<tr>
<td>AST5 (ex-B)</td>
<td>0.90</td>
<td>€122,000</td>
<td>€120,000</td>
</tr>
<tr>
<td>AST4 (ex-B)</td>
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<td>€122,000</td>
<td>€231,800</td>
</tr>
<tr>
<td>AST7 (ex-C)</td>
<td>2.00</td>
<td>€122,000</td>
<td>€244,000</td>
</tr>
<tr>
<td>AST6 (ex-C)</td>
<td>5.65</td>
<td>€122,000</td>
<td>€689,300</td>
</tr>
<tr>
<td>AST5 (ex-C)</td>
<td>4.85</td>
<td>€122,000</td>
<td>€603,900</td>
</tr>
<tr>
<td>AST4 (ex-C)</td>
<td>3.80</td>
<td>€122,000</td>
<td>€638,400</td>
</tr>
<tr>
<td>AST3 (ex-C)</td>
<td>3.95</td>
<td>€122,000</td>
<td>€481,900</td>
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<tr>
<td>AST2 (ex-C)</td>
<td>1.00</td>
<td>€122,000</td>
<td>€122,000</td>
</tr>
<tr>
<td>AST (ex-C)</td>
<td>3.00</td>
<td>€122,000</td>
<td>€366,000</td>
</tr>
<tr>
<td>AST5 (ex-D)</td>
<td>1.00</td>
<td>€122,000</td>
<td>€122,000</td>
</tr>
</tbody>
</table>

**Total Officials Brussels**

42.55 | €5,191,100

<table>
<thead>
<tr>
<th>Contract agents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function group 3 (AST ex-B)</td>
</tr>
<tr>
<td>(has replaced a Temporary Agent)</td>
</tr>
<tr>
<td>Function group 1 (AST ex-D)</td>
</tr>
</tbody>
</table>

**Total Contract Agents Brussels**

8.90 | €512,000

<table>
<thead>
<tr>
<th>LUXEMBOURG STAFF</th>
<th>FTEs</th>
<th>Unit Cost</th>
<th>Gross Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AST10 (ex-B)</td>
<td>0.50</td>
<td>€122,000</td>
<td>€61,000</td>
</tr>
<tr>
<td>AST9 (ex-B)</td>
<td>1.00</td>
<td>€122,000</td>
<td>€122,000</td>
</tr>
<tr>
<td>AST8 (ex-B)</td>
<td>2.50</td>
<td>€122,000</td>
<td>€305,000</td>
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<td>AST7 (ex-C)</td>
<td>3.45</td>
<td>€122,000</td>
<td>€412,900</td>
</tr>
<tr>
<td>AST6 (ex-C)</td>
<td>2.00</td>
<td>€122,000</td>
<td>€244,000</td>
</tr>
</tbody>
</table>

**Total Luxembourg**

9.45 | €1,152,900

| Total Library Cost | €6,856,000 |

DG BUDGET provides average annual cost of staff, including an overhead of €22,000 which covers costs incurred in “running the library”, buildings, office, IT equipment etc.

Official: €122,000

Temporary agent: €122,000

Seconded National Expert: €73,000

Contractual agent: €54,000

(Source: DG BUDGET, 15 September 2009)

http://ec.europa.eu/total_service/job_managers/index_en.htm

Senior Managers (grades AD 14 to AD 16) - salary €11,000 to €18,000/month

Middle Managers (grades AD 9 to AD 14) - salary €9,200 to €13,100 a month

Administrators (AD) can occupy grades 5 - 16

Assistants (AST) can occupy grades 1 - 11

Each grade has five 'seniority steps'; employees move up one step every two years until promoted to the next grade or until they reach the last step in the grade.

The very top grade (AD 16) has just three seniority steps.

Basic monthly Commission salaries - around €2,300 per month for a newly recruited AST 1 official to around €16,000 per month for a top level AD 10 official with over 4 years of seniority.
4.5 The Institutional Context – Procedures and Practice

An important operational context is the organisational and financial structure of the European Commission within which the Library operates. The Library must comply with the formal processes and procedures of the Commission (detailed below), and any emerging recommendations must be feasible within the context of the procedures.

The Library has also been required to comply with the outcomes of a formal Internal Audit which was undertaken in 2007. The Audit’s 22 recommendations (one ‘critical’, five ‘very important’, nine ‘important’ and seven ‘desirable’) were focused exclusively on process, and none at all focused on strategy and service. The Auditors wanted the Central Library to provide fully documented internal procedures, stronger financial controls, a detailed risk analysis, formalised rules for the collections and access to the collections. The Library management has addressed 20 of the 22 recommendations, and two are still ‘in progress’.

The Internal Auditors clearly stressed that the level of administrative ‘autonomy’ given to the Library needs rigorous procedures and practices. ‘Autonomy’ is important because if the financial management was centralised using the financial management resources of DG EAC, an additional procedural step would be added to the financial workflow, and all financial operations would need to be initiated by the Library and then processed by the central department.

‘Autonomy’ means that the system of procedures at the Central Library is substantially different from those of the majority of units in DG EAC. Most Library procedures do not apply to other units within DG EAC (e.g. anticipated commitments, tender procedures for supplies instead of services etc.). However, in the context of resource demands, we note that the ‘middle’ management (the Head of Unit and Deputy Head of Unit) team of the Library communicated that following the Internal Audit they have been substantially focused on process and procedure, which has made building strategy and vision very challenging.

The Commission therefore has robust and detailed procedures for good management, efficiency, accountability and transparency which set the parameters within which the Library must operate financially and managerially. The Library also must operate within the

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1 “Rapport d’audit: La Bibliothèque Centrale”, 18 October 2007. The Audit report was made available for us to read during our visits to the Library.
2 Although the Library currently is situated within Directorate C of DG EAC, it functions as a self-contained unit, undertaking its own procurement and its own financial administration for acquisitions of information, journals and books.
3 “Middle management” is the official term to indicate heads of Unit in the Commission. “Senior management” is the official term to indicate Directors and Directors General.
4 http://ec.europa.eu/civil_service/admin/index_en.htm
Commission procedures for employment, safety and security procedures, and staff progression and promotion.

Promotion from AST grade to the AD grade requires a person to pass an AD Competition or an internal set of exams and training courses, after which they can apply for an AD post. There are three AD posts in the Library which are all administrative posts. The difficulties in recruiting professional librarians and information scientists to AD posts are noted later.

The Commission has formal rules on hours of working, flexitime (achieving a work-life balance), and weekend working. While these would allow the Library to consider prioritising resources to make available the physical facilities at weekends, there would need to be careful cost benefit assessment, and there would be additional decisions needed beyond the Library to provide services such as security cover within the buildings. In the online survey, and during focus groups, respondents were specifically asked about opening hours to provide evidence of the potential demand for extended physical opening hours.

The buildings which house the Library (Brussels and Luxembourg) are subject to normal Commission entry procedures. People entering must:

- have a staff card, a library visitor card, be included on the list of day visitors, or show that they are visiting someone;
- fill in their details and identity card/passport information;
- be approved by the security guards;
- be collected from security by the person they are visiting.

Casual visiting to the Library is possible, and the Library staff endeavour to maximise accessibility of the resources to all visitors.

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2 [http://ec.europa.eu/dgs/personnel_administration/security_en.htm](http://ec.europa.eu/dgs/personnel_administration/security_en.htm)
5 [http://ec.europa.eu/civil_service/docs/toc100_en.pdf](http://ec.europa.eu/civil_service/docs/toc100_en.pdf)
4.6 The Library User Community

The primary role of the Library has been to serve the information needs of Commission employees (‘internal users’), defined as “all Commission staff, temporary officials and trainees (stagiaires), staff from the EU's other institutions and bodies”\(^1\).

However, the Central Library is unique in that it not only potentially services many of the 35,000 employees within the European Commission, and supports libraries across the Commission through centralised ordering of books (later sections detail this), but it also has a role within the context of the “European Project”\(^2\).

For the Library this role has largely focused in the past on providing some form of physical access to its resources to ‘external users’, and since 1973 “The Central Library is also open to specialists and researchers (professionals, diplomats, civil servants from EU member countries, teachers, university students, etc.) who wish to consult its works on European integration”. However, external users have presented a resource challenge to the Library, because such users have needed to come to the physical ‘reading rooms’ of the Library. External users cannot borrow books, but can consult them on-site. They can use the resources of the library staff, the photocopiers etc. at no cost.

External users can apply to gain long-term access to the Reading Rooms by filling in and submitting an application form that must be accompanied by formal documentation to confirm the status of the applicant. Applicants are presented with a PDF document listing the ‘rules’ for use of the reading rooms. Day visitors are admitted on a less formal basis.

4.7 Challenges Facing the Central Library

In 50 years the Central Library has ‘lived through’ dramatic developments in information availability, technology, and in European integration and enlargement. There have been constant increases in information production, in print and newer media. The enlargement of the European Union to the current 27 member states demands:

- Acquisition and provision of access to documentary information and publications about member states;
- Provision of user-support potentially in all the 23 official languages of the European Union.


\(^2\) “For me, the European project goes much further than its economic dimension. It is based on the values of peace, freedom, justice and solidarity, and it must mean advancing people's Europe”. José Manuel BARROSO, 3 September 2009, [http://ec.europa.eu/commission_barroso/president/pdf/press_20090903_EN.pdf](http://ec.europa.eu/commission_barroso/president/pdf/press_20090903_EN.pdf)
Multilingualism places significant demands on the Central Library, for librarians and documentalists to select resources in the languages of member states. However, extensive multilingualism is one of the ‘unique selling propositions’ of the Central Library.

The Library is also being challenged by the vast production of information by the European Commission itself. The Commission activities, for example through the Framework Research Programmes and contracted research and evaluations, generate a significant volume of public deliverables which form an important ‘grey literature’ which is as much part of the ‘institutional memory’ of the Commission as are formal publications made available through the Publications Office (OP).

Developments in digital information technologies allow the ‘grey literature’ to be produced easily and relatively cheaply (in multiple electronic formats). However, in the absence of a formal information policy that mandates Directorates General and other Commission bodies to document literature and to store it permanently, there is no guarantee that this will be consistently available in the future. In addition, Commission departments are able to establish their own libraries and information centres, and there is no Commission mandate which states that they must inform the Central Library of their holdings.

Within this uncertain information context, yet as a formal library, the Central Library has a goal to make available a comprehensive collection of material, whether through the Library’s own collections, or through links to other collections. Libraries build a formally structured common library catalogue, known generally as a ‘union catalogue’, which details their own holdings. For the Central Library, however, there is a significant extra challenge in adding information about the holdings of other libraries and information centres across the Commission and linking to it from the catalogue when there is no obligation on the ‘authors’ to provide the information. To encourage ‘compliance’ the Central Library coordinates through RéseauBib support and training in areas such as library management and bibliographic practice.

The ‘union catalogue’ of the Library is called ECLAS¹. This unique multi-lingual resource is detailed in the next section. The challenge for the Library is to explore how ECLAS could:

- Become more complete - how can it ‘know’ about the wealth of grey literature;
- Benefit from catalogue information being produced within the Commission by bodies such as OP², and how it could be linked to other union catalogues to provide the richest possible access to documentary resources and publications relating to European integration;

¹ http://ec.europa.eu/libraries/doc/catalogues/index_en.htm and http://ec.europa.eu/eclas/ . ECLAS aims to be the ‘Union Catalogue’ for the Commission, and its technical evolution and content is very much driven by user needs and user suggestions.

• Be linked to others around the world to provide the richest possible access to documentary resources and publications relating to European integration, through for example ‘federated’ techniques, and using technologies such as Z39.50 which are vital in enabling catalogue federation.

These challenges are embedded in the evaluation questions, and the next section explores more the resources and services of the Central Library.

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1 Federated searching implies that when a user types a keyword within one online catalogue, the search is sent out to other catalogues so that a richer set of results are provided. For more information see http://www.libraryjournal.com/article/CA6571320.html
5.0 Central Library Services

The Central Library provides standard institutional Library services such as loans to users, obtaining and providing inter-library loans, acquiring documenting and storing information resources, developing electronic resources and services, providing advice and support to users etc.

As we have already noted, the Central Library not only looks inward to its institutional users, but outwards to a potentially vast group of users across the World who have a need to access an extensive resource relating to European integration.

Furthermore, as this section will explain, the Central Library is not just a simple institutional library, but it is at the centre of a network of libraries and information resources across the European Commission and the services it provides to them ranges from direct financial support, and information technology support (Management system and Online Catalogue) to training and professional support, and leading a voluntary coordination network of Commission libraries and information services.

At the ‘heart’ of the Central Library service development is the online catalogue ECLAS, which is presented next. Following that there is a review of the pan-Commission service support provided by the Central Library, a presentation of the Library Web visibility, and a review of the ways in which the Library has reported its activity.

5.1 Providing Coordinated Access to Bibliographic Information

ECLAS\(^1\) is the European Commission Union Catalogue\(^2\), currently using ALEPH500 library management software, and which references “holdings of a network of libraries, called Réseaubib\(^3\). In addition to the Central Library, some 25 smaller specialised libraries and documentation centres participate in this co-operation network”.

5.1.1 ECLAS - Facilities

ECLAS currently does not hold electronic records of pre-1978 holdings of the Library (the physical catalogue cards are stored in the Brussels stacks), nor records relating to the ‘grey literature’ produced across the Commission (for example contract and Project

\(^1\) [http://ec.europa.eu/eclas/](http://ec.europa.eu/eclas/)
\(^3\) The holdings of all of the libraries and information centres in the Commission [http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm](http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm)
deliverables and reports, and publications that are not issued via the Publications Office\(^1\). Evaluation questions therefore addressed whether:

- the Catalogue should include information relating to pre-1978 material;
- it can be made more easily usable;
- it can comprehensively cover the wider EC ‘grey literature’;
- it can be updated more rapidly and more effectively.

ECLAS has been at the core of the Library service development over recent years. At the centre of ECLAS are bibliographic records, many of which relate to the unique (post-1978) holdings of the Central Library. The interface to ECLAS is available in English and French, and for external users can be used anonymously or by registering and then signing-in.

With the exception of short-term appointments such as stagiaires or auxiliary staff, all Commission staff are automatically registered to access ECLAS and Library services, and their address details updated, automatically using an interface with the staff management database:

**Figure 5.1: ECLAS Home Page**

![ECLAS Home Page](image)

The key difference between using ECLAS anonymously and signing-in is that only through signing-in can a user:

- use the ‘ask us’ service (contact with the library can be made from the library home page\(^2\) top-right contact); (1)

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\(^1\) For example, DG Information Society and Media has a Library of reports and documents produced by its contracts and funded projects: [http://ec.europa.eu/information_society/newsroom/cf/news.cfm?redirection=1&item_type=library](http://ec.europa.eu/information_society/newsroom/cf/news.cfm?redirection=1&item_type=library)

• access complete information on the user's loan and photocopy requests, including the possibility to renew loans; (Commission staff and EU institution libraries only); (2)
• access the full catalogue (including internal records); (Commission staff and EU institution libraries only); (3)
• make loan and copy requests (Commission staff and EU institution libraries only); (4)
• save searches; (5)
• create profiles for the e-mail alerting service to send customised information. (6)

Both internal and external can access ECLAS anonymously. By signing-in both types of users can undertake 1, 5 and 6 in the list above. Internal users can also undertake 2, 3 and 4.

ECLAS provides the bibliographic records and the mechanisms (keyword and thesaurus) by which users can search the records:

**Figure 5.2: ECLAS Thesaurus**

There is a structured list of the journals available online, and bibliographic information, with links to the online content, if available, is provided for the journals. For copyright and licensing reasons some journals are available only for internal users, but all EU periodicals are listed and these are accessible to all users:
The actual task when searching for material is very much conditioned by the quality and flexibility of the keywords used for searching, and ECLAS supports searching for example using user-defined free-text keywords, and using Thesaurus terms. ECLAS also provides advanced searching facilities, along with online help.

For internal users there is a document delivery service ‘to their desks’. Users can make requests via the ECLAS catalogue, or email/phone, and the material is sent through the internal mail system of the Commission. The Office for Infrastructure and Logistics  

1 The problems with uneven lack of access to the electronic material because of restrictions within the Commission firewall are covered elsewhere in the report.
2 http://ec.europa.eu/oib/index_en.htm
operates the service, and “distribution between buildings is by ‘mail shuttle’, which delivers and picks up mail several times per day in all Commission buildings”.

5.1.2 ECLAS and Searching Challenges

ECLAS is the Union Catalogue across the RéseauBib network of libraries and documentation centres of the Commission. Formal library standards are used in cataloguing, in constructing the Thesaurus, and in providing searching facilities for users. ECLAS also provides structured links to electronic resources. While it is authoritative, ECLAS is not comprehensive. As noted previously ECLAS currently does not provide records of Library holdings pre-1978, nor does it provide records of all of the information resources being produced across the Commission.

Furthermore, other Libraries and documentation centres may provide their own ‘local’ searching mechanisms online. To understand the inconsistency of information accessibility across Commission information resources, two searches for Commission documents were undertaken during the second week of April 2009, with the first using the search term ‘egovernment’ and the second term ‘e-government’. The test was intended to see the extent to which search terms were interpreted rigidly by the sources.

On the Publications Office site the search returned different lists of publications: four for egovernment, and three for e-government, and the publications were all different between the two searches – the outcome of a search is therefore highly dependent on the precise spelling/format used for the search term.

Using the same search terms on the thematic portal of DG Information Society the number of documents returned were 43,949 using the term egovernment and 8,408 using the search term e-government. Consequently the problem for the user goes from too few usable results to information overload, and a lack of sensitivity caused by search engines generally not using synonyms and alleles effectively. DG Information Society does provide an advanced search facility, allowing users to restrict the search by dates, type of publication, and by themes.

While the themes are a more structured way of searching for material, they are themes that are specific to DG Information Society. Consequently, a search for DG INFSO documents relating to their two provided terms of eInclusion (social and economic inclusion using information communication technologies) and cultural and societal inclusion returns 691 documents, but the search does not extend outwards to relevant material in other DGs where social inclusion and exclusion are key policy areas.

1 http://ec.europa.eu/information_society/newsroom/confsearch.cfm?criteria=1&searchLevel=3&noresult=1
Searching on the site of Employment, Social Affairs and Equal Opportunities¹, the search for documents on inclusion has to follow first a policy area (Inclusion & equality) and one of a large set of sub-categories (Social Inclusion) and returns just five PDF documents relating to families and social protection.

Searching in ECLAS², it is possible to use a Boolean search (for example egovernment OR e-government) to specify whether the search should be limited to fields such as the title, subject keywords, author etc., and to make the search across EC libraries and information resources. The ECLAS search for egovernment OR e-government returns 154 structured records including URLs where the documents are electronically accessible. A search for “eInclusion or social inclusion” on ECLAS returns 1,015 records, and these span documents produced by many DGs. ECLAS provides the most authoritative and structured returns for the searches, but the challenge for someone wanting to search for a comprehensive list of publications and information resources across the Commission, is to know ‘what resource should I search’.

For anyone interested in cross-cutting policy areas it is therefore remarkably difficult to obtain an authoritative overview of the Commission’s documents. Too often the searches for material are silo-oriented, returning only material produced by a DG. The Central Library, through ECLAS, aims to provide a structured search facility, but the records returned can only be those that are stored in ECLAS.

Quite simply, the Commission does not currently have harmonised and structured access to its own documentary resources. This evaluation was therefore asked not only to address how ECLAS can be enhanced, but also to look at how searching can be ‘federated’ across catalogues and other Commission documentary resources to provide more complete, as well as consistent and coherent, information about Commission documents.

² [http://ec.europa.eu/eclas/F](http://ec.europa.eu/eclas/F)
5.2 Providing Resources, Leadership and Support across the Commission Information Landscape

5.2.1 Commission Libraries and Information Centres

Not all DGs or Commission services have their own professional library or documentation centre. Some DGs and services provide a documentation contact point on the Europa\(^1\) portal, while others also have libraries or documentation centres\(^2\).

In at least half of these DGs there are no library infrastructures and services at all, and the Central Library is therefore their primary resource. In the Commission a document management agent is not in charge of library or documentation services, but of filing and archiving administrative mail according to a predefined filing plan. There is no formal Commission information strategy or policy that mandates that these other departments in the Commission must follow the same policies in procuring information, in documenting (in particular cataloguing) resources, or in how they preserve and make available their information resources.

Indeed, there is no mandate that they must be maintained. The list below (derived from the Commission Staff Directory\(^3\) and checking the organisational structure to see if there is specific mention of a library or information centre) shows the diversity of positioning across the Commission:

\(^1\) [http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm](http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm)
\(^3\) [http://ec.europa.eu/staffdir/plsql/gsys_page.display_index?plang=EN](http://ec.europa.eu/staffdir/plsql/gsys_page.display_index?plang=EN)
Table 5.1: Diversity of Library and Information Activities across the Commission

<table>
<thead>
<tr>
<th>DG</th>
<th>Department</th>
<th>Staff</th>
<th>Library mentioned</th>
</tr>
</thead>
<tbody>
<tr>
<td>DG Agriculture</td>
<td>Document Management</td>
<td>2 x Information and Communication Agents</td>
<td>no</td>
</tr>
<tr>
<td>EuropeAid Co-operation Office- AIDCO</td>
<td>Information and Communications, front office</td>
<td>5 x Information and Communication</td>
<td>no</td>
</tr>
<tr>
<td>DG Competition</td>
<td>Communications and inter institutional relations</td>
<td>2 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Development</td>
<td>Information, Communications and IT</td>
<td>2 x Librarians</td>
<td>no</td>
</tr>
<tr>
<td>DG Education and Culture</td>
<td>Document Management</td>
<td>5 x Document Management Agents</td>
<td>no</td>
</tr>
<tr>
<td>DG Economic and Financial Affairs</td>
<td>External Communications</td>
<td>7 x information officers</td>
<td>no</td>
</tr>
<tr>
<td>Humanitarian Aid Office - ECHO</td>
<td>Information and Communications</td>
<td>5 x Information and Communication</td>
<td>no</td>
</tr>
<tr>
<td>DG Employment</td>
<td>Communications</td>
<td>4 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Enlargement</td>
<td>Information and Communications</td>
<td>3 x Information and Communications Officer</td>
<td>no</td>
</tr>
<tr>
<td>DG Enterprise</td>
<td>Communication and Information</td>
<td>2 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Environment</td>
<td>Communication and Governance</td>
<td>3 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Information Society and Media</td>
<td>Information and Communications</td>
<td>10 x Information and Communications Officers</td>
<td>no</td>
</tr>
<tr>
<td>DG Justice, Freedom and Security</td>
<td>Document Management</td>
<td>4 x Document Management Agents</td>
<td>no</td>
</tr>
<tr>
<td>DG Maritime Affairs and Fisheries</td>
<td>Administration des Documents</td>
<td>6 x Document Management Agents</td>
<td>no</td>
</tr>
<tr>
<td>DG Internal Market</td>
<td>Communication, Information and relations with third countries</td>
<td>3 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG International Relations</td>
<td>Information and Communications</td>
<td>2 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Research</td>
<td>Internal Information, procedures, document management</td>
<td>2 x Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Sanco</td>
<td>Document Management</td>
<td>8 x Document Management Agents</td>
<td>no</td>
</tr>
<tr>
<td>DG Taxation and Customs Union</td>
<td>programmes</td>
<td>4 x Information and Communications officers</td>
<td>no</td>
</tr>
<tr>
<td>DG Trade</td>
<td>Resources and Strategic Planning</td>
<td>2 x Document Management Agents</td>
<td>no</td>
</tr>
<tr>
<td>DG Energy and Transport</td>
<td>Section Library</td>
<td>3 x Assistant Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG for the Translation</td>
<td>Library and Documentation</td>
<td>16 Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Eurostat</td>
<td>Various departments</td>
<td>20 + Information officers</td>
<td>no</td>
</tr>
<tr>
<td>Legal Services</td>
<td>Information and Documentation Centre</td>
<td>6 Librarians</td>
<td>yes</td>
</tr>
<tr>
<td>DG Interpretation</td>
<td>Professional Support for Interpreters</td>
<td>1 Librarian</td>
<td>yes</td>
</tr>
<tr>
<td>DG for the Translation</td>
<td>Library and Documentation</td>
<td>16 Librarians</td>
<td>yes</td>
</tr>
</tbody>
</table>

Across DGs there is a variety of information resource provision, ranging from ‘Information Centres’ such as those in DG Agriculture\(^1\) and DG Development\(^2\), to more formal Libraries and information resources such as DG Employment, Social Affairs and Equal Opportunities\(^3\). But, even if there is a Library within a DG, the extent to which it is visible to users is uneven. The public visibility of these resources is provided through the Europa.eu portal. For example in DG REGIO the ‘Library’ link takes users to contacts for the Documentation Centre\(^4\), and the documents that are available are on a short list with hyperlinks\(^5\).

The Central Library ensures greater visibility for these resources through the Commission Intranet. To achieve comprehensive knowledge about collections held diversely across the Commission the Library needs to know what is being produced across a larger and more diverse European Commission.

Consequently, the practice in referencing, storing and structuring documentary resources is very uneven across DGs and services. In the absence of any formal mandate to follow

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\(^1\) [http://ec.europa.eu/dgs/agriculture/index_en.htm](http://ec.europa.eu/dgs/agriculture/index_en.htm)

\(^2\) [http://ec.europa.eu/development/icentergen_en.cfm](http://ec.europa.eu/development/icentergen_en.cfm)


\(^4\) [http://ec.europa.eu/dgs/regional_policy/contact/conta_en.htm](http://ec.europa.eu/dgs/regional_policy/contact/conta_en.htm)

professional bibliographic procedures and practices it is not surprising that the information
teams in DGs may develop their own. Some DGs may have professional librarians on their
information resource teams, but for others it may be the responsibility of Webmasters or
other staff.

Information centres may, or may not, retain a structured archive of old documents. Users
often search online resources using their own keywords, rather than using a structured set
of keywords that are applied across formal catalogue records. In addition the referencing
of electronic documents may be unstable where URLs change because Web sites are
restructured, with the result that users will have to search again for documents they
previously bookmarked.

5.2.2 The RéseauBib Network

In the absence of a mandate to require that other libraries and documentation centres
across the Commission comply with bibliographic and library standards the Central Library
invests in collaboration and cooperation. A primary mechanism for this is RéseauBib\(^1\), the
network of European Commission libraries, which has formal meetings such as the
General Assembly, and which maintains a user group communication facility\(^2\), but
membership and participation is voluntary.

The Library is central to the RéseauBib network of libraries and documentation centres of
the Commission, organising the annual General Assembly. More importantly, the Central
Library provides significant support to members of the network. For example the ALEPH
500 Integrated Library Management System is used by other Commission libraries and
information services, and training courses are provided in ALEPH500 modules such as
cataloguing, circulation, indexing, and acquisitions.

ALEPH is managed by the Central Library, and is hosted on servers in the Commission
Data Centre. The Central Library takes the lead in programming the ILMS to enable an
independent set up for local databases in the Council of the EU and the combined library
of the European Economic and Social Committee and Committee of the Regions.

The Central Library is responsible for all updates, testing of ‘bug fixes’, testing and
installing new service packs, setting up new ALEPH services, and migrating to new
versions of ALEPH. The Central Library also:

- sets up the programmes to produce management statistics and configures the
  system to local requirements for all Commission departments with a library or
  information service;
- provides a help desk facility for ALEPH and ECLAS users.

\(^1\) [http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm](http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm)

Energising the voluntary network of RéseauBib consumes time and resources in the Central Library, but without this activity there would be even less coordination and compliance in important areas such as building metadata, cataloguing practice and standards. The Circa RéseauBib bulletin and information boards provide a forum for exchange of information and views across the network, but (and this is not atypical of voluntary networks) most postings and information come from the people at the centre of the network – the Central Library.

RéseauBib suffers from its voluntary participation, from the lack of a strong remit that information products from RéseauBib members are ‘known’ by the Central Library, and the significantly diverse nature of staff in DGs responsible for information provision. Consequently, even with the RéseauBib activity, the Central Library task of populating the Catalogue with comprehensive information about Commission documents is based on an uneven supply of bibliographic records.

The Library does not have a formal mandate to impose standardised library practice across DG Libraries and other information resource centres. Some Commission Services such as The Publications Office\(^1\) provide bibliographic information for official publications, but the search method provided on their Web site involves free-text keywords\(^2\) which search records that are created at source using multilingual EUROVOC descriptors\(^3\).

5.2.3 Collaboration and Coordination

The Central Library both procures information resources centrally which can be used across the European Commission, and it also provides central services and support to libraries and information services across the Commission.

For example, ‘middle’ management is involved in activities that focus on key areas such as inter-institutional information policy, and legal deposit of publications across the Commission. The Library is closely involved in a Working group on legal deposit which has been set up by OP. The Central Library is ‘de facto’ the depository library of all OP publications, and the institutions participating in the Working Group are the European Parliament, Council of the European Union, Court of Justice, European Court of Auditors, European Economic and Social Committee, and Committee of the Regions. Discussions in the working group are ongoing, and at the time of writing no operational conclusions have been agreed.

There has been involvement in discussions relating to an Inter-institutional Library initiative. A Working Group was established in 2001, and a feasibility study undertaken in

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\(^1\) [http://publications.europa.eu/about_us/index_en.htm](http://publications.europa.eu/about_us/index_en.htm)


\(^3\) [http://europa.eu/eurovoc/](http://europa.eu/eurovoc/)
2003. To take account of the wish of EU Institutions to retain their information independence, there were discussions about creating a ‘virtual’ library through a coherent catalogue. ECLAS was identified as a foundation on which to build it.

In recent years the Library has benefitted from Framework Contracts for purchasing books, which have reduced some of the previous inefficiency in purchasing. 300 suppliers were reduced to three contractors, and publications also are purchased directly from international organisations such as OECD and the Council of Europe. Invoices from the contractors are now generally processed on a monthly basis.

Some individual invoices may be paid more quickly to avoid large payments being delayed if there are errors on an invoice. The payment process for invoices with errors is suspended incurring a delay until the error is corrected.

Significantly, the Framework Contracts for both the purchase of books and subscriptions can be used by other DGs and services within the Commission, and as the interviews will confirm in section 5, the Central Library acquisitions budget is also used by them. Licenses have been secured also for centralised access to electronic journals, and there is automatic access for internal users to journals and all licensed publications through the automatic recognition of the Commission IP address.

5.3 Intranet Services to Internal Users

Users within the Commission firewall see a rich set of services and resources, but there is an issue of how users first link to the Library home page from the Commission Intranet home page – the information that encourages potential users to click on the Library link can strongly determine whether they explore the service offering.

The figures below show both the current (at the time of writing) and the new IntraComm Home Pages. On the current page the Library appears as a sub-menu of ‘Information Resources and Tools’. On the new page the design of the left-hand menu no longer has a link to information resources and tools. The new IntraComm Home page has been designed to become more personally customised, which is positive, but there is an ‘a priori’ issue of how people first become aware of the Library services to the extent to which they embed the Library in their customised home page. Once they do that the Library home page quickly links them to facilities such as structured online information about the EU, briefings related to particular themes, and notifications of new acquisitions:
Figure 5.5: Old and new IntraComm Home Pages, and the Library Home Page
The Library Home page links to a specific set of information for other Commission Libraries (Librarian’s Corner), links to the other Libraries and documentation centres, and to structured information (BIBLIO) about new acquisitions, to resources relating to the EU Legislation, to the institutions and policies of the EU, and to regular bibliographic briefings:

Figure 5.6: Library Links and BIBLIO Briefings

Such resources provide structured support for users. Other resources on IntraComm include links to searching for online periodicals:
In the section which reports the outcomes of the Survey, focus groups, and interviews opportunities for enhancing the quality of the Web sites, both internal and public will be discussed.

5.4 Service Visibility to External Users

The Library primarily operates as a service to the employees of the European Commission. However, it also has partially provided services to external readers since 1973. At that time the resources available to the Commission staff were largely the same as those available to external readers who came to the Library – the physical books and other documentary information.

The main difference was that while Commission staff could borrow materials, external readers could only consult on-site. In recent years, however, with the more extensive availability of material online, the difference in services to internal and external users has become substantial.

The provision of online access to journals and information resources to Commission staff has been a significant service component of the Library, but it is not available to external users (except for walk-in users) due to the licensing conditions imposed by the IPR owners of journals etc. – that is no different to what people would experience in other Library sites. For example any person can access the online journal pages of the University of Durham in the UK\(^1\), but access to articles is only available to University users through their IT Service account name and password.

\(^1\) [http://www.dur.ac.uk/library/resources/online/ejournals/](http://www.dur.ac.uk/library/resources/online/ejournals/)
For the Central Library the core online and other resources are provided through the secure Commission intranet (IntraComm) and as a consequence the ‘visibility’ of the Library to those outside the firewall is very different to that inside. Indeed, to external people the main source of information is the public Website 1 EUROPA.

The public Website currently presents a limited overview of the Library, largely because many of the valuable Library services focus on delivering the main value to internal users. A factual statement in the main section sits between links to more factual material on the left menus and some links to external activities (such as European Documentation Centres, or the network of Commission Libraries) on the right:

Figure 5.8: Home Page of the Publicly Accessible Library Web Site

The Home page is available in multiple languages which is both a strength (accessibility to the diversity of European external users) and a challenge (the resource overhead required in translation). Clicking the links on the left menu then takes people into what are largely text screens – the links are mostly to positions within a text page ‘Using the Central Library’.

The link on ‘Quality Control’ takes users to another position in the text document which asks for suggestions to be sent by email or mail to the Head of Unit - anonymous provision of comments is also provided. The ‘links’ to other documents does not take users to a rich resource of material relating to documents and information relating to the Commission, but to a single PDF which contains the Library brochure.

The “New Acquisitions” page (currently available only to internal users) will be soon available on the external Website, providing a weekly listing of information relating to new acquisitions.

1 http://ec.europa.eu/libraries/doc/index_en.htm
### 5.5 The Library Service Activity Reporting

The depiction of the Central Library services and activities above shows a range that goes well beyond the conventional activity of a core institutional library. This section examines the extent to which the Library communicates those diverse services and activities.

Performance statistics are published in the Central Library Annual Activity Reports. The Reports are made available on the public Web site\(^1\), and aim to communicate how library activities deliver value. Each Report is prefaced by a statement of support from the Director General of DG EAC.

The Reports are available online from 1998 to 2008, and in their earlier printed form generally focussed on the traditional ‘physical’ activities of a Library – lending books and hosting readers. Nevertheless, the transition from physical library to electronic service was acknowledged, and in many of the Reports there are statements of the trends towards electronic access to material, which can result in commensurate reductions in the need for physical access:

> “The number of internal readers is steadily declining, as most of the library’s services (loans, photocopies, consultation of periodicals, etc.) are now available online, thus eliminating the need to physically visit the library\(^2\)."

This was again the message in 2008:

> “The number of internal readers is steadily declining, as most of the Library’s services (loans, photocopies, consultation of periodicals, etc.) are now available online to Commission staff. The same applies to e-mail communications, the number of which was down compared to 2007, as readers are tending to make their requests via the online catalogue\(^3\)."

#### 5.5.1 Performance Targets

The Library has gradually included indicators of its electronic and other services within the Activity Reports, but the Reports are still required to acknowledge the official performance targets set by DG EAC within its Management plan. These targets still place an emphasis on traditional library activities such as books loaned, books renewed, books returned, and people who visited the Reading Rooms, and do not sufficiently highlight the increase in services direct to a staff member’s desktop. The 2008 Management Plan set the following indicators and specified mid-term targets:

- Bibliographical records – increase by 5%

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\(^1\) [http://ec.europa.eu/libraries/doc/centrallibrary/publicab_en.htm#activity](http://ec.europa.eu/libraries/doc/centrallibrary/publicab_en.htm#activity)
• Public interest measured by: number of requests for bibliographical information; number of loans – increase by 5%
• Public interest measured by: number of consultations per day of the on-line ECLAS catalogue; number of articles of periodicals downloaded from the on-line catalogue; number of visits – increase by 10%

The resulting main targeted outputs for 2008 were

• 6,000 new orders;
• 2,000 subscriptions to periodicals;
• 1,700 subscriptions to newspapers.

Turning then to the Library 2008 Activity Report the performance, as reported in section 2.1.1, notes:

• 5,731 acquisitions/orders;
• 2,041 subscriptions to periodicals;
• 1,822 subscriptions to journals.

For cataloguing (section 2.1.2) there was an increase of 30% in the number of new records added in 2008 compared with 2007.

Section 2.1.4 notes that there was an average of 2,050 consultations per day to ECLAS, and in 2007 it was 2,770, which is a decline of 26%. This number increased to an average of 2,500 consultations per day in the first half of 2009.

The 2009 DG EAC Management Plan has set the following targets:

• Number of requests for bibliographic information: To satisfy all requests for bibliographic information by 2010;
• Number of loans: Increase by 5% compared to 2008 by 2010;
• Number of consultations per day of the on-line ECLAS catalogue: Increase by 5% compared to 2008 by 2010;
• Number of articles of periodicals downloaded: Increase by 5% compared to 2008 by 2010;
• Number of visits: Increase by 5% compared to 2008 by 2010;
• Number of requests for assistance for questions relating to the Library Management System (ALEPH): To satisfy all requests for assistance in 2009;
• Policy outputs to be delivered in 2009: n/a;
• Expenditure-related outputs to be delivered in 2009: 4,000 orders of books; 1,800 subscriptions to periodicals; 1,600 subscriptions to newspapers;
• Other relevant activities to be implemented in 2009: 14,000 new bibliographic records, 20 ALEPH training courses organised for Commission staff.

These are the primary performance benchmarks against which the Library is to be officially measured. Two relate directly to user satisfaction, and these are bibliographic requests and ALEPH enquiries. The other benchmarks focus on activity targets.

Although the Commission strategic planning and programming cycle focuses on cost increases in the preliminary draft budget the target relating to expenditure-related outputs may be affected by the inflation in the costs of books and periodical subscriptions. For example, to conform to the need to subscribe to 1800 periodicals, some expensive journal subscriptions could be cancelled, and cheaper journals selected. This is not something that the Library considers, but it does indicate the tensions placed on it by the current Management Plan targets. The target to increase the number of bibliographic records also will be affected by any reduction in purchasing/subscription as a result of financial pressures.

5.5.2 Activity Reports

The sequence of Activity statistics reported from 1998 to 2008 presents a decline in the number of readers visiting the Library:

**Figure 5.9: Readers in the Reading Rooms**
However, these figures are not consistent. Prior to 2002 attendance in the reading rooms was estimated, whereas it has been counted since then. The number of cards issued to external users in recent years is around 400. However, as we note later, there are more actual reader visits to the Library, and there also are visits by groups, and visits during open days.

**Figure 5.10: External Reader Cards Issued**
(n.b. statistics were not produced 2002-2004 for Luxembourg)

The 2008 Activity Report notes that on average 20 people a day visit the Reading Rooms in Brussels, and 13 in Luxembourg. It reported that the Brussels Library issued 6,465 loans in total, that it had 6,133 loans returned, and that there were 1,899 renewals. The equivalent numbers for Luxembourg were 1,272, 1,021, and 197.

The Library has therefore been making a difficult transition from the historical activity-based statistics, to output-based information relating to services given to users. It is still required, however, to maintain a focus on activity in response to the DG EAC Management Plan. In June 2009 a biased analysis of such statistics meant that the Library was critiqued
in a superficial, but damaging fashion. The UK Taxpayer’s Alliance\(^1\) took the Activity Report information superficially, and alleged that every visitor to the Reading Rooms cost €722, and that every book loaned cost €711.

The calculations made by the Taxpayer’s Alliance were demonstrably superficial and simplistic, taking just the activity statistics and imputing the cost-base. The Report was refuted in July 2009 by the Commission Spokesperson’s Service, noting that the allegations did not take into account the wider value delivered by the Central Library in terms of its support, advice, and services provided across the European Commission. We can confirm that using the information provided to this evaluation it is not possible to provide any credibility to the calculations made by the Taxpayer’s Alliance.

Returning to the published indicators for the Library, the acquisition of books etc. does not show upward trends. The same decline is reported in the number of periodical titles in the Libraries, but such trends are not abnormal in Libraries – the cost escalation of books and journals means that Libraries constantly have to balance fixed budgets against increasing publication prices. A decline in the number of subscriptions in itself is not damaging, because the price escalation of periodical subscriptions, and pressure on budgets, means that libraries have to prioritise subscriptions.

In recent years the Library has been moving to provide evidence of wider electronic activity, such as from 2004 onwards the numbers of articles downloaded from periodicals:

**Figure 5.11: Periodical Downloads**

![Periodical Downloads](image)

The expansion of ECLAS is also evident, with the explanation of the large addition in 2002 being “due to the incorporation into the system of all the references for articles in periodicals from the old SCAD base and the collections of the Commission’s self-tuition centre”:

The average daily use of ECLAS has been reported since 1999, with the 2006-2008 figures being 2,105, 2,770, and 2,050.

Lastly there is the Inter-Library Loans service for Internal users, with the statistics from 1998-2007 being consistently supplied only for the Brussels Library, and for Luxembourg just 16 requests in 2007 and 7 in 2008:

The Activity Reports also note ‘photocopied pages’ as a performance indicator. There are self-service free-of-charge (subject to copyright limitations) machines for users in the Reading Rooms (three in Brussels), and the library staff also make copies and scans on their own machines. The trends over ten years are:
Looked at on a superficial level the recent increase in the Brussels “number of pages photocopied” is clarified in the 2008 Activity Report where:

“On the other hand, factors that clearly led to the increase, in relation to the 2007 figures, in the number of pages photocopied and scanned include the fact that many more services are available online, officials’ access to an increasing number of online periodicals and the regular publication of BIBLIOs in electronic form”\(^1\).

Statistics for ‘scanned pages’ have been reported for Brussels since 2007, and they are 29,737 and 81,092 respectively, but that still means there were 190,553 and 299,885 photocopied pages in those two years, showing an increase in photocopy use.

The positive aspect of the scanned pages activity is that these form part of the ‘document delivery service’ for internal users. If a user requests material that is only held in physical

form within the Library it is scanned (and the scanner logs are part of the formal audit trail that is reported for copyright licensing and payment reasons\(^1\)) and the scanned document is sent by email to the user within the Commission firewall. For Luxembourg the scanned pages are reported only for 2008, and that was 3,028 pages.

5.5.3 Reporting ‘emerging’ value

The 2008 Activity Report had to both address the DG EAC Management Plan activity targets, and also provide messages about where the Library is going with the development of electronic services. While we observe above that the Library is moving to provide indicators of electronic activity in the annual Activity Reports, there is further evidence of value that is being delivered.

For example, the 2008 Activity Report notes that 448 external reader cards were issued. However, during interviews with the Library staff it became clear that these were only the ‘full’ cards, where users can access the Brussels Library for up to a year. Short-term visitors are not given a reader card, but are given access via the daily list and they get a visitor badge. Statistics for 2008 confirm the 448 full access cards, but also report 1,365 short-term accesses granted, with 4,010 actual visits.

The access and use of the electronic journals is reported in the Activity Reports. We acknowledge that currently the Library states that it is not able, for data protection reasons, to ‘drill-down’ into individual usage of users, and this makes it difficult to structure usage for example across DGs. However, the subscriptions team can provide ongoing monthly statistics of journal use:

**Figure 5.15: Monthly Journal Downloads January-June 2009**

\[^1\] For copyright reasons also the Library does not store the scanned file. Therefore if two users require the same material it is scanned twice so that the copyright log correctly shows the volume of copying.
The subscriptions team in the Library have been building statistics on journal downloads, but at present they are not robust enough to provide a clear and consistent view of activity, although they do provide a welcome base on which to build robust performance statistics.
6.0 The Landscape of Libraries and Information Resources across and beyond the European Commission

For the Central Library, and in the context of evaluation questions, there are two primary ‘worlds of information’ to be considered.

First, there is the ‘world of information’ across the European Commission Directorate Generals and other Institutions. This is addressed both through interviews with people working in other Libraries and Information Centres, and here it is addressed through information relating to key developments in the provision of European information in particular.

Second, there is the external ‘world of information’ evidenced by developments in other major institutional libraries, and more broadly within the library and information professions.

6.1 European Commission Context

The Library that was established 50 years ago has grown from a service based in two locations which was initially the primary source of information, to a service that needs to address its important role as the “memory of the Commission” (it is the place of legal deposit for Commission publications and non-administrative documents \(^1\)) in a highly federated information environment. The ‘memory of the Commission’ is now being made available electronically in different ways. For example, the Publications Office, in a presentation\(^2\) at the 50\(^{th}\) Anniversary Conference of the Central Library, detailed its ‘Digital Library Project’ which by 2009 will have scanned all of its 130,000 publications from 1952 to 2002. The presentation noted “What will EU Bookshop be in the future? The unique access point to a complete digital library where citizens will find all the publications ever published by the European Union institutions, bodies and agencies, accessible online and for free”.

\(^1\) “The present library collection is built on the holdings of the ECSC High Authority, and those of the Euratom and EEC Commissions. It spans the whole period of European integration since the early fifties”. http://ec.europa.eu/libraries/doc/catalogues/index_en.htm It is important to note that administrative documents are the remit of the Historical Archives of the Commission.

In itself this is a significant development, but it does not realistically replicate the role of the Central Library. Online access through the ‘Digital Library Project’ will be to documents of the Publications Office, and the vast range of published documents across DGs (evaluation reports, study final reports and deliverables, Research papers and reports etc.) will not be covered. Thus, the development by the Publications Office, which will involve the creation of “60,000 bibliographical notices”, presents an opportunity for increased visibility on the WWW and to contribute towards building more coherent access to Commission documentary resources. This does not have to be achieved through a single catalogue or a single point of storage for documentary resources, and it is in that context that this evaluation was asked to look at federated searches.

The Library therefore currently provides a central resource (ECLAS) which forms part of a complex landscape of information services provided within and without the Commission. The landscape includes the services provided by the Publications Office (OP): for example, information services such as Eur-Lex about European Law, the daily information about tenders and contracts TED, CORDIS about research and development, as well as the EU Bookshop which the Publications Office also manages, including the Librarian’s Corner which is an option inside EU Bookshop for downloading records. The European Navigator and Europeana are quite recent on-line ‘library’ developments, as is the European Library project, linking National EU Libraries to an online catalogue. While these and other information resources are not institutionally comparable to the Library (and they are not therefore organisational references), they do provide particular insights into the development of electronic services.

The EU Bookshop offers a single online and multi-lingual access point to all official publications published via OP by the European Union institutions, agencies and other bodies. The Central Library has been providing print copies of older material for OP to scan because the Library is the only place where print copies have been preserved (and this highlights the unique repository of material held by the Central Library). The EU Bookshop provides an online catalogue, enabling people to download or order both free-of-charge and priced publications. The current Web site states:

“The online EU Bookshop catalogue contains publications issued in the past three years. Earlier publications can be found in the archive. Please note that some older publications are not yet in the archive as it is still under construction”¹.

OP has set goals for the Bookshop to be an access point to a complete digital library where citizens will find all the publications ever published via OP by the European Union institutions, bodies and agencies, accessible online and for free. It has simple and advanced search facilities, the advanced searches being based more on topics and free-text keywords.

Other information resources show how innovative Web resources can provide flexible access to diverse information. Europeana is a diverse resource that is being built from images, texts, sounds and videos about European national cultures that are being supplied by national museums, libraries and archives from across Europe. It aims to deliver 10 million objects by 2010, with 4.6 million being available as of mid 2009. It is funded by the European Commission² as a thematic network within the eContentplus programme (DG INFSO). It has a basic free-text search facility, and the outcome of the search for ‘social exclusion’ across the entire holdings produced links to just two texts and five videos:

**Figure 6.1: Europeana Search Results**

The European Library, funded initially by the European Commission, and now funded by the ‘owners’³, is a free service that offers information about the resources of the 48 national libraries of Europe in 35 languages. When using the search term ‘social exclusion’ across all the catalogues the result from the British Library was only six documents, and overall the search returned only 98 documents.

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¹ [http://bookshop.europa.eu/eubookshop/about.action](http://bookshop.europa.eu/eubookshop/about.action)
² [http://www.europeana.eu/portal/aboutus.html](http://www.europeana.eu/portal/aboutus.html)
³ [http://www.theeuropeanlibrary.org/portal/organisation/services/faqanswer_en.html#_5](http://www.theeuropeanlibrary.org/portal/organisation/services/faqanswer_en.html#_5)
These initiatives show both the extent of technical innovation in the electronic delivery of information resources, and the ‘noise’ (the proliferation of uneven resources and sources of information) that is presented to those trying to access coherently information about publications and resources relating to European integration. An authoritative ‘central’ bibliographic source would significantly reduce that ‘noise’.

What becomes clear from the resources covered thus far is that a simple search facility can be ineffective where vast resources are not well indexed. However, the converse also can be true where indexing in a catalogue becomes too complex for user needs, and where the quality of the indexing takes precedence over storing content. As the focus groups and the online survey responses will show in the analysis section, users ideally want a combination of quality indexing, rich content, and usable search facilities.

6.2 The Wider ‘World of Information’

Beyond the developments across the European Commission there are library developments that build on technical innovations, or provide centralised and coordinated access to information resources for large international organisations.

Technical innovation is a focus of the European NAvigator (ENA\(^1\)) which is a multimedia digital library that is accessible free of charge. Developed by the Centre Virtuel de la Connaissance sur l’Europe in Luxembourg, it documents the history of European integration and the European institutions from 1945 to present day. Languages are Spanish, French, English, German and Dutch. This online library contains historical documents such as press articles, treaties, photos, cartoons, facsimiles, letters, radio and television broadcasts, interviews, posters, speeches, video clips, reports and texts published in the Official Journal of the European Communities – OJEC, alongside material created by specialists in history and law. Access is primarily through free-text searching and a structured Thesaurus.

There also are international organisations which have a clear strategic focus about information coordination and provision. For example, the World Bank Library Network\(^2\) provides a single portal which brings together “ten libraries all with different specialism that offer access to key information resources, both electronically and in print, to support the business of The World Bank Group and the IMF. The network works collaboratively and cooperatively, each library providing services and collections unique to its area of expertise”:

1 [http://www.ena.lu/](http://www.ena.lu/)
2 [http://external.worldbankimflib.org/external.htm](http://external.worldbankimflib.org/external.htm)
The network states that its “strategy was partly driven by the need to use new, more intuitive technologies to support our mobile, increasingly decentralized work force, and partly by the need to increase the integration of quality information into the daily work of staff”. There is public access to a range of online resources, with a catalogue search that looks more like a simplified version of a standard catalogue approach.

The UNESCO Library\(^1\) in Paris holds over 70,000 books, 1,700 periodicals and over 30 online databases. The library is also responsible for the indexing of materials into UNESDOC (UNESCO online catalogue). The library is open to UNESCO and accredited delegations staff, as well as to external visitors. It has a rich online presence through a single portal, and the catalogue search, like that of the World Bank, combines simplicity with sophistication:

\(^1\) [http://www.unesco.org/library/](http://www.unesco.org/library/)
Another library of a global institution is the UN Library in Geneva\(^1\), which provides diverse access online to visitors, as well as the facility to visit the Library:

**Figure 6.4: UN Library in Geneva**

It provides online searching of current and historical catalogues at three levels of sophistication – basic, advanced, and quick:

\[http://www.unog.ch/80256EE60057D930/(httpPages)/209805D4EFEC29F280256EF800503103?OpenDocument\]
The developments in the ‘world of information’ show that there is value in a large and distributed organisation defining a clear and coordinated information policy. Also, there are opportunities to develop search tools that are easier and more intuitive for users.

Modern online catalogues use new techniques such as vertical search software\(^1\), giving a standard display, plus tag cloud and faceted search results. Commercial products exist such as Encore\(^2\), which provide these “discovery tools - faceted search results, Tag Cloud, Did You Mean...?, Popular Choices and Recently Added suggestions, and RightResult™ relevance ranking”. The Encore facility is available when searching the catalogue at the University of Exeter\(^3\) (UK), and is provided as an additional facility to the standard search mechanisms:

\(^1\) See [http://www.webpages.uidaho.edu/~mbolin/odell.htm](http://www.webpages.uidaho.edu/~mbolin/odell.htm) for a discussion of searching mechanisms for the future

\(^2\) [http://www.iii.com/products/encore.shtml](http://www.iii.com/products/encore.shtml)

\(^3\) [http://lib.exeter.ac.uk/](http://lib.exeter.ac.uk/)
And the Encore results for the search term ‘social exclusion’ are presented in a structured manner:

Another commercial search facility is Aquabrowser\(^1\), used at Edinburgh Napier University\(^2\) (UK) to power a more intuitive search that allows users to ‘search, discover, and refine’\(^3\) the material from the catalogue:

Such developments can add power to union catalogues, to focus on what is strategically important – populating the catalogues fully with relevant information, and then providing it to users through interfaces which enable all users from the most naive (the person who

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\(^{1}\) [http://www.aquabrowser.com/](http://www.aquabrowser.com/)

\(^{2}\) [http://staff.napier.ac.uk/services/library](http://staff.napier.ac.uk/services/library)

\(^{3}\) [http://discovery.napier.ac.uk/](http://discovery.napier.ac.uk/)
assumes everything can be found through a Google type of search), to the most sophisticated information professional.

Users increasingly are becoming used to a simple search box with adjacent Go button, and they need to be confident that the search tool will discover all the relevant material.

6.3 Conclusions

In the current context of global information the strategic and operational challenges to an institutional library are considerable. Prior to the Internet a Library was the central mediator between users (both organisational and individual) and information resources, with the focus being primarily on resources that were available from a fixed location. However, the Internet in particular has allowed organisational users to construct their own information resources, typified within the Commission by the physical and online information resources provided across the members of RéseauBib.

Individuals now have access from their computers to global search facilities such as Google and Google Scholar\(^1\). They can obtain rapid, although approximate, translations of material in other languages through Google Translate\(^2\) and Yahoo BabelFish\(^3\), and Commission staff have access to in-house automatic translation facilities.

However, an ability to identify and access material from many sources does not directly result in users identifying and accessing the material that they really need, as against what they ‘discovered’. This is where the critical professional mediating role of Library information experts remains important.

Although the Central Library has the ‘authority’ of being officially the Central Library, many of its users will see it as part of a wider constellation of information sources that they can access, such as information resources built within individual Directorates General, or the myriad of sources on the Internet.

So, rather than users searching for ‘some information’ a library service can provide them with the skills to search for the ‘best information’ and (as is the existing practice in the Library) be supported in this process by knowledgeable, suitably qualified and experienced staff. In an environment of information overload there is a need more than ever for users to be supported by efficient and effective Library services.

\(^1\) [http://scholar.google.com/](http://scholar.google.com/)
\(^2\) [http://translate.google.com](http://translate.google.com)
\(^3\) [http://babelfish.yahoo.com](http://babelfish.yahoo.com/)
However, this then introduces both strategic and operational challenges. Is it part of the strategy of a library to train “its” users so that they are able to access information independently and not actually via the library? What, then, is the USP (Unique Selling Proposition) for any library that justifies its independent existence?

For the Central Library its emerging USP is that it is both a specialist library which continues to build its unique holdings relating to European integration, and it also is a generic library focusing on the diverse needs of a staff across the Commission. Furthermore, it is a ‘central’ library through the leadership and coordination that it provides to members of RéseauBib. And in addition, it is making the complex transition from being a physically-based depository, to a virtually-based provider of electronic resources and services. These four roles present enormous challenges, and the complexity of roles is one reason why it was not feasible to find a comparator library – the Central Library is unique⁠¹.

¹ Indeed, this was reinforced by the DG EAC Spokesperson in response to the attack on the Library by the Taxpayer’s Alliance in July 2009. The spokesperson emphasises the “world-class research library specialising in EU studies ... it has to manage collections in 23 official languages and in the languages of the accession countries.”
7.0 Survey, Interview and Focus Groups

7.1 Introduction

The previous sections have set the initial 'evidence' for the evaluation, and

- provided the context within which the Central Library functions;
- introduced the diversity of its activities;
- noted how the Library provides services and leadership across the Commission library and information resource centres; and
- noted some of the developments in other institutional libraries and in information searching strategies.

In this section we report the analysis and outcomes of the evidence specifically collected for this evaluation: the online survey, the focus groups, and the personal and telephone interviews with users and the Library team.

7.2 Online Survey

The following table shows the breakdown of the 844 respondents at 21 September 2009, with 769 respondents being staff members of the Commission, and 75 being non-Commission respondents. The response data was processed using SPSS, primarily using cross-tabs, and the data were visualised using Excel graphics.
The European Commission provide the overwhelming majority of respondents, 91% as against 9% comprising external respondents. We note therefore that the vast majority of people who were motivated to respond online were those within the European Commission bodies. Although the Central Library has focused attention and resources on providing access and services to external users the level of response from that group is low.

As we will see, the demands from respondents for a stronger and more meaningful electronic presence by the Central Library indicates that the external user group regards physical access to Reading Rooms as being less important, but regards electronic resources delivered to their electronic desktops as a priority. However, there is an important copyright issue between the Library making available to global users electronic versions of Commission documents and publications (the Commission owns the IPR), and the Library making available electronic journals, where they do not hold the copyright or have a licensing agreement. Within the physical reading rooms the Library can make available to external users all of its physical resources no matter who the publisher, but copyright law means that it does not have the right to digitise those publications whose copyright is not owned by the Commission.

<table>
<thead>
<tr>
<th>Table 7.1: Respondents to the Online Survey</th>
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<tr>
<td><strong>Survey Responses</strong></td>
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<tr>
<td>21 September</td>
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<tr>
<td><strong>EUROPEAN COMMISSION</strong></td>
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<tr>
<td>EC COLLEGE - Cabinets</td>
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<td>EC Secretariat General</td>
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<td>EC Bureau of European Policy Advisers</td>
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<td>EC Legal Service</td>
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<td>DG ADMIN Personnel and Administration</td>
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<td>DG AGRI Agriculture and Rural Development</td>
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<td>DG AGCO - EuropeAid</td>
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<td>DG BUDGET</td>
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<tr>
<td>DG COMIM Communication</td>
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<td>DG COMP Competition</td>
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<td>DG Development</td>
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<td>DG IT</td>
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<tr>
<td>DG EAD Education and Culture</td>
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<tr>
<td>DG ECO Economic and Financial Affairs</td>
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<td>DG ECO Development Aid</td>
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<tr>
<td>DG EMP Employment, Social Affairs and Equal Opportunities</td>
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<tr>
<td>DG ENLARG Enlargement</td>
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<tr>
<td>DG ENTR Enterprise and Industry</td>
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<tr>
<td>DG ENV Environment</td>
</tr>
<tr>
<td>DG EPSO European Personnel Selection Office</td>
</tr>
<tr>
<td>DG IPSO Information Society and Media</td>
</tr>
<tr>
<td>DG Justice</td>
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<tr>
<td>DG JUSTIC Justice, Freedom and Security</td>
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<tr>
<td>DG MARE Maritime Affairs and Fisheries</td>
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<tr>
<td>DG MARKET Internal Market and Services</td>
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<tr>
<td>DG OIB Infrastructures and Logistics - Brussels</td>
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<tr>
<td>DG OIB Infrastructures and Logistics - Luxembourg</td>
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<tr>
<td>DG PIN Office For Administration And Payment Of Individual Entitlements</td>
</tr>
<tr>
<td>DG REGIO Regional Policy</td>
</tr>
<tr>
<td>DG RELA External Relations (including delegations to countries)</td>
</tr>
<tr>
<td>DG Research</td>
</tr>
<tr>
<td>DG SANCO Health and Consumers</td>
</tr>
<tr>
<td>DG SEC Secretariat of the Commission</td>
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<tr>
<td>DG TECO Interpretation</td>
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<tr>
<td>DG TAXUD Taxation and Customs Union</td>
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<tr>
<td>DG TRADE</td>
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<tr>
<td>DG TRAN Energy and Transport</td>
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<tr>
<td>IRC (various locations)</td>
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</tbody>
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When categorising the relatively small number of external respondents by profession, library and information workers (from other documentation centres/libraries) and researchers are significant user groups, while relatively few responses are from stagiaires or trainees.

7.2.1 Frequency of Use of Library Services

The first set of questions covered the frequency with which people use Library resources and services.

**Figure 7.1a: Frequency of Use – Commission Respondents**

![Graph showing the frequency of use of various library services by Commission respondents.](image)

**BASE: Commission Respondents (769)**

**Figure 7.1b: Frequency of Use - External Respondents**

![Graph showing the frequency of use of various library services by external respondents.](image)

**BASE: External Respondents (75)**
Respondents access information through a diversity of information resources, with Europa and ‘other resources’ being the most frequently used. This is not surprising since the Central Library is not aiming to be ‘all things to all people’ across the Commission, and we have noted already the diversity of libraries and information resources across the Commission – ‘local’ libraries and information centres will often be the natural places for people within respective DGs and institutions to go for information.

The Europa portal is a primary means of accessing information, and it is the primary access source for Commission users. This is logical since Europa links to all the general information resources across the Commission, though Europa itself is subject to unevenness of content, particularly when individual DGs decide to re-arrange their Web presence.

Just over 50% of the respondents use the Central Library resources from their place of work at least monthly, and this usage will relate to the ‘delivery to desktop’ services of the Library, whether they are electronic, or delivery of books etc. via the internal post. The rate for the Commission respondents is less than 50%, but for external respondents (albeit a small number of responses) is over 80%. This indicates that those responding as external users are mostly those who already know what the Library can provide, and European Documentation Centres, and researchers in Universities comprise 65% of the external respondents. The low rate of Commission respondents accessing Library resources from their workplace indicates that the survey did elicit widespread response from potential and non-users.

The use of ECLAS for requesting loans and copies is not in itself an indicator of awareness, or even of use. The frequency of use question identifies those people who regularly access material, and nearly 40% of the Commission respondents use this facility at least monthly. The use by Commission users of Library electronic resources shows that around 20% use them at least weekly. However, 60% of Commission respondents use them never or rarely.

The usage level of the Central Library, ECLAS and electronic resources is still higher than the use reported of other library and information services, with under 30% of respondents using such services at least monthly. This is almost the same rate at which those users access other libraries (electronically) from their workplace. The finding confirms the diversity of sources used by respondents (and this is detailed in the review of qualitative ‘write-in’ responses in the next section), and it shows that even where there are DG-based resources the Central Library plays an important role in partnership with DGs to build the provision of both general and specific comprehensive services for DG employees.

Where usage rates are demonstrably low are in the use of the physical reading rooms and facilities in Brussels and Luxembourg. Barely 5% of Commission respondents use the Brussels reading rooms at least once a month, and only 3% use Luxembourg facilities.
The superficial percentage rate for external users is around 14% for Brussels, and 5% for Luxembourg, but these are very low absolute numbers (7 for Brussels, and 3 for Luxembourg), again indicating that the external respondents have a greater proportion of people who know about the Library resources.

A final question asked the extent to which respondents access other libraries via the Central Library. About 12% of Commission respondents do this at least monthly, and for the small number of external respondents the percentage was higher, but the numbers were small. To achieve a higher percentage requires that there are mechanisms to link to other libraries through structured Web links or to link to the resources of other libraries through facilities such as federated searches across their Catalogues (Online Public Access Catalogues – OPACs).

7.2.2 Success in Use of Services

The second set of questions asked about the success with which respondents had achieved their information objectives when using the Library resources and services. Respondents were asked to provide their views about the ease of using the ECLAS online catalogue, about the support provided by the Library staff, and about the IT facilities provided in the Reading Rooms.

**Figure 7.2a: Usage Success – Commission Users**

- Obtaining help from Library staff (300)
- Borrowing Library resources (337)
- Using ECLAS in Library (280)
- Requesting Library resources (226)
- Trying to find books/journals etc (211)
- Using computer provided in Library (120)
- Using your own computer in Library (102)

*BASE: Commission Respondents (769)*
The broad picture provided by respondents is that they value the human resources and expertise in the Library. The success in using the catalogue and requesting resources has a strong base, but there is potential to improve, and respondents suggest that using IT resources within the Library presents significant challenges.

Over 75% of Commission respondents rate the experience in obtaining help from Library staff as being successful or better. For the small set of external responses the success or better rate was around 80%.

The information resources of the Library, in the form of borrowing resources, and using ECLAS, also shows success or better rates in excess of 70% for Commission respondents, while the ‘borrowing resources’ response for external respondents shows a lower success rate simply because most resources are not available for borrowing. However, material can be photocopied free of charge, so acquiring that resource may be interpreted as borrowing.

For Commission respondents the success or better rate for requesting resources is lower, at around 65%. For users who are signed into ECLAS, and who are Commission users, there is an online facility to request resources, which can then be sent directly to the user’s workplace.

The problem area is identified as using the computers provided by the Library, and using their own computers in the Library, with nearly 45% noting that this was not a success. In the Reading Rooms there are restrictions in Internet access, and no Wi-Fi facilities. Users also are generally not happy that the computers provided on site, for example in the Reading Rooms often will not run CDs if the CDs need to operate with executable programmes – something that the configuration of the PCs prevents. Users cannot access the Library’s own electronic facilities on their own computers in the Reading Rooms, because of firewall restrictions.
7.2.3 Views about Library Service

The third set of questions asked for views about the Library services, and the headline outcome relates to the positive views about the professionalism of the Library staff when they support users.

**Figure 7.3a: Satisfaction Levels – Commission Respondents**

![Satisfaction Levels – Commission Respondents](image)

**Figure 7.3b: Satisfaction Levels – External Respondents**

![Satisfaction Levels – External Respondents](image)
Respondents are complimentary about the helpfulness and competence of Library staff, articulating this clearly in their write-in comments discussed in the next section, with just under 90% of Commission respondents being satisfied or better about helpfulness of staff, and just under 85% being satisfied or better about the competence of Library staff.

Over 80% of the small number of external respondents are satisfied or better about helpfulness and competence. Taken together with the positive responses about success in obtaining help, the very heterogeneous Library user community regards the staff expertise and personal user service as being of high quality.

Between 60-70% of Commission respondents are satisfied or better about a range of library services and facilities, extending from electronic access to resources, the range of books, periodicals, and electronic services, to the ease of using ECLAS and the quality and completeness of links within ECLAS to electronic resources.

Where Commission respondents identify lower satisfaction rates they are related to the Web site (55% satisfied or better), the suggestions and complaints procedure (50%), the opening hours (50%), and worst of all access for users with special needs (28%). While the actual number of responses to this question was 39, it is likely that these people experience some form of disability, and the access to Level 5 of the Brussels reading room is generally not feasible for disabled people.

The external respondents were mostly satisfied (80% satisfied or better) with the range of books and periodicals. Over 70% of them were satisfied with the coverage, and the ease of access, of ECLAS.

For those external users who are granted reader cards the depth of available Library resources relating to European integration generates high levels of satisfaction, as does the helpfulness and competence of the staff. The high level of satisfaction contributes to the wider ‘European Project’ goal for the Library. Some 60% of external respondents were satisfied or better with the Library Web site.

The generally lower levels of satisfaction with opening hours of the Library contrast with the also generally low levels of usage with the physical reading room facilities.

Up to this point the questions were addressed more to people who were users of the Library.
7.2.4 User Needs

The rest of the survey asked both users and non-users to provide their opinions about what were, or could be, their most important needs from the Central Library.

**Figure 7.4a: User Needs – Commission Respondents**

For respondents across the Commission the two most important needs are **remote access to electronic journals** (nearly 90% indicate important or very important), and being equipped with the tools and skills to **find information independently** (over 80%).
Commission respondents regard it as important or very important (just under 80%) that not only the bibliographic records of all post-1978 Library holdings are available, but that electronic access is also provided. Commission respondents also regard it as important that the current artificial time boundary in the ECLAS catalogue is overcome, that the bibliographic records of pre-1978 holdings are automated, and that electronic access to the resources is provided (around 55%).

The importance in providing study facilities at the Library, as opposed to the current reading room facilities, elicited similar responses, but different explanations. For external respondents the priority was higher (65% important or very important), but the numbers responding were relatively low. The message from this is that there are people for whom visiting the Library is a critical resource. The level for Commission respondents was just under 60%, and coupled with the statistics on low levels of reading room usage and combined with the high regard with which respondents view the helpfulness and skills of the Library staff, the Commission users show less need for places to sit and read, and more need for places where they can engage directly with the skills and knowledge of the Library team.

While there was strong demand for maximising electronic access to information resources, the demand for print copy newspapers was comparatively high (just over 45% of Commission respondents rate this as important or very important). Such responses are not necessarily contradictory, because newspapers are more difficult to ‘browse’ online - there is more of a tendency to access content that is of interest, rather than to scan all the content. However, online access to a newspaper archive is invaluable, so the provision of both paper and physical meets a fuller range of user needs.

Other Commission responses show how users rate the importance of professional advice and support (enquiry service via email and phone – over 70% rate this as at least important), in providing both on-site and online training (60%), in pro-actively informing users of resources of interest (75%) through ECLAS alerts and BIBLIO bulletins, and in making ECLAS available through other search engines – the federated catalogue approach (over 60%).

1 Maximising access to resources and staff was exactly what was behind the Library proposal regarding the design of the VM 18 facilities, and the currently imposed solutions of the two reading rooms do not meet the expectations of internal users, both active users and potential users.
7.2.5 Development Priorities

Having considered what information needs were most important, respondents then provided their views about what the Library should be doing so that it delivers the maximum value in the most efficient and effective manner.

**Figure 7.5a: Development Priorities – Commission respondents**

Both Commission and external respondents overwhelmingly (nearly 90% agree or strongly agree) accept that there should be a single Web portal for access to Commission documents. Coherent information and coherent access are high priorities for users. Over 70% for Commission respondents agreed or strongly agreed that the Central Library should be the primary resource for Commission documents, showing that while there is the ability for DGs and Commission bodies to develop their own resources, joining those resources up through a central service is essential. The stronger support from external respondents for the Library being a primary resource (85%) reflects both a desire for
coherent access, along with a possible lack of understanding of the federated information landscape across the Commission.

Commission respondents (nearly 80%) want their user views to be influential in shaping services, and believe that the service delivery should be linked to explicit service targets (just over 60%). They rank this more strongly than they do the more passive process of user surveys (just over 40%) or representative panels of users (just over 50%). The level of agreement (60%) that they are able to discover what services are available is an indication from users that there is more still to be done to successfully promote and embed Library services across the Commission. Same-day access to books and journals – the implication being access to physical resources - is important for around 50% of respondents, and this would be explained by the existing document delivery service meeting many needs.

External respondents strongly support their engagement in shaping Library services, and should the existing physical pre-1978 and post-1978 resources be made available electronically both internal and external user views will be important. Like the Commission respondents there is limited support for regular online user surveys, a response which is indicative of widespread ‘survey exhaustion’. The message from these responses is ‘listen to us, and engage with us’, but do not just ‘ask us’ a series of questions. It was for this reason that this evaluation carefully considered the risks of low survey responses, and focused also on interviews and focus groups. However, before that material is presented the next section reviews the rich set of write-in responses provided by the online survey respondents.

7.2.6 Qualitative Survey Results, and Interviews with users and non-users

Respondents provided 1,565 write-in responses when they completed the survey. This facility allowed them to provide their own comments, and additional information, which helped to add richness to the structured survey question responses. We noted earlier in the methodology section that we intended to undertake ‘in depth’ interviews (up to 30) with current users and non-users, making contact with them through their responses to the online survey.

We used the survey software to contact people individually to ask if they would be available for a telephone interview. Many did not respond to the emails, and of those who did respond the majority informed us that they had provided their comments in the write-in section of the online survey. Only nine, both users and non-users, agreed to an interview, and their views are embedded in this qualitative overview. The resources we intended to focus on the user interviews were then focused more into deeper conversations with those responsible for libraries and information services within the Commission.
The following sections provide a summary of the comments, along with indicative examples of what respondents told us.

7.2.6.1 The use of other information sources

The first write-in box asked respondents to provide details of the other information sources they use, so that an understanding could be built of the complex positioning of the Central Library within a highly heterogeneous information landscape.

The list that follows is not necessarily exhaustive, but respondents did provide much feedback, and the list could contribute to the Central Library enriching its own portal in a way that supports users in their search for information.

- ACM - [http://www.acm.org/pubs/copyright_policy/](http://www.acm.org/pubs/copyright_policy/) - Association for Computing Machinery
- Agecon - [http://ageconsearch.umn.edu/](http://ageconsearch.umn.edu/) - Electronically distributes reports of scholarly research in the field of agricultural economics
- Amazon - [www.amazon.com](http://www.amazon.com)
- Archive of European integration - [http://aei.pitt.edu/](http://aei.pitt.edu/) - The AEI is an electronic repository and archive for research materials on the topic of European integration and unification
- BBC News Site - [http://news.bbc.co.uk/](http://news.bbc.co.uk/)
- Beck Online - [http://beck-online.beck.de/](http://beck-online.beck.de/) - Media database
- Belgian and Dutch national archives
- British Library - [http://www.bl.uk/](http://www.bl.uk/)
- Copac - [http://copac.ac.uk/](http://copac.ac.uk/) - Unified access to the catalogues of some of the largest university research libraries in the UK and Ireland
- CURIA - [http://curia.europa.eu/](http://curia.europa.eu/) - Information and recent case law for the European Court of Justice and Court of First Instance
- Datastar - [http://www.datastarweb.com/](http://www.datastarweb.com/) - Commercial access via a Thomson/Dialog portal to more than three hundred databases
- DG AGRI library
- DG AIDCO information centre
- DG COMM resources
- DG COMP library
- DG DEV resources
- DG ECFIN resources
- DG EMPL resources
- DG INFSO resources
- DG MARE resources
- DG RTD resources
- DG SANCO library
- DG SCIC Glossaries
- DG Trade intranet
- DG Translation resources
- DG TREN resources
- Dialog - http://www.dialog.com/
- Dun & Bradstreet - http://www.dnb.co.uk/About/DNB_Database.asp
- EBSCO Host - http://www.ebscohost.com/
- EDC Catalogues and resources
- ena.lu - http://www.ena.lu/ - History of a United Europe
- Euramis - European Advanced Multilingual Information System
- Eurofound - http://www.eurofound.europa.eu/
- Europe Direct Network - http://ec.europa.eu/europedirect/
- European competition law online - http://www.eucompetitionlaw.com/
- European Sources Online - http://www.europeansources.info/ - a database that provides information on the EU and the wider Europe, focusing on its institutions, structures, countries, regions, people, policies and processes
- Europeana - http://www.europeana.eu/ - Multi-lingual online collection of millions of digitized items from European museums, libraries, archives and multi-media collections
- Factiva - http://factiva.com/ - A collection of business intelligence and news sources, along with the content delivery and information management tools
- Financial Times – www.FT.com
- German library catalogues
- Google scholar - http://scholar.google.com
- Government official sites
- IATE - http://iate.europa.eu - The European Commission’s multilingual term databank
- IMF and World Bank - http://external.worldbankimflib.org/external.htm - International Monetary Fund and World Bank
- IntraComm – European Commission Intranet
- JRC-Ispra Library
- JSTOR - http://www.jstor.org - A not–for–profit organization dedicated to helping the scholarly community discover, use, and build upon a wide range of intellectual content in a trusted digital archive
• Jura.be - [http://www.jura.be](http://www.jura.be) - The online legal library of Kluwer
• Kluwer - [http://www.kluwerlaw.com](http://www.kluwerlaw.com) - Kluwer Law International
• LexisNexis - [http://www.lexisnexis.com](http://www.lexisnexis.com) - A global provider of content-enabled workflow solutions designed specifically for professionals in the legal, risk management, corporate, government, law enforcement, accounting, and academic markets
• Newspapers and Specialised Journals
• OECD - [http://www.oecd.org/publications/0,3353,en_2649_201185_1_1_1_1_1,00.html](http://www.oecd.org/publications/0,3353,en_2649_201185_1_1_1_1_1,00.html)
• Open Library - [http://openlibrary.org/](http://openlibrary.org/)
• Proquest - [http://www.proquest.com/](http://www.proquest.com/)
• Reuters - [http://www.reuters.com/](http://www.reuters.com/)
• Romanian Chamber of Deputies legislative archive - [http://www.cdep.ro/](http://www.cdep.ro/)
• Scopus - [http://info.scopus.com/](http://info.scopus.com/) - Large abstract and citation database of research literature and select web sources
• SG Vista - Secretariat General-Vista - A document repository containing all the documents emanating from the commission’s registry
• Springer science - [http://www.springer.com/](http://www.springer.com/)
• UK National Health Library - [www.library.nhs.uk](http://www.library.nhs.uk) – Health Information Resources
• UNECE - [http://www.unece.org/stats/archive/docs.e.htm](http://www.unece.org/stats/archive/docs.e.htm) - Documents and Statistics
• University Library Catalogues
• Vetlex - [http://www.vetlex.com/vl_free/flyer/flyer_e.htm](http://www.vetlex.com/vl_free/flyer/flyer_e.htm) - Veterinary Legislation
• VLEX - [http://vlex.com/](http://vlex.com/) - Legal research mega-site providing thousands of primary and secondary law sources from dozens of publishers around the world
• WAERSA - - World Agricultural Economics and Rural Sociology Abstracts
• Westlaw - [http://web2.westlaw.com](http://web2.westlaw.com) – Legal information and resources
• Wiso - [www.wiso.de](http://www.wiso.de) – News service
The list covers horizontal access to information (e.g. individual library catalogues such as the Library of Congress, or federated catalogues), a range of vertical access to information (e.g. OECD, UNECE), generic information sources (Wikipedia etc.), specialist intermediaries (e.g. Dun and Bradstreet, consolidators of legal information), mass media (newspapers and news services), and online journal providers.

Respondents itemised a large list of other information sources that were important for their work. In that context the Central Library has moved from being ‘the’ resource and source of bibliographic information in the Commission to being one of a constellation of information sources both within and without the Commission. Whether a library is positioned at the centre, or the periphery, of that constellation depends on whether it delivers coherent value to its user community, and the quantitative results of the survey already noted earlier indicate that the Central Library achieves this through the quality of its staff, their knowledge, and their responsiveness to user needs.

7.2.6.2 Main reasons for using the Library

Respondents were then asked to provide information about the main reasons for which they use, or would use, the Library. The dominant use for Commission employees is for work related purposes, and respondents valued the quality and depth of resources, the rapid professional response of Library staff, and being proactively informed of information developments.

The overall responses noted the need for:

- Quality and depth in the resources available. Respondents need to find both specialist books and documents which provide essential background for their work (the ‘memory of the Commission’ role of the Library) as well as finding the most important specialist information relating to the current research and policy topics related to their work (the ‘information specialist’ role of the Library).
- Rapid response to information requests. Respondents note that they are often under pressure to respond to urgent research and policy projects, and that not many people have time to go to a library physically, or to carry out extensive personal information searching. They note that the Library provides important specialist advice and services that meet urgent information requests, as well as facilities such as ECLAS for requesting resources to be delivered directly to users.
- Being proactively informed of key trends and resources for current research topics. Facilities such as ECLAS alerts and the BIBLIO series are important for users to quickly update themselves on the latest information resources related to their work.
The Central Library in the Commission ‘world of information’

There was an opportunity for respondents to communicate the importance of the Central Library in relation to other services used to obtain information. Respondents do identify the Library as being an important resource and ECLAS as being a key source of bibliographic information.

- Respondents who noted that the Library was a high priority confirmed the findings of the previous section, noting the extent and depth of information within the Library, the professionalism and responsiveness of the staff, and the extent to which ECLAS provides the most authoritative insight into the information that is available.

- Low Priority responses focused on three main issues:
  - First, many respondents were not clearly aware either that the Library exists, or if they know it exists they did not know clearly what were the service offerings and resources. Such responses indicate that there is an opportunity to make the Library more visible to Commission staff in particular, and some respondents for example asked for scanned documents to be available, when this service is already available to Commission staff.
  - Second, some respondents expressed a preference for using their ‘local’ information resources (for example within their DG), or even that they searched for information resources themselves. Such responses are important in identifying that while all Commission employees are ‘potential’ users, not all of them need to become users.
  - Third, while some respondents noted that they do rely on the information resources provided within their DG, there is often no assured service consistency within their DG – the Central Library is acknowledged as being the central and consistent information resource.

- Medium Priority responses focused on the knowledge that the Central Library was an important resource that provides a form of ‘central insurance’ when other more local information channels are not able to deliver relevant information resources. Commission respondents acknowledged that while they can search quickly on the Internet themselves, the results do not directly indicate quality or relevance. Others noted that while their local information resources can be more easily accessible, the quality of service provided by the Central Library is high.

The responses communicate three things. Firstly, there is a visibility problem for the Library across the Commission – how can all 35,000 Commission employees know that it can deliver a wide range of services and resources? Secondly, once people ‘find the Library’ they generally grow to appreciate it, but that does not mean they all need to appreciate it, since the Library cannot be ‘all things to all people’. Third, while some respondents see the Library as the primary information resource, others see it as an
essential resource that can complete information seeking that started either individually, or through their ‘local’ information centres and libraries. In that context the activities of the Central Library through the RéseauBib network are helping to build a distributed network of information expertise that can help Commission employees more directly and locally. In an institution as large and as thematically and spatially diverse as the European Commission the Central Library is central in promulgating consistent library and information skills to local specialists.

Respondents reacted very differently when referring to the resources that the Library holds, as against the resources to which the Library can direct them. With the developments in services such as the EU Bookshop in the OP, comments note that there seems to be little logic in the Library replicating bibliographic information that will exist in the OP electronic catalogue, and this again adds credibility to an emphasis on portal services being created, rather than a centralised service.

Nevertheless, even if OP does deliver a comprehensive catalogue, and online access, to the official publications of the EU, this still leaves out a huge volume of other material being produced across Commission DGs and services as well as commercially produced material which should be readily accessible to users.

Respondents value ECLAS and its multi-lingual interface, and their consistent message was ‘make it better, make it comprehensive, and make it more user-friendly’. So, ECLAS has the potential to provide consistent access to all Commission documents and publications by becoming part of a portal that integrates catalogues from various sources.

7.2.6.4 What additional resources and services are needed?

Information was then sought relating to the additional resources or services which should be developed by the Central Library.

Consistent responses relate to the need for coherent information about Commission publications and documents, and there are implications for a need for formal rules about legal deposit of material in the Library. Respondents wanted better dissemination of service information, proactive distribution of information about new material (again, such responses indicate that there is some lack of awareness about some existing offerings), and maximum electronic access to material that is relevant for user needs.

Potential role models for electronic information portals were noted by respondents (OECD, World Bank, UNESCO, UN Geneva etc.), and these are noted elsewhere in this report.
However, also noted by respondents were the difficulties that some experienced in accessing the full range of existing electronic services as a result of restrictions imposed by IT and security rules.

The key themes noted by respondents were:

- **Access to the Library and its services.** For example the phrase ‘Access 24/7’ was used to underline the need to maximise remote access to electronic resources.
- **Services, Resources and Developments.** Commission respondents noted that the Central Library has a low visibility on IntraComm. Others requested services that are already available, yet again confirming that there is an opportunity to communicate services more effectively. Other requests asked for more online access, for example being able to view the contents list of a book before requesting it as a loan.
- **Coherence and coordination.** Respondents consistently identified a need for the European Commission to have a single informational ‘front shop’. They noted the need for a ‘universal portal’, they cited the World Bank and IMF as institutions which have a single information portal and a fully centralised library service. Other respondents noted that the work of the Central Library through the RéseauBib network is essential to raise standards of professional practice across Commission libraries and information centres. Others proposed that the Commission should enforce an obligation for all official and grey literature to be notified to the Central Library so that ECLAS could become complete and authoritative about Commission information resources. What respondents overall wrote about completeness and coordination indicates that, in spite of the efforts of the Central Library, Commission staff spend considerable amounts of time searching for relevant information resources. While it was not possible to make any economic calculation of the resulting inefficiency, it is clear from the responses that Commission staff identify potential value in more coordination and consistency, and that this will improve their efficiency and effectiveness in their jobs.
- **Enhancing ECLAS.** There were requests for ECLAS to have more complete coverage of Commission information resources, including all EU Bookshop resources. Making the ECLAS search interface more friendly and flexible (for example typing in keywords, titles, Commission reference numbers etc.), and exporting ECLAS search results via Z39.50 was noted.
- **IT and online services.** External users were enthusiastic about having more access to Library electronic resources, for example some EDCs asked whether they could have access to the Intranet facilities. We have noted earlier the potential copyright challenges that may affect what can be made available to external users, and it will be important to manage their expectations carefully. There also is a need to manage expectations of internal users, since the potential ‘wish list’ can become extensive –
respondents often cited the need for a formalised system of user consultation. There were requests for access to databases of scientific publications (for example chemical, physical and medical abstracts), and that they should be available to Commission staff from home as well as currently within the Commission IT firewall. Some particular IT difficulties were also noted, for example a need to solve IP address problems between Brussels based offices of the Commission and remote offices in ISPRA, Karlsruhe etc. Because of these problems remote offices cannot easily access the online content through ECLAS because their IP addresses are different and not recognised.

- Training provided by the Central Library was valued (both for librarians and information staff across the Commission), and more was requested by respondents, for example covering language learning materials. However, some respondents requested training that was already being provided.

The first two observations on training highlight yet again the fact that respondents to the survey (those who were non-users or potential users) were not actually aware of what is available.

In addition to the awareness issue there were three central messages coming from the write-in comments and the interviews with respondents. People want coherence in access to information resources across the Commission. They want maximum electronic delivery, and they want a complete and usable Union Catalogue, whether that is a single catalogue or a federated catalogue (where, as one comment notes, Z39.50 allows ECLAS records to be ‘liberated’ to work with other catalogue services).

7.2.6.5 General Comments about Library Services

Finally there was an invitation to respondents and interviewees to provide additional general comments about the Central Library services.

The first group of comments related generally to Library service quality. Respondents were positive about the responsiveness of Library staff, about the delivery of photocopies, or of scanned material via email (although there were some comments that the quality of photocopying and scanning could be improved), about the pro-active ECLAS alerts (especially the direct links to material), about the responsiveness of the Inter-Library Loans team. There was again a call for the maximum availability of material in digital form. There also were requests that the respondents were aware of the significant availability of open
source information, but that they often needed the professional information specialists to help them identify the information of quality and relevance\(^1\).

Where respondents were critical related more to the procedures surrounding the purchase of new books, and the time taken before a new book request is delivered to a user. Some respondents who had worked in other international institutions were able to offer critical comparisons in Library services, and the overall lack of coherence in information provision across the Commission was highlighted.

The write-in responses underline the desire of users for the Library to position itself as the central resource where people come to learn reliably what information exists across the Commission, and to be the central mechanism through which important electronic resources are made available to users - principally through central licences, but also as a central procurement mechanism.

Achieving this within the current ‘informal’ context across the Commission will continue to be challenging. The user demand is for a shift in resources and expertise away from physical reading rooms and physical access, towards electronic services and document/book delivery to the desks and desktops of users.

In the following section we detail the findings from focus groups of users and non-users, from in-depth interviews with a large number of the Library team, and from personal and phone interviews with information specialists in other organisations and DGs.

7.3 Focus Groups

The Focus Groups took place in Brussels and Luxembourg, involving both users and non-users of the Library. They were structured discussions, where participants had been provided with a background briefing and an agenda with a list of discussion topics:

- What is the role for the Library in the wider ‘world of information’?
  - What role does the Central Library play in delivering services and value to meet your information needs?
  - What other Library and information resources do you use? What are their relative strengths and weaknesses?
  - What for you are the best services you use, and what is it that they do to deliver value to you?
  - What is your job/role?
  - What information resources do you need?
  - What library and information resources do you use?
  - Do you regard their access to information as being effective and efficient?
  - What key barriers do you face in obtaining information for their work?

\(^1\) For an example of how this can be done see [http://rr.reuser.biz/](http://rr.reuser.biz/), a link to on open source listing maintained by Arno Reuser, head of Dutch Military Intelligence open sources.
• What is needed to provide access to complete information about EC documentary resources?
  o How do participants search for, and identify the information they need?
  o Do they use the EC Central Library catalogue ECLAS?
  o For those that have accessed it, what are the relative strengths and weaknesses of ECLAS?
  o For those that do not use ECLAS is that because they user other more useful catalogues/resources (if so which?), or because they have been unaware of the availability of ECLAS?
  o ECLAS currently does not contain catalogue records of EC documentary resources prior to 1978. Would it benefit their information needs if they were to be provided?
  o How do they search for the latest documentary resources being produced across the Commission?
  o What is more important for them – that a library catalogue is completely accurate or that it fully up-to-date and references the latest information?
  o How often do they find that URLs to documents are broken? If so, how to they then search to find the correct URL? Is it absolutely essential for them that URLs are always correct?

• What tools, resources, and support do you need to access EC information resources efficiently and effectively?
  o Finding information is a challenge. What skills were you taught to find information rapidly, efficiently, and effectively?
  o What skills, tools, and resources would contribute to improving your access to the information you need?
  o What are your views on the ‘credibility’ of information? For example, do you ‘trust’ a library more than an online information resource, and do you trust an online information resource more than Google?
  o What is needed to provide comprehensive access to the widest possible range of EC documentary resources? (20 minutes)
  o How important is it that the maximum information resources are provided electronically through Internet-based services and resources through Internet portal(s)?
  o What restrictions do you experience when accessing electronic resources – for example copyright and IPR issues that restrict where and when you can access electronic journals?
  o How important is it to you have rapid access to physical resources in a library?

• How important is it that the Library engages directly with you to obtain your views and recommendation?
  o How should the Library engage with users consistently to evaluate service quality and identify emerging user needs?
  o What experience do you have with other libraries and information resources engaging with you?
  o What procedures and practices would add value to your work? (10 minutes)
  o What recommendations would you make to the Central Library about their services?
  o What are the three key recommendations from you that could help build and deliver services more effectively, efficiently, and sustainably?

7.3.1 Library ‘visibility’, positioning and service quality

When considering Library ‘visibility’, positioning and service quality, focus group participants emphasised that fragmentation is seen as a key characteristic of the current information landscape across the Commission. They saw the reasons for this as being the
power of DGs to set their own information priorities, the proliferation of EU Agencies\(^1\) (now approaching 30 across the EU with their own information provision in many cases), and the limited power of the Central Library to enforce standards and practices – it can only collaborate with DGs, not mandate them to follow information practice in areas such as bibliographic referencing.

Participants acknowledged that the networking and collaboration across DG libraries and information centres was more a process of ‘intention’ than of actually generating activity. RéseauBib is a sound idea but, without any obligation for people to participate, its levels of activity are consequently low. Nevertheless, it was accepted that the effort put into RéseauBib by the Central Library is vital in sustaining the uneven collaboration that currently does exist.

When asked to find ‘key words’ that would describe the Central Library focus group participants used phrases which identified ‘unique selling points for the Library’, for example: “Memory of the European Institutions”; “Specialist in documentation on European integration”; “Centre and coordinator of the wider RéseauBib system”. There was a consistent view that the Central Library had a critical role in providing leadership in coordinated and complete access to Commission documents and publications, as well as providing coordinated access to wider information sources such as online journals.

As well as concern over potential overlap of information holdings across DG documentation centres and libraries, there was also confusion over the positioning of organisations such as OP and the Historical Archives.

The closure of Reading Rooms in August was regarded as a problem for external users because many external researchers use the summer for active research. This may deter external users from engaging with the Library services, and combined with the partial closure of the Brussels reading rooms on Fridays it can make it difficult for people to use them. However, balanced against that observation are previous observations that the demand for reading rooms is declining, and physical reading rooms favour those external users who can travel easily to Brussels or Luxembourg.

There was acceptance by participants that while it is desirable that all historical Commission documents/publications should be made available electronically (noting that OP is in the process of digitising publications, but not the ‘grey’ literature), the digitisation of the historical catalogue (a process that involves ‘weeding’ of stock by professionals, checking that all items in the current card catalogue are actually available and not lost or damaged, cataloguing and indexing them) would bring to the attention of users the rich resources that are in the stores. Since the Library does not have the permission to digitise

\(^1\) [http://europa.eu/agencies/index_en.htm](http://europa.eu/agencies/index_en.htm)
commercially produced publications it will be essential to provide some form of access to the physical resources in the Library stores.

Participants noted that the Library is sometimes not very ‘visible’ to potential users. Part of this problem related not just to publicity, but also to communicating the service portfolio that would encourage people to see the Library as being central to their information needs – the online survey provided evidence of a very diverse information landscape being used by Commission employees. A particular example was a lack of awareness by some that electronic journal access was available via the Library. In that context they mentioned that the Library IntraComm Website could benefit from a re-design and from regular updating.

Another example was non-use of the interlibrary loan facility by the participants. The awareness of this function was rather low.

The few external participants in particular stressed that the service available to them was restricted, notably that they are unable to borrow books, unable to access journals\(^1\), have low levels of electronic access to materials, and limited Reading Room access. This is further evidence of the ‘positioning challenge’ for the Central Library.

7.3.2 Quality and coverage of ECLAS

Participants discussed ECLAS carefully because it was a key resource provided by the Library. Participants generally view ECLAS as a vital resource that could become a first-class comprehensive resource, but which currently faces some challenges.

Participants noted that ECLAS does not allow external users to request books, and this currently limits its utility for external users. ECLAS is also not a comprehensive source of knowledge about Commission information products. Participants acknowledged that ECLAS may be the ‘least uneven source’ of information about Commission information products, but this unevenness is a limitation on its utility – it is more like a ‘Swiss Cheese’ with as many holes as there is cheese because the Central Library cannot mandate others in the Commission to provide bibliographic information. Participants fully acknowledged that the fault for this is not with the Library, but with the lack of compliance across the Commission in telling the Library what is being produced.

Participants also noted difficulties when searching because of the rigid nature of the keywords. For example, very specialist teams such as OLAF intelligence analysts need bespoke knowledge resources, and for this reason the keywords used in ECLAS are not

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\(^1\) Most journal licences allow for so-called ‘walk-in’ use by visitors, and as we mention elsewhere in the report, external users also questioned whether the journal links in ECLAS can connect to the online providers to allow users to purchase an article.
suitable. As a consequence the OLAF unit maintains a mini-catalogue, with keyword terms useful for the unit, and one person checks URLs each week for broken links. Information is gathered by OLAF staff using their own professional judgments. They regard it as important that the Central Library does not impose its own view of quality and standards of cataloguing onto the many specialist teams across DGs. Yet again this highlights the cataloguing challenge – how to balance the need for cataloguing standards and consistency, while at the same time meeting the huge diversity of terms and words that are used by the vast range of thematic areas across the Commission. Such challenges are also experienced by University libraries, and the examples in section 4 of this report show how some university libraries are combining classical catalogue searching with new innovative searching techniques.

External users found it frustrating to find journals in ECLAS with links to papers that are only accessible within the Commission, although they acknowledged that copyright and licensing were the reasons. However, they asked whether external links (such as Digital Object Identifiers - DOIs) can be provided consistently (the Library does provide DOIs where they are provided to them) so they can purchase the journal paper. At least then external users of ECLAS will be able to connect to the product that has been identified in the catalogue.

Participants also discussed whether a better standard for object identification and addressing is needed – for example the DOI approach (http://www.doi.org/) plus permanent URLs (http://purl.oclc.org/). Participants would welcome consistent URLs within ECLAS, thus overcoming ‘dead links’, and we note that the Library has for many years been requesting the purchase of ‘links resolver’ software (which automatically checks for broken URL links and attempts automatically to resolve them), but without success. The lack of such software forces the Library to divert human resources into manually checking links, and this is not effective in maintaining ‘constant’ accuracy on a daily basis.

7.3.3 Information quality

Participants discussed the balance between knowing whether information was of high quality (where librarians would make value judgements), or whether they need to know as widely as possible what is available (where librarians would use professional knowledge about information sources). Again using the example of OLAF, OLAF specialists work a lot with open-source information, looking for multiple sources, and in this search phase the

1 We acknowledge again the multi-lingual nature of ECLAS and the overhead costs that are incurred in maintaining terms in so many languages. Users were positive about the multi-lingual searching in ECLAS, but acknowledged that other multi-lingual searches are becoming available such as Google alerts.
grading of information is not an issue. Analysts realise the fallibility of information, and they cite the sources and understand the different quality levels.

Therefore diversity of information is an initial priority for many users – they need to know what is available, even if the quality may be variable, but they do also need advice on how to assess quality, and the provision of user training was noted as being very important.

Participants reiterated the need for a greater awareness of Library services for Commission staff, the need to provide diverse training offerings, not just the existing courses, but online training and short lunchtime briefings, and also the need to continue to provide a human interface.

7.3.4 Reading rooms and electronic services

Focus group participants noted that many of the resources in the Reading Rooms were not useful. The availability of outdated encyclopaedias on the bookshelves was one example, since so much is now available online. The provision of dictionaries in paper form was also questioned. When we asked DG Translation participants to confirm if they would use dictionaries in the reading rooms, they said this was not the case. They have their own dictionaries in-house and access to electronic ones, and the challenging things they need to check are new words and how they decline in the language and the translation of new words in one language to relevant words in another. For this they need good access to online resources.

The view of many participants therefore was that the material on display in the reading rooms did not relate to their needs. There was, however, a consistent desire for some form of ‘study facility’ to remain physically in the Libraries so that users have an opportunity to interact with the specialist expertise across the Library team.

When focusing on their own ‘user needs’ Focus Group participants focused much more on how the Central Library could become a truly central information resource than they did on critiquing the problems. Participants noted that there is value in the Library developing and maintaining a comprehensive catalogue in ECLAS which should include ‘grey’ information and open-source information across DGs and Commission organisations.

Participants wanted the Library Web site to link them to the most online information possible, not only through what is in ECLAS, but also well-structured links to information resources world-wide, and to training opportunities of relevance to users, whether they are provided by the Central Library, or by others.

Focus groups were therefore supportive of a strong Central Library that delivers coherent and comprehensive access to Commission information, publications and documents, and which provides external information (journals, periodicals, electronic information and data)
to the desktops of Commission staff. The Central Library should be a point of knowledge and research resources for the users.

Many Commission employees at the focus groups argued that the Library should give priority to internal Commission users so that they can be sure of finding everything produced by the Commission. Links with the archives and the Publications Office should be developed.

There was strong support for the ongoing collaboration between the Library and the Publications Office to digitise publications from 1952-2002 (OP is scanning all its publications since 1952 and is making them progressively available online), and not just to have electronic access to bibliographic information and material post 1978, which was seen as an arbitrary date after which to start making information available digitally.

7.4 Interviews

We undertook two sets of interviews. The first set explored the landscape of information across the Commission by discussing developments and challenges with people involved in operating libraries and information resources in other DGs. The second set of interviews were in-person and in-depth discussions with a large number of the Central Library team. The objective of these discussions was to understand their work, hear their views on challenges and development opportunities, and to build a picture of their competences and then to understand the strategic opportunities for the Central Library.

7.4.1 Interviews with other Commission Libraries and Information Resources

Telephone and personal interviews were undertaken with information specialists to obtain a comparative overview of developments that were being undertaken in other DGs and organisations. Importantly this provided insights into the information dissemination priorities of other DGs, their experiences of developing electronic resources within the Commission firewall, and their relationships with the Central Library.

Desk study activity aimed to provide an overview of developments being undertaken in library and information services beyond the Commission. The intention originally was to try and ‘benchmark’ the Central Library against other ‘comparable’ services, and during the planning stage of the evaluation there was an expectation that some government libraries could be suitable (for example the House of Commons Library in the UK, or the Dutch Government Library in the Hague), as could those in other international organisations (for example UNESCO, OECD, and the UN in Geneva).

However, as we reviewed the activities of the Central Library it became clear that any direct comparison with other government libraries would not be comparing ‘like with like’.
The IT contexts within which the other libraries operate is fundamentally different from those set by DIGIT within the European Commission, and this evaluation has no remit to instruct DIGIT to change its practice. While we can identify where problems exist we can primarily review the ways in which the Library is developing its electronic services in comparison with other DGs.

The administrative and procedural context within which the Library functions is very different from that in the other institutions. Again, we have no remit to instruct or even advise the Commission to change its procedures, so the focus needed to be more on how the Library addresses administrative practice and procedures in comparison with other DGs and organisations within the Commission.

Consequently we focused our resources on exploring the Commission landscape of libraries and information centres, looking also at operations such as the European Parliament Library. Some libraries are almost as old as the Central Library, for example those in the Legal Service, DG Competition, DG Agriculture, DG Economic and Financial Affairs, where there was early recognition of the need for specialised information.

For the telephone interviews the primary set of questions were those under which the responses are structured below.

Interviews were undertaken with information specialists from DGs Competition, INFSO, Employment, Research, Environment, Enterprise, Regio, and Development. An interview was also undertaken with the European Parliament Library. Where specific information relates to a DG it is identified, otherwise quotes and our summary comments from the interviews are provided generically.

7.4.1.1 Reasons for Library and Information Services

Interviewees were asked first to discuss the reasons for building their own DG library or information services. They identify a diversity of reasons to establish their information resources, functioning mainly according to their local priorities:

- DG Competition. The library is based in the Communication Unit (CPI - Communications Policy and Inter-institutional relations). It was renamed Research & Information Service (RIS) in 2007. The main activities are to provide a research service on industry, markets, companies and the purchase of information products to support this work. There is a small physical library with around 5,000 volumes, and a

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1 And the Central Library provides direct support to Commission libraries and information centres through mail boxes for which messages/requests are in constant use by these libraries - not only for purely technical support
2 We requested, but were not able, to secure an interview with the Publications Office.
reading room with 7-10 visitors a day, and they also receive between 5-10 email requests each day. In a recent strategic review by the DG the role of the library was considered, but there exists no development plan for the library or annual action plan.

- DG INFSO does not have a formal library, but it has diverse Web presence. The Europa portal is configured to give freedom to each DG to organise its own affairs within a common design and presentation style. The Webmaster for DGINFSO supports people at unit level who each look after their own affairs in terms of pages, links to documents etc, by providing support for technical issues, general guidance on operations, and editorial input. Each unit has its own editor and publisher who looks after a set of Project Officers and staff related to a topic zone. For example in the policy area of eCommunication\(^1\) there is an editor and publisher responsible for content in a ‘Document Library\(^2\).

- DG Employment. The Information Centre has existed for more than 10 years, before that it had been closed down, but was reopened and is based in the Communication Unit of the DG. It has a collection of books and periodicals that also is open to external users. The Information Centre updates the DG EMPL online publications catalogue and supports the organisation of conferences and events.

- DG Research. The Information Centre/Library in located in the main DG Research building, and has been established for 30 years and its role is very specific to the work of DG Research. It was established originally for the scientists who used to work in DG Research. They have books and subscriptions. Some specific units within the DG have their own archive of books and documents.

- DG Enterprise. The DGENTR library was set up when the Commission was established. There are 10,000 books, and acquisitions policy is around the specific areas of the DG, so there are books covering specialised topics. There are a large number of newspapers which are read on a daily basis by staff from DG Enterprise but also by some staff from DG Budget and DG TREN who are located in the same building.

- DG Development. DG Development has a library since the Commission was set up in 1958.

- The DG Regio Library was set up in the 1970's to provide specialized subject information and support for the DG.

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7.4.1.2 **Main users of information services**

Interviewees were asked to identify the main users of information, and if they have a physical Library is access provided to external users. The responses show that while their dominant users are from their own DGs there is some use by staff from other DGs, and variable access is provided to external users:

- **DG Employment.** 60% of requests for information and documentation come from external users.
- **DG Research.** The main users are scientific officers who make up a third of those working in the DG. External users are admitted, but they mainly come to look at the publications and use the library as an information point.
- **DG Environment.** The Library is primarily used by the desk officers who require specialist support and information, but it is also open to external users by appointment.
- **DG Enterprise.** The use of the physical book collection is declining as electronic access increases, and the most popular requests include macro-economics, industry, innovation and climate change. Employees from other DGs often use the services because there is information relevant to a wide range of DGs. External visitors are admitted on request, but the primary focus is on the needs of users within the DG.
- **DG Development.** The main users are DG Development staff. External visitors used to come to the Library quite regularly, but their reliance is now mainly on the Internet resources. The library follows the same rules for lending as the Central Library. The Central Library is their ‘mother library’ and their budget for books, reviews and newspapers comes from the Central Library.
- **DG Regio.** 80% of their enquiries are internal, and 20% external. External visitors are mainly students and researchers, and they are only able to consult books within the Library. However, they do provide inter-library loans to university libraries or local libraries.

7.4.1.3 **Information challenges and priorities**

Interviewees were asked to identify their information challenges and priorities. A common concern was a need to simplify the licensing conditions for access to electronic resources, but they also noted that the independence of the DGs in setting their own information policies makes cooperation very challenging. Within their own DGs the libraries were sometimes challenged to show how they were delivering value and why they should retain their space and resources. This was less of a problem for those libraries which are benefitting from a budget provided by the Central Library.
The interviewees consistently identified a priority to accelerate the development of electronic library services. However, there was a variable level of practice in notifying the Central Library about the ‘grey literature’ produced within their DGs – indeed even the local libraries find out about grey literature through internal databases and by searching for information about what is being produced.

While the Central Library has formal written procedures for the acquisition and archiving of information resources, the practice across other Commission libraries is variable. Interviewees reported inconsistent approaches. For example one DG focuses more on ensuring that the current important material is available, rather than past material:

“Organisation of content is fluid over time, and this leads to problems of storage and access. The Web site is partly an archive that conserves documents, and also is a communications channel whose priority is to display documents that have ‘current relevance’ in the context of actions within the DG”.

In some DGs there is not a formal archiving policy. Selected documents are sent to the Central Library, there may be an intention to document the grey literature of the DG within ECLAS, but coverage is variable. In some the archives have been limited in scope due to a lack of storage space, and in others some material is archived if it is relevant to the DG. Other material is sent to the Central Library, or to another Library.

These responses confirm again that the lack of a formal Commission information resource policy does not allow the Central Library to enforce formal librarianship practices across the other Commission libraries. A key process by which the Central Library encourages and supports the other libraries is the RéseauBib network of Commission libraries, and interviewees were asked for their views on its effectiveness. For some RéseauBib was important and useful, being a key forum for information exchange – although the low frequency of meetings was mentioned as restricting the opportunities for interaction with other information specialists. Whatever the level of participation, interviewees valued highly the inputs from the Central Library team, although the fixed budget of the Central Library for acquisitions means that it can only selectively address the specific information needs of DGs and other Commission bodies.

Interviewees were asked to discuss technical and resource challenges that they were experiencing when building online access to information resources, for example the implications of DG IT policies. Some noted that there were technical problems with the implementation of ALEPH when they (the DG Library) acquire new computers – their local IT support is not familiar with ALEPH, so disruption is experienced each time computers change. Also, some of the DG libraries want to ensure that they can harmonise access to RSS and email alerts - not only does ECLAS allow users to subscribe to RSS feeds and alerts, but there are possibilities to have RSS feeds and alerts from other DGs.
Interviewees noted that to avoid duplication of efforts, and to avoid overloading users, there is a need to harmonise the electronic services throughout the Commission libraries. Interviewees generally argued that the Central Library is not well placed in a non-service DG, its visibility is generally uneven across DGs, and there are opportunities to build distinctive service points through structured liaison relationships with DGs. A range of important synergies with the Central Library was identified, ranging from more consistent provision of information to ECLAS about DG information products, greater use of the Framework Contracts facility for purchases and subscriptions, and a consistent use of URLs across the Commission when storing documents.

7.4.1.4 The role of the Central Library

The interviews across the Commission ‘world of information’ highlight first the unevenness of the information landscape, and second the pivotal role played by the Central Library in charting a way through the uneven landscape. The libraries and information centres across DGs are very much established as ‘service’ centres, and not as formal repositories, and they are subject to organisational change or even closure. A key advantage of having a DG-based resource is the flexibility with which it can respond to the specific thematic needs of the specialists within the DG, but an associated disadvantage is that many of the resources acquired are not ‘known’ outside the DG because they are not catalogued within ECLAS.

With a very few exceptions the respondents valued highly the professional advice and support provided by the Central Library. They valued the organisational and resource support provided by the Library, whether it be via ALEPH, the Framework Purchasing Contracts, or actually through financial resources from the Central Library which underpin the ‘local’ resources. The RéseauBib network was widely cited as a major means of developing collaboration, and information specialists across the Commission rely heavily on the professional and directed support that they receive from the Central Library.

The interviews with the DG specialists, taken with the outcomes of the online survey and the focus groups, start to ‘paint a picture’ of the Central Library being the strategic ‘glue’ that binds together the uneven and disparate information resource activities across the Commission. The challenge then is to strengthen, not to dilute, the ‘glue’, and this very much involves the human capital that is the Library team.

1 For example the DG Development library has contracted a French company to undertake the cataloguing of 15,000 books from the old collection (before 1995). Every book will be available for the internal and external readers in ECLAS. We note also that the Central Library is providing considerable support for this project, primarily through the provision of professionally-qualified staff to help the non-qualified staff in the DG Library.
7.4.1.5 The European Parliament Library

It is to the experiences and views of the team that we turn in the next section. Before that material is presented we consider the outcomes of an interview within the European Parliament Library (EPL), not because it is a direct comparator Library, but because it has – within the structures of the EU - undergone organisational change in recent years to strengthen significantly its electronic services, while still maintaining ‘place-based’ services for its clearly defined user community. EPL aims to be “the information source of choice for the Parliament”. It is closed to external users, and the Web site, the online catalogue and electronic resources are visible and usable only to its internal registered users. It has both a rich set of online services as well as extensively equipped reading rooms within the European Parliament building complex.

Its users (in particular the researchers of the MEPs) are therefore ‘on-site’ a lot of the time and can easily use the reading rooms. The EPL benefits from a defined user community of 700 MPs, 1,400 assistants, 300 policy people – a potential customer base of nearly 3,000, whereas that of the Central Library is potentially all 35,000 Commission employees. 50% of EPL enquiries are made in person. The comparator libraries for the EPL are not those within the Commission, but are other parliamentary libraries, particularly that of Canada.

There is a dedicated front desk team, and they use a bespoke enquiry management system (EMS) which was built in 2005. Feedback forms are used, and every EMS enquiry asks customers to rate the service, and to provide comments. Telephone surveys are used to ensure that contact is maintained not just with the users, but with the decision makers, many of whom did not know their assistants were using the EPL, as well as a yearly user survey (most recent was 190 interviews of which half were MEPs). They have developed a briefing service, 3-4 pages on a topic selected by an MEP, and they hire policy-related experts part-time to be authors. There is a rapid production process, usually within 10 days of the topic being identified.

There is a considerable emphasis on IT and IT developers, and they address the challenge of developing quality electronic user services within the constraints of IT policy and procedures. A knowledge management project\(^1\) was undertaken in 2004, involving a study of how people across the Parliament work with information and use it – the work was undertaken by Robert Gordon University in the UK.

Professional management approaches are used to plan and undertake developments, and EPL uses formal project management methodologies, following the EFQM\(^2\) quality programme, and EPL has been granted formal recognition by EFQM.

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\(^1\) “Parliamentary Documentation Centre - customer knowledge study”.

The EPL has undertaken significant organisation change over recent years. Whereas in the past there were professional differences between librarians and information documentalists, the prevailing management view is that ‘we are all information specialists’. Consequently, the staff structure of the Library does not reflect job title, but focuses on service and function, with two primary units, one addressing policy services through four subject teams, and the second unit focusing on client services:

Both the EPL and OP have managed to obtain approval for AD status for professional librarians, and this has helped them to recruit qualified information specialists who can build the new services. Staff were refocused through the subject teams onto pro-active links with the activities of Committees so that service development matched user needs, and client-focused training was developed. The current staff structure for EPL is:

Figure 7.6: EPL Staff Structure
The Central Library staff structure, as reported by the Central Library, is:

**Figure 7.7: Central Library Staff Structure Current and 1987-2009**

And this shows that the numbers of information professionals is largely unchanged since 1993, whereas there has been an increase in administrative staff. The Central Library has experienced a decline in the number of librarians/assistant librarians between 1999 and 2004. This trend has been corrected since 2004. The increase in the number of staff
dealing with acquisitions and subscription has not been compensated by a reduction of librarians/assistant librarians, but of staff in administration/stores. These are issues which the Library team discussed in the following section.

The comparison with the EP Library is provided here not to argue that there is a comparable organisational mission, or position. The EP Library addresses the specific needs of a specific user community (about one-tenth the size of the potential user community of the Central Library). However, it does show how over recent years it has positioned resources to build electronic expertise and services.

7.4.2 Interviews with the Library Staff

The outcomes of the focus groups and interviews that have been presented in the preceding sections provide insights into what users experience, perceive, and prioritise in the context of the Central Library services and activities. To understand the challenges in building the services and undertaking the activities an intensive series of interviews was undertaken with the Library staff.

The interviews among the staff covered the range of staff grades at both the Brussels and Luxembourg sites. The interviews in Brussels took place on 6-8 July 2009, and in Luxembourg on 13 July 2009. Interviews took place in both English and French, and in total 23 staff at Brussels were interviewed (one by phone and email), and five at Luxembourg.

The objectives of the interviews were to learn in depth about the work undertaken by the Library team, to hear their personal experiences of working in the Library and their visions of the opportunities and the challenges facing the Library, to learn about the balance of tasks and resources between Brussels and Luxembourg, to experience the physical locations of both Library sites, and to understand the balance of skills in the context of the changing emphasis away from traditional lending library services towards online services.

We confirmed to the staff that their views would be recorded confidentially, and that the material would not be attributed to names. However, it is difficult to anonymise the views of the two people who form the management team, and we met them together to hear their views. Those whom we interviewed were open and constructive, for which we are grateful, and throughout the interviews it was clear that there is a strong ‘esprit de corps’ in the Library team.

Operationally the Unit in Brussels meets as a group each Thursday, with the focus being reported on daily management issues, although there have been recent discussions about strategy, and a summary document was produced - this is discussed below. There is a weekly technical committee (IT issues, library management system, online catalogue,
periodicals, acquisitions, communications) which covers all aspects of IT. There is a monthly meeting of librarians and assistant librarians to discuss procedures and plan and undertake workshops. There also are meetings between staff in Luxembourg and Brussels, as well as meetings across functional areas in the Library.

7.4.2.1 Positioning the Library within the Commission

Staff focused consistently on three main areas.

First there was concern over the positioning of the Library within the Commission structures, noting in particular that the current position does not communicate well the objective of the Library to be a Commission-wide resource. There was frequent mention of the opportunity to re-position the Library within the forthcoming new 2009 Commission. Staff frequently mentioned a desire to be positioned within a Commission ‘structure’ that enables effective delivery of a horizontal service across the Commission.

Second, there was the awareness that without a formal Commission information resource policy the Library does not have a formal mandate through which other DGs and Units must communicate information about their information holdings. Staff observed that there was instability across DGs regarding information resources, with some libraries having been closed and little opportunity existing to review their collections before they were dispersed.

Third, there was a desire to build a clearer strategic focus for the Library. Strategic issues were discussed in the Unit during June and July 2009, resulting in a short report dated 2 July “Développement futur des services de la Bibliothèque centrale - Suggestions pour la nouvelle Commission”. The discussions underline the views communicated during our interviews, namely a desire for horizontal positioning within the Commission; more synergies and cooperation with other Commission information services such as OP, Europa, EUR-LEX, Historical Archives; opportunities for the staff to participate in European level initiatives related to digital library developments; the creation of a single catalogue for EC content\(^1\); a prioritisation of resources and infrastructure towards a stronger customer focus, coupled with greater visibility; and a more effective use of resources for procedural compliance.

7.4.2.2 Resources and skills

The Library team is enthusiastic about the opportunities to build a stronger portfolio of electronic services, but staff noted that the current provision of IT specialists within the Library team\(^2\) needed to be strengthened. While it is possible to appoint trained IT specialists to Library posts, the appointments are general IT specialists who then need

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\(^1\) And we interpret this to be either a single physical catalogue, or an effectively federated catalogue.

\(^2\) There currently are two IT specialists on the Library team, and until 2005 there was only one.
significant amounts of extra in-house training in library information systems and library IT. The broad consensus was to radically focus on skills that will underpin the rapid development of electronic resource development and delivery, and this would be better served not by appointing more general IT specialists, but appointing skilled library information scientists.

There was acknowledgement that the Library is strong in the existing core service of loans and document delivery, but that there are opportunities to be addressed in new technologies, in enhanced bibliographic databases, in developing and maintaining new skills to remain the leading force in librarianship across the Commission, to see support at the highest political level for initiatives that strengthen information coordination across EU institutions, and to be involved in new initiatives such as Europeana which involves national libraries, museums, audiovisual libraries, archives etc. in the Member States.

The majority of the professional staff we interviewed in Brussels felt that the resources invested in supporting the Reading Rooms were not justified by their usage. The opening hours, even though restricted, consume a lot of staff time at Brussels, although at Luxembourg the immediate proximity of the staff offices is helpful.

There was a clear desire to see the Library having more staff resource to focus on service development. Following the requirements of the Internal Audit there were perceptions that there may be a focus on procedures and compliance, with the risk of a shift of staff away from information resources into finance and administration.

We were told frequently about the problem of recruiting professional librarians to posts in the Commission. The reason given was that Commission competitions do not allow librarians to be appointed directly to AD-grade posts. While nothing prevents a trained librarian from working in the Central Library as an AD provided he/she has passed an AD competition, the number of AD posts in the Library is limited to three including the Head of Unit and the Deputy Head of Unit.

While the Commission provides a range of IT courses to staff in general areas of IT and IT skills, specific practical courses that would be of value to Librarians and information specialists are not readily available, for example UNIX PERL SQL tailored to suit librarians who have to work with these tools on the server side of the library management system. The recently appointed IT Business Analysts have attended ad hoc training courses on ALEPH given by the system provider and are also being trained in-house.

7.4.2.3 Views of the Library Management
The two staff members who comprise the management team highlighted the impact of rules and procedures on IT, finance, and procurement: It is clear that the work involved in
addressing the demands of the Internal Audit of 2007 (and we note the Audit demands earlier in this report) has been what they termed “a continuous struggle”, pushing the focus towards ex ante and ex post control, with financial performance metrics being more important than user performance metrics. They argued that the Library is a corporate service of the European Commission and as such its central role should be strengthened.

The overall staff structure is decided both at corporate and at DG level, with limited flexibility for the Library management. The Library was given three posts with recent enlargement to cope with new languages, but they are currently affected by the freeze on new posts, and a reduction of existing posts, in the Commission, so can only change the staff structure through retirement or replacement. Career development and appraisal conforms to Commission procedures and practice.

The picture painted by management is therefore one of significant challenge to both manage the library effectively, and also to build a strategic focus. And with overall physical, IT infrastructure, and staff budgets being beyond their remit, their sole financial remit is the €2.7m budget for the acquisitions of books and periodicals. Within that budget they experience journal inflation costs of 8-15% a year, and they have reduced spending on bookbinding to re-direct resources into subscriptions. They are concentrating on ‘titles with a wider impact’ that are related to user needs, within the context of the formal acquisitions policy (the ‘Lignes Directrices’ developed in 2003).

7.4.2.4 Procedures

Both the library staff, and the management, observed that the financial and administrative procedures of the Commission consume considerable amounts of staff resources and time.

Such an observation could possibly be made by most people working within government institutions across Europe, and administrative procedures are inevitably a consequence of need such as transparency, to provide assurance of effectiveness, efficiency and compliance, and to safeguard assets and information. As Evaluators we are not in a position to make recommendations that Commission procedures should change, but it is in our remit to make observations about how the Library can best conform to procedures while also delivering a quality service to users.

The Library acquisitions team expressed frustration when they must ask for and receive confirmation of prices before ordering a publication while this process ensures transparency in spending it can take too long.

In the absence of financial information beyond the average staff costs it was not possible for us to make calculations about the precise cost of acquiring a book, but one focus
group participant from DG Translation indicated to us that buying a book costs on average €66 but the administrative overhead averages €700. Another participant from DG Research cited the average cost of a pay-per-view article as being €8, with an administrative overhead cost of €100. We simply do not have evidence to either confirm or refute such figures, but we can observe that the administrative overhead costs are experienced across DGs, so dealing with them and getting on with the institutional mission is a common challenge.

7.4.2.5 Services, IT, Acquisitions and Cataloguing

The role and functionality of ALEPH was discussed. Integrated Library Management Systems are by their nature complex systems, and some people complained about the struggles to manage the Thesaurus, but ALEPH ILMS is not a Thesaurus manager. Others are concerned about the burden of managing broken external links, but ALEPH is not a link resolver. Some others are not happy with the OPAC interface, but ALEPH is not a discovery platform. However, ALEPH can be used and adapted to support work in all these areas.

It was acknowledged that ECLAS has patchy coverage of the ‘memory of the Commission’. The problem is not technical, because ECLAS can store all the necessary records. The staff see the problem as being political, because there is no clear information policy across the Commission. The problem does not lie with the books acquired by EC libraries, which remain well organised and end up in ECLAS, or the materials that are published by OP, which end up in the EU Bookshop. However, if any piece of information gets produced or acquired outside these more traditional channels, it is remarkably difficult to ‘know’ that the product exists.

When ECLAS has been discussed in external forums there was significant demand expressed for knowledge about the ‘grey literature’ - studies, reports, surveys, working papers etc, or reports commissioned from consultants, etc. So, in the end, because goodwill and effort is present across the Commission landscape people try to make up for the problems by unevenly contributing to the Central Library catalogue, but they also develop small local bibliographic databases which are not shared beyond the DGs.

There also was discussion about problems exploiting Z39.50/SRU/SRW (Search and Retrieve via URL/Web)¹ methods for linking library catalogue and information systems. SRU is a way of providing Z39.50 via the HTTP communications protocol, and so ECLAS could be made more widely available. A problem is that Z39.50 is not currently enabled on ALEPH (but can easily be), so links to other libraries cannot be created and maintained easily. ALEPH can support Z39.50, SRU and email between libraries but that facility is locked out for security reasons by DIGIT security considerations. Staff therefore have to

¹ [http://www.loc.gov/z3950/agency/](http://www.loc.gov/z3950/agency/)
cut and paste catalogue data from other sources rather than importing the entire record as modern libraries do.

The lack of Z39.50 capability is also an overhead cost for ILL searches which involve checking sources such as those within the Commission, SUBITO, IMPALA, SUDOC, or the Library of the Court of Justice. To correct the problem requires the purchase of a DMZ server.

However, there also seem to be issues relating to equipment replacement and networking support to the Library. SRU access has been created for the Joint Research Centre at ISPRA, which is part of a Commission DG and could be created for other departments. If the library database existed outside the firewall, access could be facilitated from and to other libraries and resources. There are additional challenges in creating comprehensive catalogue information, because executive agencies are not allowed to use Aleph for their libraries.

With these technical challenges in mind there was a clear view of those working with ECLAS and ALEPH that they wanted to find constructive and feasible solutions in partnership with DIGIT. Also, there was a realisation that there are future opportunities to further improve the provision of electronic resources through the tendering process. While the current contract for the provision of e-journals successfully reduced the management overheads, it did not provide a focus on providing actual, seamless access to electronic publications, meaning that some staff say they are mixing internal jobs (managing all the workload brought by subscriptions) with external services (providing access to e-journals).

They further noted that the acquisition of databases is not within the remit of the Central Library, yet for many other libraries in government and international organisations, databases form a normal part of the resource portfolio. DG COMM originally had responsibility for central purchasing of databases, but then took a decision to devolve purchase of specialist databases to individual DGs.

The Inter-Library loan team noted that automatic checks against ECLAS would be beneficial when users fill in an online request, along with semi-automatic checks against the holdings of other institutions. The implementation of ILL2 will solve the problem of automatic searching in ECLAS, but the Commission IT firewalls block implementation of the full functionality of ILL2 to allow a search across external ILL supplier databases and catalogues.

When we discussed the policy on acquisitions, staff generally noted that within the formal ‘Lignes directrices’ purchasing policy, the Central Library buys the books which are considered important and relevant to the mission of European integration. Given the need to build multi-lingual resources it is not really problematic that librarians use their professional skills and knowledge to prioritise acquisitions, by looking at relevant national
language Web sites, using personal and professional contacts, scanning reviews of new books. Proposals for acquisitions are then sent to the head of acquisitions for processing.

When we discussed the issues surrounding cataloguing, staff first noted that there is value in making ECLAS comprehensive, accurate and user-friendly. However, they were very aware of the inevitable trade-off that occurs between making information available to users, and having complete and comprehensive catalogue records. Staff also noted the complexity and challenge in maintaining a multi-lingual thesaurus, citing possible synergies with the Eurovoc thesaurus. No matter what the cataloguing standard is there is a persistent problem for cataloguers in that there is no way to know what is on Europa from different DG’s. Librarians have to simply search around and try to find what they can in the absence of a formal mechanism (supported by exchange mechanisms as discussed previously) where DGs should inform the Library about their holdings.

There were proposals to accept OCLC records for what they are, except for gross errors such as in the author field. Many staff argued that ECLAS should not aim for a gold standard, but should aim to deliver value rapidly to users. There also could be more selective indexing of periodical articles, avoiding those already available in other sources but while there are other indexing services staff did argue that most of these are mono-lingual, with an emphasis on English. In addition these other sources cannot be searched simultaneously with or from ECLAS. ECLAS is multi-lingual, and we do need to emphasise that particular value, and understand that there is an overhead involved in translation.

There are opportunities to avoid internal users having to log onto ECLAS when they access it – it was proposed that the EC Authentication Service should cross from one application to another, as against the current procedure where even if a user is logged in via the authentication service application the login details do not pass automatically to ECLAS. There have been ongoing discussions over recent years with DIGIT about the lack of provision for sign-in to non-Commission created databases. While there is a single sign-in for administrative purposes (time sheets, holidays, business trips, internal training courses etc.), there is not an Athens/Shibboleth¹ type of sign-in for external databases.

Overall, the staff in the Library noted its diverse role for users. It functions as a purchasing department for various DGs, some of it for their libraries. Often the Library purchases specialist material, such as pharmaceutical updates for DG SANCO, and this specialist role is provided to 10 other ‘real’ libraries around the Commission, to seven Cabinets (for urgent and rapid specialist requirements), and 45 other Commission Departments.

¹ http://www.athens.ac.uk/ “Provide your staff, students and researchers with easy, single sign-on access to the online resources, databases and journals your institution has subscribed to. •Use the OpenAthens SP component to ensure staff, students and researchers can use the same single sign-on to gain access to the internal web applications and services that your institution provides”.

110
Staff identified a desire to undertake marketing and to deliver training sessions in the DGs, not in the Library, as this would help to build wider user relationships. The Commission training course "Using library and electronic resources effectively", the courses for newcomers in DG EAC, and presentations of online resources, have been delivered outside the Library in recent years.

7.4.2.6 Summary
The interviews with the Library staff were important in helping this evaluation to understand the depth of expertise, the desire to develop innovative and user-focused services, and the desire to engage more fully with the user community. There was a comprehensive understanding of the many challenges concerning IT provision and policy, and the overhead costs when conforming to procedures and practice. However, there was no passive acceptance that the problems were insurmountable. Instead there was a constructive desire to overcome them efficiently and effectively. The Library team showed that they have the desire to take on development challenges. The challenges that this evaluation was asked to consider are now formed into recommendations based on the body of evidence presented thus far.
8.0 Key results by Evaluation Theme

8.1 Introduction

Section 4-7 presented the ‘evidence’ collected during this evaluation of the Central Library, and presented the analysis of the survey, focus groups and the interviews.

In this section we draw together the key points that have been identified in sections 4-7 and set them against the evaluation questions. In the tables where we link the key points to the evaluation questions we note again two key issues relating to finance and to strategy.

First, the lack of financial information beyond average staff costs means that there is not sufficient evidence on which to make detailed and robust recommendations about cost-effectiveness and resource allocation. For that reason we focus more on the potential benefits of using formal project management so that the human resources in particular can be allocated and their activities monitored against planned activities.

Second, we note that the evaluation questions often required us to focus on the extent to which the Library services and activities are helping “in achieving the Library objectives and targets for service development”. We have noted (section 5.5.1) that the Library has only a limited set of activity targets set within the DG EAC Management Plan, and that there is no current written strategy which defines service objectives and planned service outcomes.

That would be a significant problem if this evaluation had found that the Library was significantly underperforming, or that it did not have a key position within the Commission information landscape. What we found instead was a Central Library that is a major information resource, which is enthusiastic about undertaking innovative service developments, that is valued by users and delivers value to them. Later in this section we draw together the activities and services of the Library into a potential strategic framework.

8.2 The complex positioning of the Library

To just use the term ‘library users’ is too simple. The Central Library has conventional ‘users’ of its information resources (books, periodicals, information professionals etc.), and it also has ‘users’ of its Library infrastructure (ALEPH, ECLAS etc.). The Central Library is a provider of information resources, and it is also a service centre within a Commission information landscape which is strongly federated and where the Central Library can only
encourage ‘partnership’ not compliance across other Commission libraries and information centres.

The complex functional and institutional positioning of the Central Library involves two issues that influence its efficiency and effectiveness. First, there is the issue of where the Library is positioned within the Commission. Second, there is the issue of the extent to which the Library can enforce efficiency and effectiveness in information practice across the Commission – beyond the current activity of only being able to encourage voluntary practice. These are addressed within the context of evaluation question 33.

In addition to being challenged by an internal positioning challenge (where should the Library be located within the Commission structure to deliver its horizontal services?), the Library also is challenged by an external positioning challenge, that of how to balance an internal/external focus (Commission or External users?) with specialised or generic collections. For example, should the Library focus just on European integration information or deliver access to electronic journals of relevance to all specialist requirements across DGs etc.?

Paradoxically, the internal/external balance is likely to become more difficult as the Library continues to develop its electronic information services. When the Central Library was a ‘traditional’ resource of physical books and publication etc. the accessibility to internal and external users was just one of physical accessibility – providing that an external user could travel to the Library in Brussels or Luxembourg. If they could travel then they had access to the same books, journals, periodicals etc. as did Commission employees.

That situation has changed dramatically as the service focus has moved towards electronic resources. The central licenses procured for electronic journals mean that only European Commission employees and walk-in users can access the full content of the journals. The issue for internal users is therefore one of the extent to which they can access the journals beyond the Commission IT firewall. The issue for external users is simple – they are not covered by the licences, and they are therefore increasingly excluded from the developing Library collections, although they can consult electronic journals on site.

That is the same for any institutional library. For example, The UN Library in Geneva¹ will have resources that are restricted through licensing conditions to UN employees. However, what the UN Library portal does is to present a unified public front-shop of resources, and we have noted consistently that the European Commission does not have such a ‘front-shop’, and that is one of the reasons this evaluation was asked to consider the challenges in finding ways for ECLAS to become a more comprehensive resource.

¹ http://www.unog.ch/library
The positioning challenges are considered within the key findings, the analysis is presented in the following sections, and the evaluation recommendations are built out of the findings and the analysis.

8.2.1 Positioning the Library in the world of information

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<th>Questions</th>
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| 1. To what extent do the Library collections and services meet the needs of the users uniquely, or are the collections and service complementary with other official (EUBOOKSHOP, EUR-LEX etc.) or commercial (EurActiv, Europolitique, Agence Europe etc.) information providers, and to what extent are the unique and complementary collections and services relevant to user needs? | The Library ‘stores’ over 638,000 books and documentary resources relating to European integration. (4.3)  
All Commission staff (with the exception of short-term appointments such as stagiaires or auxiliary staff) are automatically registered to access ECLAS and Library services, and their address details updated, automatically using an interface with the staff management database. (5.1)  
The European Commission respondents provide the overwhelming majority of respondents to the online survey: 91% as against 9% comprising external respondents. (7.2.1)  
Users access information through a diversity of information resources, with Europa and ‘other resources’ being the most frequently used. (7.2.1)  
Over 60% of Commission respondents agreed, or strongly agreed that they are currently able to discover what services are available. (7.2.1)  
Between 60-70% of Commission respondents are satisfied or better about a range of library services and facilities, extending from electronic access to resources, the range of books, periodicals, and electronic services, to the ease of using ECLAS and the quality and completeness of links within ECLAS to electronic resources. (7.2.1)  
Nearly 90% of Commission respondents were satisfied or better about helpfulness of Central Library staff, and just under 85% were satisfied or better about the competence of Library staff. (7.2.1)  
Over 80% of the (small number of external respondents) are satisfied or better about the helpfulness and competence of Library staff. (7.2.1)  
External respondents were mostly satisfied (80% satisfied or better) with the range of books and periodicals. (7.2.1)  
Survey respondents need to find both specialist books and documents which provided essential background for their work (the ‘memory of the Commission’ role of the Library) as well as finding the most important specialist information relating to the current research and policy topics related to their work (the ‘information specialist role of the Library) (7.2.2.2)  
While Commission staff can borrow materials, external readers could only consult them on-site. In recent years, with the more extensive availability of material online, the difference in services to internal and external users has become substantial, although walk-in users can consult electronic journals on-site. (5.4)  
65% of external respondents, and 60% of Commission respondents noted it was important or very important to have study facilities at the Library. (7.2.1)  
There was a consistent desire in focus groups for some form of ‘study facility’ to remain physically in the Libraries so that users have an opportunity to interact with... |
### Questions | Key Findings and Analysis
---|---
1. To what extent do the specialist expertise across the Library team. (7.3) | Over 70% of Commission respondents rate as important (or greater) the professional advice and support provided by the Library enquiry service via email and phone. (7.2.1)
While some respondents noted that they do rely on the information resources provided within their DG, there is often no assured service consistency within their DG – the Central Library is acknowledged as being the central and consistent information resource. (7.2.2.3)
Library staff observed that there was instability across DGs regarding information resources, with some libraries having been closed and little opportunity existing to review their collections before they were dispersed. (7.4.2.1)
Respondents were positive about the responsiveness of Library staff, about the delivery of scanned material via email (although there were some comments that the quality of scanning could be improved), about the pro-active ECLAS alerts (especially the direct links to material), about the responsiveness of the Inter-Library Loans team. (7.2.2.5)
Library staff are eager to be involved in new initiatives such as Europeana which involves national libraries, museums, audiovisual libraries, archives etc. in the Member States. (7.4.2.2)
2. To what extent do the unique/complementary Library collections and services help in achieving the Library objectives and targets for service development, in particular satisfying the needs of users to comprehensively and easily access information sought? | The only specific objectives and targets for service development are the limited set in the DG EAC Management Plan. (5.5.1)
Possible targets for service development are addressed in the section of this report which builds a possible strategic framework.
3. To what extent can human, organisational and financial resources be allocated so that the Library collections and services are delivered at a reasonable cost, and to the satisfaction of users? | The Commission has formal rules on hours of working, flexitime (achieving a work-life balance), and weekend working. While these would allow the Library to consider prioritising resources in order to make available the physical facilities at weekends, there would need to be a careful cost benefit assessment, and there would be additional decisions needed beyond the Library to provide services such as security cover, heating and lighting within the buildings. (4.5)
4. To what extent do the services of the Library meet the needs of users, in the context of matching the supply of information and services to professional needs of the users, such as accessibility, completeness and | Over 70% for Commission respondents noted success or better when borrowing resources, and using ECLAS, and over 65% of respondents noted success or better when requesting resources. (7.2.1)
Internal users benefit from a document delivery service ‘to the desk’ of users. Users can make requests via the ECLAS catalogue, or email/phone, and the material is sent through the internal mail system of the Commission. (5.1)
In Brussels the material from the on-site stacks is normally available to readers in the reading rooms in less than one hour, but less frequently if the material is stored at Kortenberg. (4.3)
Barely 5% of Commission respondents use the Brussels reading rooms at least
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<th>Questions</th>
<th>Key Findings and Analysis</th>
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<td>timeliness of information?</td>
<td>once a month, and only 3% use Luxembourg facilities. (7.2.1) 50% of Commission users were satisfied or better with the opening hours (7.2.1) Focus group participants noted that many of the resources in the Reading Rooms were not useful. The availability of outdated encyclopaedias on the bookshelves was one example, since so much is now available online. The provision of dictionaries in paper form was also questioned. (7.3) The external participants in focus groups in particular stressed that the service available to them was restricted, notably that they are unable to borrow books, unable to access journals unless they do it on-site, have low levels of electronic access to materials, and limited Reading Room access. This is further evidence of the ‘positioning challenge’ for the Central Library. (7.3) The closure of Reading Rooms in August was regarded as a problem for external users because many external researchers use the summer for active research. This may deter external users from engaging with the Library services, and combined with the partial closure of the Brussels reading rooms on Fridays it can make it difficult for people to use them. However, balanced against that observation are previous observations that the demand for reading rooms is declining, online resources are increasingly available, and physical reading rooms favour those external users who can travel easily to Brussels and Luxembourg. Online services are provided in full even when the Library’s rooms are closed. (7.3) The external user group generally does not want physical access to Reading Rooms, but wants electronic resources on their desktops. However, there are copyright and licensing conditions imposed by information owners that make this difficult to achieve. (7.2.1) The Library is being challenged by the vast production of information by the European Commission itself. The Commission activities, for example through the Framework Research Programmes and contracted research and evaluations, generate a significant volume of public deliverables which form an important ‘grey literature’ which is as much part of the ‘institutional memory’ of the Commission as are formal publications made available through the Publications Office (OP). (4.7)</td>
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5. To what extent does the development of quality services of the Library allow it to meet the targeted user needs fully and simply? And, what technical developments are needed to meet the targeted user needs? The only specific objectives and targets for service development are the limited set in the DG EAC Management Plan. (5.5.1) Possible targets for service development are addressed in the section of this report which builds a possible strategic framework. |

6. To what extent are human, organizational and financial resources being deployed so that the objectives are achieved at a reasonable cost? In the absence of financial information beyond average staff costs it was not possible to specifically address this question. |

The physical collections of the Library, with their focus on European integration, and with the mission of being the ‘institutional memory’ of the Commission, are substantial, although it is clear that the Central Library is one among many sources of information used. The resources are automatically available to all Commission staff, and most of those responding to the online survey were Commission staff.
Satisfaction levels with the range and quality of services and facilities are generally sound (60%), but the greatest levels of satisfaction are with the helpfulness and the competence of the Library staff (85-90%). It is clear that the user-focus of the Library staff is important in overcoming many of the problems for users when acquiring quality information resources. The user-focus ranges from bespoke information searching, scanning and emailing material rapidly, to obtaining books on demand. Commission respondents value services such as phone and email advice and support, and there is the potential for an online FAQ for users which may help to reduce the level of direct enquiries to the Library. For its users the Central Library represents the key element of stability in an uneven environment of libraries and information resources in other DGs – some of which have no guaranteed stability of service or existence.

The user-focus of the Central Library also extends to the important activities of building capacity and quality of service across other libraries and information centres in the Commission. By doing this the Library aims to build a stronger network of information specialists across the Commission. It is important to note that such an activity may actually allow ‘users’ to avoid using the Central Library itself. For example, the needs of a user in DG Enterprise may be satisfied through the DG Library. That DG Library receives resources, infrastructure and support from the Central Library. It could be, therefore, that the user is a satisfied user of the extended ‘Central Library Network’, although the user may not know of the essential role of the Central Library.

The previous section noted the increasing paradox regarding facilities available for external users: as the Library develops access to licensed electronic resources the licensing restrictions mean that external users often cannot access the resources unless they do it on-site. This may start to explain the different satisfaction levels regarding access to resources. Of the Commission users responding to the online survey only 5% of them use the physical reading rooms in Brussels at least monthly, and only 3% use the Luxembourg facilities.

Taken with the higher levels of general satisfaction with the services and skills of the Library this would indicate that the ‘delivery to desktop’ service is the priority service, although only 50% of Commission users were satisfied or better with the ‘opening hours’. Since they emphasise the remote service strengths of the Library it may be that we need to interpret in the future ‘opening hours’ more as ‘accessibility to Library services and expertise’.

This then links to the difficulties in addressing ‘service targets’ in the evaluation questions, because there are not defined user satisfaction targets set for the Library in the DG EAC Management Plan. We address the issue of service targets in the later section on strategy. We also address service targets and service monitoring in the proposal that the Library uses both formal project management and customer relationship methodologies –
this can enable activities and resources to be planned, monitored, and the effectiveness of services can be measured.

**External users** can still only access the Library physical resources by attending the **reading rooms**. For external users the closure of the reading rooms in August is problematical, because that is when a lot of academic research is undertaken.

The responses from both internal and external users do not strongly support radically extended reading room hours. Indeed, for internal users it is the access to specialist expertise that is important, and for those external users who can visit the reading rooms the preference is more for specialist study facilities with good access to the professional expertise of the Library staff. Consequently, the cost effectiveness in maintaining the existing reading room facilities may be declining.

However, when we then turn to the resourcing implications it is difficult to make a recommendation, because a resource recommendation would advise ‘re-allocate financial and human resources from the reading rooms to another service or activity’. In this case that is not possible, because the Library management do not have control over the buildings, IT, or facilities budget, although as we will note in the context of project management there is the ability to allocate staff resources to tasks efficiently so that strategic goals are effectively addressed.

The considerable physical collection within the stores is regarded as a unique repository of material, and the responses (noted later) from the online survey indicate a widespread desire to ‘liberate’ these resources by digitising both the historical catalogue records and also providing as much as possible of the content digitally. That would also enhance the contribution to the ‘European Project’.

The physical collections are both **unique** in that the 638,000 physical items are regarded as the ‘memory’ of the Commission, but they also are complementary with many others across the Commission and beyond. The Library is in the unique position to contribute to, and even coordinate, the creation of a wider ‘virtual collection’ of resources related to European integration both through the enrichment of its Union Catalogue ECLAS (and here we refer to ECLAS ‘knowing’ completely about what information products the Commission has produced, and is producing), and also in the ability for ECLAS to be a critical component in a wider federation of Union Catalogues. These are issues covered in the next set of evaluation questions.
### 8.2.2 The Library offers in terms of collections

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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| 7. To what extent are the Library's collections tailored to the needs of users, and are accessible via its catalogue in terms of scientific coverage, direct access to full text online? Are certain types of Commission documents accessible which are less accessible elsewhere (such as studies and reports, for example), through complementary links with the ECLAS catalogue, or to other sources such as EUBOOKSHOP, or catalogues of other libraries in European institutions? | Nearly 40% of the Commission respondents use ECLAS at least monthly. (7.2.1)  
Over 70% of external respondents were satisfied with the coverage, and the ease of access, of ECLAS. (7.2.1)  
The Library team acknowledged that ECLAS has patchy coverage of the 'memory of the Commission'. The problem is not technical, because ECLAS can store all the necessary records. The team sees the problem as being structural, because there is an uneven information policy across the Commission. (7.4.2.4)  
Because good-will and effort is present across the Commission landscape libraries and information centres attempt to maximise the coverage of Commission information products in ECLAS by unevenly contributing to the catalogue, but they also develop small local bibliographic databases which are not shared beyond the DGs. (7.4.2.4)  
In some DGs there is not a formal archiving policy. Selected documents are sent to the Central Library, there may be an intention to document the grey literature of the DG within ECLAS, but coverage is variable. In some the archives have been limited in scope due to a lack of storage space, and in others some material is archived if it is relevant to the DG and other material is sent to the Central Library, or to another Library. (7.4.1)  
Focus group participants acknowledged that ECLAS may be the 'least uneven source' of information about Commission information products, but this unevenness is a limitation on its utility – it is more like a 'Swiss Cheese' with as many holes as there is cheese because the Central Library cannot mandate others in the Commission to provide bibliographic information. (7.3)  
The Commission does not currently have harmonised and structured access to its own documentary resources. The Central Library, through ECLAS, provides a structured search facility, but the records returned can only be those that are stored in ECLAS, and there is no mandate that ECLAS is provided with information about all documentary resources. (5.1)  
There were requests for ECLAS to have more complete coverage of Commission information resources, including all EU Bookshop resources. Making the ECLAS search interface more friendly and flexible (for example typing in keywords, titles, Commission reference numbers etc.), and exporting ECLAS search results via Z39.50 was noted. (7.2.2.4)  
ECLAS currently does not hold electronic records of pre-1978 holdings of the Library (the physical catalogue cards are stored in the Brussels stacks), nor records relating to the 'grey' literature produced across the Commission (for example contract and Project deliverables and reports, and publications that are not issued via the Publications Office). (5.1)  
Library staff noted the complexity and challenge in maintaining a multi-lingual thesaurus within ECLAS, citing possible synergies with the Eurovoc thesaurus. (7.4.2.4) |
A simple catalogue search facility can be ineffective where vast resources are not well indexed. However, it is important that indexing in a catalogue does not become too complex for user needs, for example where the quality of the indexing takes precedence over storing content. (6.1)

Information centres across the Commission may, or may not retain, a structured archive of old documents. Users often search online resources using their own keywords, rather than using a structured set of keywords that are applied across formal catalogue records. (5.2)

Focus group participants noted difficulties when searching because of the rigid nature of the keywords. Yet again this highlights the cataloguing challenge – how to balance the need for cataloguing standards and consistency, while at the same time meeting the huge diversity of terms and words that are used by the vast range of thematic areas across the Commission. (7.3)

Over 60% of Commission respondents rate as important (or greater) making ECLAS available through other search engines – the federated catalogue approach. (7.2.1)

Focus groups were supportive of a strong Central Library that delivers coherent and comprehensive access to Commission information, publications and documents, and which provides external information (journals, periodicals, electronic information and data) to the desktops of Commission staff. The Central Library should be a focal point of knowledge and research resources for the users. (7.3)

Focus group participants generally view ECLAS as a vital resource that could become a first-class comprehensive resource, but which currently faces some challenges. (7.3)

8. To what extent does the “enrichment and openness” of the collections communicated by the catalogue of the Central Library achieve the objectives and targets of service development of the Library, including the needs of users to access information as fully and as simply as possible? Under what conditions can “enrichment and open collections” be achieved effectively? The only specific objectives and targets for service development are the limited set in the DG EAC Management Plan. (5.5.1) Possible targets for service development are addressed in the section of this report which builds a possible strategic framework.

9. To what extent can human, organizational and financial resources that provide “enrichment and openness of collections” be prioritised so that the outcomes and impacts are achieved at a reasonable cost? In the absence of financial information beyond average staff costs it was not possible to specifically address this question.

The overall responses indicate that ECLAS is widely used, generally highly regarded, and it has significant potential to become the authoritative source of bibliographic information relating both to European integration, and to the information resources being produced by the Commission.

ECLAS exists within a diverse landscape of bibliographic searching undertaken by users, and users and Library staff identified a set of specific challenges for ECLAS:
- ECLAS has uneven coverage of Commission information resources, but users acknowledge that the Library does not have a remit that requires information producers to provide bibliographic information;
- ECLAS provides multi-lingual searching facilities, and there is potential to enrich the thesaurus facility with links to Eurovoc;
- There is the potential to improve the interface of ECLAS to provide both standard keyword searching and more advanced searching tools;
- There is the potential to export search results via Z39.50 – but there are technical challenges to be overcome to allow export;
- ECLAS currently does not hold pre-1978 bibliographic information, but the digitisation programme of OP, and the availability of bibliographic information within ECLAS, will increase the electronic availability of pre-1978 resources;
- There is value in developing a federated search facility\(^1\) where ECLAS can be accessed through other search facilities – but there are technical challenges that need to be overcome.

Union catalogues are generally of what we could term ‘intermediate quality’, mainly because it is remarkably difficult to create a set of search terms that address the specific needs of diverse communities of users. The highest quality of searching is when a specialist provides advice and assistance, as indeed the Library staff will do for users. Union catalogues also are medium speed, because search engines such as Google are fast, but the searches do not necessarily return quality or consistency.

The following positioning scheme shows that ECLAS, like many Union catalogues, is challenged by fast and easy search strategies (Google, DG documentation centres and libraries which provide very different levels of bibliographic quality) and the more scientific search strategies which overcome general keywords and searching facilities through training, personal advice and service:

\(^1\) A federated search is a tool to search across various information resources - databases, catalogues and so on - and returns a consolidated list of hits from the various sources, from the single search enquiry.
One challenge in delivering the enrichment of collections concerns the extent to which the Library can provide access to the significant, and increasing, collections of ‘born digital’ and ‘grey’ literature being produced across the Commission. It is important for the user community that information about this literature is maximised through ECLAS, and we note in the previous section the need to find mechanisms by which the Library can ‘know’ about that literature.

A further weakness in the ‘enrichment of collections’ is in the context of databases. It is normal in most institutional libraries to provide users not just with online access to journals and e-books, but also to a wide range of resources ranging from newspaper archives, visual and performing arts databases, statistical databases, specialist bibliographical sources, standards databases etc. At present the procurement of databases is not within the remit of the Library, and this presents it with a critical weakness in its ability to provide users with the ‘enrichment of collections’ that they desire. It is vitally important to identify administrative and operational mechanisms to overcome this problem.

The grouped decentralisation of the management of external databases was taken jointly by the Secretariat-General and DG COMM in late 2007 after one year of extensive discussions with all Commission DGs. Therefore, it is highly unlikely that this decision will be changed soon. More realistically, the on-line information network which was set up by DG COMM as a result of this decision should be reinforced to ensure transparent information and synergies across the Commission. For example, these resources could be accessible from a library portal no matter what their source of funding is. The rationale of the grouped decentralisation, as explained in the decision, was to pool resources and expertise to enlarge the access to a wide range of highly specialised databases.
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<th>Questions</th>
<th>Key Findings and Analysis</th>
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| 10. To what extent is there a user demand for information relating to old collections (those held by the library in paper form published between 1958 and 1978) to be incorporated into the current online catalogue of the Library? | The old card catalogue of pre-1978 publications is stored in the Brussels storage area. (4.3)  
Commission respondents regard it as important or very important (just under 80%) that not only the bibliographic records of all post-1978 Library holdings are available, but that electronic access is also provided. Commission respondents also regard it as important that the current artificial time boundary in the ECLAS catalogue is overcome, that the bibliographic records of pre-1978 holdings are automated, and that electronic access to the resources provided (around 55%). (7.2.1)  
There was acceptance by focus group participants that the digitisation of the historical catalogue (a process that involves ‘weeding’ of stock by professionals, checking that all items in the current card catalogue are actually available and not lost or damaged, cataloguing and indexing them) would bring to the attention of users the rich resources that are in the Library stores. (7.3)  
There was acceptance by focus group participants that it is desirable that all historical Commission documents/publications could be made available electronically (noting that OP is in the process of digitising publications, but not the ‘grey’ literature). (7.3) |
| 11. To what extent would effectiveness of the Catalogue be enhanced if information relating to old collections (those held by the library in paper form published between 1958 and 1978) were to be incorporated into the current catalogue of the Library? | There was strong support for the ongoing collaboration between the Library and the Publications Office to digitise material from 1952-2002 (OP is scanning all its publications since 1952 and is making them progressively available online), and not just to have electronic access to bibliographic information and material post 1978, which was seen as an arbitrary date after which to start making information available digitally. (7.3)  
The Central Library has been providing print copies of older material for OP to scan because the Library is the only place where print copies have been preserved, and this confirms the unique nature of the repository of material held by the Central Library. (6.1) |
| 12. If there is a demand for pre-1978 information to be made available electronically, how could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost? | In the absence of financial information beyond average staff costs it was not possible to specifically address this question.                                                                                                                                                                                                                           |

Responses to the online survey show considerable support for maximising access both to the bibliographic information about pre-1978 content and for the maximum electronic availability of that content. Effectiveness would be immediately enhanced for the core users by letting them ‘know’ that the resources actually exist. Users expect the information to be available electronically, and as they report in the survey they are increasingly reluctant to travel to the Library, or to physically search the paper catalogue.

The Library is participating already in the mass digitisation of Commission publications building on the current digitisation activity with OP - where OP is undertaking the technical digitisation, and the Central Library is often the only source of older Commission publications.
publications. In the responses to evaluation question 1 the Library team also expressed **eagerness to be involved in the Europeana and similar information projects.** A successful digitisation process would position the Library and the European Commission at the centre of a globally available resource relating to European integration.

### Questions

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<td>13. To what extent is there a user demand for the introduction of external records (for example, from the Office for Official Publications of the European Union or private partners such as OCLC) in the catalogue of the Library?</td>
<td>There were proposals by the Library team to accept OCLC records for what they are, except for gross errors such as in the author field. There also could be more selective indexing of periodical articles, avoiding those already available in other sources but while there are other indexing services staff did argue that most of these are monolingual, with an emphasis on English. (7.4.2.4)</td>
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| 14. To what extent will the external records in the Library Catalogue help in improving the speed and quality of updating the Catalogue and, consequently, increasing its attractiveness to the needs of users? Under what technical conditions (for example, the use of techniques such as Z39.50), can this be made to be effective? | There were requests for ECLAS to have more complete coverage of Commission information resources, including all EU Bookshop resources. Making the ECLAS search interface more friendly and flexible (for example typing in keywords, titles, Commission reference numbers etc.), and exporting ECLAS search results via Z39.50 was noted. (7.2.2.4)

Z39.50 is not currently enabled on ALEPH (but can easily be), so links to other libraries cannot be created and maintained easily. ALEPH can support Z39.50, SRU and email between libraries but that facility is locked out for security reasons by DIGIT security considerations. Staff therefore have to cut and paste catalogue data from other sources rather than importing the entire record as modern libraries do. (7.4.2.4)

The lack of Z39.50 capability creates an overhead cost for ILL searches which involve searching sources such as those within the Commission, SUBITO, IMPALA, SUDOC, or the Library of the Court of Justice. We were told that to correct the problem requires a re-configuration of the firewall by DIGIT, and that the cost quoted to undertake it was very high. However, there also seem to be issues relating to equipment replacement and networking support to the Library. (7.4.2.4) |
| 15. If there is a demand for external records, how could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost? | In the absence of financial information beyond average staff costs it was not possible to specifically address this question. |

Question 13 asks about user demand for the introduction of external records into ECLAS. However, when we discussed this with participants in the focus groups there was not a clear understanding of what this implied. More important for users, and the sections above confirm this, is that ECLAS is as complete and comprehensive as possible. These questions are therefore more readily addressed by the Library team. They note that there are opportunities to enrich ECLAS coverage, for example by accepting OCLC records. There are opportunities to import records more readily, and to search more widely if Z39.50 can be enabled by DIGIT.
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<th>Key Findings and Analysis</th>
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<td>16. To what extent is the incorporation and management of Web links (including ‘broken’ links) to sources outside the Library catalogue (full text or other databases) relevant to the needs of users in the Library, particularly in terms of attractiveness of the documentary coverage of the catalogue and comprehensive responses to searches?</td>
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<td>The referencing of electronic documents across other Commission information centres and libraries may be unstable where URLs change as Web sites are restructured, with the result that users will have to search again for documents they previously bookmarked. (5.2) Europa itself is subject to unevenness of content, particularly when individual DGs decide to re-arrange their Web presence. (7.2.1) Focus group participants would welcome consistent URLs within ECLAS, thus overcoming ‘dead links’, and we note that the Library has for many years been requesting the purchase of ‘links resolver’ software, but without success. The lack of such software forces the Library to divert human resources into manually checking links, and this is not effective in maintaining ‘constant’ accuracy on a daily basis. (7.3)</td>
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<td>17. To what extent can the incorporation and management of Web links (including ‘broken’ links) be achieved effectively, including expanding the timeliness and coverage of the Catalogue, and, consequently, increasing its attractiveness to the needs of users? Under what conditions can the incorporation and management of links be carried out effectively?</td>
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<td>18. To what extent can human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost? What means of dissemination and communication of information and services are needed?</td>
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<td>In the absence of financial information beyond average staff costs it was not possible to specifically address this question. Respondents to the evaluation survey and interviews value highly the electronic provision of information resources. They also note that when they are provided with URLs to electronic copy, they want them to be absolutely accurate. The management of broken links is therefore critical in delivering information resources effectively, and the current manual system of doing this both diverts resources away from other core tasks, and cannot be maintained ‘pervasively’ – links need to be checked each day, especially given the volatility of Web resources and content across the Europa portal. The evaluation was informed that the Library has been requesting links resolver software over recent years, but that the request has not been successful. The absence of what is standard software has two impacts on efficiency and effectiveness. First, it means that human resources are diverted into the inefficient task of checking and resolving links. Second, as ECLAS is further populated with much more information about electronic resources, there is a risk that ECLAS will have an increasing number of ‘dead links’ resulting in increasing user dissatisfaction. Therefore it will be cost-beneficial for the Library to use professional software to automatically identify broken URLs to</td>
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correct them automatically and pervasively – but the Library does not have the authority to purchase the software directly.

8.2.3 Means of dissemination and communication of information and services

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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| 19. To what extent can the use of new developments and tools be relevant in increasing greater interactivity between the Library and its users online, and thus meet the needs of those users who are increasingly accustomed to the use of the Internet? This could include the integration of the resources of the Library in vocational training programmes for staff of the Commission, portals offering federated search services, blogs, wikis, RSS feeds announcing new products and other Web 2.0 initiatives, | Just over 50% of survey respondents use the Central Library resources from their place of work at least monthly, and this usage will relate to the ‘delivery to desktop’ services of the Library, whether they are electronic, or delivery of books etc. via the internal post. (7.2.1)  
Over 50% of Commission respondents agreed, or strongly agreed that it is important to have same-day access to books and journals. (7.2.1)  
Over 75% of Commission respondents rate as important (or greater) pro-actively informing users of resources of interest through ECLAS alerts and BIBLIO bulletins. (7.2.1)  
The interviewees consistently identified a priority to accelerate the development of electronic library services. However, there was a variable level of practice in notifying the Central Library about the ‘grey literature’ produced within their DGs – indeed even the local libraries find out about grey literature through internal databases and by searching for information about what is being produced. (7.4.1)  
The Central Library is responsible for all updates, testing of ‘bug fixes’, testing and installing new service packs, setting up new ALEPH services, and migrating to new versions of ALEPH. The Central Library also sets up the programmes to produce management statistics and configures the system to local requirements for all Commission departments with a library or information service. It also provides a help desk facility for ALEPH and ECLAS users. (5.2)  
Some interviewees noted that there were technical problems with the implementation of ALEPH when they (the DG Library) acquire new computers – their local IT support is not familiar with ALEPH, so disruption is experienced each time computers change. (7.4.1)  
DIGIT IT security procedures state that within the same room it is not possible to have a mix of PCs which function inside and outside of the Commission firewall. Even though the Reading Rooms are large, they cannot have a mix of access. (4.2)  
There are opportunities to develop new types of search tools that are easier and more intuitive for users. Such developments can add power to union catalogues, to focus on what is strategically important – populating the catalogues fully with relevant information, and then providing it to users through interfaces which enable all users from the most naive, to the most sophisticated information professional. (6.2)  
Some particular IT difficulties were noted, for example a need to solve IP address problems between Brussels based offices of the Commission and remote offices in ISPRA, Karlsruhe etc. Because of these problems remote offices cannot easily access the online content through ECLAS because their IP addresses are different and not recognised. (7.2.2.4)  
Nearly 45% of Commission respondents noted a lack of success when using their own computers in the Library. (7.2.1)  
Interviewees were asked to identify their information challenges and priorities. A common concern was a need to simplify the licensing conditions for access to electronic resources, but they also noted that the independence of the DGs in setting
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<th>Questions</th>
<th>Key Findings and Analysis</th>
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<td>their own information policies makes cooperation very challenging. (7.4.1)</td>
<td>Some of the DG libraries want to ensure that they can harmonise access to RSS and email alerts (not only does ECLAS allow users to subscribe to RSS feeds and alerts, but there are possibilities to have RSS feeds and alerts from other DGs. Interviewees noted that to avoid duplication of effort, and to avoid overloading users, there is a need to harmonise the electronic services throughout the Commission libraries. (7.4.1)</td>
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<td>The Inter-Library loan team noted that automatic checks against ECLAS would be beneficial when users fill in an online request, along with semi-automatic checks against the holdings of other institutions. The implementation of ILL2 will solve the problem of automatic searching in ECLAS, but the Commission IT firewalls block implementation of the full functionality of ILL2 to allow a search across external ILL supplier databases and catalogues. (7.4.2.4)</td>
<td>Licenses have been secured also for centralised access to electronic journals, and there is automatic access for internal users to journals and all licensed publications through the automatic recognition of the Commission IP address. (5.2)</td>
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<td>Library staff proposed that the EC Authentication Service should cross from one application to another, as against the current procedure where even if a user is logged in via the EC authentication service the login details do not pass to ECLAS. (7.4.2.4)</td>
<td>Many respondents were not clearly aware either that the Library exists, or if they know it exists, they did not know clearly what were the service offerings and resources. (7.2.2.3)</td>
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<td>Under what conditions should the developments and tools be undertaken to ensure their effectiveness?</td>
<td>Within the physical reading rooms the Library can make available to external users all of its physical resources no matter who is the publisher, but copyright law means that it does not have the ability to digitise those publications which are not in the copyright ownership of the Commission. (7.2.1)</td>
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<td>Given the current level of visibility of services and collections of the Library, what other measures, in addition to those set out under relevance (above), can be undertaken to improve the visibility of the Library?</td>
<td>Users within the Commission firewall see a rich set of services and resources, but while the new IntraComm Home page has been designed to become more personally customised, the Library is not explicitly mentioned on it. There is an ‘a priori’ issue of how people first become aware of the Library services to the extent to which they embed the Library in their customised home page. (5.3)</td>
</tr>
<tr>
<td>21. How could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost?</td>
<td>In the absence of financial information beyond average staff costs it was not possible to specifically address this question.</td>
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The focus on ‘new developments’ and ‘new tools’ and ‘greater interactivity’ between users and the Library all concern one thing – **delivering greater service value**. The responses to the survey, and in the focus groups, all confirm that the over-riding user priority is for
greater electronic availability of information resources. A consequence of that process could be less ‘interactivity’ between the Library and its users, or it could result in much more strategic interactivity – less reactive response to ad-hoc enquiries and more engagement with users about their emerging needs, and a greater emphasis on service planning. Alternatively, the interactivity with the users could involve pro-active preparation of users through training, so that users are ready to use new facilities – the demand for training is covered in later questions.

We have earlier termed the ‘Central Library Network’, as a means of differentiating between services to Commission library staff using the ILMS, and the more conventional library patrons/end users. The Library is highly interactive with the Commission library staff, and examples of its service innovation include making available upgrades to ALEPH, in developing ECLAS, and in providing training and support to other libraries and information centres.

The Library already provides electronic alerts to users (although it was noted that other DGs also can make available information alerts, with a resulting lack of consistency for users), and its Intranet site for internal users contains a diverse range of electronic tools. While there is a clear identification of user needs for more innovative electronic facilities, the extent to which the Library can take decisions to implement them is not directly within its strategic and operational remit.

Consequently, users and the Library team identified a list of technical impediments that to date have reduced the ability of the Library to innovate effectively. For example:

- Users of ALEPH in other DGs can experience technical problems when they acquire new computers;
- Users experience difficulties using their own PCs in the reading rooms, and this reduces their ability to fully use electronic resources;
- While there are central licences for Commission employees to access electronic journals they are not able to access them if they are working outside the Commission firewall, for example at home;
- The user authentication process within the Commission firewall does not currently enable a user sign on to be passed directly to ECLAS – they have to sign in again on ECLAS;
- When internal users fill in Inter-Library loan requests online there is not the facility to automatically check the request against ECLAS to see if the resource is already available;
- There are IP authentication problems for some remote locations of the Commission which mean that the IP of users are not recognised, and they cannot access resources such as full-text electronic journals.
Such impediments to service innovation result in less efficiency for the Library staff, and less effectiveness in terms of user service.

Responses to the survey, and during focus groups and interviews, confirm that the visibility of the Library is uneven across the Commission. Write-in responses to the survey included comments from people who, for the first time, realised the Library existed. Other respondents suggested improvements to the Library service portfolio, and yet the suggested improvement already existed: for example not knowing about ECLAS alerts.

Visibility needs to be increased across the Commission so that the maximum number of potential users can benefit from Library services and resources. Because the Library has moved away from being a traditional lending library to being a strategic information and knowledge intermediary, it is of value that all new Commission employees are informed that the Library does exist.

The Library does have clear and informative presentations about its services, and information is brought to the attention of new employees in an email automatically sent to new Commission staff, but it has already been noted that the new IntraComm Web home page does not have a direct link to the Library but needs to be selected by the user. Home page links are important in reminding users of the availability of strategic resources such as the Central Library.

When maximising the impact for existing staff the Library can consider two approaches. First, there is an opportunity to upgrade the Web site (particularly the Intranet), and to make it possible for users to ‘fine-tune’ it to their needs so that the Library regularly and proactively sends them information, as is possible on the Eurostat portal\(^1\), where users can register and define a profile of their needs. The focus on Web 2.0 and related technologies would then allow the Library to move user engagement away from a ‘push’ approach where generic material is sent to email distribution lists, and to begin enhancement of the ‘pull’ approach that currently exists in ECLAS alerts, but which has to be further enriched by more targeted content beyond information about new catalogue records.

Second, the existing training opportunities (which can become both physical and online) can continue to be made available through the official vocational training programmes for staff within the Commission, while the Library needs to continue to develop and deliver important ILMS and other training to Commission library staff.

However, there are overhead costs in the Library specifying the training needed, and in providing support for external contractors (according to Commission procedures). This process also means that the Library does not directly ‘own’ the quality of training delivery,

or have control over the flexibility of training content. However, structured training is important, since ‘unofficial’ training is much more difficult to engage with (tensions for example about whether it is an acceptable use of time), whereas officially available training has the institutional ‘imprimatur’ and it is seen as contributing officially to career development.

The questions relating to service innovation and visibility are perhaps the most frustrating ones to consider, because while the Central Library is enthusiastic about innovating its service offerings, it has very limited decision-making powers over the purchasing of software, the provision of hardware, and in developing interfaces between software.

8.2.4 Creating an integrated Portal for the Library

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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<td>22. To what extent is the creation of an Internet portal (or portals) to provide integrated access for example to common information across EC Institutions, relevant to the needs of users?</td>
<td>From the outset of the Commission the Directorates General (DGs) were able to establish their own libraries and information collections. (4.1)</td>
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<td>There was not, and is not, a single Commission information resource policy which mandates that there should be a centralised internal information strategy. (4.1)</td>
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<td>The public Website currently presents a limited overview of the Library, largely because many of the valuable Library services focus on delivering the main value to internal users. (5.4)</td>
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<td>When considering Library ‘visibility’, positioning and service quality, focus group participants emphasised that fragmentation is seen as a key characteristic of the current information landscape across the Commission. (7.3)</td>
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<td>23. To what extent will integration into a Portal(s) achieve the general objectives and specific development of Library services, including increased awareness, visibility and the accessibility of the catalogue and services it offers, and therefore improve its attractiveness to the needs of users?</td>
<td>Around 20% of Commission respondents access electronic information resources at least weekly for their work purposes. (7.2.1)</td>
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<td>About 12% of Commission respondents access other libraries via the Central Library at least monthly. (7.2.1)</td>
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<td>55% of Commission were satisfied or better with the Library Web site. (7.2.1)</td>
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<td>The uneven use of the Central Library, ECLAS and electronic resources is still higher than the use reported of other library and information services, with under 30% of respondents using such services at least monthly. (7.2.1)</td>
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<td>Both Commission and external respondents overwhelmingly (nearly 90% agree or strongly agree) accept that there should be a single Web portal for access to Commission documents. (7.2.1)</td>
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<td>24. How could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost?</td>
<td>In the absence of financial information beyond average staff costs it was not possible to specifically address this question.</td>
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Web portals to a large extent define the international image of a knowledge provider. The European Commission policy allows DGs to develop their own Web sites within the Europa Portal\(^1\), with each DG being able to build its own structure for content. That has resulted in fragmentation, with little design, structural or informational consistency across Commission Web sites. As a result all the Central Library has realistically been able to do is to ‘point’ to the Web sites, and to focus on maximising the availability of bibliographic information within ECLAS.

By contrast, we have noted in earlier sections the coherent and integrated portals provided by international organisations such as the UN Geneva, UNESCO, the World Bank, and OECD. Those portals define a clear information brand, and they communicate to the World that they are knowledge organisations, not just providers of basic information.

**The responses from the survey and the focus groups strongly support the development of more informational consistency for the Commission through a single portal being the conduit to publications and information.**

The current Intranet portal for the Library, not visible to those beyond the Commission, has in many ways aimed to develop integrated access for Commission staff – 55% of Commission users were satisfied or better with the site. The current external portal, visible to the World, does not communicate clearly what the Library does, and it delivers only a very limited service utility to external users, but as we noted above it is increasingly difficult for the Library to provide the same electronic access to external users as it does to internal users.

Some international libraries still maintain separate Web portals for internal and external users\(^2\), while others will have a single integrated portal with specific services being accessible only to authorised users\(^3\). So, the issue of a single portal (one single information site for the Commission) or integrated portal (a portal that links transparently to other Web sites within the Commission) is not so much of an issue as is **the lack of a Commission policy that requires that all its information products (from publications to grey literature) are accompanied by standardised bibliographic information.**

\(^1\) [http://ec.europa.eu/atoz_en.htm](http://ec.europa.eu/atoz_en.htm)

\(^2\) For example, the World Bank public-facing Web site also has a facility for internal users to access internal resources via the Web. [http://external.worldbankimflib.org/external.htm](http://external.worldbankimflib.org/external.htm)

\(^3\) For example the University of Cambridge Library in the UK.
### Direct services to users of the Library

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<th>Key Findings and Analysis</th>
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<td>25. To what extent is training in documentary research on the Internet relevant for developing access to specific information supplied by the Library, and the use of information provided by other sources?</td>
<td>The Central Library encourages other Commission libraries to collaborate (through the RéseauBib network), and provides support and training in areas such as library management and bibliographic practice. (4.7) The Central Library provides significant support to members of the RéseauBib network. For example the ALEPH 500 Integrated Library Management System is used by other Commission libraries and information services, and training courses provided in ALEPH500 modules such as cataloguing, circulation, indexing, and acquisitions. (5.2) While the Commission provides a range of IT courses to staff in general areas of IT and IT skills, specific practical courses that would be of value to Librarians and information specialists are not readily available, for example UNIX PERL SQL tailored to suit librarians who have to work with these tools on the server side of the library management system. (7.4.2.2) Over 60% of Commission respondents rate as important (or greater) providing both on-site and online training. (7.2.1) Training provided by the Central Library was valued (both for librarians and information staff across the Commission), and more was requested by respondents, for example covering language learning materials. (7.2.2.4) Focus group participants reiterated the need for a greater awareness of Library services for Commission staff, the need to provide diverse training offerings, not just the existing courses, but online training and short lunchtime briefings, and also the need to continue to provide a human interface. (7.3) Library staff identified a desire to undertake marketing and to deliver training sessions in the DGs, not in the library, as this would help to build wider user relationships. (7.4.2.4) The diversity of information is an initial priority for many users – they need to know what is available, even if the quality may be variable, but they do also need advice on how to assess quality, and the provision of user training was noted as being very important for this. (7.3)</td>
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<td>26. To what extent can training help to achieve the general objectives and specific development of Library services, including increasing the awareness, visibility and accessibility of services and the catalogue, so increasing their attractiveness to the needs of target populations of the Library? Under what conditions can such training be carried out effectively?</td>
<td>In the absence of financial information beyond average staff costs it was not possible to specifically address this question.</td>
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The value of training (both to Library users and to those in the ‘Central Library Network’) has been noted in the responses to earlier evaluation questions, but in summary it is singularly relevant in a rapidly changing information environment. Long gone are the days when training focused just on ‘how to use the library catalogue and here is a map to find your way around the library building’.

As we have noted, the Library team is no longer composed of just cataloguers and lenders, but provides knowledge agents who are working to deliver focused information resources to the desks of users. Part of the customer relationship involves helping the
users to help themselves, and training is central to achieving self-help. It also helps users to better articulate their needs to the knowledge agents.

Training also is needed for the Library staff themselves, and it was observed that while generic IT training is provided, specialist Library IT training is not provided through Commission courses.

Over 60% of respondents to the online survey identified online training courses as being of importance – this allows training to be consumed at the convenience of users in environments of their choice. There also was support for shorter training opportunities, for example during lunchtimes. Respondents also highlighted the value of human agency in training. Users wanted to connect directly to the Library specialists, and the Library staff are enthusiastic about providing training on-site in DGs. On-site training both provides opportunities to network with users, and to carry out market research about the specific user needs.

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<th>Questions</th>
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<td>28. To what extent is it relevant to the quality of Library services for the Library to engage in review and feedback from its target user population, and should it proactively assess the developing needs of users, for example for new services?</td>
<td>50% of Commission were satisfied or better with the suggestions and complaints procedure. (7.2.1) Over 80% of Commission respondents agreed, or strongly agreed that their user views should be influential in shaping services, and believe that the service delivery should be linked to explicit service targets (just over 60%). They rank this more strongly than they do the more passive process of user surveys (just over 40%) or representative panels of users (just over 50%). (7.2.1)</td>
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<td>29. (a) To what extent do the activities (such as reference services) undertaken by Library staff to meet directly the needs of users contribute to the satisfaction of those needs? (b) To what extent will engaging in review and feedback allow the Library to achieve the general objectives and specific service developments, including its image and its appeal to target users? What are the conditions which will make review and feedback effective?</td>
<td>There also is a need to manage expectations of internal users, since the potential ‘wish list’ can become extensive – respondents often cited the need for a formalised system of user consultation. (7.2.2.3)</td>
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<td>30. How can the Library’s human, organisational, and financial resources be organised so that the outcomes and impacts are achieved at a reasonable cost?</td>
<td>In the absence of financial information beyond average staff costs it was not possible to specifically address this question. However, the recommendations regarding formal project management, and the development of a formal strategy, are directed at these issues.</td>
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Only half of the respondents were satisfied with the existing complaints and suggestions procedures. The existing procedure is largely reactive – ‘tell us if you have a problem or an idea’, and it takes each issue on an ad-hoc basis. In our meeting with the European
Parliament Library we were informed about their bespoke customer management system which provides integrated intelligence about user trends. During our discussions with the Library team we were informed that there are Data Protection issues which preclude them being able to access data about existing individual users, but even if it was feasible to ‘mine’ existing management data it would mainly tell the Library what users did, not what they want.

The clear message from users is that they suffer from survey exhaustion, and their emphasis is much more on a process of pro-active consultation (for example user panels, focus groups, and customer relationship management tools) where their views help to shape the services being developed by the Library, and that the service development should be monitored through explicit service targets.

8.2.6 Structuring and Synthesising the Strategic Issues

8.2.6.1 Library ‘Added Value’

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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<td>31. What is the added-value of the Library within the current ‘world of information providers’?</td>
<td>The Library management team argued that the Library is a corporate service of the European Commission and as such its central role should be strengthened. (7.4.2.3) Over 70% of Commission respondents (and 85% of external respondents) agreed, or strongly agreed, that the Central Library should be the primary resource for Commission documents. (7.2.1) The enlargement of the European Union to the current 27 member states demands: Acquisition and provision of access to documentary information and publications about member states; Provision of user-support potentially in all the 23 official languages of the European Union. (4.7) Multilingualism places significant demands on the Central Library, for librarians and documentalists to select resources in the languages of member states. However, extensive multilingualism is one of the ‘unique selling propositions’ of the Central Library. (4.7) An ability to identify and access material from many sources does not always result in users identifying and accessing the material that they really need, as against what they ‘discovered’. This is where the critical professional mediating role of Library information experts remains important. (6.3) The Central Library is both a specialist library which continues to build its unique holdings relating to European integration, and it also is a generic library focusing on the diverse needs of a staff across the Commission. Furthermore, it is a ‘central’ library through the leadership and coordination that it provides to members of RéseauBib. And in addition, it is making the complex transition from being a physically-based depository, to a virtually-based provider of electronic resources and services. These four roles underpin the ‘unique selling proposition’ for the Central Library, and show its unique role compared to other institutional libraries. (6.3) Respondents itemised a large list of other information sources that were important for their work. In that context the Central Library has moved from being ‘the’ resource...</td>
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Questions

Key Findings and Analysis

and source of bibliographic information in the Commission to being one of a constellation of information sources both within and without the Commission. (7.2.2.1)

Respondents note that they are often under pressure to respond to urgent research and policy projects, and that not many people have time to go to a library physically, or to carry out extensive personal information searching. They note that the Library provides important specialist advice and services that meet urgent information requests, as well as facilities such as ECLAS for requesting resources to be delivered directly to users. (7.2.2.2)

The Library provides the technical infrastructure for departments (including DTS, Learning Centres, DGT, INFSO, RTD) to use the Aleph Integrated Library Management System as required. (4.4)

The activities of the Central Library through the RéseauBib network are helping to build a distributed network of information expertise that can help Commission employees more directly and locally. In an institution as large and as thematically and spatially diverse as the European Commission the Central Library is central in promulgating consistent library and information skills to local specialists. (7.2.2.3)

Participants acknowledged that the networking and collaboration across DG libraries and information centres was more a process of ‘intention’ than of actually generating activity. RéseauBib is a sound idea but, without any obligation for people to participate, its levels of activity are consequently low. Nevertheless, it was accepted that the effort put into RéseauBib by the Central Library is vital in sustaining the uneven collaboration that currently does exist. (7.3)

When asked to find ‘key words’ that would describe the Central Library, focus group participants used phrases which identified ‘unique selling points for the Library’, for example: “Memory of the European Institutions”; “Specialist in documentation on European integration”; “Centre and coordinator of the wider RéseauBib system”. There was a consistent view that the Central Library had a critical role in providing leadership in coordinated and complete access to Commission documents and publications, as well as providing coordinated access to wider information sources such as online journals. (7.3)

A key process by which the Central Library encourages and supports the other libraries is the RéseauBib network of Commission libraries, and interviewees were asked for their views on its effectiveness. For some RéseauBib was important and useful, being a key forum for information exchange – although the low frequency of meetings was mentioned as restricting the opportunities for interaction with other information specialists. Whatever the level of participation, interviewees valued highly the inputs from the Central Library team. (7.4.1)

A range of important synergies with the Central Library was identified by interviewees, ranging from more consistent provision of information ECLAS about DG information products, greater use of the Framework Contracts facility for purchases and subscriptions, and a consistent use of URLs across the Commission when storing documents. (7.4.1)

The interviews with the DG specialists, taken with the outcomes of the online survey and the focus groups, start to ‘paint a picture’ of the Central Library being the strategic ‘glue’ that binds together the uneven and disparate information resource activities across the Commission. (7.4.1)
The responses from users indicate that there is a clear ‘unique selling proposition’ for the Central Library. The Library delivers significant value-added throughout the European Commission by maintaining a unique global repository of information resources relating to European integration. It also provides leadership, resources, training and knowledge to libraries and information centres across the uneven information landscape of the European Commission. It provides multi-lingual resources and services that reflect the enlargement of the European Union.

The large list of themes in the table above communicate clearly that the Central Library is at the centre of information resource developments across the European Commission – the term ‘strategic glue’ is used to indicate the importance of the Library in coordinating information resource developments across the highly distributed and devolved information landscape of the European Commission.

We return to these issues in the concluding sections of this document, but we need to note again that the Central Library has achieved its USP in the absence of an organisational positioning at the centre of the Commission, in the absence of any information resource policy that mandates consistency and conformity of information resource practice across the Commission, and in the absence of a devolved budget that would allow the Library to plan resources clearly against a strategic plan.

We also need to note that the outcomes of the research and analysis in earlier sections indicates that the Central Library will be increasingly challenged to operate efficiently and effectively if the current problems of IT, resourcing, and work planning continue. As we will note, the Library can do some things itself through project management methodologies and customer relationship management. But, significant service development also needs to be underpinned by enabling factors beyond the control of the Library, such as an organisational positioning at the centre of the Commission, the provision of IT facilities and tools, and a greater conformity across the Commission to professional information practices.

8.2.6.2 User needs

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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<td>32. What are the current needs of users and potential users of the Library? What extent does the Library currently meet their needs?</td>
<td>Interviewees were asked first to discuss the reasons for building their own DG library and information services. They identify a diversity of reasons for establishing their information resources, mainly according to their local priorities. (7.4.1) Interviewees were asked to identify the main users of information and, if they have a physical Library, whether access is provided to external users. The responses show that while their dominant users are from their own DGs there is some use by staff from other DGs, and variable access is provided to external users. (7.4.1) The Luxembourg branch is an important ‘antenna’ of the Central Library, and Commission staff in Luxembourg have as much ‘access’ to the Library expertise and resources as those in Brussels. (4.1)</td>
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<td>The layout and architecture of the Brussels Library is a sub-optimal imposed solution, both in the lack of cohesion for staff who are split between office levels 1 and 4, and in terms of the staff overhead required for two separate reading rooms, rather than one. (4.2)</td>
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<td>The stairs between levels 4 and 5 of the Brussels reading rooms mean that physically disabled people are not able to access 50% of the reading room facilities and space. (4.2)</td>
</tr>
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<td>The Bech complex which houses the Luxembourg branch is well away from most other Commission buildings, and the only other Commission operation within immediate proximity is the European Statistical Office, Eurostat. (4.2)</td>
</tr>
<tr>
<td></td>
<td>In Luxembourg the proximity of staff and readers in the reading rooms mean that it is possible to have rather longer opening hours than at Brussels: Monday to Friday 0900-1700. (4.2)</td>
</tr>
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<td></td>
<td>28% of Commission were satisfied or better with access for users with special needs. (7.2.1)</td>
</tr>
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<td></td>
<td>What respondents overall wrote about completeness and coordination indicates that, in spite of the efforts of the Central Library, Commission staff spend considerable amounts of time searching for relevant information resources. While it was not possible to make any economic calculation of the resulting inefficiency, it is clear from the responses that Commission staff identify potential value in more coordination and consistency, which will improve their efficiency and effectiveness in their jobs. (7.2.2.3)</td>
</tr>
</tbody>
</table>

The first evaluation question (1) addressed user needs. In this context there is the additional consideration of the ‘potential users’ of the Library.

The material in the table above provides additional focus on the physical library resources needed by users. It reconfirms the heterogeneity of information practice across the Commission, and the significant diversity of information needs represented by the large number of Commission users. It affirms the important policy of providing the same level of information access to users in Luxembourg that is provided in Brussels, and for that reason any consideration of reducing the level of service directly provided in Luxembourg is not possible. The fact that the Library does not have control over its buildings and facilities budget means that we can only observe that the Brussels reading rooms are not well-designed, and they are only partially accessible to disabled people.

‘Potential users’ was considered at the early stage of this evaluation as meaning those users who do not use the Library services. As the evaluation progressed it became clear that not all Commission employees are potential users, and that some people who do not use the Central Library directly will make use of its services indirectly – for example through the support it provides to other Commission Libraries. The online survey and the focus groups confirmed that providing increasing access to quality electronic services and resources (a more complete ECLAS for example) has the clear potential to increase use of information resources. Combined with better visibility and awareness, a
richer Web site and portal services, and wider provision of training, potential users will be better enabled to make use of the Central Library.

8.2.6.3 Objectives and Annual Management Plan

<table>
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<tr>
<th>Questions</th>
<th>Key Findings and Analysis</th>
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</table>
| 33. To what extent has the Library met the objectives set by its mission and annual management plan and, more particularly, to provide the European Commission officials with information useful to their work? | The Library is currently positioned administratively within the Directorate General for Education and Culture (DG EAC) as Unit 4 within Directorate C “Culture, Multilingualism and Communication”. While the Central Library is the Central Library of the Commission, it is not located ‘centrally’ within the organisational structure of the Commission. (4.1)  
The Library has been making a progressive transition from the historical activity-based statistics, to output-based information relating to services given to users, but the Annual Activity Reports still require the Library to acknowledge the official performance targets set within DG EAC Management plan. These targets place an emphasis on traditional library activities such as books loaned, books renewed, books returned, and the number of people who visited the Reading Rooms, and do not sufficiently highlight the increase in services direct to a staff member's desktop. (5.5) While the Library is moving to provide indicators of electronic activity in the annual Activity Reports, there is further evidence of value that is being delivered to users. (5.5) |

The 2009 DG EAC Management Plan sets a single specific objective: “To conserve and develop the collections of the Commission’s Central Library (in either print or electronic format) on all subjects relating to European integration and to make them available to staff and citizens”.

The Library conserves its unique resources effectively through it physical and electronic collections. Within the constraints of its budget it develops resources through a formal acquisitions and subscriptions policy. The effectiveness of development will be enhanced by enabling the Library to acquire relevant databases. The Library strives to be effective when ‘making available’ the resources to staff and citizens, but it need to be provided with better information technologies and tools to maximise effectiveness in the future.

The extent to which the Library provides evidence of value has been limited, because the operational targets too often have continued to focus on conventional performance metrics, and the Management Plan sets a limited set of targets that do not address service success and value delivered to users.

We have noted that such an approach exposes the Library to superficial criticism, as in the case of the hostile report produced by the Taxpayers’ Alliance in 2009. That is disappointing, because the survey and focus group results show a high level of support for the Central Library, and clear enthusiasm for it to continue to provide, and to enhance, leadership across the Commission information landscape. In the detailed analysis of the
activity statistics (5.5.2) we noted that there has been a gradual inclusion of activity statistics relating to electronic service activity, but such an incremental approach risks ending up with a heterogeneous set of activity statistics that are not linked to user-focused performance targets. These issues are linked together in the overview of strategy that follows in section 8.3.

### 8.2.6.4 The ‘European Project’

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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<tr>
<td>34. In regard to its target populations that are not part of Commission staff, to what extent is the Library helping to strengthen European citizenship by creating a sense of belonging and commitment to the European Project?</td>
<td>The Library has a role within the context of the “European Project”. For the Library this role has largely focused in the past on providing physical access to its resources to ‘external users’, and since 1973 “The Central Library is also open to specialists and researchers (professionals, diplomats, civil servants from EU member countries, teachers, university students, etc.) who wish to consult its works on European integration”. (4.6)</td>
</tr>
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</table>

Prior to the Internet the target populations that are not part of the Commission staff were dominantly addressed through the ability of external users to visit the reading rooms and consult resources. Then the resource pressure was on the external users, and whether they could afford to travel to Brussels or Luxembourg. The situation now is different, with external users increasingly using the Internet and expecting the resources to travel to them in electronic form. One outcome of this trend is that the extent to which the Library is addressing the European Project has diminished, because there are many more external users who could access resources if only they could be delivered electronically.

In meeting the aims of the ‘European Project’ the Library has been challenged by the transition from access to physical resources in the reading rooms, to delivering access to electronic content to citizens worldwide. We have noted the dilemma that the Library faces in developing and providing electronic resources to Commission users that may not be accessible to external users.

Where the Library can strengthen its contribution to the European project is by having the ability to provide electronic access to as many Commission information resources as possible to external users. ECLAS can become a globally important resource by being populated with the bibliographic information about pre-1978 Library holdings, about new Commission information resources and ‘grey literature’ (e.g. public deliverables from research projects and evaluations), and by providing stable links for electronic resources.
35. **Is the level of human and financial resources allocated to the Library adequate for it to achieve reasonably its objectives?** Is the level of resources appropriate and proportionate for the level of services that is expected from the Library?

The financial information that was provided to this evaluation was the purchasing budget within the remit of the Library and the across-the Commission average staff costs. These include a flat overhead cost for the infrastructure and other costs per member of staff. Such costs may reflect more the costs of offices for staff, but it is not clear if such costs can reflect the costs of running reading rooms, or of maintaining physical stores containing hundreds of thousands of documents and books. (4.4) It should be noted, however, that the across-the-Commission average is based on the across-the-Commission breakdown of 49% ASTs, 51% ADs within a unit and that unlike Commission "standard" units, ASTs are 95% of library staff, not 49%. This results in a considerable overestimation of library staff costs.

There are 3 AD posts in the Library including the head of unit and the deputy head of unit. Recruitment of professional librarians and information scientists to AD posts poses problems. (4.5)

Commission competitions do not allow librarians to be appointed directly to AD-grade posts. While nothing prevents a trained librarian to work in the Central Library as an AD provided he/she has passed an AD competition, the number of AD posts in the library is limited to three. (7.4.2.2)

The Library uses professional staff to provide user services in the reading rooms, and the availability of staff influences the opening hours. (4.2)

The Library purchasing budget item is not just for ‘internal use’ by the Library, but is used to buy books and subscriptions on all the policies of the EU for Departments of the European Commission (except for DTS, Learning Centres, DGT, INFSO, RTD, OLAF), for Cabinets of Commissioners and the President. (4.4)

The Library provides the technical infrastructure for departments (including DTS, Learning Centres, DGT, INFSO, RTD) to use the Aleph Integrated Library Management System as required. (4.4)

The Central Library experienced a decline in the number of librarians/assistant librarians between 1999 and 2004. This trend has been corrected since 2004. The increase in the number of staff dealing with acquisitions and subscriptions has not been compensated by a reduction of librarians/assistant librarians, but of staff in administration/stores. (7.4.1)

The Library team noted that the current provision of IT specialists within the Library team needed to be strengthened. Currently appointments are general IT specialists who then need significant amounts of extra in-house training in library information systems and library IT. (7.4.2.2)

While the current contract for the provision of e-journals successfully reduced the management overheads, it did not provide a focus on providing actual, seamless access to electronic publications, meaning that some staff say they are mixing internal jobs (managing all the workload brought by subscriptions) with external services (providing access to e-journals). (7.4.2.4)

Operationally the Unit in Brussels meets as a group each Thursday, with the focus on daily management issues. (7.4.2) Strategic issues were discussed in the Unit during June and July 2009. (7.4.2.1)

There is a weekly technical committee (IT issues, library management system, online catalogue, periodicals, acquisitions, communications) which covers all aspects of IT. There is a monthly meeting of librarians and assistant librarians to discuss...
procedures and plan and undertake workshops. There also are meetings between staff in Luxembourg and Brussels, as well as meetings across functional areas in the Library. (7.4.2)

The Library management team noted that their financial remit is the €2.7m budget for the acquisitions of books and periodicals. Within that budget they experience journal inflation costs of 8-15% a year, and they have reduced spending on bookbinding to re-direct resources into subscriptions. (7.4.2.3)

In the absence of financial information beyond average cost of staff we have noted that we find it difficult to cover the issues of efficiency in detail (Table 4.1). The only financial resource within the remit of the Library is the budget for acquisition of books and periodicals. The Library does not manage its staff budget, but has noted that there are problems in recruiting professional librarians to AD posts. The sub-optimal configuration of the Brussels reading rooms means that the Library diverts professional staff away from their core tasks into basic reading room services. IT specialists who are recruited tend to be general IT specialists, and the Library team has to divert staff resources into training them about library procedures.

The Library management team therefore have direct control over two main resource areas. First is the budget for acquisitions and subscriptions, and the allocation of this resource is complex because some of it covers the costs of other Commission libraries. Second is the allocation of the staff resources to tasks. The interviews with the staff informed us that they often are multi-tasking between short-term priorities. Medium to long-term project management planning could help to manage scarce staff resources more effectively. In the recommendations we note that there is an opportunity to deepen the IT capabilities in the Library, to position it within the Commission where it can deliver its horizontal services more efficiently, to utilise facilities such as customer relationship management, and formal project management.

### 8.2.6.6 Procedures

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<td>36. Are the procedures used appropriate for the efficient management of the Library?</td>
<td>The Library must comply with the formal processes and procedures of the Commission, and any emerging recommendations must be feasible within the context of these procedures. (4.5) The acquisition of databases is not within the remit of the Central Library, yet for many other libraries in government and international organisations, databases form a normal part of the resource portfolio. DG COMM originally had responsibility for central purchasing of databases, but then took a decision to devolve purchase of specialist databases to individual DGs. (7.4.2.4) Both the library staff, and the management, observed that the financial and</td>
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<td>administrative procedures of the Commission consume considerable amounts of staff resources and time. (7.4.2.4)</td>
<td>The Library acquisitions team expressed frustration when they must ask for and receive confirmation of prices before ordering a publication. While this process ensures transparency in spending it can take too long. (7.4.2.4)</td>
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<td>The formal structure and procedures of the Commission mean that the budgetary resources under the direct control of the Library are only those available for the purchase of books and journals via the ad-hoc budget line and its components. (4.4)</td>
<td>The Library has been required to comply with the outcomes of a formal Internal Audit which was undertaken in 2007. (4.5)</td>
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<td>The Library management team noted the work involved in addressing the demands of the Internal Audit of 2007, which has been &quot;a continuous struggle&quot;, forcing a focus on ex ante and ex post control, with financial performance metrics being more important than user performance metrics. (7.4.2.3)</td>
<td>Framework Contracts for both the purchase of books and subscriptions can be used by other DGs and organisations within the Commission, and the Central Library acquisitions budget is also used by them. (5.2)</td>
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<td>The developments in the 'world of information' show that there is value in a large and distributed organisation, such as the Commission, defining an homogeneous and coordinated information policy. (6.2)</td>
<td>The 'middle' management team of the Library communicated that following the Internal Audit they have been substantially focused on process and procedure, which has made building strategy and vision very challenging. (4.5)</td>
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<td>Where respondents were critical related more to the procedures surrounding the purchase of new books, and the time taken before a new book request is delivered to a user. Some respondents who had worked in other international institutions were able to offer critical comparisons in Library services, and the overall lack of coherence in information provision across the Commission was highlighted. (7.2.2.5)</td>
<td>Interviewees generally argued that the Central Library is not well placed in a non-service DG and its visibility is generally uneven across DGs. Opportunities to build distinctive service points through structured liaison relationships with DGs. (7.4.1)</td>
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<td>Library staff were concerned that the Library should be positioned within a Commission 'structure' that enables effective delivery of a horizontal service across the Commission. There was frequent mention of the opportunity to re-position the Library within the forthcoming new 2009 Commission. (7.4.2.1)</td>
<td>The Library Management Team is involved in activities that focus on key areas such as inter-institutional information policy, and legal deposit of publications across the Commission. The Library is closely involved in a Working group on legal deposit which has been set up by OP. (5.2)</td>
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In section 4.5 we noted that the Library is part of the Commission and that like all parts of the Commission it must operate within the formal procedures and practices. During the evaluation the Library team noted a **variety of procedural challenges that had been or are affecting their efficiency**. The outcomes of the Internal Audit of 2007 required that
the Library document its own formal procedures relating to areas such as acquisitions policy, risk management, ex ante and ex post control.

Procedures also have been used to improve efficiency and effectiveness, notably the Framework contracts for acquisitions and subscriptions.

**Where the Library and its users identify opportunities for procedural improvement this relates to the two areas of positioning and information policy.** There is widespread acceptance that the positioning of the Library within a non-service DG communicates a contradictory message about its ‘centrality’ as a pan-Commission resource. There also is widespread recognition that the **Library undertakes an often ‘heroic’ task in building collaboration and coordination across Commission libraries and information centres**, but that the results can at best be described as continually reducing the unevenness of information provision. That unevenness sets the European Commission apart from other international governmental organisations which we have studied, and which have homogeneous information strategies that provide information and access to all their public publications and documentary resources.

8.2.6.7 **Meeting the needs of target users**

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<th>Questions</th>
<th>Key Findings and Analysis</th>
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| 37. To what extent do the results achieved by the Library reflect the needs of its target users? | The primary role of the Library has been to serve the information needs of Commission employees (‘internal users’), defined as “all Commission staff, temporary officials and trainees (stagiaires), staff from the EU’s other institutions and bodies”. (4.6)  
  The Library does not have a formal mandate to impose standard practice across DG Libraries and other information resource centres. (5.2) |

The extent to which the Library provides **quantitative evidence of utility and value** has been limited, because the operational targets focus on conventional performance metrics. The DG EAC Management Plan sets only a limited set of targets that do not robustly address service success and value delivered to users.

Two areas which influence the efficiency and effectiveness, and overall utility of the Library are currently beyond its control. First, although it is a pan-European Commission resource it is situated within a vertical Directorate General, and it has to combine horizontal service with the vertical specialisation of DG EAC.

Second, the Library is tasked with being the ‘institutional memory’ of the Commission, but those across the Commission who are producing publications and information resources are not required to send core bibliographic details to the Library. If this were accomplished,
the Library, through ECLAS, would communicate clearly to the ‘world of information’ its institutional remit.

In the absence of such a remit all we can do is to encourage the Library to continue its efforts to maximise its provision of bibliographic information, but at the expense of having to allocate resources when unevenly mapping out the information landscape across the Commission.

8.2.6.8 Summary observations

The evidence above linked to outcomes brings us to the responses to the final four evaluation questions, for which we were asked to provide summary observations.

- The current services of the Central Library in view of its place in the current global information environment.

The services provided by the Central Library are valued by users. None of the services elicited strong recommendations from users that they should be discontinued. The only suggestion where discontinuation was widely discussed was the cost-effectiveness of the reading rooms

- Expanding the provision of documentation

As this phrase states, the priority is not so much expanding the documentation but expanding its provision. Liberating the huge archive of material in the stores into the electronic environment has the potential to deliver significant value. Ensuring that all the information products across the Commission are both known (the bibliographic challenge), and are accessible (the portal challenge) will deliver to the user community a much more complete, and persuasive, picture of the activity and impact of the European Commission.

- Improving the quality of direct services for the target user populations

We have noted the challenges that exist in expanding the direct services to the internal and external user populations. However, it is important also to recognise the role and the contribution of the Library in working across its internal and external partner populations. For example, the support it provides through RéseauBib to other libraries and information centres is critical in creating a sense of coordination across the Commission information landscape.

- Defining the technical and human resources, and budget, to achieve development goals

It has been difficult for us to robustly address the issue of budget. However, we do identify opportunities for technical innovation, and for the strengthening of IT skills and balance of human resources in the context of the reading rooms.
Identifying the Strategic Development Path

We started this evaluation with the view that the Library did not have a strategy – indeed the early discussions with the Steering Group focused more on the operational targets set within the DG EAC Management Plan, and the Library’s own reporting of its activity in the yearly reports.

As the evaluation progressed, however, it became apparent that while the activity reporting was compliant with the expectations of the Management Plan, it did not explicitly articulate what the Library was really doing, nor did it effectively articulate the value the Library is delivering. The outcomes of the online survey, the focus groups, and the interviews communicate clearly that the Library does ‘make a difference’ in reducing the significant unevenness of knowledge about information across the Commission, and that there is a desire to function within a more even information landscape.

A suitable metaphor for the Central Library could be an iceberg – most of the activity is below the ‘water-line’ and is not immediately visible to those observing it from above. It has become apparent that while there is not a formal strategy for the Library, the many activities of the Library (although they have been reported more in activity terms) do start to fit together within the context of what can be called an emergent strategy\(^1\). The range of functions performed by the Library are summarised in the following table which links what was observed during the evaluation to a set of emerging strategic goals that are linked to the existing activities, and which then deliver value to the diverse community of Library ‘users’\(^2\).

<table>
<thead>
<tr>
<th>Function</th>
<th>Strategic Goals</th>
<th>Activity (2008) and Value Delivered</th>
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<tbody>
<tr>
<td>Depository</td>
<td>To be the ‘institutional memory’ of the European Commission in the context of publications and documentary resources.</td>
<td>Maintaining and developing a strategic physical repository (see ‘Physical Repository’ below), and developing access to increasingly available electronic resources. Working with the RéseauBib network of libraries and information centres across the European Commission to maximise the availability of information relating to</td>
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</table>

\(^1\) “Emergent strategy originates not in the mind of the strategist, but in the interaction of the organization with its environment ... emergent strategies tend to exhibit a type of convergence in which ideas and actions from multiple sources integrate into a pattern”. [http://en.wikipedia.org/wiki/Strategy_dynamics](http://en.wikipedia.org/wiki/Strategy_dynamics)

\(^2\) And ‘users’ is placed in quotation to again reinforce that many beneficiaries of the Library may not realise that they are indirect ‘users’ of Library services such as support and training for ALEPH, or the ordering of books within their own DG library.
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<th>Function</th>
<th>Strategic Goals</th>
<th>Activity (2008) and Value Delivered</th>
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<td></td>
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<td>documents and publications produced Commission-wide.</td>
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<td>Receiving, and cataloguing, more than 2,000 titles annually free of charge from organisations beyond the Commission.</td>
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<td>Participating in the Working Group on Legal Deposit to develop collaboration and compliance across the EU Institutions relating to deposit and cataloguing of all documents and publications.</td>
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<td></td>
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<td>Working informally with interested partners in other DGs to solve the problem of long term access to grey literature, which is not covered by the remit of OP or the E-Domec/Ares document management system.</td>
</tr>
<tr>
<td>Physical Repository</td>
<td>To be the authoritative source of documents and publications relating to European integration for the specific use of European Commission users, and where possible for external users</td>
<td>Maintaining the Brussels on-site storage of 350,000 publications, and off-site storage facility of 200,000 publications. Luxembourg on-site storage of 103,000 publications. Building access to electronic resources of relevance to Commission users, ranging from e-journals to e-books. Securing 5,831 acquisitions in 2008 within the context of a formal acquisitions policy. Maximising the rapid availability of the resources to users, while conserving and securing (storing safely) often unique information resources.</td>
</tr>
<tr>
<td>Electronic Union Catalogue (ECLAS)</td>
<td>To provide a complete and consistent online multi-lingual catalogue of resources relating to European integration and to the wider needs of internal users within the European Commission.</td>
<td>Maintaining ECLAS with 418,238 records at the end of 2008, with 20,170 added that year, and 43,300 added in the first nine months of 2009. Providing over 30,000 links to online full-text publications. Developing and enhancing multi-lingual catalogue information, keywords, and searching facilities. Retrospective conversion of the complete holdings of DG Development's Library (15,000 new records plus c3,000 items added to existing records) Experiencing 2,050 average catalogue</td>
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<td>Function</td>
<td>Strategic Goals</td>
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<tr>
<td>Strategic Goals</td>
<td>accesses a day by users. Providing a facility where emails with ECLAS alerts can be selected by users on the basis of selected keywords. Enabling users to submit online queries (“Ask an expert” facility) to the Library, and responding effectively with targeted information. Providing users with a ‘Feedback’ facility for improvements to ECLAS and responding effectively.</td>
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<tr>
<td>ALEPH Management System</td>
<td>To maintain knowledge and expertise in developments and enhancements of the ALEPH management system. To coordinate with the Commission Data Centre in the implementation and operation of ALEPH. To ensure the efficient management of all services provided to the readers (loans, copies, ILL, acquisitions, subscriptions, …) in conformance with the internal administrative procedures of the Commission. To coordinate the availability and use of the ALEPH management system to enable an independent set up for local databases in the Council of the EU and European Committee for the Regions. To configure Aleph as far as possible to the local requirements of individual Commission libraries. To collect and coordinate statistics on activity across all Commission departments having a library or an information service. To develop and enhance the ALEPH management system by acquiring new modules and products To ensure that customer-required features are included in future ALEPH versions by participating in international user groups which can influence the ILMS supplier.</td>
<td>Providing support for users of ALEPH across the Commission, for example by providing training in ALEPH modules – (see training indicators below), and through support and advice to email enquiries (1165 in the first half of 2009). Monitoring and reporting Library activities across the RéseauBib network. Testing and configuration of new features and versions of ALPEH. Participation in international user groups to influence the ILMS supplier to enhance the current products, and to include customer required features in all future products. Participation in the enhancement process for current library management products. Participation in product development process for &quot;new era&quot; Uniform Resource Management tools for libraries.</td>
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<tr>
<td>Loans</td>
<td>To provide rapid access to the physical holdings of the Library, and of other libraries, to enable swift delivery of information resources to Commission Providing 32,102 loans to Commission staff in 2008. Dispatching loans to internal users at</td>
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<tr>
<td>Function</td>
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<td></td>
<td>users.</td>
<td>their place of work, via the Commission post/courier services.</td>
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<td>Scanning material (81,092 pages in 2008) to be sent direct to users via internal email.</td>
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<td>Providing Inter-Library Loan services: in 2008 there were 950 requests supplied to users within the Commission, and 109 requests supplied to external libraries.</td>
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<tr>
<td>Newspapers</td>
<td>To provide access to newspapers (both physical and online) to Commission users, for the Spokesperson’s Service and for senior Commission staff in the formats most beneficial for their work.</td>
<td>Delivering efficiency gains throughout the Commission by coordinated subscriptions to newspapers.</td>
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<td>In 2008 the statistics were: Brussels, 1,757 subscriptions to newspapers from across the EU 27. 85 newspaper subscriptions are available online for all internal users. Luxembourg has 65 subscriptions covering titles of relevance to users in Luxembourg.</td>
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<td>Meeting the needs of the Spokesperson's Service and of senior staff of the Commission by coordinated procurement of newspapers, and by providing newspapers rapidly, and in the media (physical, online) relevant to the needs of those users: Spokesperson's Service, senior management, President, and Commissioners. The majority of internal users prefer paper subscriptions, although online subscriptions are actively proposed by the Central Library.</td>
</tr>
<tr>
<td>External Information Sources</td>
<td>To provide coordinated and cost-effective access to external electronic information sources of relevance to internal Commission users.</td>
<td>Access to resources such as OECD Publications, and Economist Intelligence Unit resources, via the recognition of the Commission IP address.</td>
</tr>
<tr>
<td>Reading Rooms</td>
<td>Providing on-site access to books and the expertise of the Library team for Commission users, and providing access to physical Library resources and services for external users.</td>
<td>Providing a two-level reading room in Brussels with 63 user places. Within the reading rooms 19,000 reference volumes, periodicals, newspapers, CD-ROMs, and selected databases.</td>
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<td>In 2008, 448 full individual reader cards were granted to external users, and 1365 short-term individual visits were granted, totalling 4010 actual visits by external users. Actual visits by internal Commission users are not recorded because these users do not need to register on entry to the Library.</td>
</tr>
<tr>
<td>Function, Strategic Goals</td>
<td>Activity (2008) and Value Delivered</td>
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<tr>
<td>Providing a reading room in Luxembourg with 28 user places, and 2,500 reference works are available. In 2008 there were 1,079 external reader visits and a total of 2742 readers (both internal and external) were counted.</td>
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<tr>
<td>To respond rapidly and effectively to the diverse information needs from user enquiries across the Commission.</td>
<td>Receiving 5,168 enquiries via email, 428 via fax, 4260 requests for bibliographical information at Brussels, 1240 requests at Luxembourg, and 1,873 via telephone. Producing a series of electronic BIBLIO briefings about information resources. Four issues of the EUR series focused on articles relating to the EU and its policies. Four issues of the INT series covered articles on international politics and economics affecting the EU. Maintaining and developing an Intranet Web site providing coordinated access to ECLAS, training opportunities, briefings, journals, and links to electronic resources.</td>
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<tr>
<td>To maximise (within the context of available budget, and the formal acquisitions policy) the availability of journals relevant to user needs across the European Commission.</td>
<td>Delivering efficiency gains throughout the Commission by coordinated procurement and centralised licensing to periodicals for users across the Commission. The Central Library provides this type of access for all Commission users. No other service in the Commission has this wide ranging remit. Through the Brussels Library providing subscriptions to 1,919 periodical subscriptions, of which 1,000 (September 2009) are online. Luxembourg provides access to 131 subscriptions which are physically available in the Luxembourg branch. Providing online access to full-text periodicals, for example though the SWETSWis, Cairn and CEEOL services. In 2008 52,133 online articles were downloaded by Commission users, and 5,317 pro-active table-of-contents alerts were sent to users across the Commission.</td>
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<tr>
<td>To participate in conferences and seminars relating to Library</td>
<td>Participating actively in conferences and seminars.</td>
<td></td>
</tr>
<tr>
<td>Function</td>
<td>Strategic Goals</td>
<td>Activity (2008) and Value Delivered</td>
</tr>
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</table>
| **Partnership** | developments.  
To provide opportunities for visits to the Central Library.  
To highlight the potential use of Library services across the Commission.  
To participate actively in the EUROLIB network of institutional and associated member libraries, to exchange experiences of developments across EUROLIB and to share knowledge of new Library innovations.  
To develop and maintain innovative Web sites that deliver information and services efficiently and effectively to internal and external users. | Providing Library stands in key locations, such as Berlaymont, the MADO buildings in Brussels; the JMO building in Luxembourg  
Providing group visits to the Library for target groups (university students and professionals who are interested in using the library facilities. In 2008, 27 visits to Brussels, 1 to Luxembourg.  
Presenting books – with the presence of the author - in lunchtime conferences  
Launching promotional material: leaflets, bookmarks, block-notes etc.  
Creating and maintaining corporate image (logo ECLAS, logo Central Library).  
Writing of articles about the Central Library activities and services.  
Maintaining and updating Websites (internal and external).  
Sending of "welcome letters" on Library services to each EC newcomer.  
Ensuring and improving the visibility of the Central Library services on the Intranets of EAC and the Commission, as well as on EUROPA.  
Participating in the meetings of the EC Internal Communication Network. |
| **Training** | To provide coordinated support to ALEPH users across the European Commission.  
To provide users with ongoing training opportunities which enhance their ability to search for, and access, information and publications of relevance to their needs. | In 2008 delivering 35 ALEPH-related courses to 174 participants: searching, and how to use OPAC; loans, transfers and circulation; cataloguing, indexing; acquisitions.  
Providing a programme of half-day training courses in “Using library and electronic information resources effectively”. Internal users can register via the Intranet. Online training is available within the ECLAS catalogue system. Course material is available within the Central Library IntraComm Website. |
<p>| <strong>The ‘European’</strong> | To contribute to the wider societal and economic goals of the European Commission | Providing access to the unique information resources within the Library |</p>
<table>
<thead>
<tr>
<th>Function</th>
<th>Strategic Goals</th>
<th>Activity (2008) and Value Delivered</th>
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<tr>
<td>Project’</td>
<td>Commission in maximising access to resources relating to European integration, thus helping to build and enhance European Citizenship.</td>
<td>relating to European integration. Providing access to the expertise of the Library staff to help external users identify the best resources relating to European integration.</td>
</tr>
</tbody>
</table>
9.0 Conclusions and Recommendations

9.1 Conclusions

The Central Library of the European Commission has the role of being an institutional depository, a unique repository of information, books, journals and other resources relating to European integration across more than half a century of the European Union’s existence. It is at the centre of a network of Commission libraries and information centres. The Central Library:

- is responsible for the development and enhancement of the Union Catalogue for the Commission;
- is a service deliverer across a core constituency of up to 35,000 employees of the European Commission – with all of the diverse and specialised thematic remits that exist;
- provides support to libraries and information centres in DGs, and procures books, journals, periodicals and newspapers on their behalf;
- implements and supports a library management system used across the Commission;
- has a potentially global remit through its obligations to support the ‘European Project’, aiming to maximise the accessibility of its unique resources for researchers, students and others beyond the European Commission.

The Library works to fulfil those diverse roles without a direct operational control over finance and resources that would allow it to work more efficiently and effectively. However, it is a fact of life that it functions within the administrative environment of an international governmental institution – the European Commission – which demands the highest levels of transparency and accountability of process.

While the Central Library does have a Mission Statement, and it does address the performance targets set by DG EAC within the Annual Management Plan, it does not have a detailed service-oriented strategy against which it can plan service development against defined user needs, allocate resources against service priorities, monitor resource use against robust indicators, and communicate the outcomes. The extensive meetings with the Library staff showed us how they are being challenged by increasing demands on their time as they strive to deliver value to users.

If the evaluation had found that the Library was not delivering value to users across the Commission, and that it was not contributing to the ‘European Project’, then the following Recommendations could have been critical. But, the evaluation has identified significant
value, and it has identified that the Library has been challenged in its ability to develop modern services, for example as the result of IT limitations.

We make recommendations that aim to overcome such challenges. However, underlying all of these recommendations are the final ones relating to strategy, and the management approaches needed to implement, monitor, and develop the strategy.

We have used the evidence gathered about the Library’s current services to build an ‘emerging’ strategic table (Table 8.1). This uses existing services, and existing metrics of activity, to provide a framework within which the Library can build clear strategic goals. That is why we recommend that the Library develops a formal strategy with accompanying indicators.

The implementation and monitoring of the strategy requires robust management. We have noted, and accepted, that the Library works within the formal policies and procedures of the European Commission. However, those policies and procedures are not impediments to the development of a world-class service that delivers significant value to Commission users and to the ‘European Project’.

This is why we recommend that the Library implements formal project management. This is something that is recommended constructively since project management should provide the Library with the tools to plan and manage its resources robustly as it builds its future service portfolio.

The evaluation has shown that there is a range of service opportunities that can deliver value to users (both current and potential), but the Library cannot simply ‘go ahead’ with developments. It must plan them and monitor them.

In summary, therefore, the recommendations made about IT, ECLAS, databases etc. are all contingent on the Library setting such developments within a formal strategy and then managing resources efficiently and effectively against the strategy. If these are not put in place there is a significant risk that services will develop ad hoc. The Central Library after its first 50 years has great opportunities ahead to continue delivering significant added value.

Two areas which influence the efficiency and effectiveness of the Library are currently beyond its control. First, although it is a pan-European Commission resource it is situated within a vertical Directorate General, and it has to combine horizontal service with the vertical specialisation of DG EAC. It would benefit the Library if the Commission were to reconsider where best to situate what is clearly a strategically important service.

Second, the Library is tasked with being the ‘institutional memory’ of the Commission. A crucial part of this task is the goal to present to the Commission, and to the wider ‘world of information’, coherent and comprehensive access to publications, documents and
information products produced by the Commission, as well as sources from beyond the Commission germane to European integration. There are clear technical opportunities to continue developing synergies with other information producers such as OP and to link to other catalogues world-wide, but these are often subject to the conditions placed on IT infrastructure and IT provision by DIGIT.

The Library has continually been striving to build coherent knowledge about resources across the Commission on a voluntary basis, working with the libraries and information centres across the Commission to improve awareness of information resources through the Union Catalogue. The landscape of other libraries and information resource centres across the Commission is also dynamic, since they may not have a stable mandate within their DGs. Nor are the other libraries and information resource centres necessarily tasked with maintaining a full archive of material produced by the DG, but instead they may be more focused on serving current DG needs. They may be closed, or resources may be reduced as priorities change within a DG.

The voluntary nature of participation by the other libraries and information centres has resulted in uneven knowledge at a time when there is increasing relevance in ensuring that all the publicly accessible information products of the Commission can be used, and can contribute effectively to the ‘European Project’.

What is needed to provide a significant improvement is not a single over-arching information policy by the Commission. Such a policy aim is neither feasible, given the Commission’s stated policy which allows DGs etc. to build their own information resources, nor is it desirable because it would impose a single informational model on a large and diverse organisational structure. A realistic requirement would be a mandate for legal deposit of bibliographic information (metadata) in the Library.

The Library does not need to own every information product, as long the location of the physical or electronic resource is known, and ECLAS can direct users to the relevant material. However, since the Europa portal is dynamic the regular checking for broken links is essential in maintaining stability of links to material – hence the recommendations that the Library is provided with the relevant software to undertake this efficiently. The Commission might consider the use of permanent digital object identifiers or other permanent links. Bibliographic information should include databases procured across the Commission, and the rich fund of ‘grey’ literature (public deliverables, studies, final reports etc.) which the Commission procures through funded research and contracts. This would communicate clearly to the ‘world of information’ the considerable body of information resources produced across the European Commission.

In the absence of such a remit all we can do is to encourage the Library to continue its efforts to maximise its provision of bibliographic information, but at the expense of having
to allocate resources when unevenly mapping out the information landscape across the Commission.

Three issues – **technical innovation, partnership across the Commission, and institutional remit** – would, if resolved, significantly enhance the ability of the Library to deliver services that users need, and they are noted in the recommendations which follow, along with the key opportunities and threats/risks arising with the recommendations.

### 9.2 Recommendations

1. **Institutional positioning:** The Central Library needs to be more firmly identified across the Commission, and to the wider ‘world of information’ as a “brand” that provides a complex set of services (see Table 8.1). Its visibility also needs to communicate the “brand” and move perceptions away from its historical role as a lender of physical artefacts.

As part of the strengthening of the brand we recommend that the European Commission reviews the positioning of the Central Library within the organisational structure so that it is best empowered to deliver and develop its horizontal service portfolio. It is not our remit to recommend a specific ‘host’ for the Library, although the Secretariat General was mentioned frequently.

Opportunity: Communicates a coherent vision of the central role of the Central Library at the centre of wider Commission library developments.

Threat: If the Library remains in a vertical DG the existing confusion over the role of the Central Library will continue.

2. **Delivering resources users need:** The Central Library should continue to build the collection of resources, both physical and virtual, relating to its unique focus on European integration.

Opportunity: Continues to build one of the key USPs of the Library that deliver value to both internal and external users.

Threat: The continuing growth of electronic resources, and the licensing requirements, may restrict access to major new resources only for internal users, so the expectations of external users need to be carefully managed.

3. **Delivering resources users need:** We recommend that the Commission identifies mechanisms to overcome the current limited possibilities for the Library to procure and
make available a wide range of databases. We have noted the importance of ensuring that
the Library knows about the databases procured across the Commission, and that the
bibliographic information about the databases will ensure that potential users are aware of
these resources. However, we also view it as important that the Library itself is able to
purchase electronic databases such as bibliographic information and online resources that
will help it continue to address its mission to cover European integration.

Opportunity: Allows the Central Library to provide the range of resources that are typical of
most major institutional libraries.

Threat: Non-implementation can reduce efficiency and effectiveness by restricting user
access to important bibliographic and information content databases.

4. **Learning about customers**: To address the complexity of functions and services
across the Library, coupled with the need to effectively service its highly diverse yet
specialised internal user community, we recommend that the Library implements an
integrated customer management system. Such a system would provide integrated
intelligence about customer needs and customer service.

We recommend that the Library establishes a consultative representative panel of users
who can provide objective insights into user needs and Library performance. A
combination of customer management and consultation could overcome the risks of low
response rates to generic user surveys, and allow online user surveys to be used
selectively and strategically.

Opportunity: Moves the Library towards pro-active engagement with users that can help to
shape service development.

Threat: Non-implementation risks users feeling marginalised, and increases the likelihood
of receiving complaints rather than advice.

5. **Training**: We recommend that an opportunity for training should be available for all new
members of staff in the Commission so they are aware of the portfolio of library services
which will accelerate their ability to access information resources of relevance to their
work. The provision of Library training (physical and virtual), through the vocational training
programme for Commission staff, can provide them with an ongoing opportunity to invest
their time in the acquisition of new information skills. Training needs to be available both
on-site and on-line, so that it can be consumed at the convenience of users in
environments of their choice. Tools for e-learning should be provided.
Opportunity: More effectively trained users are more likely to answer their own questions. As the user base expands there is not a commensurate increase in user demands on the time of Library staff.

Threat: Threat: Can demand significant time from Library staff in scoping training opportunities, and if external trainers are involved in delivering training the need for rigid contractual specifications may make it difficult to provide flexible training opportunities.

6. **Union Catalogue**: We recommend that Z39.50 / SRU / SRW or a comparable technical strategy should be enabled.

Opportunity: Allows ECLAS to communicate with other catalogues, and allows information to be exported and imported.

Threat: If not implemented then ECLAS will risk being isolated from new searching techniques and technologies, and existing inefficiencies such as ILL manual checks will continue to consume scarce human resources.

7. **Union Catalogue**: We recommend that the European Commission, through the Working Group on legal deposit, provides the Central Library with the ability to enhance service both to Commission Users, and to the ‘European Project’ by developing a mandate whereby all information products (from official publications to the ‘grey’ literature from projects and contracts etc.) produced across the Commission are accompanied by core bibliographic details that enable them to be identified in ECLAS.

Making the maximum amount of bibliographic information available to users requires that there are the mechanisms to link to other libraries through structured Web links or to link to the resources of other libraries through facilities such as federated searches across their Catalogues (Online Public Access Catalogues – OPACs).

Opportunity: Will deliver a dramatic increase in coverage within ECLAS making it the single coherent source of information relating to Commission information products.

Threat: If not implemented the provision of information relating to Commission information products will continue to be a ‘Swiss cheese’, with many holes where important bibliographic information is not available.

8. **Union Catalogue**: We recommend that the Library should integrate the pre-1978 bibliographic records into ECLAS. The Library should determine what work needs to be undertaken internally (requiring professional library skills) and what could be outsourced to external contractors.
Opportunity: Further populates ECLAS with records so that the arbitrary date boundary of 1978 is removed.

Threat: If not undertaken ECLAS remains incomplete, and there remains a risk that if the unique paper catalogue is damaged there is no information backup available.

9. Digitising publications: We recommend that the Library should continue to partner with OP and other relevant bodies who are digitising Commission publications. The Library should identify which of its own holdings of Commission information resources relating to European integration need to be digitised separately. For commercial publications any potential digitisation is subject to copyright restrictions and can only be envisaged once the overall legal framework has been decided at EU level.

Opportunity: Makes important historical information available to users world-wide and enhances the contribution to the ‘European Project’.

Threat: The absence of digitising forces external users to visit either Brussels or Luxembourg to access the resources.

10. Reading Rooms: We recommend that the relevant authority within the Commission should ensure that disabled people are not discriminated against. Access to Level 5 of the reading rooms in Brussels (if Level 5 remains part of the reading room provision) should be opened up for all users.

Opportunity: Conforms to the expectations of ‘access to all’.

Threat: If not implemented there will be a continuing discrimination in access.

11. Reading Rooms: We recommend that the Library should critically review the space utilisation in the reading rooms, and consider removing displays of material that are not frequently needed by users. The evidence provided to us by respondents and interviewees tells us that what is more important in the reading rooms is access to the skills and expertise of the knowledge workers who comprise the Library staff, and it may be feasible to refocus staff resources into a ‘study space’ where users have direct access to Library staff, and which are ‘open’ either physically or virtually for longer hours.

Opportunity: An opportunity to reduce the number of staff needed in the reading rooms, and to use their professional time more effectively. An opportunity to consider extending the opening hours and to provide more value for users. There is a clear demand from

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1 We acknowledge that copyright restrictions mean it may not be possible to digitise those holdings which are the copyright property of others.
external users of library facilities with WI-FI access, open for longer hours and where library staff is available. This could be an opportunity to reconsider the location of the reading rooms and to plan one single service space on the ground floor accessible to disabled people and with WI-FI access.

Threat: If not implemented the reading rooms will continue to consume scarce staff resources while only delivering service to a very limited number of users.

12. **IT Facilities**: We recommend that the Library should be provided with industry-standard software for the automatic and pervasive management of broken links to electronic sources.

Opportunity: Ensures that the increasing numbers of electronic publications and documents listed in ECLAS are directly and immediately accessible to users.

Threat: If not implemented then scarce human resources will be required to continue checking for broken links, and there is an associated risk that users will experience failed URL links to important documents.

13. **IT Facilities**: We recommend that the Library should be provided with resources to engage with Web 2.0 and related technologies to enhance the proactive delivery of targeted information and knowledge to users.

Opportunity: Allows the Library to develop Internet services commensurate to other comparable international organisations.

Threat: If not provided the Library will be restricted in its ability to build innovative electronic services.

14. **IT Facilities**: We recommend that the Library will benefit from being provided with resources to redesign the external Web site so that it both communicates what the Library does effectively, and (subject to copyright issues) gives external users maximum access to Library resources, such as the BIBLIO series and links to other information resources.

Opportunity: Greater global visibility through a high-quality Web site.

Threat: If the current external Web sites is not changed then the public face of the Library on the Web will remain outdated.
15. **IT Facilities**: We recommend that IT issues relating to licensing, user authentication, ability to access full text of journal articles, and the Commission firewall are resolved with DIGIT.

Opportunity: Builds a strong strategic relationship with DIGIT so that the Library is regarded as an important, albeit special, client.

Threat: If the issues are not resolved then internal users will continue to experience uneven access to important electronic resources and services.

16. **IT Facilities**: We recommend that the use of computers, including Internet provision, in reading rooms needs to be resolved, including the provision of WI-FI access for personal portable computers.

Opportunity: Allows users to make use of all the electronic resources and services, including CD ROMs/DVDs which have executable files, to access the Internet via their own machines (for example to save ECLAS searches).

Threat: If not resolved then users will continue to be restricted in their ability to use electronic service and facilities efficiently and effectively.

17. **Coordination and cooperation**: We recommend that the Library should continue to provide important resources, training, and support across RéseauBib. The Library should undertake a review of needs with ReséauBib members to identify how best to increase the levels of participation across the network.

18. We recommend that the Library should explore how it can develop the cooperation activities by organising meetings at technical and management level between librarians and information specialists across EU institutions and agencies so that there is a richer sharing of experience in service developments.

Opportunity: An opportunity to engage members more fully, and to move away from the current situation where the Library team are the main activists in the network, and to engage a wider network of library specialists into a network of excellence.

Threat: The current low level of participation risks diluting the impact of what is a strategically important mechanism to develop cooperation and coordination across the Commission information landscape.

19. **Resources and Development Priorities**: We recommend that the human capital in the Library will benefit from a strengthening of IT expertise. There is increasing demand for electronic services from users, and potential users. While there is significant IT
expertise across the staff, and there are currently two IT specialists, a stronger core team of IT specialists would both help build constructive relations with DIGIT, and would liberate the team of knowledge workers to focus on delivering high quality information services to users.

Opportunity: To focus the staff structure of the Library towards the continuing development of innovative IT services and resources.

Threat: If this is not achieved there will be increasing demands made on the staff who have the skills and knowledge relating to electronic service development.

20. **Resource Management:** We recommend that the Library should adopt formal project management methodologies so that it can clearly monitor how its valuable human resources are allocated to the service functions and can assess the relative costs involved.

Opportunity: Given the limited powers that the Library has over finance and resources, and the significant opportunities for service development that will make demands on human resources, a formal process for resource planning, utilisation and monitoring will help to maximise the efficiency and effectiveness of staff utilisation.

Threat: The increasing opportunities for service development will risk key library staff having too many demands made of their time.

21. **Strategy:** We recommend that the Library should produce a document which outlines its strategy, and links the strategy to functions and activities. Within the strategy document we recommend that the Library should develop a ‘dashboard’ of indicators which clearly communicate the resulting value for its user populations.

Opportunity: Sets out a formal plan for the Library in the context of user needs and service development. Allows the Library services to be monitored using robust performance targets which are based on outcomes not activities.

Threat: Continuing the current focus on activity statistics, with ad hoc addition of electronic service activity, will continue to provide a heterogeneous and incomplete picture of the value delivered by the Library.
CAHIER DES CHARGES

Evaluation externe des services de la Bibliothèque centrale de la Commission européenne à Bruxelles et Luxembourg en regard des défis lancés par la société de l'information.

Table des matières

1. HISTORIQUE
   1.1 Contexte
   1.2 Services de la Bibliothèque à évaluer
   1.3 Evaluations, enquêtes et examens précédents

2. OBJECTIFS DU CONTRAT ET RESULTATS ESCOMPTES
   2.1 Objectif général
   2.2 Objectifs spécifiques
   2.3 Résultats attendus du contractant

3. EVALUATION
   3.1 Portée
   3.2 Principales questions évaluatives
   3.3 Informations disponibles
   3.4 Gestion

4. LOGISTIQUE, CALENDRIER ET BUDGET
   4.1 Lieux de travail
   4.2 Réunions
   4.3 Date du début des travaux
   4.4 Durée des travaux
   4.5 Plan de travail et échéancier
   4.6 Budget

5. SPECIFICATIONS
   5.1 Méthodologie
   5.2 Personnel
   5.3 Moyens à fournir par le contractant
6. **RAPPORTS**
6.1 Modalités d'établissement et de soumission des rapports
6.2 Rapport de lancement
6.3 Rapport intermédiaire
6.4 Projet de rapport définitif
6.5 Rapport définitif

7. **ANNEXES**

1. **HISTORIQUE**

1.1 Contexte

- La création de la Bibliothèque centrale de la Commission européenne

En 1951 est créée la Communauté économique du charbon et de l'acier, la CECA.

Le 23 mars 1957 sont signés les Traités de Rome créant l'EURATOM et la Communauté économique européenne, la CEE.

Les collections de la Bibliothèque naissent à l'aube du lancement du processus d'intégration européenne, en 1958.

Dans un premier temps réparties entre les trois exécutifs, ces collections sont regroupées en 1968 au sein de la Bibliothèque centrale de la Commission lors de la fusion des exécutifs CECA, EURATOM et CEE. En outre, certaines directions générales de la Commission se dotent, elles aussi, d'une bibliothèque spécialisée.

Aujourd'hui, la Bibliothèque occupe deux sites géographiques: l'un à Bruxelles qui accueille les services centraux et, l'autre à Luxembourg. Elle regroupe dans un catalogue commun ses collections générales et les collections spécialisées des bibliothèques des directions générales de la Commission. Au sein de ce réseau de collaboration entre bibliothèques appelé RéseauBIB, la Bibliothèque centrale assure la coordination de l'alimentation du catalogue collectif et fournit aux DG et services les conseils utiles à l'accomplissement des tâches bibliothécaires, ainsi que la formation et l'assistance technique nécessaires à l'utilisation du logiciel de gestion de Bibliothèque ALEPH500.
Le public de la Bibliothèque centrale de la Commission européenne

La Bibliothèque centrale joue au fil des années le rôle de "mémoire de la Commission". Elle répond aux demandes de documentation des fonctionnaires de la Commission et des autres institutions qui sont appelés à développer le projet communautaire.

En 1973, elle s'ouvre à un public spécialisé plus large: les hommes d'affaires, les professeurs, les étudiants du 3ème cycle, les juristes et avocats, ... dont l'intérêt porte sur les effets du développement du processus d'intégration communautaire.

Aujourd'hui, attachée à cette démarche d'ouverture, la Bibliothèque rend ses collections accessibles, en premier lieu, à tous les fonctionnaires, agents temporaires et stagiaires de la Commission européenne; également, aux fonctionnaires des autres institutions ou organes de l'Union européenne; et, enfin, aux visiteurs externes, c'est-à-dire, le public des spécialistes et des chercheurs (professionnels, diplomates, fonctionnaires des Etats membres, professeurs, étudiants universitaires, etc.) qui souhaitent consulter ses collections sur l'intégration européenne.

Les services de prêts ne sont disponibles que pour le personnel de la Commission exclusivement.

Les collections de la Bibliothèque centrale de la Commission européenne

Les fonds documentaires de la Bibliothèque se sont élargis en fonction du nombre de politiques de plus en plus important qui tombaient dans le giron des compétences communautaires. Presque exclusivement d'ordre économique et juridique à l'origine, la gamme des sujets couverts par les collections de la Bibliothèque s'est ouverte à d'autres domaines parmi lesquels, notamment, le domaine scientifique et technique, l'actualité sociale et l'éducation ou la culture.

Aujourd'hui, la Bibliothèque rassemble des publications relatives à tous les domaines couverts par la construction européenne, à savoir, notamment: les relations internationales, la politique économique et sociale, le droit et l'administration, la politique, la culture, la société, l'éducation, la formation, l'agriculture, l'industrie, le commerce, les transports, les finances publiques, les activités bancaires, les relations monétaires internationales, le travail, la gestion, la démographie, la biologie, la santé, l'environnement, les sciences et la recherche, l'information et la communication.

La Bibliothèque centrale détient le dépôt légal de toutes les publications officielles de l'Union éditées par l'OPOCE. En outre, au moyen d'un budget qui lui est propre, la
Bibliothèque procède à l'achat de (et à la souscription d'abonnements auprès de) publications présentant un intérêt général; les publications spécialisées dans des domaines très spécifiques sont acquises par les bibliothèques et centres de documentation des directions générales et services, avec l'aide de la gestion et du budget de la Bibliothèque centrale. Les publications générales visent à satisfaire les demandes des fonctionnaires des institutions de l'Union européenne qui ne peuvent être satisfaites par leurs institutions et services respectifs, ainsi que celles des chercheurs externes sur des sujets concernant l'Union européenne et ses politiques. En règle générale, si la Bibliothèque essaie de couvrir un éventail aussi large que possible de langues, force est de constater que de nombreuses publications à caractère international sont rédigées en langue anglaise. En tout état de cause, la Bibliothèque veille à ce que la valeur du contenu des publications prime sur la langue.

De 1958 aux années 90, le papier et la microfiche sont les seuls supports physiques aux collections de la Bibliothèque. Progressivement sont apparus les CD-ROM et vidéos et, enfin, plus récemment, les liens internet vers les textes intégraux des documents ou des articles de périodiques.

- **Le catalogage, l'indexation et l'accès aux collections**

Au fil des années, une sélection ciblée de nouveaux titres dans différentes langues communautaires a permis d'enrichir et de spécialiser progressivement les collections de la Bibliothèque dans tous les aspects des politiques communautaires. A titre purement indicatif, la répartition actuelle des langues officielles au sein du catalogue ECLAS est la suivante:

<table>
<thead>
<tr>
<th>Langue</th>
<th>Pourcentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>allemand</td>
<td>12,99%</td>
</tr>
<tr>
<td>anglais</td>
<td>40,55%</td>
</tr>
<tr>
<td>bulgare</td>
<td>0,09%</td>
</tr>
<tr>
<td>czech</td>
<td>0,16%</td>
</tr>
<tr>
<td>danois</td>
<td>1,94%</td>
</tr>
<tr>
<td>espagnol</td>
<td>4,72%</td>
</tr>
<tr>
<td>estonien</td>
<td>0,13%</td>
</tr>
<tr>
<td>finnois</td>
<td>0,67%</td>
</tr>
<tr>
<td>français</td>
<td>25,08%</td>
</tr>
<tr>
<td>grec</td>
<td>0,52%</td>
</tr>
<tr>
<td>hongrois</td>
<td>0,17%</td>
</tr>
</tbody>
</table>
irlandais 0,02%
italien 5,81%
letton 0,10%
lithuanien 0,13%
malais 0,07%
néerlandais 4,31%
polonais 0,31%
portugais 1,28%
romain 0,07%
slovake 0,10%
suédois 0,79%

Remarques: ces chiffres ne concernent que le catalogue informatisé depuis 1978; les documents dans les autres langues que les langues officielles ne sont pas pris en compte; les langues multiples d'un document sont prises en compte; une langue a été prise en compte pour les documents dans lesquels cette langue n'apparaît que dans une partie, telle que le sommaire.

Les titres sont identifiés dans le catalogue grâce au travail minutieux de catalogage et d'indexation effectué par les bibliothécaires de la Bibliothèque centrale et des directions générales. Le catalogage suit les règles anglo-américaines au format MARC21. L'indexation se fait sur base du thésaurus ECLAS élaboré à partir du Macro-thésaurus de l'OCDE et enrichi de descripteurs provenant du thésaurus du BIT (Bureau international du travail) ou d'Eurovoc. Depuis sa création, le thésaurus ECLAS comporte aussi de nouveaux descripteurs créés en fonction de la survenance de nouveaux concepts.

Au début des activités de la Bibliothèque, les catalogues alphabétiques, géographiques et communautaires ne permettent que des recherches manuelles, sur papier d'abord, puis, sur microfiches.

La diffusion de l'information aux lecteurs se fait via la production de listes bibliographiques et de publications qui avertissent le lecteur de l'évolution des fonds de la Bibliothèque, notamment la série des BIBLIO qui est régulièrement envoyée aux fonctionnaires susceptibles de s'intéresser à tel ou tel sujet. Ces derniers ont alors le loisir d'emprunter les ouvrages ou de demander des copies d'articles.

En 1978 est entreprise l'automatisation progressive du catalogue de la Bibliothèque pour toutes les acquisitions nouvelles à cette date. Le catalogue ECLAS est né (European Commission's Library Automation System). Ce dernier est, à cette date, à usage quasi
exclusif des fonctionnaires des institutions et ne fait référence qu’à des publications éditées sous le format du papier. Pourtant, dès 1979, le catalogue est interrogeable par les bibliothèques extérieures à la Commission. Jusqu’au début des années 90, l’informatique est peu développée à la Bibliothèque. Les terminaux de recherche sont rares, le langage d’interrogation d’ECLAS est complexe et demande une sérieuse formation et les opérations de gestion manuelles (acquisitions, catalogage, indexation, bulletinage, etc, …) sont mangeuses de temps de travail.

C’est à cette époque que la Bibliothèque fait l’acquisition d’un logiciel de gestion de bibliothèque du nom de MultiLIS. Celui-ci va permettre une alimentation plus régulière d’ECLAS (catalogage et indexation) et l’automatisation, notamment, de la gestion des acquisitions et du budget, ainsi que de celle des prêts.

En 1995 est lancé sur internet EUROPA, le site officiel de l’Union européenne. Le catalogue de la Bibliothèque y est présent et, pour la première fois, s’ouvre vraiment à la consultation d’un plus large lectorat. Ses collections aussi s’étendent progressivement à la mise à disposition de CD-ROM et à la consultation électronique en ligne des textes originaux et, par la suite, de périodiques scientifiques.

Enfin, en 2006, la Bibliothèque renouvelle son système de gestion pour adapter complètement l’offre de ses services à la technologie du web qui lui permet aujourd’hui de proposer à ses lecteurs toute une série de services électroniques en ligne et d’être ouverte aux développements techniques du futur. Son choix s’est porté sur le logiciel ALEPH500 d’Ex-Libris. Ce logiciel est également utilisé par les bibliothèques du Comité des Régions, du Comité économique et social européen, ainsi que par celle du Conseil de l’Union européenne. Cette utilisation commune permet l'échange de données entre bibliothèques.

- Le profil de la Bibliothèque centrale aujourd'hui

La mission actuelle de la Bibliothèque centrale est la suivante:

" Au travers de la Bibliothèque centrale de la Commission et en réseau avec d'autres bibliothèques partenaires, offrir aux chercheurs des services bibliothécaires de qualité basés sur de larges collections et une gestion électronique de ces collections au sein de son catalogue ECLAS:

- en rendant accessible à la Commission, à son personnel et aux autres chercheurs d'informations dans le domaine de l'intégration communautaire, toute information utile publiée soit en format papier, soit en format électronique;
- en répondant efficacement aux demandes de documents et en offrant des services bibliothécaires électroniques interactifs permettant au lecteur d'accéder à l'information et/ou de l'identifier sans avoir à faire appel à une aide extérieure et sans formation préalable;

- en développant la coopération et le partenariat entre bibliothèques à l'intérieur de la Commission et à l'extérieur de celle-ci, notamment avec les bibliothèques des autres institutions."

Le budget annuel de la Bibliothèque est de l'ordre de 2.700.000 euros. Ce crédit est destiné à couvrir:

- les acquisitions d'ouvrages, de documents et d'autres publications non périodiques, des mises à jour de volumes existants ainsi que les achats de matériels d'identification électronique nécessaires aux services de la Commission;
- les frais de reliure et autres, indispensables à la conservation des ouvrages et des périodiques;
- les dépenses d'abonnement aux journaux, aux périodiques spécialisés, aux journaux officiels, aux documents parlementaires, aux statistiques du commerce extérieur, aux bulletins d'agences de presse et à diverses autres publications spécialisées, sur support papier et électronique.

Pour les deux sièges, Bruxelles et Luxembourg, la Bibliothèque centrale est dotée de 64 postes de travail dont 17 sont octroyés à des bibliothécaires de formation.

L'organisation générale du travail s'articule autour des principales équipes suivantes:
- les "bibliothécaires et assistants bibliothécaires" qui assurent les tâches principales de catalogage, indexation et de service en salles de lecture;
- l'équipe des "acquisitions" qui assure les commandes et réceptions d'ouvrages et ordres permanents;
- l'équipe des "périodiques et journaux" qui assure la gestion des abonnements papier et/ou électroniques aux publications périodiques et aux quotidiens;
- les équipes "gestion des contrats et appels d'offres", "prêts entre bibliothèques", "reliure", "Information technology", "Webmaster", "accès des visiteurs", "photocopies" et "magasins"
Les principaux indicateurs de la Bibliothèque centrale aujourd'hui

Les services de la Bibliothèque centrale et du réseau des bibliothèques des directions générales et services de la Commission sont ouverts à tous les membres du personnel de la Commission européenne, ce qui représente une population potentielle de 25.000 à 30.000 utilisateurs internes. A ces chiffres, il convient d'ajouter le personnel des autres institutions qui, par ailleurs, possèdent souvent leurs propres bibliothèques, et les lecteurs externes appartenant à un public spécialisé de chercheurs d'informations communautaires.

Voici les principaux indicateurs à fin 2007:

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<table>
<thead>
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<tbody>
<tr>
<td><strong>Publications monographiques</strong></td>
<td>500.000 titres</td>
</tr>
<tr>
<td>- Accroissement moyen annuel</td>
<td>7.000 titres</td>
</tr>
<tr>
<td><strong>Abonnements</strong></td>
<td>2.000</td>
</tr>
<tr>
<td>- accessibles en ligne</td>
<td>500</td>
</tr>
<tr>
<td><strong>Prêts octroyés en 2007 par la Bibliothèque centrale et les bibliothèques des DG</strong></td>
<td>21.661</td>
</tr>
<tr>
<td>- octroyés par la Bibliothèque centrale</td>
<td>7.380</td>
</tr>
<tr>
<td><strong>Demandes de réservations en ligne en 2007</strong></td>
<td>6.339</td>
</tr>
<tr>
<td><strong>Demandes de copies en ligne en 2007</strong></td>
<td>4.575</td>
</tr>
<tr>
<td><strong>Nombre moyen d'interrogations par jour du catalogue ECLAS en 2007</strong></td>
<td>2.770</td>
</tr>
<tr>
<td><strong>Nombre annuel moyen de visiteurs des salles de lecture de la Bibliothèque à Bruxelles et Luxembourg (internes et externes)</strong></td>
<td>8.000</td>
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</table>

1.2 Les services de la Bibliothèque à évaluer

La mission de toute bibliothèque consiste à fournir de l'information à l'usager par la mise en œuvre de différents services dont les principaux sont: constitution et préservation des collections; mises à jour et à disposition du catalogue; accès à des sources d'information complémentaires; aides à la recherche; consultations en salles de lecture; octrois de prêts; livraison de tout document sous forme de copies ou d'accès au texte intégral; prêts entre bibliothèques; mise en place de systèmes d'alerte automatisés et de systèmes "Push"; etc.

L'environnement dans lequel les bibliothèques travaillent a beaucoup évolué ces dernières années. Les éditeurs offrent des périodiques en format électronique, et les sociétés privées donnent accès à d'énormes bases de données d'articles issus des périodiques et de la presse, groupés en bouquets thématiques. Les documents autres que les périodiques sont souvent disponibles en format numérique, soit sur le site web de l'auteur, soit sur le site d'un service éditeur central. La communication rapide avec les fournisseurs est possible grâce aux normes d'échange de données en format électronique. L'accès libre permet la mise à disposition gratuite d'articles scientifiques dans des sites institutionnels ou thématiques. De plus en plus d'usagers ont accès à un réseau interne ou à internet et leur comportement a changé: ils ont tendance à se tourner d'abord vers les moteurs de recherche sur internet et ont l'habitude d'accéder immédiatement aux documents numériques; ils ne se déplacent plus dans les salles de lecture et utilisent les moyens électroniques de communication. De nouveaux outils ont été développés qui permettent la recherche fédérée dans des bases électroniques contenant différents types d'information, qui offrent des fonctionnalités accrues en interrogation des catalogues ou qui soutiennent un service de référence virtuelle.

Ces modifications profondes du paysage informationnel ont influencé les développements des services de la Bibliothèque au moins déjà à deux égards: d'une part, de plus en plus de liens internet sont maintenant intégrés au catalogue général, et, d'autre part, les services en ligne à destination des utilisateurs internes de la Commission ont été développés au détriment des consultations sur place.

Cependant, ce monde changeant en termes de disponibilités d'informations, de techniques de communication et d'habitudes de recherches, contraint la Bibliothèque à constamment remettre en cause son mode de fonctionnement et à définir sa position (en termes de points forts et de points faibles) par rapport à son environnement. C'est pourquoi, il est proposé de faire porter le présent exercice d'évaluation sur:
- la position occupée par la Bibliothèque centrale de la Commission européenne par rapport à l'environnement informationnel global qui l'entoure et aux nouveaux besoins de ses populations-cibles¹;
- l'adaptation et le développement de l'offre et du type de collections proposés par la Bibliothèque par rapport à l'environnement informationnel qui l'entoure et aux nouveaux besoins des populations-cibles;
- l'adaptation et le développement de l'offre de services de la Bibliothèque par rapport à l'environnement informationnel qui l'entoure et aux nouveaux besoins des populations-cibles;
- l'adaptation et le développement des services et aides directs aux populations-cibles dans leurs recherches d'informations par rapport aux difficultés que ces dernières rencontrent face à la multiplicité des sources (Information broker).

1.3 Evaluations, enquêtes et examens précédents

En 2007, les services de la Bibliothèque, tant à Bruxelles qu’à Luxembourg, ont fait l'objet d'un audit interne.

En 2008, la Bibliothèque a mené, de sa propre initiative, des enquêtes de satisfaction en ligne auprès de ses utilisateurs internes et externes ainsi que des enquêtes en salles de lectures auprès des lecteurs qui fréquentent ces salles à Bruxelles et Luxembourg. Les résultats de ces enquêtes sont disponibles en annexe.

2. OBJECTIFS DU CONTRAT ET RESULTATS ESCOMPTES

2.1 Objectif général

L'objectif général du contrat est de fournir une évaluation indépendante et externe (des actions nécessaires au développement) des services de la Bibliothèque centrale, en tenant compte des besoins nouveaux des populations-cibles découlant, notamment, de l'accroissement constant des sources documentaires disponibles, des difficultés de sélectionner l'information pertinente et exhaustive, et des attitudes de recherche prises au contact de la convivialité grandissante des outils de communication (exemple: Google).

¹ Utilisateurs et utilisateurs potentiels des services de la Bibliothèque (prospects)
2.2 Objectifs spécifiques

Les objectifs spécifiques à la réalisation desquels le présent contrat doit contribuer sont:
- évaluer les services actuels de la Bibliothèque centrale au regard de la place qu'elle occupe dans le monde informationnel actuel;
- fournir à la Bibliothèque centrale les moyens de son expansion en termes d'offre documentaire et de qualité de services directs aux populations-cibles;
- définir les outils techniques et de ressources humaines et budgétaires qui permettraient à la Bibliothèque centrale d'atteindre ces objectifs.

2.3 Résultats attendus du contractant

Les résultats attendus du contractant sont les suivants:

**Positionnement de la Bibliothèque dans le monde de l'information:**
- Évaluation de la pertinence, efficacité et efficience des services rendus actuellement par la Bibliothèque, par rapport, d'une part à l'offre comparable de services similaires disponibles par ailleurs et au degré de satisfaction des principaux besoins des populations-cibles de la Bibliothèque (aides, recherches pertinentes, exhaustivité et complémentarité des sources, services en ligne).
- Recommandations concernant les actions à mettre en œuvre.
- Exposé au groupe de pilotage

**Offre de la Bibliothèque en termes de collections:**
- Evaluation de la pertinence, efficacité et efficience des types d'informations documentaires mises à disposition des populations-cibles de la Bibliothèque en termes de contenu et de support par rapport à l'offre globale existante par ailleurs et au degré de satisfaction des principaux besoins de ces populations-cibles (aides, recherches pertinentes, exhaustivité et complémentarité des sources, services en ligne).
- Recommandations concernant les actions à mettre en œuvre.
- Exposé au groupe de pilotage

**Moyens de diffusion et de communication des informations et services:**
- Evaluation de la pertinence, efficacité et efficience des moyens techniques et organisationnels nécessaires pour diffuser les informations et services offerts par la Bibliothèque par rapport à l'offre globale existante par ailleurs et au degré de satisfaction des principaux besoins de ses populations-cibles (aides, recherches pertinentes, exhaustivité et complémentarité des sources, services en ligne).
- Recommandations concernant les actions à mettre en œuvre.
Services directs aux populations-cibles de la Bibliothèque:

- Evaluation de la pertinence, efficacité et efficience des moyens techniques et organisationnels nécessaires pour fournir aux populations-cibles des services simples et directs en termes d'accès immédiat à l'information et d'aide à la recherche d'informations, par rapport à l'offre globale existante par ailleurs et au degré de satisfaction des besoins des utilisateurs.
- Recommandations concernant les actions à mettre en œuvre.
- Exposé au groupe de pilotage

3. EVALUATION

3.1 Portée

Pour chaque champ d'investigation, l'évaluation portera sur les aspects spécifiques suivants:

- La pertinence des objectifs, priorités et outils d'application des actions
- L'efficacité et l'impact des actions
- L'efficience et le rapport coût-efficacité des actions

3.2 Principales questions évaluatives

Les questions évaluatives ont été groupées autour de cinq grandes questions "parapluies". Chaque question comporte un certain nombre de sous-questions comportant elles-mêmes trois rubriques:

i) pertinence
ii) efficacité/utilité
iii) efficience

Il est demandé au contractant de faire usage de ses propres connaissances et expériences pour organiser, affiner et entrer dans le détail minutieux de ces questions ainsi que, si nécessaire, de proposer d'autres questions au groupe de pilotage dans le but de cibler au mieux le cœur de cette évaluation.
Positionnement de la Bibliothèque dans le monde de l'information:

- La Bibliothèque et les autres fournisseurs d'informations communautaires

i) pertinence
Dans quelle mesure l'offre de la Bibliothèque, en termes de collections et de services à ses populations-cibles, est-elle originale et/ou complémentaire par rapport aux services fournis par d'autres fournisseurs d'informations communautaires officiels (par exemple: EU-BOOKSHOP, EUR-LEX, …) ou commerciaux (par exemple: Euractiv, Europolitique, Agence Europe) et, dans quelle mesure cette originalité et/ou complémentarité est-elle pertinente par rapport aux besoins d'informations de ces populations-cibles?

ii) efficacité/utilité
Dans quelle mesure, l'originalité et/ou la complémentarité de cette offre permettent-elles d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de la satisfaction du besoin des populations-cibles d'accéder aussi complètement et aussi simplement que possible à toute l'information recherchée?

Dans quelles conditions techniques, cette offre doit-elle être développée pour être efficace?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières la réalisation de cette offre doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?

- Les services de la Bibliothèque et les besoins des populations-cibles

i) pertinence
Dans quelle mesure les services de la Bibliothèque rencontrent-ils les besoins des populations-cibles exprimés notamment en termes d'adaptation de l'offre d'informations ou de services aux besoins professionnels de ces personnes, tels que ceux d'accessibilité, d'exhaustivité, de rapidité et d'accès direct à l'information exploitable?

ii) efficacité/utilité
Dans quelle mesure, le développement de la qualité des services de la Bibliothèque permet-il de satisfaire le besoin populations-cibles d'accéder aussi complètement et aussi simplement que possible à toute l'information dont ils ont besoin?
Dans quelles conditions techniques, le développement de la qualité des services doit-il être réalisé pour être efficace?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières la réalisation de ce développement doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?

**Offre de la Bibliothèque en termes de collections:**

- **Contenu des collections adapté aux besoins des utilisateurs**

i) pertinence
Dans quelle mesure, les collections de la Bibliothèque accessibles via son catalogue, sont-elles, sous leurs formes actuelles d'accès, adaptées aux besoins des populations-cibles de la Bibliothèque exprimés notamment en termes de couverture scientifique, d'accès directs au texte intégral en ligne, de recherche de certains types de documents de la Commission difficilement trouvables ailleurs (tels que les études et rapports, par exemple), de liaison complémentaire du catalogue ECLAS à d'autres sources documentaires tels que EU-BOOKSHOP ou aux catalogues de bibliothèques d'autres institutions européennes?

ii) efficacité/utilité
Dans quelle mesure, l"enrichissement et l'ouverture" des collections détenues par le catalogue de la Bibliothèque centrale permettent-ils d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de la satisfaction du besoin des populations-cibles d'accéder aussi complètement et aussi simplement que possible à toute l'information recherchée?

Dans quelles conditions techniques, cet "enrichissement et ouverture des collections " doivent-ils être effectués pour être efficaces?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières cet "enrichissement et ouverture des collections" doivent-ils être maintenus pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?
Informatisation du catalogue historique

i) pertinence
Dans quelle mesure le fait d’incorporer les collections anciennes (celles détenues par la Bibliothèque sous format papier entre 1958 et 1978) au catalogue informatisé actuel de la Bibliothèque, est-il pertinent par rapport aux besoins des populations-cibles de la Bibliothèque?

ii) efficacité/utilité
Dans quelle mesure, l’incorporation des collections anciennes au catalogue informatisé de la Bibliothèque permet-elle d’atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, du gain d’homogénéité historique du catalogue et, en conséquence, de l’augmentation d’attrait du catalogue par rapport aux besoins des populations-cibles?

Dans quelles conditions techniques, cette incorporation doit-elle être effectuée pour être efficace?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières l’incorporation des collections anciennes dans le catalogue informatisé doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?

Importation de notices pré-cataloguées

i) pertinence
Dans quelle mesure le fait d’incorporer des notices pré-cataloguées (par exemple, en provenance de l’Office des Publications officielles de l’Union européenne ou de partenaires privés tel qu’OCLC) dans le catalogue informatisé de la Bibliothèque, est-il une aide pour satisfaire les besoins des populations-cibles de la Bibliothèque de disposer aussi complètement et rapidement que possible de toute l’information disponible?

ii) efficacité/utilité
Dans quelle mesure, l’importation de telles notices pré-cataloguées dans le catalogue informatisé de la Bibliothèque permet-elle d’atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de
l'amélioration de la rapidité et de la qualité de mise à jour du catalogue et, par conséquent, de l'augmentation de son attrait par rapport aux besoins des populations-cibles?

Dans quelles conditions techniques (par exemple, l'utilisation de techniques telles que la norme Z39.50), cette importation doit-elle être effectuée pour être efficace?

**iii) efficience**
Dans quelles limites de ressources humaines, organisationnelles et financières l'importation de notices pré-cataloguées dans le catalogue informatisé doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?

- **Gestion des liens internet**

  **i) pertinence**
  Dans quelle mesure le fait de développer l'incorporation et la gestion (notamment, des liens "cassés") des liens internet vers des sources complémentaires externes au catalogue de la Bibliothèque (texte intégral ou autres bases de données), est-il pertinent par rapport aux besoins des populations-cibles de la Bibliothèque, notamment, en termes d'attrait de la couverture documentaire du catalogue et de richesse des réponses obtenues aux recherches?

  **ii) efficacité/utilité**
  Dans quelle mesure, l'incorporation et la gestion (notamment des liens "cassés") de liens internet dans le catalogue informatisé de la Bibliothèque permettent-elles d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de l'élargissement de la couverture documentaire du catalogue, de la qualité générale de ce dernier et de l'accès direct à l'information source et, par conséquent, de l'augmentation de son attrait par rapport aux besoins des populations-cibles?

  Dans quelles conditions techniques, l'incorporation et la gestion des liens doivent-elles être effectuées pour être efficaces?

  **iii) efficience**
  Dans quelles limites de ressources humaines, organisationnelles et financières l'incorporation et la gestion des liens dans le catalogue informatisé doivent-elles être maintenues pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?
Moyens de diffusion et de communication des informations et services:

- Interactivité des services de la Bibliothèque sur Europa et IntraComm

  i) pertinence
  Dans quelle mesure l'utilisation de techniques telles que, par exemple, l'intégration des ressources de la Bibliothèque dans les programmes de formation professionnelle du personnel de la Commission ou dans des portails offrant des services de recherche fédérés, la création de blogs et wikis, le web 2.0, les possibilités de conserver une recherche, de créer des RSS feeds ou de recevoir des alertes annonçant des nouveautés, par exemple, sont-elles pertinentes pour créer une plus grande interactivité entre la Bibliothèque et ses populations-cibles en ligne et, ainsi, satisfaire aux besoins de ces populations-cibles de plus en plus habituées à l'usage d'internet?

  ii) efficacité/utilité
  Dans quelle mesure, l'utilisation d'outils de ce type permet-elle d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de l'augmentation de la notoriété, de la visibilité, de l'attrait et de l'accessibilité des services en ligne de la Bibliothèque et, par conséquent, de la satisfaction des besoins des populations-cibles?

  Dans quelles conditions techniques, l'utilisation de telles techniques de communication doit-elle être réalisée pour être efficace?

  Au vu du taux de visibilité actuel des services et collections de la Bibliothèque, par quelle(s) autre(s) mesure(s) que celles énoncées au point i), cette visibilité peut-elle être accrue?

  iii) efficience
  Dans quelles limites de ressources humaines, organisationnelles et financières l'utilisation de techniques spécifiques doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?
• Création d'un portail d'accès unique à diverses sources d'informations documentaires (par exemple des institutions communautaires) et intégration des services de la Bibliothèque dans ce portail et/ou intégration de ces services dans des portails existants

i) pertinence
Dans quelle mesure l'intégration des sites de la Bibliothèque et de son catalogue dans un (des) portail(s) d'accès unique à l'information documentaire, par exemple commune aux institutions communautaires, est-elle pertinente par rapport aux besoins des lecteurs?

ii) efficacité/utilité
Dans quelle mesure, cette intégration dans un (des) portail(s) permet-elle d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de l'augmentation de la notoriété, de la visibilité et de l'accessibilité du catalogue et des services qu'il offre et, par conséquent, de son attrait par rapport aux besoins des utilisateurs?

Dans quelles conditions techniques, cette intégration doit-elle être réalisée pour être efficace?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières cette intégration doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?

Services directs aux populations-cibles:

• La formation

i) pertinence
Dans quelle mesure la formation à la recherche documentaire sur internet est-elle pertinente notamment pour développer l'accès aux informations spécifiques fournies par la Bibliothèque ainsi que l'usage des informations complémentaires fournies par d'autres sources?

ii) efficacité/utilité
Dans quelle mesure, cette formation permet-elle d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de l'augmentation de la notoriété, de la visibilité et de l'accessibilité du catalogue et des
services qu'il offre et, par conséquent, de son attrait par rapport aux besoins des populations-cibles de la Bibliothèque?

Dans quelles conditions techniques, cette formation doit-elle être réalisée pour être efficace?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières cette formation doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?

- Critiques, suggestions et pro-activité

i) pertinence
Dans quelle mesure le fait d'accepter critiques et suggestions de la part des populations-cibles de la Bibliothèque, de les analyser et d'adopter une attitude "proactive" d'anticipation des besoins (prospection pour de nouveaux services) est-il à même d'être pertinent notamment par rapport à la qualité des services que la Bibliothèque fournit à ses populations-cibles?

ii) efficacité/utilité
Dans quelle mesure, cette attitude permet-elle d'atteindre les objectifs généraux et spécifiques de développement des services de la Bibliothèque au regard, notamment, de l'image de ceux-ci et, par conséquent, de leur attrait par rapport aux besoins des populations-cibles?

Dans quelles conditions techniques, cette attitude doit-elle être implantée pour être efficace?

iii) efficience
Dans quelles limites de ressources humaines, organisationnelles et financières l'implantation de cette attitude doit-elle être maintenue pour que les résultats et les impacts escomptés soient obtenus à un coût raisonnable?
Général

Il est demandé à l’équipe d’évaluation de synthétiser et structurer les résultats les plus stratégiques de ses évaluations en répondant aux questions générales suivantes. Il lui est aussi demandé de fournir une "photographie" de la situation actuelle de la Bibliothèque en en analysant les forces, faiblesses, risques et opportunités. Pour chaque résultat stratégique, les évaluateurs sont appelés à formuler des recommandations d’amélioration.

i) pertinence
Quelle valeur ajoutée les services rendus par la Bibliothèque apportent-ils au monde actuel des fournisseurs d’informations?

ii) Quels sont les besoins actuels des usagers et des usagers potentiels de la Bibliothèque? Dans quelle mesure, la Bibliothèque satisfait-elle aujourd’hui ces besoins?

iii) efficacité
Dans quelle mesure, la Bibliothèque a-t-elle atteint-elle les objectifs assignés par sa mission et son plan de gestion annuel et, plus particulièrement, celui de fournir aux fonctionnaires de la Commission européenne l’information utile à leur travail?

Dans quelle mesure, en ce qui concerne ses populations-cibles qui ne font pas partie du personnel de la Commission, la Bibliothèque contribue-t-elle à renforcer la citoyenneté européenne en créant un sentiment d’appartenance et d’engagement vis-à-vis du projet européen?

iv) efficience
Le niveau de ressources humaines et financières attribuées à la Bibliothèque permet-il à celle-ci d’atteindre raisonnablement ses objectifs? Ce niveau est-il approprié et proportionné par rapport à la hauteur de l’offre de services qui est attendue de la part de la Bibliothèque?

Les procédures de suivi sont-elles appropriées à une gestion efficiente de la Bibliothèque?

v) utilité
Dans quelle mesure les résultats atteints par la Bibliothèque correspondent-ils aux besoins de ses populations-cibles?
3.3 Informations disponibles
- Voir documents en annexe – point 7

3.4 Gestion
Le contrat est géré par l'unité EAC-C-4 (Bibliothèque centrale de la Commission).

Le groupe de pilotage participe à la gestion de l'évaluation. Il est notamment chargé de veiller à ce que le suivi et la supervision du contractant ne compromettent pas l'indépendance de ce dernier dans son évaluation.

4. LOGISTIQUE, CALENDRIER ET BUDGET

4.1 Lieux de travail
L'évaluation aura pour base opérationnelle le siège principal des services du contractant. Ce dernier pourra se rendre aux deux sièges de la Bibliothèque, à Bruxelles, rue Van Maerlant n° 18 B-1049 et à Luxembourg, rue Alphonse Weicker, 5 L-2920 Luxembourg. Le groupe de pilotage se réunit à Bruxelles.

4.2 Réunions
Le contractant participera à Bruxelles à quatre réunions du groupe de pilotage. Les minutes de ces réunions seront rédigées par le contractant, approuvées par les participants et approuvées et signées par le président en exercice du groupe, à désigner par l'unité EAC/R2.

4.3 Date du début des travaux
La date indicative du début des travaux est fixée au 1er janvier 2009. Le contrat entrera véritablement en application après sa signature par les deux parties.

4.4 Durée des travaux
La durée des travaux couverts est de 7 mois.
### 4.5 Plan de travail et échéancier

<table>
<thead>
<tr>
<th>Délai (à compter de la date du début des travaux)</th>
<th>Tâche</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lancement</td>
<td>Le contractant prépare un rapport de lancement et le soumet au groupe de pilotage, à Bruxelles.</td>
</tr>
<tr>
<td>Fin du 1er mois</td>
<td></td>
</tr>
<tr>
<td>Collecte des données et informations</td>
<td>Fin des recherches documentaires et pratiques. Le contractant remet un rapport intermédiaire au groupe de pilotage, à Bruxelles.</td>
</tr>
<tr>
<td>Fin du 3ème mois</td>
<td></td>
</tr>
<tr>
<td>Analyse</td>
<td>Le contractant soumet un projet de rapport définitif et un projet de note de synthèse au groupe de pilotage à Bruxelles.</td>
</tr>
<tr>
<td>Fin du 5ème mois</td>
<td></td>
</tr>
<tr>
<td>Fin de la première quinzaine du 7ème mois</td>
<td>Le rapport définitif et la note de synthèse sont transmis au groupe de pilotage, pour aval.</td>
</tr>
<tr>
<td>Fin du 7ème mois</td>
<td>Remise de versions imprimées et électroniques du rapport définitif et de la note de synthèse.</td>
</tr>
</tbody>
</table>

### 4.6 Budget

Le budget pour l'évaluation est de 130.000 euros.

Dans sa proposition de budget, le contractant doit mentionner le détail des tâches d'évaluation en spécifiant le nombre de jour assigné à chaque tâche par expert évaluateur.
5. SPECIFICATIONS

5.1. Méthodologie

Le contractant a le libre choix des méthodes à employer pour recueillir et analyser les informations ainsi que pour réaliser l'évaluation. Cependant, il doit tenir compte de ce qui suit :
- L’évaluation doit être basée sur des techniques d'évaluation reconnues.
- Le choix et la description détaillée de la méthodologie doivent faire partie intégrante de l’offre soumise. Il doit y avoir un lien clair entre les questions de l'évaluation et la méthodologie correspondante proposée.
- L’accent doit être particulièrement mis sur la phase d'analyse de l'évaluation. En abordant les questions d'évaluation, le contractant doit rechercher les indicateurs de quantité et les utiliser dans la mesure du possible. Il peut utiliser des logiciels de mesure et/ou d'analyse tels que, par exemple, dans le cas d'espèce, LibQual. Le contractant doit soutenir les résultats de l'évaluation et les recommandations en expliquant le degré de pertinence de ceux-ci dans l'opinion, l'analyse et les preuves objectivement vérifiables fournies. Lorsque l'opinion du contractant est la source principale d'un résultat et/ou d'une recommandation, le niveau de consensus atteint parmi les évaluateurs et les mesures prises pour soumettre l'opinion à un test d'évaluation doivent être fournis.

5.2 Personnel

Le contractant doit proposer le schéma d'allocation de ressources qui lui semble le mieux adapté à l'obtention des résultats escomptés, eu égard à la portée de l'évaluation.

En tout état de cause, le contractant doit être à même de mettre en œuvre une équipe d'experts dont les compétences et l'expérience doivent rencontrer les exigences suivantes:

Qualifications et aptitudes

Diplôme universitaire. Excellentes aptitudes:
- à la planification et à la gestion de projets;
- à la communication orale et écrite;
- à la constitution et à la gestion d'équipes;
- au travail en langues anglaise et française.
Expérience professionnelle

Connaissance théorique approfondie et actualisée et expérience pratique des techniques d'évaluation de pointe. Expérience avérée dans l'évaluation de bibliothèques et/ou centres de documentation informatisés. Bibliothécaire avec une connaissance approfondie des techniques de bibliothéconomie et des logiciels de gestion et de diffusion des catalogues de bibliothèques sur internet.

5.3 Moyens à fournir par le contractant

Le contractant veille à ce que les experts disposent du matériel et du soutien requis (tâches administratives, secrétariat, etc, …) de manière qu'ils puissent se concentrer sur leurs activités principales.

6. RAPPORTS

6.1 Modalités d'établissement et de soumission des rapports

Chaque rapport est soumis en 6 exemplaires imprimés et une version électronique au groupe de pilotage. Les dossiers électroniques sont au format Word for Windows de Microsoft.

En l’absence de commentaires du groupe de pilotage dans les délais précisés ci-après, le rapport est considéré comme approuvé.

Dans un délai de dix jours à compter de la réception des commentaires du groupe de pilotage, le contractant soumet le rapport sous sa forme définitive en tenant dûment compte de ces commentaires: soit il y donne suite de manière scrupuleuse, soit il précise par écrit les raisons pour lesquelles cela est impossible. Si la suite donnée ne satisfait pas le groupe de pilotage, le contractant est invité à modifier le rapport jusqu'à ce que ce soit le cas.

6.2 Rapport de lancement

Le rapport de lancement est rédigé en anglais (français) et présenté à la fin du 1er mois à compter de la date de signature du contrat par la dernière des deux parties. Le groupe de
pilotage communique ses commentaires sur ce rapport dans un délai de quinze jours civils à compter de sa réception.

Ce rapport décrit dans le détail la méthode proposée par le contractant après examen de la qualité et de la pertinence des données existantes: le contractant explique, notamment, en quoi cette méthode est susceptible d'apporter une réponse à chacune des questions évaluatives et permet de porter un jugement.

6.3 Rapport intermédiaire

Le rapport intermédiaire est rédigé en anglais (français) et présenté à la fin du 3ème mois à compter de la date de signature du contrat par la dernière des deux parties. Le groupe de pilotage communique ses commentaires sur ce rapport dans un délai de dix jours civils à compter de sa réception.

Ce rapport fournit des informations sur les premières analyses des données recueillies sur le terrain (données primaires) et des données secondaires. Il peut fournir des réponses préliminaires à certaines des questions évaluatives.

Ce rapport sert de point de départ au dialogue entre le contractant et le groupe de pilotage sur l’adéquation des analyses, l’exactitude factuelle des observations et l’authenticité des assertions et des interprétations.

6.4 Projet de rapport définitif

Le projet de rapport définitif qui s’accompagne d’un projet de note de synthèse, est rédigé en anglais (français) et présenté à la fin du 5ème mois à compter de la date de signature du contrat par la dernière des deux parties. Le groupe de pilotage communique ses commentaires sur ce rapport dans un délai de quinze jours civils à compter de sa réception.

Ce document présente les conclusions de l’évaluateur sur les questions évaluatives figurant dans le cahier des charges et s’appuie clairement sur les éléments de preuve obtenus par l’évaluation. Le projet de rapport définitif formule des recommandations exploratoires établies à partir des conclusions de l’évaluateur.

Le rapport est impérativement clair, univoque et compréhensible pour le profane. Tout lecteur doit être capable d’appréhender:
- le but de l’évaluation,
- l’objet exact de l’évaluation,
- les modalités de conception et de conduite de l’évaluation,
- les éléments de preuve obtenus,
- les conclusions tirées de ces éléments de preuve, et
- les recommandations et les enseignements découlant de ces conclusions.

La structure du rapport reflète les différentes utilisations auxquelles il est destiné et se décompose en trois grandes parties:

- **Note de synthèse:**
  Elle présente en cinq pages au plus une synthèse des conclusions principales de l’évaluation, les principaux éléments de preuve qui les sous-tendent et les recommandations qui en découlent;

- **Corps du rapport:**
  Cette partie du rapport est destinée aux parties directement associées à l’évaluation et à la gestion de la Bibliothèque; elle énonce dans leur intégralité les résultats des analyses, des conclusions et des recommandations qui découlent de l’évaluation; elle décrit également les activités à évaluer, le contexte de l’évaluation et la méthode utilisée (accompagnée d’une analyse des points forts et des points faibles de cette dernière);

- **Annexes techniques:**
  Elles contiennent les détails techniques de l’évaluation, ainsi que le cahier des charges, les questionnaires, les canevas des entretiens, les tableaux et graphiques supplémentaires, les références et les sources.

- **Messages clés:**
  Ils contiennent une synthèse des conclusions générales (maximum 4.000 caractères) et des principales recommandations (maximum 4.000 caractères) de l’évaluation.

6.5 Rapport définitif

Le rapport définitif et la note de synthèse sont rédigés en anglais (français) et soumis à la fin de la première quinzaine du 7ème mois à compter de la date de signature du contrat par la dernière des deux parties. Le groupe de pilotage communique ses commentaires sur ce rapport dans un délai de quinze jours civils à compter de sa réception.
Le rapport tient compte des résultats de l'évaluation de la qualité du projet de rapport définitif et des discussions avec le groupe de pilotage sur ledit projet, dans la mesure où ils n'interfèrent pas avec l'indépendance de l'évaluateur pour la rédaction de ses conclusions.

7. ANNEXES
1. Mission statement
3. Manuel des procédures internes
4. Lignes directrices en matière d'acquisitions
5. Résultats de l'enquête en ligne EUROPA
6. Résultats de l'enquête en ligne INTRACOMM
7. Résultats de l'enquête en salles Bruxelles
8. Résultats de l'enquête en salle Luxembourg
11.0 Annex 2 – Evaluation Questions

Positioning the Library in the world of information

Intended results of the evaluation: Assessment of relevance, effectiveness and efficiency of services being rendered by the Library, compared to similar services available elsewhere, and the satisfaction of the main needs of users of the Library.

The Library and the community of other information providers

Relevance:
1. To what extent do the Library collections and services meet the needs of the users uniquely\(^\text{1}\), or are the collections and service complementary with other official (EUBOOKSHOP\(^2\), EUR-LEX\(^3\) etc.) or commercial (EurActiv\(^4\), Europolitique\(^5\), Agence Europe\(^6\) etc.) information providers, and to what extent are the unique and complementary collections and services relevant to user needs?

Effectiveness:
2. To what extent do the unique/complementary Library collections and services help in achieving the Library objectives and targets for service development, in particular satisfying the needs of users to comprehensively and easily access information sought?

Efficiency:
3. To what extent can human, organisational and financial resources be allocated so that the Library collections and services are delivered at a reasonable cost, and to the satisfaction of users?

\(^{1}\) We refer to this as the USP, or ‘Unique Selling Proposition’ of the Library, which defines its role as delivering some uniquely valuable services to users

\(^{2}\) http://bookshop.europa.eu/eubookshop/index.action

\(^{3}\) http://eur-lex.europa.eu/


\(^{5}\) http://www.europolitique.info

\(^{6}\) http://www.agenceurope.com/
The Library and the needs of populations

**Relevance:**
4. To what extent do the services of the Library meet the needs of users, in the context of matching the supply information and services to professional needs of the users, such as accessibility, completeness and timeliness of information?

**Effectiveness:**
5. To what extent does the development of quality services of the Library allow it to meet the targeted user needs fully and simply? And, what technical developments are needed to meet the targeted user needs?

**Efficiency:**
6. To what extent are human, organizational and financial resources being deployed so that the objectives are achieved at a reasonable cost?

The Library offers in terms of collections

Intended results of the evaluation: Assessment of relevance, effectiveness and efficiency of types of documentary information available to the users of the library, in terms of content and support compared to the overall supply existing elsewhere and satisfying the main needs of these users.

Content collections adapted to the needs of users [Should this be Content of collections?]

**Relevance:**
7. To what extent are the Library's collections tailored to the needs of users, and are accessible via its catalogue in terms of scientific coverage, direct access to full text online? Are certain types of Commission documents accessible which are less accessible elsewhere (such as studies and reports, for example), through complementary links with the ECLAS catalogue, or to other sources such as EUBOOKSHOP, or catalogues of other libraries in European institutions?

**Effectiveness:**
8. To what extent does the “enrichment and openness” of the collections communicated by the catalogue of the Central Library achieve the objectives and targets of service development of the Library, including the needs of users to access information as fully
and as simply as possible? Under what conditions can "enrichment and open collections" be achieved effectively?

**Efficiency:**
9. To what extent can human, organizational and financial resources that provide "enrichment and openness of collections" be prioritised so that the outcomes and impacts are achieved at a reasonable cost?

**Computerization of historical catalogue**

**Relevance:**
10. To what extent is there a user demand for information relating to old collections (those held by the library in paper form between 1958 and 1978) to be incorporated into the current online catalogue of the Library?

**Effectiveness:**
11. To what extent would effectiveness of the Catalogue be enhanced if information relating to old collections (those held by the library in paper form between 1958 and 1978) were to be incorporated into the current catalogue of the Library?

**Efficiency:**
12. If there is a demand for pre-1978 information to be made available electronically, how could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost?

**Importing Pre-catalogued records**

**Relevance:**
13. To what extent is there a user demand for the introduction of external records (for example, from the Office for Official Publications of the European Union or private partners such OCLC) in the catalogue of the Library?

**Effectiveness:**
14. To what extent will the external records in the Library Catalogue help in improving the speed and quality of updating the Catalogue and, consequently, increasing its attractiveness to the needs of users? Under what technical conditions (for example, the use of techniques such as Z39.50\(^1\)), can this be made to be effective?

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\(^1\) "a client-server protocol for searching and retrieving information from remote computer databases" – see Glossary for more information
**Efficiency:**
15. If there is a demand for external records, how could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost?

**Management of Internet links**

**Relevance:**
16. To what extent is the incorporation and management of Web links (including ‘broken’ links) to sources outside the Library catalogue (full text or other databases) relevant to the needs of users in the Library, particularly in terms of attractiveness of the documentary coverage of the catalogue and comprehensive responses to searches?

**Effectiveness:**
17. To what extent can the incorporation and management of Web links (including ‘broken’ links) be achieved effectively, including expanding the timeliness and coverage of the Catalogue, and, consequently, increasing its attractiveness to the needs of users? Under what conditions can the incorporation and management of links be carried out effectively?

**Efficiency:**
18. To what extent can human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost? What means of dissemination and communication of information and services are needed?

**Means of dissemination and communication of information and services**

Intended results of the evaluation: Assessment of the relevance, effectiveness and efficiency of technical and organizational resources needed to disseminate information and services provided by the Library, compared to the overall supply existing elsewhere and satisfaction of the main needs of its target populations.

**Interactivity of Library Services on Europa and IntraComm**

**Relevance:**
19. To what extent can the use of new developments and tools be relevant in creating greater interactivity between the Library and its users online, and thus meet the needs of those users who are increasingly accustomed to the use of the Internet? This could
include the integration of the resources of the Library in vocational training programmes
for staff of the Commission, portals offering federated search services¹, blogs, wikis,
RSS feeds announcing new products and other Web 2.0 initiatives,

**Effectiveness:**

20. To what extent will the use of such developments/tools achieve the general objectives
and specific development of Library services, including increasing the reputation, the
visibility, the 'attractiveness and accessibility of online services of the Library and,
consequently, satisfying the needs of users?

Under what conditions should the developments and tools be undertaken to ensure
their effectiveness?

Given the current level of visibility of services and collections of the Library, what other
measures, in addition to those set out under relevance (above), can be undertaken to
improve the visibility of the Library?

**Efficiency:**

21. How could human, organisational, and financial resources be prioritised to deliver the
outcomes and impacts at a reasonable cost?

Creating an integrated Portal for the Library

Creating a single portal to access various sources of documentary information (e.g. from
EC Institutions) and the integration of library services in the portal and/or integration of
these services into existing portals.

Creating a single portal

**Relevance:**

22. To what extent is the creation of an Internet portal (or portals) to provide integrated
access for example to common information across EC Institutions, relevant to the
needs of users?

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¹ For example the WorldCat initiative [http://www.worldcat.org](http://www.worldcat.org) which currently links the catalogues of over 10,000 libraries.
Effectiveness:
23. To what extent will integration into a Portal(s) achieve the general objectives and specific development of Library services, including increased awareness, visibility and the accessibility of the catalogue and services it offers, and therefore improve its attractiveness to the needs of users?

Efficiency:
24. How could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost?

Direct services to users of the Library

Intended results of the evaluation: Assessment of the relevance, effectiveness and efficiency of technical and organizational resources needed to provide target populations with services that satisfy their needs for access to information, and assistance in finding information, compared to the overall supply existing elsewhere.

Training

Relevance:
25. To what extent is training in documentary research on the Internet relevant for developing access to specific information supplied by the Library, and the use of information provided by other sources?

Effectiveness:
26. To what extent can training help to achieve the general objectives and specific development of Library services, including increasing the awareness, visibility and accessibility of services and the catalogue, so increasing their attractiveness to the needs of target populations of the Library? Under what conditions can such training be carried out effectively?

Efficiency:
27. How could human, organisational, and financial resources be prioritised to deliver the outcomes and impacts at a reasonable cost?
Direct services, reviews, user feedback and pro-active engagement with users

Relevance:
28. To what extent is it relevant to the quality of Library services for the Library to engage in review and feedback from its target user population, and should it proactively assess the developing needs of users, for example for new services?

Effectiveness:
29. (a) To what extent do the activities (such as reference services) undertaken by Library staff to meet directly the needs of users contribute to the satisfaction of those needs? (b) To what extent will engaging in review and feedback allow the Library to achieve the general objectives and specific service developments, including its image and its appeal to target users? What are the conditions which will make review and feedback effective?

Efficiency:
30. How can the Library’s human, organisational, and financial resources be organised so that the outcomes and impacts are achieved at a reasonable cost?

General Questions

We are requested to structure and synthesize the most strategic issues in the context of the following general questions. We also are asked to provide a "snapshot" of the current situation of the Library analyzing the strengths, weaknesses, opportunities and risks. For each strategic outcome we are expected to make recommendations for improvement.

Pertinence/Relevance:
31. What is the added-value of the Library within the current ‘world of information providers’?

32. What are the current needs of users and potential users of the Library? To what extent does the Library currently meet their needs?

Effectiveness:
33. To what extent has the Library met the objectives set by its mission and annual management plan and, more particularly, to provide the European Commission officials with information useful to their work?
34. In regard to its target populations that are not part of Commission staff, to what extent is the Library helping to strengthen European citizenship by creating a sense of belonging and commitment to the European Project?

Efficiency:
35. Is the level of human and financial resources allocated to the Library adequate for it to achieve reasonably its objectives? Is the level of resources appropriate and proportionate for the level of services that is expected from the Library?

36. Are the procedures used appropriate for the efficient management of the Library?

Utility:
37. To what extent do the results achieved by the Library reflect the needs of its target users?
12.0 Annex 3 – Survey Questions and Online Survey

12.1 Online Survey Questions

Questions were provided both in English and French.

Screen 1 - Questions Relating to the Frequency of Library Use

1. Go to the Central Library in Brussels?
2. Go to the Central Library in Luxembourg?
3. Go to the Library/information Centre of your own DG, or another DG?
4. Access the Central Library resources from your place of work?
5. Use the electronic services (online journals etc.) provided by the Central Library?
6. Request loans or copies from European Commission Libraries Catalogue ECLAS?
7. Access resources in other Commission Libraries or Information Centres from the Central Library?
8. Access resources in other Commission Libraries or Information Centres from your place of work?
9. Access information resources via http://europa.eu?
10. Access information resources elsewhere?

Screen 2 - Questions Relating to the Success of Library Use

11. Using the European Commission Libraries Catalogue ECLAS at a computer within the Central Library
12. Using a computer provided in the Central Library
13. Using your own computer at the Central Library
14. Obtaining help from Central Library staff
15. Requesting library resources not on the open shelves
16. Borrowing library resources
17. Trying to find books, journals etc. in the Central Library reading rooms

Screen 3 - Questions Relating to the Satisfaction with Library Services

18. The process of registering with the Central Library and obtaining an external readers card
19. The process of introduction and induction to the Central Library
20. The range of periodicals in the Central Library
21. The range of books in the Central Library
22. The range of electronic information made available by the Central Library
23. The facilities for electronic access to information in the Central Library
24. Ease of searching for resources in the European Commission Libraries Catalogue ECLAS
25. The coverage of the European Commission Libraries Catalogue ECLAS
26. The completeness and accuracy of Web links to material in the catalogue ECLAS
27. The Central Library Web site
28. The Central Library reading room facilities (computers, workstations, photocopiers etc.)
29. The range of publications on open access in the reading rooms
30. Helpfulness of the Central Library staff
31. Competence of the Central Library staff in meeting your information needs
32. Central Library opening hours
33. The Central Library suggestions and complaints procedures
34. Accessibility of the Central Library for users with disabilities or special needs

Screen 4 - Questions Relating to User Priorities for Library Services

35. The Central Library should provide study facilities for the consultation of material in the Library
36. The Central Library provides remote access to electronic journals from home, office or elsewhere
37. The Central Library provides you with print copies of newspapers at your place of work
38. The Central Library includes information on all pre-1978 holdings in the online catalogue
39. The Central Library includes information on all post-1978 holdings in the online catalogue
40. The Central Library provides access to full-text online for pre-1978 EU Publications
41. The Central Library provides access to full-text online for post-1978 EU Publications
42. The European Commission Libraries Catalogue provides rapid ‘pre-publication’ information about forthcoming Commission publications
43. The content of the European Commission Libraries Catalogue should be made available through other search engines
44. The Central Library provides on-site and/or online training in searching for and accessing information resources
45. The Central Library equips you with the tools (catalogue, Web site etc.) to find information independently
46. The Central Library provides a telephone and email enquiry service to assist you in finding the information you need
47. The Central Library provides you with targeted information to bring your attention to new resources of relevance to you

Screen 5 - Questions asking Users what the Library should be doing

48. I am able to discover easily what services are available from, or are offered by, the Central Library
49. The Central Library should be the primary central resource where I can search for all Commission documents and information
50. There should be a single Internet portal to search for all European Commission documents
51. Same-day access to books/journals held in the Central Library store is important for my work
52. Wifi access in the Central Library Reading Rooms will enhance my ability to use Library resources effectively
53. The Central Library should carry out regular online user surveys
54. The Central Library should have a representative panel of users to provide advice on services and strategy
55. The Central Library should encourage user feedback in order to shape its future service provision
56. The Central Library should publicise explicit service targets so that I can understand what to expect from the Library
Screen 6 - Write-in Boxes for Respondents to Provide More Material: Tell us about:

57. The other key Library and Information resources that you use
58. Your main purposes when using Commission Library resources (work, private research etc.)
59. Please rank the importance of the Central Library in relation to other services that you use to obtain information
60. What additional resources or services should be developed by the Central Library?
61. Any additional comments you wish to make about the Central Library services

12.2 Online User Survey

The Survey Web site was registered as http://ecotecsurveys.com/eclibrary and was extensively tested with the Steering Group during a ‘user acceptance testing’ phase. The Steering Group in particular provided detailed advice on the ways in which the site was ‘performing’ behind the Commission firewall, most importantly identifying problems with browsers not having ‘client-side scripting’ enabled, and this meant that screens were not refreshing properly when people clicked on a response box.

Once the Steering Group confirmed that the site was stable, and could be navigated effectively in less than 15 minutes, the site was released for public access.

The home screen of the site allowed users to select either English or French language versions, and a clickable privacy statement contained the formal statement as required by the European Data Protection Supervisor.

Figure 12.1: Online Survey Home Page

When clicking ‘Continue to the Evaluation’ users were taken to a registration screen where they were asked to provide basic information and were able to either volunteer to attend focus group meetings in Brussels and Luxembourg, or in the later stages (after the focus
groups had taken place) to give permission for the evaluators to contact them for any follow-up questions. A 'captcha\(^1\) image code mechanism was used to stop spammers registering on the site. Once users had completed the compulsory information (plus any optional information) they were taken to a summary screen which gave them information about the structure of the survey.

It had been agreed by the Steering Group that a process of registration, where a user name and password were created, was not acceptable. As a result users needed to complete the survey in one session, but no emails or messages were received from people to say that this was a problem.

**Figure 12.2: Information Screen at the start of the Survey**

![Information Screen at the start of the Survey](image)

Users then clicked the ‘continue’ button, and proceeded to each of the six response screens. They selected their responses by clicking the appropriate response circle, and they could set responses for the first three screens to ‘not applicable’ if they were not existing users of the Library:

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\(^1\) [http://www.captcha.net/](http://www.captcha.net/) “A CAPTCHA is a program that protects websites against bots by generating and grading tests that humans can pass but current computer programs cannot. For example, humans can read distorted text, but current computer programs can’t.”
Screen 6 offered the opportunity to write comments about Library Services and information usage and needs.

Finally, once the survey was complete, a screen was provided thanking the respondents, providing them with a printable summary of their responses, and also the facility to export their responses to an Excel file.
13.0 Annex 4 – Organisations and People Consulted

Focus Group Participants (16) were from:

DG Agriculture
DG for Translation (2)
DG Education and Culture
DG Employment, Social Affairs and Equal Opportunities
DG Internal Market and Services
DG Research (2)
DG Interpretation
DG Humanitarian Aid
European Economic and Social Committee
Eurostat – European Union Statistical Office (3)
Law Company librarians (2)
European Commission Anti-Fraud Office
European Commission Legal Service

Other interviewees (13) were from:

DG Personnel and Administration
DG Competition
DG Development
DG Employment, Social Affairs and Equal Opportunities (2)
DG Enterprise and Industry
DG Environment
DG Information Society and Media
DG Regional Policy
DG Energy and Transport
European Parliament Library (2)
European Commission Legal Service

Interviews with Central Library Staff (28)

23 staff at Brussels were interviewed (one by phone and email), and 5 at Luxembourg.
The European Commission Central Library (‘The Library’) was created in 1958, one year after the signature of the Treaties of Rome in March 1957. The first of the Treaties established the European Economic Community (EEC), the second established the European Atomic Energy Community (EURATOM), and the Library initially served both organisations in addition to the European Coal and Steel Community (ECSC) which had been created in July 1952.

In 1968 the three organisations were merged and their information collections were integrated into the Central Library of the (now) European Commission. Since 1968, and as noted in the 2007 Annual Activity Report, “created initially as an administrative unit of purchase, the Central Library over the years has undertaken the role of ‘memory of the Commission’. In 2008 the Library celebrated its 50th Anniversary. Activities included a Conference on Libraries and Innovation, and a display stand publicising Library activities in the Berlaymont building.

The Central Library currently functions at two locations, Brussels and Luxembourg. The Luxembourg site does not have separate management, and the Head of Unit, and the Deputy Head of Unit – both based in Brussels – are responsible for both sites. A Librarian is in administrative charge of the Luxembourg location. The Luxembourg branch is described as an ‘antenna’ of the Central Library. To meet the requirements that the two primary locations of European Commission activities (Brussels and Luxembourg) should be serviced in a discriminatory fashion Commission staff in Luxembourg have as much ‘access’ to the Library expertise and resources as those in Brussels.

The Library is currently positioned administratively within the Directorate General for Education and Culture (DG EAC) as Unit 4 within Directorate C “Culture, Multilingualism and Communication”. Therefore, while the Central Library is the Central Library of the Commission, it is not located ‘centrally’ within the organisational structure of the Commission.

In its early years the Library was an administrative unit focusing on the purchase of documentary resources, and it subsequently became a Library in the formal sense. However, the Central word within ‘Central Library’ never implied that it was the single authoritative provider of library services across the Commission. From the outset of the Commission the Directorates General (DGs) were able to establish their own libraries and information collections. There was not, and is not, a single Commission information...
resource policy which mandates that there should be a centralised internal information strategy, although DG Communication\(^1\) is mandated with ensuring that there is a coherent external information and communication process for the Commission.

14.1 Brussels Location and Buildings

In 2002\(^2\) the Library moved from its previous Brussels premises in Avenue de Cortenberg to newly refurbished accommodation at 18, rue Van Maerlant (VM18). The 2001 Activity Report noted “on 1 January 2001 the library was renamed the ‘Central Library’ (instead of ‘Documentation Centre’) within the ‘Youth, Civil Society and Communication’ Directorate of DG EAC”.

VM18 currently houses the Commission Historical Archives\(^3\) (which is based in the Office for Infrastructure and Logistics\(^4\) (OIB) as section OIB.OS.1.002) and the Visit Service of the Commission (EAC.D.5). VM18 also houses the “Library for leisure reading”, and “After-School Childminding Centre”.

The Central Library in Brussels is physically located near the Committee of the Regions and Economic and Social Committee, while the Berlaymont complex is about 400 metres walk away, and DG EAC (the ‘host’ DG) is at the Madou building over 1 kilometre away.

The physical reading rooms in Brussels, located at VM18, were not designed as a ‘new build’ library facility. Instead, the actual reading rooms of the Library are located in a former Convent Van Maerlant\(^5\), which had been standing largely derelict since the Convent vacated it in the early 1980s.

The following photograph shows the facade of VM18. The building at the right is the original chapel of the Convent, and this was separately restored with sponsorship to become the “Chapel of the Resurrection”, or the “Chapel for Europe” on 25 September 2001\(^6\).

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1. [http://ec.europa.eu/dgs/communication/index_en.htm](http://ec.europa.eu/dgs/communication/index_en.htm)
To the left of the white chapel is the structure, with the tower, within which are housed the two floors of Reading Rooms of the Library. After entering the building through security there is a general atrium area, and the ground floor of the old convent area contains a cafeteria area. The Library has two reading rooms on levels 4 and 5. Level 4 is accessible via three elevators.

The decisions about the actual layout of the Brussels Library accommodation were taken in 2000 by DG EAC and DG ADMIN (the DG for Personnel and Administration). At its previous location the Library had suffered because the offices and reading rooms were apart, and Library staff were very keen to overcome this with the move to new premises. They wanted a single service space, because the library had been based in an administrative building completely un-adapted to library services and without any visibility to its visitors.

EAC asked the Library to see if the VM18 building could host them, and the initial response was negative, one particular reason being that the underground store rooms would be distant from the reading rooms, and not directly linked by an elevator and that they were placed at the levels of a former underground car park.

However, VM18 was the decision of DG EAC, and the Library then requested that a coherent library facility should be developed. The plan proposed by the Library involved a single ground floor reading room on one level, with library staff being integral in the library space, and the Library being accessible directly from the building entrance, and directly linked with the stores by an elevator.

This proposal was not accepted, and the imposed solution was reading rooms at levels 4 and 5 of the former convent with offices for librarians on level 4 of the convent, not too far from the library in the former church, without the steps found at other levels. The Library was aware that the stores would not be immediately accessible and requested a book lift from the stores to level 4 of the convent and between level 4 and 5 in the reading room. The request for a book lift from the stores was not accepted. The building was therefore
not adapted to function as a library. Librarians and support staff requiring frequent access
to the reading rooms are mainly housed on level 4. Acquisitions, subscriptions,
administrative staff are mainly housed on level 1.

The layout and architecture of the Brussels Library is therefore a sub-optimal imposed
solution, both in the lack of cohesion for staff who are split between office levels 1 and 4,
and in terms of the staff overhead required for two separate reading rooms, rather than
one. The original proposal by the Library would have allowed the stores to be located just
beyond the reading rooms with access provided by a direct lift.

The Library uses professional staff to man the reading rooms, currently Monday to
Thursday from 10.00 a.m. to 5.00 p.m. and Friday from 10.00 a.m. to 1.30 p.m. Friday
opening was reintroduced in 2003 to meet user needs, but had to be balanced with the
staff availability. The reading rooms are closed for the whole of August, but loans and
other services continue for Commission users alongside the inter-library loan and
enquiries services.

During the preparations for the move to the new building the Library team were aware that
the only access to the Level 5 reading room is up stairs, and had a design for a stair-lift
prepared. The stair-lift proposal was also not accepted in 2003. As a consequence any
user who cannot walk up the flights of stairs between levels 4 and 5 is not able to access
50% of the reading room facilities and space.

The provision of IT equipment in the reading rooms, and the access to Internet, is
determined by the Directorate-General for Informatics (DIGIT1) as part of the centralised
strategy for IT in the Commission. DIGIT IT security procedures state that within the same
room it is not possible to have a mix of PCs which function inside and outside of the
Commission firewall. Even though the Reading Rooms are large, they cannot have a mix.

So, in the upper room (level 5 of the former church) the PCs do have password-free
Internet access. In the lower room Internet access (wired) is provided via a password.
Accessing information on CDs can be difficult, since many cannot be read on the Reading
Room PCs. PCs provided by DIGIT are not allowed to run executables (.exe files), but
many CD databases are accessible only via their own software. Readers can use their
own laptops in the Library, but cannot access the Internet – there is no WIFI provided. The
Library has requested WIFI facilities for users and at the time of writing this Report it is
waiting for a response from DIGIT.

The different levels of IT access and security across the Commission, and in the two
reading rooms, do not allow the Library to provide the same type of access to electronic

1 http://ec.europa.eu/dgs/informatics/index_en.htm
services and resources. For example, SWETS and other electronic resource providers recognise the users by the IP address of the PC being used:

- PCs in the upper reading room (5) have IP addresses outside the recognised range of addresses (in order to allow users to access Internet directly without a password).
- Readers on the upper reading room do currently not have access to electronic periodicals because the IP addresses are not accepted. However, the Library was informed that this limitation will be overcome in the short-term.
- All users inside the Commission can access SWETS and other providers (as long as the IP address is included in the IP address range recognised by SWETS etc.)
- All readers on the lower level (4) of the reading rooms can access electronic periodicals (IP address accepted) from the library PCs - as long as the librarian puts in the password to open access to the Internet
- Users not working on Commission PCs have no access to SWETS etc. - this applies to anyone whether a member of Commission staff or visitor. In addition, access to online periodicals and newspapers is restricted by DIGIT procedures, and with providers such as SWETSWISE there is an IP limitation. Commission staff can access electronic periodicals from an office PC, but not from home.

Figure 14.2: Level 4 User Space and Level 5 IT facilities
Open shelves provide a selected range of the Library physical holdings. Current journals are on display, as are a wide range of dictionaries, reference books and encyclopaedias.

14.2 Luxembourg Location and Buildings

Prior to the Brussels Library move in 2001, the Luxembourg library (in September 1999) had moved from the Jean Monnet building to the Joseph Bech complex, both locations being on the Kirchberg plateau. The Bech complex is within a retail and conference area of Luxembourg, out to the North-East of the City, and well away from most other Commission buildings, and the only other Commission operation within immediate proximity is the European Statistical Office, Eurostat.

We were informed that the Library expects to return to the new Jean Monnet Building to be built on the Kirchberg plateau, the move being expected around 2015. Eurostat is the dominant occupier of space in the Bech Building, and at the entrance there are signs both for Eurostat and for the Library. There are signs within the building directing visitors to the Library, which is physically located in a rather remote section of the building.

Once at the Library and through the entrance door there are offices immediately on the right, and then ahead there is a reception area. The reading rooms and staff offices are integrated into the same physical space, so there is close proximity between visitors and the staff.

1 http://ec.europa.eu/oil/batiments_en.htm (and the OIB site for Luxembourg does not provide a single map showing the location of Commission Buildings.)
The material displayed on the open shelves is broadly similar to that in Brussels – dictionaries, encyclopaedias, core reference material, current versions of journals. In addition the Luxembourg Library has most of one set of shelves (the second corridor of shelves from the left in the photo above) allocated to what is termed ‘nouvelles acquisitions’. These ‘new acquisitions’ were (when we visited in July 2009) all new acquisitions since January 2007, catalogued and displayed in the order in which they were ‘acquired’.

A small set of PCs comprise the available IT facilities in Luxembourg, and they are subject to the same restrictions imposed by the Commission firewall as in Brussels. The proximity of staff and readers in the reading rooms mean that it is possible to have rather longer opening hours than at Brussels: Monday to Friday 0900-1700.

### 14.3 The ‘Institutional Memory’ of the Commission

The Library is the depository library for the European Commission, and houses the central repository of documents and books relating to European integration. The repository comprises significant storage areas in both Brussels and Luxembourg.

The Brussels on-site book storage area is in the VM 18 building complex, in the levels of what was planned as a car park, and where water sprinklers were required by the fire authorities in case of fire. The water sprinklers present a risk to the books and documents in the store. The 2007 Audit requested that the Library develop a disaster mitigation plan and such a plan was delivered. In addition to that, the entire pump system was replaced in March 2009 and an additional detection mechanism was implemented to minimize the risk of flooding in the storage area.
Mobile stacks are installed in the storage areas to maximise space utilisation, and the old card catalogue of pre-1978 publications is also stored in this area.

Figure 14.4: Mobile storage stacks

In addition to the ‘on-site’ storage area shown above (1,200m² containing nearly 335,000 volumes) there is an ‘off-site’ storage centre at Kortenberg, which is about 6km outside Brussels beyond the Airport, and which also houses the Historical Archives of the Commission. Storage space of 970m² contains over 200,000 volumes. The move to Kortenberg from the previous off-site storage location took place in June 2005, the reason being to cope ‘in the medium term’ with the storage requirements arising from the acquisitions of material relating to EU enlargement, and to realise economies of scale by sharing the storage location with the Historical Archives.

The material from the on-site stacks is normally available to readers in the reading rooms in less than one hour, but less frequently if the material is stored at Kortenberg. More importantly for internal users there is a document delivery service ‘to the desk’ of users. Users can make requests via the ECLAS catalogue, or email/phone, and the material is sent through the internal mail system of the Commission. The Office for Infrastructure and Logistics\(^1\) operates the service, and “distribution between buildings is by ‘mail shuttle’, which delivers and picks up mail several times per day in all Commission buildings”. “Mail to Luxembourg is transported by a daily shuttle service. The shuttle leaves the Parliament at about 10:30 and returns to Brussels at the end of the day”. Requests for material that are held in the on-site stores can be dispatched to users on the same day. However, material that is located in the off-site store in Kortenberg is collected about twice a week, unless something is needed urgently, when someone from the Library has to drive out to collect it.

\(^1\) [http://ec.europa.eu/oib/index_en.htm](http://ec.europa.eu/oib/index_en.htm)
The Luxembourg Library has four storage areas within the Bech Building (totalling 860m²) containing over 103,000 volumes. As with Brussels the material can be brought up to the reading room within one hour, and it can be transferred to Brussels via the shuttle service and internal mail.
15.0  Annex 6 – References and Information Sources

The prefix numbers relate to the sequence the files were registered in the evaluation directory of information.

Central Library - Strategy
- 49 - BC avenir.doc – February 2009 Discussions about Strategy Development
- 51 - BibliothMarketing2.doc - Memo December 2008 About Service Developments
- 59 - EnqueteBCRapport.doc – Considerations following the 2008 User Survey
- 69 - Evaluation C4 Brainstorming.doc – Unit discussions about future strategy

Central Library Staff, Staff Issues, and Job Descriptions
- 10 - LAURERO.063187103.pdf – Staff List
- 43 - Administrative Agent.pdf
- 43 - archivist_genericjobdescription.pdf
- 43 - assistan_librarian_genericjobdescription.pdf
- 43 - central_archives_manager_genericjobdescription.pdf
- 43 - Clerical Officer Public.pdf
- 43 - Deputy Head of Unit.pdf
- 43 - DGT_documentalist_genericjobdescription.pdf
- 43 - document_management_agent_genericjobdescription.pdf
- 43 - Documentalist_genericjobdescription.pdf
- 43 - Financial Assistant Initiation.pdf
- 43 - Financial Assistant Verification.pdf
- 43 - Head of Unit.pdf
- 43 - Info System Developer.pdf
- 43 - Librarian_genericjobdescription.pdf
- 43 - Photocopy.pdf
- 43 - Project Manager.pdf
- 43 - records_manager_DMO_genericjobdescription.pdf
- 43 - Secretary to the.pdf
- 43 - Storekeeper.pdf
- 43 - Webmaster.pdf
- 44 - Working hours.htm - Information on European Commission Working Hours
- 45 - Staff structure over years.xls - Central Library Staff Structure
- 58 - EAC-C-4 Repartition aches personnel sans noms.doc – Staff Tasks

Central Library 50th anniversary conference presentations
- 36 - EU Bookshop_50_years_Library_24-11-2008-final.ppt - EU Bookshop presentation
- 46 - Presentation_Andrew_Cranfield.ppt - A Library Policy for Europe
- 52 - Copyright_innovation_and_UNESCO.Library.ppt - Copyright, Innovation and UNESCO Library
- 53 - The_European_Library_and_the_user.ppt - European Library and Europeana and the User
- 54 - La_Bibliotheque_Office_des_Nations_Unies_Geneve.ppt – UN Library Geneva

2 http://ec.europa.eu/libraries/doc/50ans/conferences_en.html
Central Library Finance/Subscription/Acquisitions Information
- 1 - 2009-04-08-liste abonnements par DG au 31-12-2008.xls - Periodical/newspaper subscriptions by DG
- 5 - BCB08.xls – Budget for Inter-Library Loans
- 6 - SJ-COMP08.xls – Budget for Inter-Library Loans
- 7 - prop-BUDGET ACQUISITIONS BRUXELLES.xls - Budget for Monographs and Standing Orders
- 8 - LAUERO.063639038.pdf - Costs of Flood Damage 2009
- 9 - LAUERO.063402412.pdf - DGEAC Budget Line
- 31 - cout-op2007 au24042009 v2.xls – Budget information for standing orders
- 31 - cout-op2007 au24042009.doc – Budget information for standing orders
- 32 - cout-op2007 au24042009.xls – Budget information for standing orders
- 70 - ILL Prices.xls – Inter Library Loan Prices

Central Library – Journal and Periodical Information
- 64 - 2009-06-30-ALLSUBL.xls - All Journal Subscriptions
- 65 - atypon09JanJun2.xls - Full text requests for Atypon online journals Jan to June 2009
- 66 - Cambridge01062009counterreport1.xls - Cambridge online accesses
- 67 - Ceelo02062009.xls - Total accesses for all journals
- 68 - Emerald010609COUNTER Journal Report1.xls - Total accesses for Emerald
- 71 - Informaworld01062009.xls - Total accesses for Informaworld
- 72 - Ingenta01062009(2).xls - Total accesses for Ingenta
- 73 - Wiley IntersScienceJan-Avri09xls.xls - Total accesses for Wiley
- 74 - CAIRN JanvierMai09CAIRN.xls - Total accesses for CAIRN
- 77 - Oxford0106COUNTER JR1.xls - Total accesses for Oxford
- 78 - sage01052009.xls - Total accesses for Sage
- 79 - Science01052009.xls - Total accesses for Science
- 80 - ScienceDirect01062009Journalreport1.xls - Total accesses for Science Direct
- 81 - Swets Successful full-text article requests 2009.xls - Total accesses for SWETS
- 89 - Serial Statistics Consolidated_v4 (2) - Consolidated serials statistics 2009
- 90 - Analysis - Journals TOC only – SwetsWise TOC information
- 91 - EAC ECLAS TOC ALERTS - Detailed distribution lists (2) Details of the people in DG EAC who receive TOC alerts.

Central Library - Information Technology
- 2 - Document re DIGIT policy on IT for Library.tif - Directorate General for IT – Policy on IT provision for the Central Library
- 23 - Broken_links_PV_2008_05_15.doc – Meeting with DIGIT regarding broken URL links
- 24 - Library Broken Link Report.doc – Information about broken URL links
- 60 - evaluation_access.doc - Summary of IT access procedures
- 105 - Aleph_management.ppt – Management of ALEPH to other Libraries

1 http://ec.europa.eu/libraries/doc/50ans/Libraries_creativity_and_innovation.ppt
2 http://ec.europa.eu/libraries/doc/50ans/La_bibliotheque_numerique_European_NAVigator.pps
Central Library - Procedures
- 3 - Procedures_ResauBib_2007_EN_final.pdf - Library procedures document from the Réseaubib network site
- 11 - Utilisation des contrats -2.doc – Acquisitions Procedures
- 12 - Manuel des procédures internes final.doc – Manual of Internal Procedures
- 16 - Prêt … BCB (101)-3.doc – Procedures for External Readers
- 17 - Work flow.doc – Procedure for Work-Flow regarding user requests
- 18 - Signet.doc – Form for user requesting material from the Stores
- 19 - Risk Assessment Template – Library risk assessment details
- 20 - Risk Assessment Template 2009.doc – Library risk assessment front page
- 56 - Contrats cadre pourcentages.doc – Framework Contract information
- 57 - Dawco publishers accepted as non-commercial.xls – Non-commercial publishers for acquisitions

Central Library Annual Activity Reports 1998-2008
- 33 - rapport_1998_en.pdf
- 33 - rapport_1999_en.pdf
- 33 - rapport_2000_en.pdf
- 33 - rapport_2001_en.pdf
- 33 - rapport_2002_en.pdf
- 33 - rapport_2003_en.pdf
- 33 - rapport_2004_en.pdf
- 33 - rapport_2005_en.pdf
- 33 - rapport_2006_en.pdf
- 33 - rapport_2007_en.pdf
- 63 - rapport_2008_en.pdf

Central Library Activity Statistics – provided ad hoc to the evaluation
- 34 - 2009 First quarter SwetsWise Full text article requests.xls
- 35 - 2009 Jan Feb ScienceDirect full text article requests.xls
- 47 - 2008_jan-dec_serials_arrivedpdf_EN_1.pdf
- 47 - 22008_jan-dec_acquisitionspdf_EN_1.pdf
- 47 - 22008_jan-dec_all_itemspdf_EN_1.pdf
- 47 - 22008_jan-dec_cataloguingpdf_EN_1.pdf
- 47 - 22008_jan-dec_circulation_material_1_EN_1.pdf
- 47 - 22008_jan-dec_circulation_pt1pdf_1_EN_1.pdf
- 47 - 22008_jan-dec_circulation_pt2pdf_EN_1.pdf
- 47 - 22008_jan-dec_circulation_statuspdf_EN_1.pdf
- 47 - 22008_jan-dec_circulation_statuspdf_1_EN_1.pdf
- 47 - 22008_jan-dec_copies_raw_datapdf_EN_1.pdf
- 47 - 22008_jan-dec_helddpdf_EN_1.pdf
- 47 - 22008_jan-dec_$pdf_EN_1.pdf
- 47 - 22008_jan-dec_loans_sublib_2008pdf_EN_1.pdf
- 47 - 22008_jan-dec_loans_sublibrarypdf_EN_1.pdf
- 47 - 22008_jan-dec_returns_sublibrarypdf_EN_1.pdf
- 47 - 22008.ITEMS.doc
- 47 - 2Photocopy_requests.xls
- 47 - 2stats200801-4_draft.doc
- 61 - Elsevier SD.pdf - Science Direct: Account Statistics
Central Library Floor Plans of Brussels and Luxembourg Reading Rooms

- 82 - Salles Plan Bxl.pdf
- 83 - Salles Plan Bxl2.pdf
- 84 - Salles Plan Bxl3.pdf

Central Library - Miscellaneous

- 4 - ao_10021_tender_specifications_en.doc - OPOCE Tender for a Library System¹
- 14 - Magasins volumes Luxembourg.doc - Assessment of available volumes in the stores in Luxembourg
- 15 - Magasins volumes.doc - Assessment of available volumes in the stores in Brussels
- 21 - pv_BOOKSHOP_10092007_RD.doc - Minutes of Meeting with Office of Publications September 2007
- 22 - Bookshop_meeting_2008_06_17.doc - Meeting note of Meeting with Office of Publications June 2008
- 75 - ListeResponsDG2009.xls – Reseaubib Contacts
- 85 - Site_BC_IntraComm_05082009.pps – Central Library Intranet Screens
- 85a - Site_BC_IntraComm_05082009.ppt – Central Library Intranet Screens
- 97 - UK Taxpayer Alliance 2009 - EULibraries.pdf – Critique of the Central Library
- 102 - 090609_Library_presentation_MADO_EN.ppt – Central Library Presentation Material
- 104 - EAC_CENTRAL_LIBRARY_BXL_EN_FR_170908_DEF.pdf – Publicity Handout for the Library

EBLIDA – Library Policy for Europe Conference ³ May 2009

- The European Bureau of Library, Information and Documentation Associations (EBLIDA), the National Authorities on Public Libraries in Europe (NAPLE), the Austrian Library Association (BVOE) and the Austrian Association of Librarians (VOEB) asked librarians to take part in the initiation of a discussion process on the importance of a library policy for Europe and the benefit that this will bring to the European library sector and its users.

EUR-Lex⁴: - Access to European Law

- Crosswalking - a proposal for a metadata mapping to improve access to EU documents⁵.

Europeana Portal⁶

- Partners and contributors⁷.

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³ http://www.conference.bvoe.at/index.html
⁴ http://eur-lex.europa.eu/
⁶ http://www.europeana.eu/portal/
⁷ http://www.europeana.eu/portal/partners.html

215
European Library
European Navigator Digital Library

Ex Libris - Ex Libris Group
- Material on Unified Resource Management
- White Paper Framework for Next Generation Library Services

IFLA (International Federation of Library Associations)
- Guidelines for Libraries of Government Departments
- Guidelines for Multilingual Thesauri, saved at 63 - IFLA - Multilingual Thesauri Profrep115.pdf
- IFLA Section on Library Statistics and Evaluation with their questionnaire from 2007
- Libraries for the Blind in the Information Age
- Public Libraries, Archives and Museums: Trends in Collaboration and Cooperation
- IFLA Section on Library Statistics and Evaluation with their questionnaire from 2007.
- Libraries for the Blind in the Information Age
- Public Libraries, Archives and Museums: Trends in Collaboration and Cooperation

OCLC – Online Computer Library Center
- How libraries are using new ideas and out-of-the-box thinking to meet a variety of challenges. By Andy Havens and Tom Storey, February 2009.
- Libraries mash up content, services and ideas. By Tom Storey, June 2008.
- Streamlining Book Metadata Workflow, by Judy Luther (2009)

2 http://www.ena.lu/about-ENA.html
3 http://www.exlibrisgroup.com/category/Home
4 http://www.exlibrisgroup.com/category/URM_ResourceCenter
10 http://www.ifla.org.sg/VII/s31/pub/Profrep86.pdf
13 http://www.ifla.org/en/services-for-parliaments
14 http://www.oclc.org/nextspace/011/1.htm
15 http://www.oclc.org/nextspace/009/1.htm
16 http://www.oclc.org/partnerships/material/nexgen/nexgencataloging.htm
17 http://www.loc.gov/today/pr/2007/07-244.html
18 http://www.loc.gov/bibliographic-future/
22 http://www.oclc.org/reports/pdfs/Percept_all.pdf
• WorldCat Mobile puts library collections into smartphones and PDAs\(^1\). By David M. Duke. February 2009.

**OECD**
• Librarians Area\(^2\)

**SLA\(^3\) – Special Libraries Association**
• Competencies for Information Professionals of the 21st Century\(^4\) (Revised edition, June 2003).

**UNESCO**
• Copyright, Innovation and UNESCO Library\(^5\).
• Library site\(^6\)

**UK - House of Commons Library\(^7\)**

**UN Library Geneva\(^8\)**

**World Bank**
• Outside Visitor Access to the Joint Bank-Fund Library\(^9\).
• Unlocking the Power of Information: The Library Network Annual Report 2005\(^10\).

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1. [http://www.oclc.org/nextspace/011/labs.htm](http://www.oclc.org/nextspace/011/labs.htm)
2. [http://oberon.sourceoecd.org/vl=2535878/cl=26/nw=1/rpsv/librarian/librarian.htm](http://oberon.sourceoecd.org/vl=2535878/cl=26/nw=1/rpsv/librarian/librarian.htm)
4. [http://www.sla.org/content/learn/members/competencies/index.cfm](http://www.sla.org/content/learn/members/competencies/index.cfm)
9. [http://external.worldbankimflib.org/e-nlvisit.htm](http://external.worldbankimflib.org/e-nlvisit.htm)
16.0  Annex 7 – Glossary of Acronyms

AIDCO - EuropeAid Co-operation Office
ALEPH – Integrated Library Management System¹
ATHENS²  - A process to allow single sign-in for multiple electronic resources.
CEU – Council of the European Union
CIRCA - A portal of collaborative workspace for partners of the European Institutions³
DG – Directorate General within the European Commission⁴
DG ADMIN - Directorate-General for Personnel and Administration
DG AGRI - Directorate-General for Agriculture and Rural Development
DG BUDG - Directorate-General for the Budget
DG COMM - Directorate-General for Communication
DG COMP - Directorate-General for Competition
DG DEV - Directorate-General for Development
DG DGT - Directorate-General for Translation
DG DIGIT - Directorate-General for Informatics
DG EAC - Directorate-General for Education and Culture
DG ECFIN - Directorate-General for Economic and Financial Affairs
DG ECHO - Directorate-General for Humanitarian Aid
DG EMPL - Directorate-General for Employment, Social Affairs and Equal Opportunities
DG ENLARG - Directorate-General for Enlargement
DG ENTR - Directorate-General for Enterprise and Industry
DG ENV - Directorate-General for the Environment
DG INFSO - Directorate-General for the Information Society and Media
DG JLS - Directorate-General for Justice, Freedom and Security

¹ http://www.exlibrisgroup.com/category/Aleph
² http://www.athens.ac.uk/
³ http://circa.europa.eu/

218
DG MARE - Directorate-General for Maritime Affairs and Fisheries
DG MARKT - Directorate-General for the Internal Market and Services
DG REGIO - Directorate-General for Regional Policy
DG RELEX - Directorate-General for External Relations
DG RTD - Directorate-General for Research
DG SANCO - Directorate-General for Health and Consumers
DG SCIC - Directorate-General for Interpretation
DG TAXUD - Directorate-General for Taxation and Customs Union
DG TRADE - Directorate-General for Trade
DG TREN - Directorate-General for Energy and Transport
DTS – European Commission DTS eservices (Web and elearning)
ECLAS – “the European Commission union catalogue referencing holdings of a network of libraries, called RéseauBIB. In addition to the Central Library, some 25 smaller specialised libraries and documentation centres participate in this co-operation network”1.
ECR - Committee for the Regions
EDC – European Documentation Centres2 - “help universities and research institutes to promote and develop education and research on European integration, encourage them to take part in the debate on Europe and help ordinary citizens to learn about the Union's policies”.
EESC - European Economic and Social Committee
EPL – European Parliament Library
EPSO - European Communities Personnel Selection Office
EU – European Union
EUROLIB - Collaboration between libraries run by EU institutions3: “a grouping of European institutional libraries organised on the basis of an agreement adopted by Resolution at a General Assembly in Dublin on 18 April, 1997
EUROSTAT – European Statistical Office4
FTE – Full-time equivalent

1 http://ec.europa.eu/libraries/doc/catalogues/index_en.htm
2 http://ec.europa.eu/europedirect/visit_us/edc/index_en.htm
3 http://www.eurolibnet.eu/
4 http://ec.europa.eu/eurostat
IAS – European Commission Internal Audit Service
JRC – European Commission Joint Research Centre
MEP – Member of the European Parliament
OIB - European Commission Office for Infrastructure and Logistics in Brussels
OIL - European Commission Office for Infrastructure and Logistics in Luxembourg
OLAF – European Commission Anti-Fraud Office
OPAC – Online Public Access Catalogue
OP - Publications Office of the European Union¹
RéseauBib - The network of European Commission libraries²
SG – European Commission Secrétariat Général
SJ – European Commission Legal Service
SWETS³ – SwetsWise, a comprehensive portfolio of products and services designed to simplify the way Libraries acquire, access and manage subscriptions to electronic resources.
UNESCO⁴ – United Nations Educational, Scientific and Cultural Organization
Z39.50 – “Z39.50 is a client-server protocol for searching and retrieving information from remote computer databases. It is covered by ANSI/NISO standard Z39.50, and ISO standard 23950. The standard's maintenance agency is the Library of Congress. Z39.50 is widely used in library environments and is often incorporated into integrated library systems and personal bibliographic reference software. Interlibrary catalogue searches for interlibrary loan are often implemented with Z39.50 queries”⁵.

¹ http://publications.europa.eu/
² http://ec.europa.eu/libraries/doc/docurama/dgs_en.htm
³ https://www.swetswise.com/public/login.do
⁴ http://www.unesco.org/en