PART I : GENERAL INFORMATION ABOUT CHIEF LIBRARY MANAGERS AND ORGANISATIONS

1. Name and Address of the Library of which you are the Chief Executive.

   ___________________________________________________________

2. Prior to being selected the Chief Executive of your library, which one of the following functional areas describes where your previous position was located (Check the appropriate blank):

   Administrative/Personnel Services
   Reader's Services
   Technical Services
   Other (Please specify)

   ___________________________________________________________

3. How many employees are employed in your library ?

   ___________________________________________________________

4. How many professionals are employed in your library ?

   ___________________________________________________________

* Also stands for the incharge of a college library.
5. How many subordinates do you directly supervise? Count only those persons who report directly to you. Exclude any subordinate who reports to an intermediary who, in turn, reports to you.

6. How long have you been working in your present managerial job in this organisation? (Check one). Consider only the time you have spent in your current job assignment.

   - Less than 1 year
   - 1 year to 5 years
   - 6 years to 10 years
   - 11 years to 20 years
   - More than 20 years

7. How long have you been working in this organisation? (Check one). Consider only the time you have spent in your latest continuous span of employment.

   - Less than 1 year
   - 1 year to 5 years
   - 6 years to 10 years
   - 11 years to 20 years
   - More than 20 years

8. What is your gender?
   - Female
   - Male
9. What is your present age?

Under 25
25-30
31-40
41-50
51-60
Over 60 years

10. What academic degrees do you hold?
(Check all that applies)

Bachelor of Library and Information Science
Bachelor's in other fields
(Please specify)
Master's degree in Library and Information Science
Master's in other fields
(Please specify)
Ph.D. in Library and Information Science
Ph.D. in other fields
(Please specify)
Others
(Please specify degree)
(Please specify field)

PART II: JOB REQUIREMENTS FOR THE CHIEF EXECUTIVE'S POSITION

Below are a number of activities that may be required in your job. These activities have been used to describe basic managerial roles which are representative of most chief
executive positions. Use the five-point rating scale shown below to indicate how much each activity is required throughout the year in your present managerial job.

After each statement listed below ENCIRCLE the number of the response that indicates the extent the activity is required in your present job. Organisation refers to the entire library system which falls under you or for which you have responsibility.

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<th>Not required at all</th>
<th>Required to a slight extent</th>
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1. Entertaining clients as an official representative of your organisation.

2. Allocating resources (staff, money, material) among programme or unit(s).

3. Signing contracts or other official documents.

4. Attending to staffing requirements in your library, such as hiring, firing and promoting.

5. Making yourself available to "Outsiders" (such as users, suppliers, citizens) who want to see "the person in-charge".
6. Attending to the training and development needs of employees in your organisation.

7. Keeping higher management, users or other important groups informed about the activities and capabilities of your library.

8. Serving as the official representative of your library at gatherings outside the organisation.

9. Evaluating, both formally and informally, your subordinate's job performance.

10. Providing guidance and direction to subordinates in your organisation.

11. Joining organisations/professional associations or doing public service work which might provide useful, work-related contacts.

12. Keeping professional colleagues informed about your library.

14. Providing feedback to subordinates either in the form of criticism or praise.

15. Helping subordinates with personal problems.

16. Escorting official visitors to and through your library.

17. Establishing friendly relationships with suppliers or users.

18. Trapping into the grapevine to keep abreast of what is going on in the organisation.

19. Handling formal grievances of users and staff.

20. Allocating funds within your organisation.

21. Assigning subordinates to work on projects.

22. Reading professional journals to get information on what is happening in profession.
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<tr>
<td>23</td>
<td>Passing along unofficial information.</td>
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<td>24</td>
<td>Providing subordinates with data relevant to a new project or assignment.</td>
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<td>25</td>
<td>Formulating budgets of your library.</td>
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<td>26</td>
<td>Developing new contacts by answering requests for information.</td>
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<td>27</td>
<td>Authorising plans for new projects or proposals.</td>
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<td>28</td>
<td>Answering letters or inquiries about your library.</td>
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<td>29</td>
<td>Keeping up-to-date with data relevant to a new project or assignment.</td>
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<td>30</td>
<td>Determining the long-range plans and priorities of your library.</td>
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<tr>
<td>31</td>
<td>Participating in defining organisational strategies and policies.</td>
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<tr>
<td>32</td>
<td>Keeping members of your library informed of relevant information through meetings, conversations, and written information.</td>
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</table>
33. Maintaining your personal network of in-house contacts through visits and phone calls.

34. Keeping up-to-date on user needs and requirements.

35. Passing on the desires and preferences of higher management or members of the board to subordinates.

36. Providing new employees with adequate training and introduction to the job.

37. Directing the work of your subordinates.

38. Keeping up with market changes and trends that might have an impact on your library.

39. Distributing budgeted resources of your library.

40. Developing work relationships with managers or supervisors from the departments or divisions of the library.

41. Monitoring output of formal management information systems, including productivity measures and cost accounting records.
42. Evaluating the outcomes of internal improvement projects.

43. Surveying the library to identify ways to improve performance or cut costs.

44. Working on projects that must get done immediately.

45. Handling complaints from users, non-management subordinates or supervisors.

46. Negotiating with groups outside your organisation for necessary materials, support or commitments.

47. Allocating your own time.

48. Integrating subordinate's goals (e.g., career goals, work preferences) with organisation's work requirements.

49. Programming work for your library (what is to be done, when and how?).

50. Implementing planned organisational improvements.
51. Negotiating with groups internal to your parent organisation or service support organisation for necessary materials, support or commitments.

52. Supervising crash programmes to solve schedule delays.

53. Resolving disputes between subordinates or work groups in your organisation.

54. Planning and developing improvements in workflow or work methods.

55. Attending outside conferences or meetings.

56. Resolving workflow problems with units in the organisation.

57. Bargaining with superiors or subordinates for needed time or funds.

58. Transmitting ideas and information from your outside contacts to appropriate people inside the organisation.
PART III: ROLE REQUIREMENTS FOR THE CHIEF EXECUTIVE'S POSITION

The classification that follows has been used to describe basic managerial roles which are representative of most chief executive positions. Use the five-point rating scale shown below to indicate how much each role is required throughout the year in your present managerial job.

After each statement listed below ENCIRCLE the number of the response that indicates the extent the role is required in your present job.

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1. FIGUREHEAD ROLE — Involves the manager/librarian in a variety of symbolic, social and ceremonial activities. These obligations often arise because other people insist on involving the manager/librarian due to his/her formal authority and status in the organisation. Examples include speaking at employee luncheons, participating in civic affairs, signing contracts with key customers, and presenting certificates on a course completion to employees.
2. LEADER ROLE — Concerns the manager's/librarian's overall efforts to motivate and develop his/her subordinates to perform the necessary work. The manager/librarian tries to create an appropriate atmosphere and to establish good interpersonal relations with subordinates. Examples include hiring new employees, training and coaching subordinates, conducting performance appraisal interviews, and reprimanding a subordinate for poor performance on a project.

3. LIAISON ROLE — See the manager/librarian maintaining a network of contacts and information sources outside his/her organisation. This includes relationships with people within the parent organisation (peers and higher-ups), with Library Committee members and contacts with peer managers, college or university committee work, professional meetings and social events with key outside contacts.
4. **MONITOR ROLE** — Involves the seeking and receiving of information to better understand the organisation and its environment. The manager/librarian processes information to be informed, identify problems and understand the changing environment. Asking other managers about top management decisions, trading gossip with industry contacts and reading professional/trade journals.

5. **DISSEMINATION ROLE** — Sees the manager/librarian transmitting information received from outsiders and other subordinates. The manager/librarian may also share accumulated relevant information. Examples include forwarding relevant written data, briefing a subordinate in the background of a new assignment, introducing the subordinate to people with important information and passing along rumour and gossip.

6. **SPOKESMAN** — Involves the manager/librarian transmitting information to people outside
his/her library. It may be given to other people within the
parent organisation, often higher level managers and to various
public groups. Examples include reviewing the organisation's
results with top management, explaining his/her organisation to peer
managers or board members, lobbying with outside contacts and answering questions about the
plans of the library at a community meeting.

7. ENTREPRENEUR ROLE — Sees the manager/librarian searching the organisation and its environment to identify opportunities and non-pressing problems to exploit.

8. DISTURBANCE HANDLER ROLE — Finds the manager/librarian taking corrective action when he/she faces important, unexpected problems or crisis. The manager acts because the pressure on his/her organisation is too great to ignore. Examples include working on a hot project for the boss, supervising crash programmes to solve schedule delays, handling a key customer or user complaint and resolving
a dispute between two subordinates working on the same Project.

9. RESOURCE ALLOCATOR ROLE — Involves the manager/librarian allocating organisational resources. This includes approving various authorisations, programming of subordinate's work and scheduling his/her own time for various activities. Examples include signing purchase requisitions, assigning a subordinate to work on a new project, blocking out a morning for a project status meeting and readjusting priorities of previously assigned tasks.

10. NEGOTIATOR ROLE — Sees the manager/librarian representing his/her organisation at various non-routine negotiations. They can be with other organisations, outside individuals, or with other units within the parent organisation. Examples include negotiating a sales contract, making changes in delivery schedules, resolving workflows within other organisational units and determining payment schedules for contracts.