



Note from your Editor

One of the talents of Librarians is anticipating future developments and ensuring that their resources are capable of meeting the information needs of such developments before they even happen. That talent seems to have manifested itself in an unexpected way, as the articles on moving libraries which form a large part of this issue of GLINT were commissioned long before the announcement of the decentralisation of civil servants to the far flung corners of the country. Kay Kennedy's article may lull you all into a false sense of security about how easy it is to move, but by the time you have read the rest of the articles I am sure you will realise that there is a lot of work ahead of anyone on the move.

What would you do if you found you no longer had a library to move? Suppose it had all been destroyed in some disaster. How many of you have thought of what you would do in the event of your library material being destroyed or damaged by a fire, or flood or some similar catastrophe. There was lots of useful advice in the presentation given to the GLS by Emma McKenzie of Harwell Drying and Restoration Services, and reported on in this issue.

Some of us will still have time to continue to provide a service to our users, so we also include an article on how the legal offices of the state went about setting up a knowledge management system.

This has turned out to be a bumper issue. Thanks are due to all the authors for their generous contributions.

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GLS Web Address

www.libraryassociation.ie/sections/govtlibs/

Librarians and Knowledge Management

in the Office of the Attorney General

and

Chief State Solicitor's Office

Madelaine Dennison, Information Manager, AGO

Maria Fitzsimons, Law Librarian, CSSO

25 August 2003

An investment in knowledge pays the best interest,

*Benjamin Franklin, Inventor, Philosopher and
Statesman, 1706-1790*

Introduction

The AGO Information Manager and the CSSO Law Librarian were responsible for the development of a knowledge management strategy in the Office of the Attorney General (AGO) and the Chief State Solicitor's Office (CSSO) during 2002-2003. This article outlines the development of this knowledge management strategy.

Background information about the AGO and CSSO

The Office of the Attorney General (AGO) incorporates the Office of the Parliamentary Counsel to the Government and the Office of the Chief State Solicitor (CSSO). There are three principal legal advisory functions carried out by the Office as a whole, i.e. the provision of legal advice (Advisory Counsel), legislative drafting (Parliamentary Counsel) and the provision of litigation (including litigation before the European Court of Justice and other international fora), conveyancing and other transactional services (Chief State Solicitor's Office). Over 300 staff, including lawyers and administrative staff, are employed in the AGO/CSSO.

The Attorney General is legal adviser to the government and his authority arises out of Article 30 of the 1937 Constitution. Though he attends government meetings, and is nominated by the Taoiseach, he is not a member of the Government. The Attorney General represents the State in all legal proceedings involving the State and also has functions in respect of legislative programming.

The Chief State Solicitor acts as a solicitor to Ireland, the Attorney General and government departments and offices. The Chief State Solicitor's Office provides advisory and litigation services, represents government departments at tribunals and arbitrations and provides conveyancing and transactions services to the State. Until recently the Chief State Solicitor's Office also acted as solicitor to the Director of Public Prosecution. Further to a major review of the legal and organisational arrangements for the public prosecution system, this function has now transferred to the newly created Chief Prosecution Solicitor's Office, which is directly under the Director of Public Prosecutions.

Throughout this article 'the Office' refers to the AGO/CSSO.

Development of an information technology plan

At the end of 2000 the Office engaged PriceWaterhouseCoopers (PWC) to develop an Information Technology Plan, aligning future investment in information technology with the Office's business objectives and priorities.

The IT Plan was approved by the Office in July 2001. The Plan recommended an IT strategy underpinned by approximately thirty distinct projects. The main business systems projects covered the areas of case and records management, legislation drafting/management, financial management and knowledge management. An IT Steering Committee, comprising of senior legal, IT, library and administrative staff, was established to manage and co-ordinate the various projects.

Knowledge management report

It was agreed by the IT Steering Committee in November 2001 that the AGO Information Manager and the CSSO Law Librarian should prepare a report which would build on the recommendations made by PWC re: knowledge management. This report would provide a more detailed plan for the future development of knowledge management across both offices.

Our report which was delivered at the end of March 2002 presented recommendations for a strategic approach to knowledge management and included an overview of knowledge management software solutions, current best practice with regard to knowledge management in Irish/UK law firms and appropriate consultancy services in Ireland.

Our report recommended that the Office should develop a single knowledge management strategy. We also recommended that the Office should not place undue emphasis on IT solutions to knowledge management and should exercise caution

before purchasing dedicated, and often expensive, knowledge management software.

We recommended that a knowledge management project team should be established comprising of IT, legal, administrative and library representatives to develop the knowledge management strategy.

These recommendations were accepted. We were appointed project managers of the knowledge management project in early summer 2002 and the project team which had eight members was established. The project sponsors were the Director General and the Chief State Solicitor.

Existing knowledge management initiatives

While no formal knowledge management strategy existed in the Office prior to the commencement of the knowledge management project, a number of initiatives to assist with the capturing/sharing of knowledge already existed. Some of these initiatives were library based.

'Knowledge management' initiatives in the CSSO included a formal induction and mentoring programme. CSSO librarians developed a range of library current awareness services and an information skills training programme and also contributed to an office wide Lotus Notes bulletin board.

'Knowledge management' initiatives in the AGO included the regular 'Legal Issues' meetings at which brief talks on legal matters are given by legal staff, in-house seminars on legal topics and formal induction procedures for all new staff. AGO librarians initiated a number of KM related developments such as the provision of a range of library current awareness services and an information skills training programme. AGO librarians also contributed to other initiatives such as the development of an intranet. A Know-how

Officer (on contract) was recruited to the AGO library in 1998 and a legal know-how database was developed using Lotus Notes. The know-how database, which is available at each desktop, now includes important internal advices, memoranda, opinions and other relevant internal legal materials and it is a key information resource for legal staff. The Know-how Officer adds value to the material by providing subject terms, keywords and abstracts.

Other knowledge management initiatives have focused on evolving areas of law such as the European Convention of Human Rights (ECHR). An AGO/CSSO Working Group was established to raise awareness of the ECHR, organise lectures and workshops and co-ordinate the dissemination of information on the ECHR. The AGO Information Manager and CSSO Law Librarian are members of this Working Group. The AGO/CSSO libraries produce a fortnightly *ECHR Bulletin* to keep lawyers up to date with human rights developments, provide training sessions on electronic human rights information resources and prepared a guide to ECHR information resources.

Knowledge management project

The Knowledge Management Project Team issued a tender document in late July 2002 to select a consultant who would assist us with the development of a knowledge management strategy and to provide recommendations on how that strategy should be implemented. As a result of this tender process Ms Siobhán Heaney, Infoconsult, was recruited in early October.

The key deliverables of the project were:

1. **A marketing campaign** for all staff in both offices to raise awareness of general knowledge management principles, best practice in knowledge management and the objectives of the knowledge management project.

We used a number of marketing initiatives to raise awareness and encourage participation in the project. For example, a number of presentations were given by the consultant to raise awareness of the benefits of sharing and managing knowledge. The project sponsors introduced these sessions in their respective offices. All emails and documentation from the KM project team were branded with a logo and we also produced knowledge management bookmarks and fact-sheets. We arranged a demonstration of knowledge management software by a leading supplier, so that staff could see a legal know-how application in action.

2. **An information/ know-how audit** which was undertaken by the consultant in late 2002 and encompassed legal and non-legal sources of information and know-how. The information/know-how audit included:

- identification of potential information and know-how requirements of individuals and business units;
- examination of workflow and behaviours to identify points of information need and also points of information and knowledge generation;
- identification of current use of available information and know-how resources;
- identification of information and know-how knowledge gaps;
- identification of barriers/enablers to knowledge and information sharing.

The information/know-how audit was conducted using focus groups, personal interviews and a questionnaire.

3. **A written report** analysing the findings of the information/know-how audit.

4. **A knowledge management strategy document**, which provides a framework for identifying, capturing, delivering and reusing

AGO/CSSO knowledge to enable greater work efficiency and enhance the delivery of high quality legal services. The strategy is aligned with the key objectives of the Office's Statement of Strategy 2003-2005 and, in particular, key objective five: to provide staff with access to the knowledge and information required to deliver high quality services through the provision and development of professional library, research and know-how resources and services. The document provides practical strategies, some of which are IT based, but most of which are library, training, communications and human resource based initiatives.

The strategy document, which was based on the findings of the information/know-how audit, was completed in February and formally presented and approved by the IT Steering Committee in April. The KM Project was completed on time and within budget.

Implementation of the KM Strategy

A Core Knowledge Management Team has been established, as recommended in the

Knowledge Management Strategy, to co-ordinate, monitor and steer the overall progression of the knowledge management strategy. This team, which is chaired by an AGO lawyer at Assistant Secretary level, includes legal representatives and library, information technology, human resources and training managers. The team has identified, using the KM strategy as a blueprint, the sequence of KM projects and work has commenced on implementing many of the projects.

Librarians and knowledge management

Many marketing, training, IT and library professionals claim knowledge management as part of their role. We believe that our experience demonstrates that government librarians can play a key role in the development of knowledge management in their departments.

A KM bibliography is available on request.

Snippets

New Book

You may be interested in a recently published book by an old friend of the GLS, Kirby Porter. Librarian, Business Development Service of the Government Library Services, Northern Ireland

Porter, Kirby Setting up a new library and information service. Oxford: Chandos, 2003

ISBN 1843340534 / 1843340542 (Pb / Hb)

I haven't seen it yet but it has received a very good review at

www.managinginformation.com/Book%20reviews/bookreviews_setting.htm

Web Sites

Technology developments in the UK Public Sector www.publictechnology.net/

Circle of State Librarians (UK)
<http://www.circleofstatelibrarians.co.uk/>

This includes issues of the journal, State Librarian, from 2001.

For yet another article on moving a government library, see the Winter/Spring Issue 2001/2002.



Exodus from 72/76 St. Stephen's Green

*Kay Kennedy
Department of Justice*

The Department of Justice Equality and Law Reform headquarters moved from 72-76 Stephen's Green last December. Over the next 18 months our 'old home' will undergo extensive renovation. All Divisions of the Department have been relocated to various premises around town. This is really the first example of the future decentralisation of the civil service according to some.

Information Resources Unit of DJELR was "decently decentralised" to Ballsbridge, Dublin 4, to the Old Faculty Building, in Shelbourne Road, owned by the OPW. For some of us this means longer commuting times and for others withdrawal symptoms from Grafton Street.

In order to achieve the timetable dictated by Pricewaterhouse Cooper and Allen Removals (the "mind and arm" of this move), packing was started on 1st November and was completed on schedule. Hard work, dedicated staff and the goodwill of our customers kept disruption to a minimum. Space constraints dictated what came, what was stored and what was left to the mice on the Green.

Our esteemed draftsman 'A-R-R' drew up floor plans for our new accommodation and would you believe it everything, including

furniture, books, shelving, equipment, plants, computers, etc. fitted in - inch perfect.

Like the other Exodus we weren't alone. Some 200 other souls also had to find their way to Shelbourne Road. Landing in Dublin 4 for all of us was as smooth as a Ryanair flight in a storm!

Christmas and New Year happened while we were still trying to find our feet. Nonetheless we bedded ourselves in resourcefully.

Currently we are putting the finishing touches to our new working space. 15,000 catalogued volumes, 200+ journals reviewing domestic, European and international law, politics and economics, main daily English and Irish newspapers and legal databases on line have found a NEW HOME!!

Information Resources Unit's key objective is to meet the information needs of a broad range of some 1,500 staff officials throughout the entire Department.

(IRU working team: Mary Fallon, Ann Ryan Reedy, Kristine Kirk, Caterina D'Aprile, Vera Keating and Kay Kennedy.)

Designing a government library

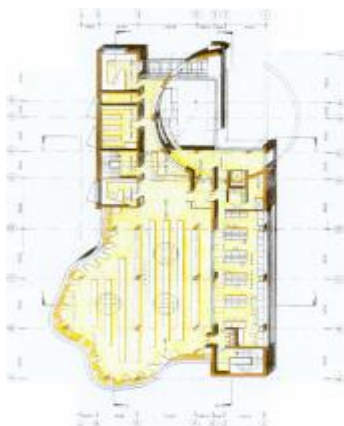
by

Valerie Ingram

Office of Public Works

The Brief

The first thing to do is to make up your mind exactly what you want in your library so that you can give a precise, detailed brief to the architect. He (who is just as likely to be she) may be excellent at his job but is unlikely to be designing libraries on a regular basis and may not even be aware of some aspects which would seem very obvious to you. He is familiar with libraries as a user; you know what it is like to work in one every day. He should know about technical standards but you can help him by explaining the practical requirements. The more work you put into this to start with, the better satisfied both you and the architect will be when the project is completed. Do not be afraid to ask him to explain the plans if you do not understand them fully. He should be perfectly willing to amend plans at draft stage but would be much less happy if asked to do so when the work had commenced. If your library



is a new building or part of one, an extension to an existing building, or will involve changes to the fabric of a protected structure, the architect will

have to apply for planning permission from the local authority. It will take a minimum of three

months for permission to be granted and that permission could be made subject to some changes to the plans.

Once the project has started, watch progress and note anything you feel is not in accordance with the brief or simply is not as it should be. Present your snag lists to the architect when you see problems and make sure that insofar as possible these things are rectified. Of course even when you monitor progress carefully, there can always be little surprises at the end, both good and bad. But if you have done your part well, particularly in preparing the brief, there should not be any major shocks. For larger projects, very often a service level agreement is put in place to ensure maintenance.

The Location

You may not have any choice about where your library is located, but if you do, I think it is preferable to have it in a central position in the



National Botanic Gardens Library and Herbarium

building where the majority of your users are based. While there is much greater scope for

communication in the electronic era, it is still valuable to meet people face to face. It gives more opportunity to tease out exactly what they need to know, and as they browse in the library they can become aware of material which may not be quite what they thought they wanted but which could answer present and potential queries.

Perhaps this applies less in modern buildings but because shelves full of books are very weighty, it was always considered desirable for the library to be on the ground floor. Mobile shelving causes particularly high floor loading.

While the above points affect access for all library users, special consideration must be given to disabled access. If there are stairs leading to the library, there should also be an alternative such as a lift or a ramp, or, as in the case of the Office of Public Works Library, a chair lift.

Another aspect of the location of the library is its orientation. Personally I love sitting with the sun streaming in through the window on me, but sunlight is very bad for books, so it is better to avoid a south facing room if possible.

Double-glazed windows with an ultraviolet filter and devices such as shutters, louvres or blinds can be used to alleviate the problem. Book stacks should in any case be placed away from natural light with staff and reader space closer to it.

The Size

You need to plan for sufficient space for library staff and users, electronic resources and the book stock. Do you want a separate librarian's office? It may not seem necessary in a two or three person library, but it is good to have a place of retreat to work on the budget or write that important report. If there is the possibility that you may have another assistant in the future, provide enough room for that person. Think also about the size of the issue desk, and about the space you will need for material being processed, for things like stationery and

cleaning materials and the coffee mugs and jar (of course you shouldn't be drinking coffee in the library!), for filing cabinets to hold paper files etc. Make sure the staff desks are large enough both for a computer and to spread out other work, and to keep a few reference books to hand. The number of tables or carrels for library users probably does not need to be too large. When I prepared the brief for the National Botanic Gardens Library, we put in about fifty reader spaces but this was exceptional, to cater for the Teagasc Amenity Horticulture students. I would think about eight to ten places would normally be sufficient for civil servants. Every user space should be wired for a computer.

To work out how much space you will need for bookshelves, start by measuring how many linear metres of full shelving you have and multiplying it by three. This should give sufficient space for fifteen to twenty years' expansion. Use metric measurements because that is what your architect will do. Assuming it is possible to fit in six shelves from top to bottom throughout, divide the figure you have reached as the number of metres of shelving required by six. This will give you the number of metres of book stacks necessary. The depth of shelves from front to back can vary. I think 280mm is a good depth. This would mean that if you were using wooden shelving each back-to-back unit would be about 600mm wide, allowing for the thickness of the backs of the shelving units. The aisles between facing bookshelves range from 900mm to 1100mm, though I feel that 900mm is uncomfortably narrow. The above information should be sufficient to allow you (or your architect) to work out the area required. I will give more details about bookshelves in the Furniture and Equipment section below. Do not let anyone tell you that you are looking for too much shelving. It will look empty at first but it will fill up remarkably quickly. It could be argued that the journal section of the collection is what grows the fastest and there are an increasing number of electronic journals, but it is also true

that more books are being printed today than at any time in history. My view is that it is still better to start with the shelves two thirds empty and avoid having to worry about lack of space for as long as possible.

If you are setting up a library rather than rehousing an existing collection, it is harder to estimate the area needed for bookshelves. Thompson, in *Planning and design of library buildings*, gives estimates of the numbers of books per shelf but I did not find it very helpful when purchasing books to place in the library at Farmleigh for the use of guests staying there.

If you are definitely not going to be given all the space you need for your collection, there are two options, mobile compact shelving and offsite storage. Both of these are only really acceptable for low usage items, such as back runs of journals which you have to keep but which are not often consulted. Your readers are unlikely to browse, finding interesting items, when they have to move the mobile shelving along as they go, and it is certainly less convenient for library staff.

Security

There will probably be an intruder alarm system on the building where you are located, which will include the library. If not you should request one for the library. It is standard practice to have one supervised entrance and exit point. You should be able to lock this door securely on all occasions when there will be no staff present. It may be necessary to have an alarmed emergency exit, which would be designed to open only from the inside. Only trusted persons should know how to silence the alarm if it goes off. Within the library, there should be somewhere where you can lock away handbags and other valuables. The next step up on security for the book stock is to install a library security system with a sensing unit near the entrance/exit and trigger devices concealed in the books and periodicals. I

recommended this for the National Botanic Gardens Library because it would be serving students but would think it much less necessary in a government library mainly for civil servants. The other possibility is CCTV, which means, of course, that your own movements could be observed too!

Protection against Fire and Water

Your architect will have to obtain a Fire Safety Certificate from the local authority for the area before commencing any work. An application for the Fire Safety Certificate is made on the basis of a fire plan showing such details as the presence of solid wood fire doors, an automatic fire detection and alarm system, emergency lighting, signs for emergency exit routes, the distance to exits from the furthest point, and the presence of appropriate portable fire extinguishers (non-aqueous for electrical and aqueous for other fires). The Building Regulations 1997 state that 'for the purpose of inhibiting the spread of fire within a building, the internal linings shall offer adequate resistance to the spread of flame over their surfaces.' BS 5454:2000 recommends four hours of fire resistance for a repository.

If you want to take further precautions, either gas or water based fire-suppression systems can be put in place. Gas is only really effective in areas which can be made airtight and people working in these rooms would have to get out quickly or suffer the effects of the gas. I hate the thought of the damage which the alternative, a sprinkler system, could cause. There should be localised controls so that the sprinkler will only drench the particular area where the fire is. In this context it is worth reading about disaster recovery in the article on Harwell Drying and Restoration Services also in this issue of *Glint*.

While I am not aware of many government libraries which have sprinkler systems, I suspect quite a few of them have had to deal with unwanted water intrusion from pipes or

roof leaks. Apart from those required for a sprinkler system if there is one, water pipes should not cross library areas either through the ceiling or floor. The structure above the library, whether a higher floor or the roof, should be impervious to water.

Environment

It is important to have a constant environment without major fluctuations. Books prefer a slightly lower temperature to people. BS 5454:2000 recommends 16° - 19° + or - 1° C for frequently handled material, while library staff and your customers will be more comfortable at 20° - 22° C. I think people comfort has to come first. Obviously if you were going to have a separate area solely for storage, you could maintain it at a lower temperature. The recommended relative humidity level is at a fixed point between 45% and 60% with a tolerance of 5% on either side. Temperature and humidity are particularly important in relation to rare books, but there are so many special requirements for a rare book repository that I will not attempt to cover them in this article. In the Irish climate probably most government libraries could get away with natural ventilation and no humidity control. Mechanical ventilation will be necessary if there are storage areas without external windows. Full air conditioning requires a totally sealed building so this is unlikely to be an option and personally speaking I do not think I would like to work in that sort of environment.

Both library staff and users need good light. BS 5454:2000 recommends tubular fluorescent lamps and illuminance of 100 – 300 lux at floor level. It is important for the light fixtures to be placed so that no area of the bookshelves is left in shadow.

Carpet on the floor is a good sound insulator so it will contribute to the peaceful atmosphere desirable in a library, and for the same reason choose a soothing or neutral

colour for the walls. Green is said to be peaceful, refreshing and relaxing. 'The eye experiences a distinctly grateful impression from this colour,' according to Goethe. But do not let me or Goethe influence you too much. It might not be a good idea for all the government libraries to be painted green ...

Furniture and Equipment

While BS 5454:2000 recommends carbon steel shelving, I have to say that I feel that the appearance of wooden shelving is more sympathetic. It is not a greater fire risk. The National Library of Scotland, which is in the forefront in the area of fire prevention in libraries in Europe, opted for wooden shelving, while in a fire in Norwich Library the metal shelving buckled with the heat and the documents were thrown to the ground and burnt. Solid wooden shelving would be extremely expensive so what you are likely to get is a wood veneer. Oak is probably better avoided as it is a particularly acidic wood. Whatever kind of shelving you choose, it is essential for it be fully and easily adaptable so that you can place shelves at exactly the height you need. Otherwise valuable space can be wasted. The plinth at the base of the

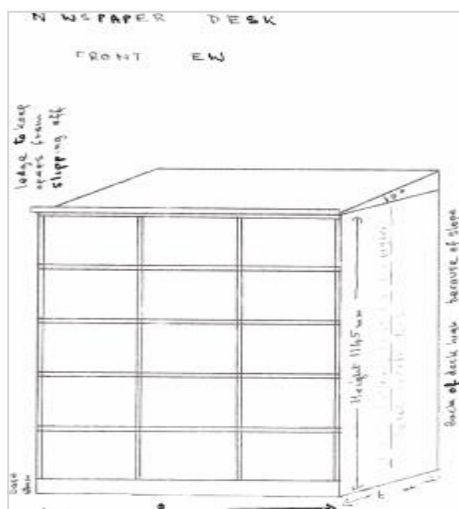


shelves should be a minimum of 150mm high for ease of access and to avoid potential water damage if the library is flooded. The maximum height for shelving is 2.2m. Anything higher is a health and safety risk.

As already mentioned, I think 280mm is a useful front to back depth for a shelf, but you may decide to have them narrower. It is helpful to be able to see between the shelves from your work area. If they are placed at right angles to your position, you may not know whether there are library users present or not.

Outsize bound volumes and also maps and drawings should be stored flat. You may need to have a special unit made for large volumes. Commercially available metal plan chests with drawers are best for storing maps and drawings horizontally.

If you intend to hold newspapers for a long period, they should also be stored flat. We only keep them for a few months in the OPW Library so I designed a high newspaper desk



with pigeonholes front and back in which they could be stored folded. As more supplements are issued than in the past, the papers no longer fit in as neatly as they once did, but a similar desk with slightly amended dimensions could be very useful. You will need a storage area for modern media, filing cabinets and cupboard space. If you decide to have a specialised inquiry desk, part of it should be at normal desk level so that you can interact with your library users, but it is good to have a higher part with storage space behind it also where you can keep constantly used reference books.

Ask for chairs suitable for computers at least for library staff, and make sure you get enough tables and chairs for your readers. When we did a user survey a few years ago, one of the things suggested was armchairs! We put some in and they are used on a daily basis, so that is something worth thinking about. It is useful to have a display stand for such items as publicity notices and new issues of journals. You will need trolleys and kick stools. Steps with more than two treads should have a post or rail to hold on to, but ladders should not be used, nor should there be any need for them. Other items of



equipment to think about are computers, photocopiers (do you want colour as well as black and white?), scanners, telephones and a fax machine.

An Chomhairle Leabharlanna, the Library Council, has a list of library furniture suppliers on their web site at

http://www.librarycouncil.ie/publications/fact_sheets.shtml

Alternatively if an OPW architect is working on your library, he can have wooden furniture made to your specifications.

To conclude

I had no idea that the decentralisation of much of the civil service was going to be announced when I was asked to write this article. I hope it will be of help to all the government librarians who have to plan a move to new premises.

4 April 2004

Useful References

BS 5454:2000 *Recommendations for the storage and exhibition of archival documents.*

Edwards, Brian and Biddy Fisher (2002). *Libraries and learning resource centres.* Architectural Press. ISBN 0750646055.

ISO 11799:2003 *Information and documentation – Document storage requirements for archive and library materials.*

Thompson, Godfrey (1989). *Planning and*

design of library buildings. Butterworth Architecture. ISBN 0408500247.

Valerie Ingram is the Librarian of the Office of Public Works and has provided briefs for the National Botanic Gardens Library, for a three-room extension to the OPW Library to house architectural plans and publications, and for a rare books repository for the Pensioners' Library at the Royal Hospital Kilmainham. The last forms part of an overall Development Control Plan for the Royal Hospital which has yet to be approved.

Committee Notes

There have been a few changes to the Committee in early 2004. Orla Gillen (Dept. of Foreign Affairs) has completed two years as Minutes Secretary and, due to pressure of work, wishes to play a less active role in Committee matters. She has been replaced by Joseph Donnelly (The Judges' Library), who also administers the GLS email account (glsai@hotmail.com). Noeleen Murtagh is just starting maternity leave, and has been replaced as Chair by Donal McSweeney (Dept. of Agriculture and Food). We wish Noeleen all the very best until we see her again, and thank Orla and Noeleen for their hard work on the Committee. In a similar vein, Andrea Lydon (National Gallery of Ireland) returned from maternity leave in December 2003, following the birth of son Conall and we will be delighted to welcome back Niamh O'Sullivan shortly, following the birth of her daughter Sive. Congratulations, and best wishes to all.

The Committee at present is constituted as follows:

| | |
|------------------------------------|--|
| Chair | Donal McSweeney (Dept of Agriculture & Food) |
| Minutes & Correspondence Secretary | Joseph Donnelly (Judges' Library) |
| Treasurer | Valerie Ingram (OPW) |
| Committee Members: | Mary Doyle (Dept. of Agriculture and Food), Niamh O'Sullivan (Irish Blood Transfusion Service), Madelaine Dennison (Office of the Attorney General), Orla Fitzpatrick (National Museum), Noeleen Murtagh (Food Safety Authority of Ireland), Michelle Touhey (Office of the Director of Public Prosecutions) |
| Glint Editor: | Mary Doyle (Dept of Agriculture and Food) |
| Web Master: | Donal McSweeney (Dept of Agriculture and Food) |

The following motion proposed by the GLS was passed at the recent LAI Annual General Meeting

"That this AGM calls on the incoming Executive Board to write to the Government to emphasize the importance of maintaining government library services managed by professional librarians at appropriate professional grades."

Disaster Recovery

by

Mary Doyle

*based on a talk given to the GLS by Emma McKenzie,
Harwell Disaster and Restoration Services*

I wonder how many of us have thought about what we would do in the event of a disaster such as a fire or a flood or even a bomb causing devastation in our Library? I only include a bomb because, for some unknown reason, when we first moved into Agriculture House I used to have a nightmare in which a bomb split our Library in two. In the nightmare I was trying to pull someone across the gaping hole that had appeared, before they dropped into the car park below. Any dream specialists among you are welcome to offer an interpretation!

In April 2003 a small number of government librarians received some very useful advice about how they might realistically tackle such a calamity when Emma McKenzie of Harwell Drying and Restoration Services gave a presentation to the GLS. Unfortunately the attendance was small, so I will pass on some of the useful advice to you now.

Emma began her talk by showing us some scary pictures taken after the Norwich Library fire and Norfolk Record Office flood. She followed this with an outline of the problems caused by water and fire damage, including some that might not have occurred to you. As well as knowing how to rescue the material we need to be aware of the safety and health aspects. Flood waters include biohazards that most of us may not have thought about, and some of them don't bear thinking about. Emma then discussed a range of options in relation to salvage and restoration methods and followed this with some very useful advice on contingency

planning and practical disaster recovery.

Burnt volumes, of course, are not the only problem caused by a fire, or even the worst one. The water used to put out the fire can cause as much damage as if the Library were hit by a flood.

The following is an edited and sometimes slightly supplemented version of the slide show that Emma presented, and should alert us all to the potential hazards, potential solutions and the need to plan for a disaster.

What happens when paper becomes wet?

- It becomes fragile.
- It becomes distorted as water is absorbed (60 - 200% increase in original weight).
- Inks and dyes run and stain the paper.
- Pages stick together.
- There is mould contamination.



In a fire the most vulnerable things in a Library are photos, leather bindings, parchment and modern books.

What should you do when paper is water-damaged?

The first and most important thing is to freeze it as soon as possible to -18°C!

This will

- halt further deterioration
- buy you time and
- allow you to prioritise the items to be dried.



N.B. Do not freeze glass plate negatives or illuminated manuscripts, and only freeze vellum/parchment if the scale prohibits air-drying.

What are the options for drying?

Possible methods are:

- air-drying
- freeze-drying
- freeze-vacuum drying

The best method is freeze-vacuum drying.

Air drying

- This process involves placing water-damaged items in a wind-tunnel or in an aerated room for drying.
- Damaged items are spread out over a wide area and dried through air movement.
- This method is widely used for small amounts of water-damaged material. Books are often fanned out (not the pages), or interleaved with blotting paper.
- It is a favourite of many libraries and archives as it is less expensive than calling upon salvage companies.

Air drying: considerations to make

- Air drying is very labour intensive - could

these people be used to greater effect elsewhere in a major disaster?

- Blotting paper needs to be replaced every 2-3 hours: this is very labour intensive.
- The risk of mould growth is high as the wet items are unstable.
- Wind tunnel drying is unsuitable for drying very wet documents – there is a high risk of cockling as drying does not occur at a uniform rate.
- Scale: a large operation will require power, space and people - which will not be readily available after a major incident.
- Cost: this is internal rather than involving suppliers.

Freeze-vacuum drying - UNESCO endorsed method

- Frozen items are dried at low, safe temperatures under vacuum conditions.



Restored documents

- This was pioneered at Harwell in the 1970s as a technique for drying paper.
- It poses no risk to the paper.
- It is cost-effective because of the large volume throughput.
- It is suitable for modern and antiquarian material.

Smoke and fire damage

- Paper is protected from destruction by fire in many cases.
- The cover of a book may often be

damaged while the information inside remains intact.

- Residual acid and toxic smoke can make paper unsafe to handle as there may be acidic residues.

Water is an additional problem.

Smoke and fire damage - the solution

- Soot and smoke residue must first be removed, using custom designed, non-abrasive sponges.
- The odours must then be purged from the paper. HDRS' method - vacuum-degassing - has proven to be successful.

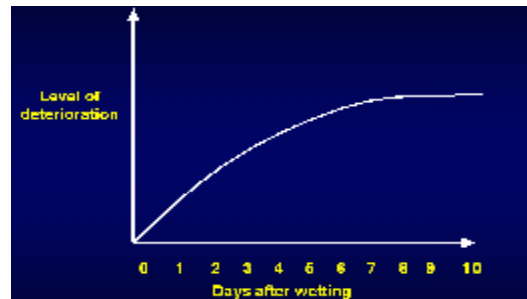
Water contamination

- Flood waters are categorised as clean, grey and black.
- Grey and Black water is highly hazardous to health, grossly unsanitary and can be contaminated by:
 - E-coli
 - faecal coliforms
 - hepatitis
 - Weil's disease.
- Contamination must be treated if the paper can be safely handled when dry.

Time is of the essence

- When wet, paper deteriorates quickly.
- Prompt stabilisation through freezing is vital.
- Do your current contingencies for paper ensure this?

The importance of a quick reaction



Level of deterioration over a 10 day period after wetting

The above illustrates how deterioration rises steeply to day 6 and starts to level off at that point, so most of the damage is done in the first few days.

What are the implications of a slow reaction?

- Fast deterioration, mould growth etc
- Higher restoration costs
- Lengthier restoration time
- Greater interruption to business & operational continuity
- Loss of valuable legal, financial or cultural documents, books and reports etc.

By now I hope you are all aware of the results of a disaster. How can you minimise the damage?

How to minimise the damage – contingency planning

- Have a disaster plan for key areas (there are sample disaster plans to be found on the Internet).
- Keep it up to date.
- Train staff to operate the plan.

- Ensure there are staff on hand to implement the plan, especially if the disaster occurs out of normal working hours.

Identify priority items for salvage or evacuation before an incident

Sample criteria:

- most valuable (monetary value)
- most accessed
- most vital to continuity
- most vulnerable when wet.

Implement effective alarm raising procedures and lines of communication

- If a flood happens at 7 p.m. on a Friday, when would the alarm be raised?
- Who is most likely to discover a fire or flood?
- Give cleaners, security, shift-workers and other relevant staff the training required.
- It's no use if only the author and 9-5 workers know the plan.

In addition to writing a disaster plan there are a few fundamental points to get right

- Plan to prevent fire or flood incidents from happening in the first place.
- Plan to minimise the impact of any incident on your collections.

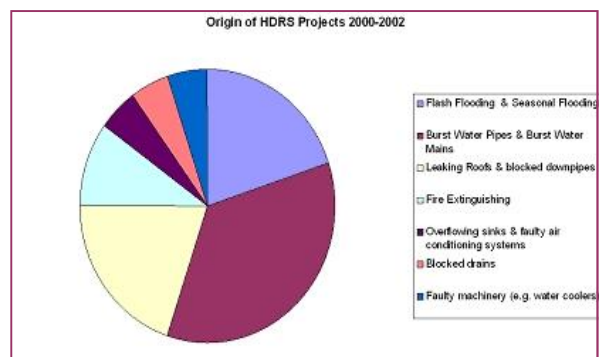
Prevention of water incursion and fires

- Keep an eye on maintenance and facilities management - pipes, guttering, wiring, portable appliances, air-conditioning and

sprinklers, appliance testing etc.

- Fix (don't ignore) problem areas.
- Ensure proper pest management and environmental control.
- Employ reputable contractors.
- Be aware of neighbours' activities (especially where kitchen and toilet areas are located above collections).

HDRS water-damage restoration – cause of calls



The above graph illustrates the relative importance of calls for

- Flash flooding and seasonal flooding
- Burst water pipes and burst water mains
- Leaking roofs and blocked downpipes
- Fire extinguishing
- Overflowing sinks and faulty air conditioning systems
- Blocked drains
- Faulty machinery, e.g. water coolers.

Minimise the impact of a fire or flood

- Use good storage products and techniques.
- Pre-appoint a specialist

salvage/restoration firm.

- Check the lines of communication - are the phone numbers right - are users of the buildings involved?
- Update the plan and train staff regularly.
- Practice evacuation and reaction.
- Conduct building checks after storms and in the middle of closed periods.

Effective storage

- Avoid the basement and the top floor.
- Store material at least six inches from the floor.
- Ensure nothing is kept on the floor and all items are boxed – this provides a barrier.
- Encapsulate vital documents and ensure racking is closed at night.
- Have a clear desk policy
- Consider off-site secure storage for the most valuable items.



What makes a good disaster plan?

- Write concisely - use bullet points and flow charts instead of sentences.
- Avoid jargon and use of maps - remember it might not be library or archive staff conducting the recovery.
- Have simple, easy to follow salvage

instructions - focus on getting experienced conservators and professionals in to assist.

- Be able to contend both with a major and minor incident
- Have a laminated summary page containing critical information.
- Set up reciprocal arrangements locally to lend staff and conservation expertise.

Practical Disaster Recovery

- Appreciate the **SCALE** of an incident
- Have a list of essential external contacts - damage management firms, storage facilities, insurers, media liaison etc.
- Be aware of health and safety guidelines - risk assessment, personal protective equipment, manual handling etc.
- Ensure proper care of staff – a disaster can be a traumatising experience; heavy manual work may be involved; there will be a need to take frequent breaks and provide refreshments.
- Fires and floods are dangerous, both during and after – it may not be safe for you or your staff to be involved in the salvage.
- Plan for business continuity - not only is your stock damaged, your service is also.

Practical Disaster Recovery - handling damaged items

- Handle all fire or water damaged material as little as possible as it will be brittle and fragile.
- Wear appropriate personal protective gear.
- Pack spine down in crates - attach loose covers with bandaging (knot at side)

- Wrap in polybags or crepe bandage and catalogue, provided delay would not result in excessive further deterioration.
- Remove large maps etc in their original drawers.
- Stabilise as soon as possible.

At this stage you may well be thinking it would be a good idea to be able to call in the experts. Emma, having outlined the advantages of availing of experts also detailed the services offered by Harwell, which are summarised below.

Why do you need a specialist salvage and restoration firm?

- It will have a dedicated, experienced workforce to concentrate on the documents and books.
- It will understand the importance of swift reaction and have a response mechanism to match.
- It will have a large capacity for restoration - your items will be restored more quickly.
- The end-product and service will be of high quality due to specialist expertise.
- It can cope with business continuity, high net worth and sensitive issues.

Priority Users

Harwell offer a priority user service. As well as giving priority users the benefit of their expertise with a view to preventing or minimising a disaster, the service acts as a type of insurance policy, guaranteeing an immediate response by Harwell to a disaster. The priority user service applies to all offices of the relevant Department, where books or archives are held, regardless of location, and not just to the Library.

The service includes:

- Free assessment and onsite consultancy from the only BDMA specialist restorer for documents and books
- 24 hour free call-out via the hotline, 365 days a year
- Priority access to the Disaster Recovery Teams and Europe's largest dedicated restoration facilities.
- Free HDRS freezer storage & crate hire
- Discounted restoration rates
- Free review of library/archive disaster plans
- Bespoke plan composition for libraries, archives, record offices
- Auditing/review of existing plans
- Plan implementation training days & courses
- Biocare: Environmental monitoring and pest management
- Conservation: surveys and service
- Logistical services: waste management, removals

Practical disaster recovery from Ireland

Harwell includes many Irish organisations and Libraries among its customers, including a number of Government Departments. Irish customers are offered the following:

- Access to a 24 - hour hotline 365 days per year
- Free call-out and onsite visit, assessment and project management – a Project Manager will fly out within 6 hours of a call to the hotline.
- Free HDRS freezer storage and crate hire

- delivered to you within 24 hours of an instruction

- Discounted rates on all restoration methods and 25% discount on salvage and transportation costs
- Priority access to salvage teams and HDRS freezer vehicles and the largest dedicated facilities for disaster recovery for the library and archive sector.

***Let us hope it never happens—
but best to be prepared!***

Whilst there is a distance issue, prompt communication with Harwell after an incident will mitigate this.

My thanks to Emma McKenzie of Harwell for allowing me to reproduce much of her talk here.



Additional Notes

The Priority User Service costs €295 + VAT. Consortium rates are available. Registration forms are available from Harwell Drying and Restoration Services, Harwell International Business Centre, 404/13 Harwell, Didcot, Oxfordshire OX11 0RA, UK

On 24 June 2004 Harwell Drying and Restoration Services will be repeating the course held in March this year entitled:

An Introductory Course in Biocare, Disaster Planning and Prevention for Libraries and Archives

The course covers all aspects of how to write a disaster plan for a library, archive or museum, along with practical handling and restoration techniques for damaged material, and advice in the realities of managing a major fire or flood involving documents and books.

The course will be held in the Holiday Inn, Pearse Street, Dublin. The cost is Euro 245 for non Priority Users and Euro 165 for existing subscribers.

Anyone wishing to register should go to www.harwell-drying.co.uk to register or call + 44 1235 432245.

Relocation of the Judges' Library:



*Design of the new space and facilities,
move of the library and
reorganization of the collection.*

Joseph Donnelly, Librarian

I. Time to Move

In recent years, The Judges' Library was located on the first floor of the east wing of the main Four Courts building. In 2002 it moved to the second floor of Áras Uí Dhálaigh, the red brick office block on the west side of the Four Courts. This article describes the move and its effect on the library, but also endeavours to document any points that may be useful to other librarians who may be faced with the design, move or reorganization of a library, just as I benefited from the experience and advice of colleagues. Elsewhere in this issue of GLINT, Valerie Ingram has provided a good deal of practical information about designing a library, which is not repeated here.

The Judges' Library serves the judges of all courts, and staff of several offices of the Courts Service. Probably the most intensive users of the library are the judicial research assistants, who provide a research service to the judges. The researchers are not library staff, but they work very closely with us, and, until the move, their desks were accommodated within the library.

The library area in the historic Four Courts building was attractive and had character, and even the views from the old office window were unsurpassed. We particularly miss the gentleman who, from time to time, would stand in the middle of the road and argue

vigorously with an invisible, imaginary friend. However, the move to other premises was necessitated by the general reorganisation of the Four Courts complex, and even more so by the serious shortage of space that had arisen as the library grew over the years.

The judicial research assistants had their desks within the long room of the library, limiting their privacy, and restricting the freedom of access of other library users. In addition, as the number of researchers increased over the years, all desk space became occupied by them. This left only the "Dining Room" area (which was, as often as not, in use for various meetings) for other library users. Nor was there room to give visitors access to the electronic resources of the library. Various hard-copy series had been squeezed into any available space, in no particular order, and it was not feasible to reorganize them within the old space. Indeed some new series of reports and periodicals remained in cardboard boxes outside the library, because shelving space within the library had been completely filled, and book stock had overflowed onto the floors, in heaps and in boxes. The library office was particularly overcrowded - a single room accommodating the textbooks, reference collection, files, work-in-progress, and four staff. Towards the end, when the navigable track around the central table had reached its narrowest, if one of us wanted to use a particular desk, we all had to move, clockwise or anti-clockwise, in a game of musical chairs.

It seemed the point was approaching where pogo-sticks would be necessary to move about among the books and boxes. More seriously, we were becoming concerned about the safety



of working in such crowded conditions, and of reaching high shelves on a ladder that had to be placed among the layers of volumes on the floor. Retrieving books often involved searching through heaps of books, like a dog digging for bones.

I have listed below a few books I found particularly helpful when the time came to design the new library and to plan the move. Also invaluable was the advice provided by other librarians who had been through the process of moving a library and designing its new layout. In particular I should mention Rosemary Warner (with her experience from U.C.D. Library), Helen Bradley (who had recently moved the library of the Law Reform Commission), Jennefer Aston (of the Law Library, with its recently developed satellites in Church Street) and Mary Doyle (Department of Agriculture). They visited the proposed new location before reconstruction commenced,

and offered a great deal of useful advice on planning a library space and managing a move, with numerous clever "Do"s and "Don't"s. Bernard Rea, Professional Services Manager in the Law Library, offered a great deal of assistance, as did Alun Bevan of An Chomhairle Leabharlanna / The Library Council. I also gathered ideas about shelving, furnishing, facilities, and so on, during visits to a great many libraries (including the Office of Public Works, the Botanic Gardens, The Law Society, and the Law Library).

I discussed library design with many other librarians. One recurring theme (from university libraries to "one-man-band" operations) was the imposition of design elements that were inappropriate to the library in question. One librarian after another pointed out design features that did not meet their requirements, but which had been imposed in spite of opposition. It is more difficult than you might think to ensure that your requirements will be met. Obviously, the architect cannot be expected to understand the needs of your type of library unless you make these clear, but all too often the architect gives scant regard to points you regard as crucial, and instead devotes time and attention to other flights of fancy. If your requirements are ignored or overlooked, and a less suitable design is put in place, it is quite likely that neither the architect nor your parent organization will feel as strongly as you do about the need to undo the damage. I can only suggest that, in addition to drafting your brief with great care, you also obtain agreement from the architect and your parent body that certain things are identified as crucial, and must be done as agreed. Then, if you find that something different is being produced, you may have some hope of having it stopped. Remain vigilant at all times. Finally, it is desirable to arrange access to the site as it develops, if this is at all possible. If building, rewiring, or other substantial work on the structure, is involved, this will raise issues of health and safety, and so the terms of



access should be clearly agreed. For example, if headgear and protective footwear are required, who will supply them?

II. The Brief

Over the years, a number of possible locations for the new library were suggested. As a result, the process of drafting a brief for the architect was a protracted one that evolved with the changing possibilities. Initially, I worked with Justin Treacy, of Horan Keogan Ryan, and later with Jean O'Laoire and Kellie Payne of O.P.W. Credit must be given for their hard work and vision, but also for the fact that they had to work on the minutiae of the library brief at the same time as on a number of other projects that were proceeding in the Courts, and under extremely tight time-constraints.

In the final plan, the library was given the north, west and most of the south side of the second floor of Áras Uí Dhálaigh. The judicial researchers' offices occupy much of the east side. This provides space for the library stock, offices, and a number of other useful facilities, discussed below, with some room for growth over the coming years. Even so, there are not the rows of empty book stacks one normally finds in a new library. This is partly because the ceiling is much lower than in the old building (where many of the stacks were nine-shelves high), and partly because the design of the new shelves is such that, if the books

are too tall to allow seven shelves in each bay, the number is invariably reduced to five shelves rather than six.

All library staff members were involved in all stages of the planning process, from the location of offices to the details of desk design, and I have to say that the new library benefited enormously from ideas and practical insights that were enthusiastically offered by staff. We also worked closely with the Judges' Library Committee, individual judges who were regular users of the library, and the judicial researchers to ensure their needs were taken on board. There were various changes of staff around the time of the move and as the Library found its feet. All those involved contributed greatly to the development of the new Library, including Library Assistants Alma Crosby, Conor Kennedy and Aoife O'Connell, (Ms) Jamie Quinn and Eamonn Moloney and our new Assistant Librarian Frances Keaney.

Requirements will vary from library to library, but the points on my wish-list included the following:

- Enough space and shelving to hold existing stock and expansion for at least 10 years. If the design is to produce a library rather than a warehouse, there must also be room for various other facilities mentioned elsewhere (such as desks among low-level shelves), and there must be room for library staff to work among the book stacks in comfort. Space is not a luxury. It is essential for the arrangement of stock, and arrangement is crucial for organization and retrieval. Shelving itself is discussed in a little more detail below.
- An office for the Librarian, and office for the Assistant Librarian, and an office for two or three Library Assistants.
- Offices for the judicial research assistants outside the library proper but very close to it and to the offices of the library staff.

- An Information Desk. Since the building is constructed around a central courtyard, it was impossible to position the offices close to the book stock and the entrance, and so it was necessary to have a desk where staff can be rostered. This also assists in directing readers to a single approved entrance and exit where loans can be recorded. It also minimizes disturbance to staff who are not on desk duty and are working on budgets, business plans, accounts, etc. Some care went into the position and design of the desk area, with one desk for dealing with readers and another for carrying on with other work while on desk duty. There had to be room for computers, a de-sensitizer, a bar-code scanner etc., as well as space for putting down a large bundle of books. Remember to take into account any requirements to maintain particular distances between desensitizers and computer equipment and security gates. Beware of awkward or excessively broad desks that may cause back-strain if staff or readers have to lean forward while giving or receiving heavy books. We opted for a desk with just one level (standard desk height), but some librarians may prefer to have varying heights (e.g., a second level at the chest of a standing reader). There are drawers for material that staff need to consult regularly, such as classification codes other material such as forms. There are also drawer spaces in which the computer boxes can be housed, though longer-than-average cables and mouse leads may be needed as a result. The architects designed the desk in walnut and maple, to match the shelves.
- A workroom (for preparing materials for binding, etc.). This has space for a large table, presses, a guillotine, and so on.
- A small meeting room to be used by library staff and judicial researchers, for staff meetings, meetings with publishers and judges, etc.
- Areas for large study desks (legal research commonly involves juggling several volumes of case-law, legislation and text books that refer to each other). In the new library, we have a long table with 8 chairs, as well as 4 large L-shaped desks, and a small study carrel.
- A couple of networked computers at study desks for use by readers within the library.
- desk holding one computer for stand-alone CDs, and another computer for Internet access, both for use by readers, and close to the Information Desk, for supervision, assistance, etc.
- One or two small tables to hold the catalogue computers, with space to rest a notepad or some books.
- A few easy chairs with wine-tables or coffee tables for more relaxed lounging and reading. I see from Valerie's article that her clients also suggested armchairs. In the event, our architects, Jean O'Laoire and Kellie Payne of the O.P.W., suggested a sofa or two, which has been useful in encouraging people to feel at home in the library.
- A quiet area. In the end we felt this was unnecessary, but in one of the earlier plans the library was likely to be a less tranquil environment, and the then senior researcher, Bríd Moriarty, suggested a small study room where chatting would be banned. This might be a useful idea in many libraries where communal research and/or library activities in the general library area might interfere with study.
- Current Periodical Display units for journals and law reports (current issue displayed on an up-and-over door behind which recent issues are stored).
- A photocopy area outside the staff offices,

preferably a separate room to avoid disturbance. It is useful to have a press for storing paper, toner etc., and if it is fairly high and long it can be useful for sorting copies on.

- Entrances and exits that can be supervised/secured
- Security gates to alert us if a book has not been properly recorded as a loan before being taken out by a reader. This requires some thought in terms of positioning. The security gate has to be a certain distance from computer screens (cathode ray tubes) and from heavy metal objects such as fire extinguishers. There are various designs of security gate, some bolted to the floor, others mounted on plates.
- The floor must be strong enough to take the weight of the library, in particular that of the shelves and books. The "live load" in library reading rooms, with sparse shelving, will be much lower than in stack rooms with more densely packed book stacks. Rolling compact shelving will produce an even more concentrated weight, requiring a higher floor loading. A collection of paperbacks will weigh less than hardback textbooks, and law libraries are said to be heavier than average. Check that the strength of the floor is not subject to certain conditions. For example, it can be the case that the floor can support the books, but only if the stacks are run in a certain direction and at a precise spacing.
- The library should, if possible, be on a single level, without flights of steps. Anything more than one small step will be a problem for a library trolley, and steps are an obstacle for anyone carrying books.
- A healthy environment. The block had a reputation as a "sick building", and on one occasion when six members of library staff and judicial researchers visited the building, three reported having headaches

as they left. The air conditioning was overhauled, and we are not aware of any problems since we moved in.

- Minimal facilities for preparing and eating snacks, outside the library proper but in the area. Room for a fridge and microwave, a kettle and a sink, and somewhere to sit and eat were requested, since both library staff and researchers often find they have to provide cover at lunch time, and appreciate the ability to have a snack while still being on call. In the event, the floor to which we moved had a dining room with sink, fridge, presses, some tables and chairs, etc., and it was found easiest to leave this in place.
- Toilets and a store-room for the cleaners' equipment were already *in situ* (but worth remembering if you are designing from scratch!) as was a narrow room ideal for storing stationery, bulk orders of books and directories, Christmas decorations etc.
- A small, flat glass cabinet to display two or three interesting old books (the budget ran out before this was obtained!)

Valerie Ingram, in her article, has touched on access for the disabled. This can involve access to the building as a whole, access to the library, and access within various parts of the library.

Remember to specify your needs in relation to electricity power-points, computer network points, and lighting (which Valerie has looked at in her article). I walked the location before demolition work began and meticulously marked on the plans literally every power, telephone and network point on the floor – only to find that most had been altered before we moved in. In particular, watch out for problems that may arise through having power or network points in locations that are not convenient for the desks and working areas.

At one stage, we were being offered about half

a floor in the building (rather than almost an entire floor). It became clear, however, that this would not accommodate all the book stock, even if rolling compact shelves were used as part of the main book stacks. Furthermore, there would be no space for



View from the Textbook area

study desks or seating, working among the stacks would be cramped, and offices would have been inadequate. The final arrangement meets all our needs, except that there is not quite as much empty shelving as one would like to allow for expansion.

Most of the floor is carpeted, but there are wooden floors at the lobby, Information Desk and Textbook area. In libraries with heavy traffic, a wooden floor might be too noisy, but around our Information Desk it was perfectly acceptable, and it looks very attractive. The fact that someone can be heard entering the library or approaching the desk is, in fact, quite useful if staff members are working behind shelves.

Offices that had occupied the south and west side of the building were demolished to open up these areas for book stacks. However, one small office, beside the Information Desk, was retained. A room like this behind the actual desk can be useful for holding some out-of-print books, for doing some jobs that would make the desk appear untidy, for grabbing a cup of tea, or for making the odd telephone call that should not be overheard (e.g., "so-and-so has come into the library ... have we

got such-and-such ready for him?"). We also hold short staff meetings there, while keeping an eye on the desk and maintaining the library service.

Shelving

The appearance and layout of the shelving will greatly influence the look of your library, while the dimensions and flexibility will have a huge effect on the value you get from the space available. I should admit that the design of the shelving (and its layout, in one area) is the item with which we were least satisfied in our new library. However, the principles discussed below remain valid, even if our library is not a good example of their implementation.

I would agree with Valerie's statement that if you are planning for the long-term you could justify measuring existing shelf contents and multiplying the figure by three. However, this was not possible in our case. Finding a space three times the size of the existing collection would have been impossible within the Four Courts complex. Instead we allowed for a 50% growth in some areas, such as textbooks. For material like textbooks, with a good deal of movement and growth all along the shelves, remember that when measuring existing shelves, or planning future requirements, each shelf should be regarded as full when it is 75%-80% full. If your textbook shelves are already full to overflowing, remember to build this into your measurements. Allow too for material that is out on loan, especially if there are periods when most of the lending material returns to the shelves.

Obviously, in the case of periodicals, most of the shelves can be filled completely, with room for growth only at the end of each series. For our journals, law reports, etc., we calculated the amount of space needed for 10 year's growth. This was done when listing and measuring all existing titles (see below). We then allowed some additional room for acquisition of new series. This gave us an approximate figure, in linear metres, for the

amount of shelving required.

The architects then looked at the space available and drew in a layout of shelves on the plan. Apart from a few low-level stacks near the study desks, most of these stacks were to be full height (i.e., the top shelf would be within reach of an average standing adult without the use of steps). Depending on the design of the shelf-units, this would give units of 5, 6 or 7 shelves in height. In the old library, the bays went 9-shelves high. This would not be possible, even if desirable, under the lower ceilings of the new building.

Depth of shelves

The floor to which we moved had previously been divided up into offices. These were demolished along most of the south, all of the west, and part of the north side to provide an open space for shelving. However, the arrangement of shelving was in part dictated by the existence of pillars. It was decided to run stacks from outer walls to the pillars, and to fit additional stacks between these fixed points. If we were over-generous with aisles and shelf-depths, we would fit only two rows of stacks between the pillar stacks, giving us too few shelves, with unnecessary depth.

As Thompson (1989) points out, 90% of books are less than 230 mm (9 ins) deep from spine to fore-edge. It is worth examining your collection to see what the average and the maximum depths are – particularly if your collection contains many untypical items, such as children's picture books. Some of our shelving is 280 mms deep (though this deep shelving was provided in the textbooks area, rather than where we wanted to shelve the few deep books). Most of our shelves are 230 mms deep. This is perfectly adequate for most books. It is only just enough for bound A4 periodicals, and is too shallow for Lever Arch Files and unusually deep books. If space permits, I would recommend having shelves just a centimetre or two deeper (or having different depths for different areas – for

example Lever Arch Files need about 300 mms).

An alternative way of coping with the occasional title that needs more than 230 mms is to have backless double-sided shelving, and no back-stop to the shelf. In this arrangement, even if a book is a little deeper than the 230 mm shelf, it can occupy the 50 mm (2 inch) space that usually exists in the centre of a double-sided range, or can even overlap onto the shelf behind, where the books are likely to be narrower. Our double-sided stacks are 520 mms deep (there is a space between the two sides), and these fit quite well with the pillars, which are about 500 mms thick. However, the units have backs, and so books cannot extend into the unit behind.

Leaving aside the matter of accommodating deep books, whether or not you would prefer



backless shelves is a personal preference. Some people do not like them. If many of the shelves are unfilled, the view through rows of stacks may be fussy, and partially glimpsed movements through the shelves may be distracting to readers. On the other hand, it can be useful to be able to spy from behind cover! Whether there will be backs, and of what type, will in part depend on how the shelves are to be braced (see below).

Our between-stack aisles are rather narrow (Valerie Ingram, in her piece, finds 900 mm uncomfortably narrow). However, in our

library the material shelved on these stacks comprises periodicals, law reports, legislation and journals, in easily read sequences, where retrieval is usually by citation and browsing is not an issue. Wider stack aisles would have reduced the number of book stacks in the library and off-site storage would have been necessary – hardly an improvement in terms of accessibility. The main aisle (equivalent to a cross aisle) is much wider – variable, but around 2 metres. The textbooks, on the other hand, are not arranged on parallel shelving, but on stacks arranged in cross-shaped patterns in plan. This was the architects' idea, and was installed although library staff unanimously agreed that they did not want this departure from the signed-off plan. It does produce attractive spaces for sofas (though much more than is needed), but it leaves the textbooks running in a very confusing sequence. It does give space to stand back and browse the books, though we had to press to have the sofas moved back from the bookshelves, which were in danger of becoming a decorative backdrop to the architects' seating.

Metal shelving is more common than wood nowadays (wood end-panels on metal shelving can be used to obtain the attractive appearance of wood). However, we opted for wooden shelves. Wood should be treated with a sealant, to block the acidic vapours emitted by wood. Where old, pre-acidic, books are to be shelved on wooden shelves, acid-free card can be used to line the shelves. It is worth remembering that light generally causes wood to "fade" in the opposite way to most things, that is wood darkens where light strikes it. If a pale outline of a book is seen when the book is lifted from the shelf, this is not an indication of a chemical reaction (an understandable concern), it is merely the effect of light darkening the wood that was not covered by the book.

A useful feature found in many library stacks is the pull-out shelf, which gives readers

somewhere to rest volumes. This is especially valuable if the shelves are fairly well-filled and if there is no table nearby on which to rest the volume being consulted, or other volumes already gathered up in the reader's arms.

Height of shelves

It is almost always desirable to have shelving that is completely adjustable. It can be frustrating to have shelves that can move up or down to a certain extent – but not quite as far as you need. One method is to have metal tracks down the upright end-boards, into which metal clips are inserted at appropriate spaces, to support the shelves. Another is to have rows of holes along the uprights, into which metal pegs fit. I have heard of cases where the weight of the shelves, bearing down on the pegs, caused the pegs to tip up, digging into the substance of the wood-composite inside the uprights. Be sure the designer and builder of the shelves are aware of this risk and avoid it.

Thompson (1989) says that 90% of books can be housed on shelves with 270 mms clearance (260 mm for the height of the book and a centimetre for the reader's fingers). However, check your stock to see if this is the case. Setting each shelf only as high as is necessary has the double advantage of allowing more shelves in each bay and keeping the book stock within comfortable reach. When our stacks are set at seven shelves in each bay, the clearance is 270 mms, and nearly all the law reports fit on this setting (though without much finger-space above the books). Unfortunately, one of the reports is made up of three sets, one of which has a slightly more bulky binding. As a result, at that point one volume in three does not quite fit under the shelf above, and so the spine protrudes a little. An extra centimetre or so could have been allowed for each shelf, and the top shelf would have been raised by only six centimetres. To accommodate these very occasional volumes, we would have to reduce the number of

shelves in each bay, but because of the location of the fixed shelf it is not possible to have six shelves, and reducing the number to five would be an unjustifiable waste of space.

With adjustable shelving it is possible to have adjacent bays set differently (say, five shelves alongside seven shelves) but this can produce an untidy appearance, and we certainly found it feasible to arrange entire ranges at a consistent setting. For textbooks, where every shelf is likely to have a book or two approaching A4 dimensions, we set the shelves five high (with a different shelf-design, six-high would be possible and preferable). Periodicals, legislation and unreported judgments are likewise set at five high. However, most stacks of law reports are set at seven high.

Even in adjustable shelving, there is often one fixed shelf, to provide bracing and prevent the frame from swaying out of shape. If an alternative method of bracing can be found, all shelves can be adjustable, and this will be of great benefit. Our fixed shelf prevents us from having six shelves in height. In addition, when the fixed shelf becomes the top shelf in a five-shelf arrangement, the space above is usually too tall and looks odd if a row of small books happens to fall at that point. Other ways of providing bracing can only be mentioned in passing here. Shelves mounted on walls are obviously stabilized by the wall. On free standing shelves. There may be brackets at the corners, or a metal X-shaped brace at the back of each shelf. Alternatively the shelves may have backs to them, for all or part of their height. Remember that backing will prevent unusually deep books from overlapping onto a shelf behind, which might otherwise have spare room to accommodate this awkward volume.

Length of shelves

In the past, shelves were often 3 ft (914 mm) in length. In part, this was to give a unit that the reader could scan at ease. However,

another important factor is the need to ensure that the weight of the books will not be too great for the span. This will depend on the material used, and if you are departing from a standard design you should satisfy yourself that the shelves will not sag over time. In our library, each shelf is longer than a metre, but upright supports are provided within each shelf. Again, this was not the design favoured by the library staff. We also felt that if the shelves must be so long that internal support was advisable, it would be much better to have unobtrusive uprights. This had been the case in some of the shelving in the old library, where the uprights within long shelves were of the same colour as the rest of the shelving, but were narrower and were set back a little from the edge. In the new library, the upright supports are in white wood (maple), as are the fixed shelves, and stand out against the dark wood (walnut) of the rest of the stacks. These white verticals and horizontals have been arranged in a "tartan" pattern, with the vertical about three-quarter-way along the shelf length. This has unfortunate consequences. In the case of textbooks, the shelves should be regarded as full when three quarters of the shelf is occupied ("working capacity") to allow for return of loans, new acquisitions, sorting etc. When our shelves are three-quarters full, a very full section appears alongside a very prominent cubby-hole that is either empty or holds one or two books, and leaves one wondering whether a bust or a vase is to be delivered for the space. Secondly, when a person stands close to the shelves, he tends to scan only as far as the upright, mistaking it for the end of the shelf, and then go down to the lower shelves, and new subjects. On rising up to the top again, he is confused to find the same subjects being encountered all over again as he finishes off the shelves already partially read.

Ease of assembly

A final point about shelving is that ease of assembly and disassembly is a great



The upright support in each bay of shelves and the fixed shelf are in light maplewood, visible against the dark walnut

advantage. I have seen very attractive shelving with a single end-board (gable) at *each* end. These can be assembled or taken apart using just a few bolts. Where two bays adjoin each other, it is preferable for them to have their own end-panels, rather than a shared one. In this way, one bay can be detached and moved away without leaving the other bay without support. In a new library, as Valerie has advised in her article, there should be plenty of empty shelving to allow for growth. In the meantime, some of the unused ranges can be taken down and stored, giving welcome open space, which will probably look better than masses of empty shelves, and may be useful for other activities. I would, nevertheless, suggest having all the shelves assembled initially (to make sure they are correct, and to avoid having the bean-counters try to cut back on your shelving or your space) and later taking some of them down (assuming this is as easy as you have been told it would be!). In our case, the stacks are made up of several pieces of wood, and even the joiners who had to make them had difficulty putting them together neatly. After they had been installed, questions were raised about their stability, and an additional beam was fixed along the base, each beam straddling two bays. One would not lightly take down, put up or rearrange our shelves.

Layout of stock

The shelves were delivered with the main frame of each bay already assembled (rather than as a collection of end-boards, back-boards etc.). Because they were too large to fit in the lift, a large window had to be removed from the new library office at the north side of the building, above the barristers' car park. The shelves were taken into the building on a scissors lift. The joiners erected the stacks, and put the shelves in for us. Unfortunately, even where the correct number of shelves had been put in each bay, they were not spaced as we needed them, and so



every moveable shelf had to be moved. Had we had access to the building and the joiners, we might have given them settings which would have been correct for most of the stacks at least. However, time was tight and the shelves were being delivered and assembled as we packed the books (our first glimpse of them was when they were being hoisted into the building, which was still off-limits to us). For every shelf that moved, eight metal pins had to be pulled out of a tight hole and reinserted elsewhere (eight rather than four, because of the uprights that divided each shelf into two lengths).

The arrangement of book stock will vary from library to library, depending on coverage, physical layout, and so on. For what it is worth, we arranged our collection into the following categories:

- Reference Works (near the Information Desk, since such works are often used by library staff, and readers often need guidance in using them)
- New books display
- Current Periodical Display for journals and law reports, near the entrance and Information Desk, to encourage visits and browsing of recent publications.
- Textbooks (again, near the Information Desk, since these books are heavily used and frequently borrowed, and readers may need guidance in locating useful texts). There is a small non-law section, covering other subjects relevant to the Courts Service, such as management. In addition we have a few relatively inexpensive books on subjects such as history, gardening, art, and literature, as recreational reading (e.g., while waiting for a jury to return) and to keep us all in touch with the "real world".
- General digests (annual reviews, Halsbury's Laws, and digests that are not specific to legislation, case-law or periodical literature)
- Periodicals in alphabetical order
- Caselaw – Ireland, and Northern Ireland
- Caselaw – England and Wales
- Caselaw – E.U.
- Caselaw – other jurisdictions (Australia, Canada, New Zealand, USA, etc., and also law reports that cover a subject across several jurisdictions)
- Legislation – Ireland, U.K.
- Official Journal of the E.U.
- Dáil and Seanad Debates
- Official Publications – Ireland and elsewhere, and various series such as Law

Reform Commission, Australian Institute of Judicial Administration, etc.

- Some sections for older materials (the old Irish Statutes, old nominate law reports, old texts etc.)

In addition, less heavily used materials (such as older editions of current textbooks) that are required from time to time are retained in a basement store room in the old Four Courts building. However, we have been able to bring some materials such as old nominate law reports (which had been in less suitable basement storage) back into the library. If you are handling dusty material staff members may require protective clothing and perhaps face masks.



Furniture and equipment

You may need to list additional furniture and equipment for your new library. Even if you are moving an existing collection, the new library may require additional furniture to suit its appearance, or because of new rooms, facilities or services. In the new library, we would have better office space and additional facilities (such as a workroom), and so we had quite an extensive list. We also listed the needs of the judicial researchers, working with the then senior researcher Rachel Casey. Apart from the Information Desk, the armchairs and sofas, and a long table and chairs at the south



end of the library, all the other furniture was brought from the old library or was supplied from existing stock that had been in use in the offices that the library replaced. We had been permitted to walk the floor before demolition and label anything we felt would be useful. We picked out the best of the desks, bookshelves (for within our offices), and we also found some useful bits and pieces. For example, a high counter with presses, which had once been in a public office, was ideal as a storage- and working-area in our workroom. Mary Bennett of Estates and Buildings, produced many useful pieces from storage, as if by magic, such as some large study desks in wood that matched the lighter wood of the shelving.

A list of furnishings we thought useful might be of some help if, like me, you are asked to come up with a list overnight! I have already mentioned, under Brief, above, the Information Desk, a desk nearby for

computers for readers, armchairs and sofas, large study desks, a large table and presses for the workroom, a current periodical display unit, and a display cabinet for interesting books or small exhibitions. Other furnishing worth considering would include the following:

- Large desk for each staff member
- Smaller desks for printers, faxes, etc.
- You may want a spare desk or two for having staff work with you on something (especially if existing furniture is there for the taking)
- Pedestals or other small presses with each desk
- Larger presses for offices
- Filing cabinets for staff offices, perhaps for workrooms or near Information Desk
- Office chairs for work desks, for Information Desk, etc.
- Additional chairs, perhaps smaller, for other office computers, perhaps some spares for visitors who call to the offices
- Chairs for readers in the library
- Table and chairs for meeting room
- Bookshelves for staff offices, workroom, etc.
- Computer trolley – for moving a computer about?
- Book trolleys
- Table or desk for photocopy room. A high counter is useful for sorting papers, and storage presses underneath can hold paper, toner etc.
- Coffee table / wine table for armchair areas
- Desk lamps, if needed, for staff and readers

You will also need to spend some time listing equipment which may include some of the following: telephones, faxes, computers, printers, photocopiers, scanners, shredders, guillotines, regular and heavy-duty staplers, punches, binding machines, and so on.

III. The move

Because of the tight time-frame, the new home for the library was not accessible by us until Thursday 1st August 2002. We, in turn, were obliged to have vacated our old premises by midnight on Saturday 3rd August. Most of the packing and moving was effected in that three-day period. In

the weeks before this we did a lot of planning, and meticulous note-taking as we listed and measured our stock (approximately 20,000 volumes). We were limited in the amount of crating we could do, however.

There was hardly any space available for interim storage while waiting for the new premises to be ready. Less than 100 crates out of around 1000 were put into interim storage elsewhere in the Áras in the weeks before the actual move. Although space in the old building was also limited, we crated up some material and stored it within the library and in the corridors outside the library. However, whereas empty crates can be stored 20 high, full crates can go only 3, or at most 4, high. As a result, the greater part of the stock was crated and moved during the three-day period when both the old and the new buildings were open to us.

During those three days, and the two weeks leading up to them, all three Clerical Officers were asked to be available for overtime, and they usually did manage this. It was very

tiring to do a full day of heavy physical and mental work, and then stay on for perhaps four hours overtime. We found a short break in a local pub helped to revive our spirits before we launched into the evening shift! On a number of occasions, Conor or Alma would say that they would work only until 7.00 pm on a given evening, because of tiredness, but in the event would stay on until 9.00. Far from getting on each other's nerves, we found the shared experience strengthened our friendships - much as happens in war-time!

On one of the days leading up to the move, when we were frantically packing as much as we could manage, one of our readers called in to ask us to purchase a few office books. We

explained that we were somewhat preoccupied with packing and moving but that we would see to the order as soon as possible after the move. The reader left, then popped back to wonder whether the books were likely to arrive before the end of the week. We said it was unlikely.



William Tracey & Sons Removals were employed for the move. We had heard very favourable reports about them, from within the Courts Service and from other organisations. They also supplied the plastic crates, and labels in various colours (cheaper ones for the crates, more expensive labels, that were easily removed, for furniture). We had wondered briefly whether cardboard document boxes would have been suitable, but the crates proved best (except for smaller items and some files). The crates have a metal bar across each end, which folds back along the rim to allow empty crates to be stacked high, but which can be flipped out once the crate is filled. In this way they form two strong rods across the crate, and support the weight of other stacked crates safely above the books.

It is tempting to try to pack the crates to capacity, with a few loose volumes thrown in on top, but this would be a mistake. Better to fit one row of books along one length of the crate, standing upright as on the shelves, and then another row along the other side, spine to spine to avoid damage to the pages.

Obviously, how well the books fit in, and

support each other, will depend on the books in question. We found the books travelled very well this way. In fact the only casualty I can recall was a single cheap wine-glass out of a set of eight.

There were a few other crates, with lids, for computer equipment etc. When stacking the filled crates, it is best to pile them only three, or at most four, high.

Otherwise, lifting them down again becomes difficult and, perhaps, dangerous. It is worth reminding staff of the need for care in lifting

even moderate weights. In my experience, it is often not the heavy burdens that trigger back problems, but carelessly turning while lifting a light object. Some guidance from health & safety experts may be worthwhile. Tracey's transported the crates from the Four Courts to the Áras. Remember that if crates have to be brought any distance in the open air, heavy rain can delay the move.

Experienced movers will be able to advise on filling crates, and many other matters, and may provide trolleys. Jim Tracey was able to "eyeball" various areas of shelving on a preliminary visit, and to give an idea of how many crates would be required for each area. The number seemed very high to me at the time, but I later saw how wise it was to follow his advice. You will need to arrange in

advance to have crates and labels supplied as and when needed. Crates are rented by the week, so it is worth taking steps to ensure they are not lost or stolen, and that they are unpacked as quickly as possible. When a problem was discovered with our new shelves, and we had to postpone re-shelving while it was fixed, we were urged to empty the crates

onto the floor, but we resisted this. It would have been very difficult to reach books that were heaped up on the floor, whereas two staff members could lift crates aside, and the books would have very quickly become mixed up, rendering all our record-taking useless. As it was, our records made it much easier than you might think to run the library out of hundreds of crates for a number of weeks while the stacks were being rectified and the shelves adjusted to the heights we wanted.



In a previous job, I had once had books moved from an office while the walls were being painted, and they were re-shelved - after a thorough shuffling - with the spines facing the wall. However, I found Tracey's excellent in every way. Nevertheless, during the two weeks leading up to the actual move, library staff worked alone on packing crates. This arrangement may not suit every library, and where appropriate you may want to have the crating done by the professionals. However, our collection was scattered in a most confusing way, books had overflowed from shelves onto the floor, and we were trying to re-order everything as we packed the books. In addition, there was limited space within the library (where the researchers were still trying to carry on with their work). For us, there was no option but to do much of the packing ourselves, at least during the initial

stages.

It was fortunate for us that a very large proportion of the library bookstock was made up of The Law Reports and the Irish Reports. As these were also available electronically, they were packed first, leaving the textbooks available for use for as long as possible. These law reports were also the most complicated to re-organize, and so these were the area we concentrated on when we were working on our own without Tracey's. How we reorganized them is outlined below. We also made a short list of the most heavily used textbooks and we pulled a copy of each from the shelves and put them aside in a corner of the library for the researchers to use during the disruption. This proved particularly useful after the move, when we found the new shelves had to be altered, and the books remained in crates for longer than expected. Throughout the period of packing, moving and settling in, we were accorded enormous assistance by several other libraries, in particular the Law Library, the Information Service of Trinity College Dublin (to which we subscribe), King's Inns and the Law Society.

During the intensive three-day period, when crates could be transported to the newly completed library space as they were filled, Tracey's also helped us to pack. Once again I was pleasantly surprised by how well this worked. Their staff grasped our directions very well as we asked them to pack first a journal from one end of the library, then another journal from the other end of the library, and so on. By the last day, however, it was getting a little stressful (this was nobody's fault) as various teams came to me asking what to do next, while I was also trying to pack the textbooks and re-arrange their order at the same time. I felt like one of those Chinese jugglers one sees, running from one bamboo pole to another trying to keep all the saucers spinning fast enough to keep from falling. Because we had a clear plan, Library Assistants were able to direct Tracey's staff,

making my work much easier. Even so, anxiety was creeping in, when the textbooks remained to be packed (in the order they were to be shelved in the new library rather than as they were in the old building), on the very last day (Saturday), and only two Library Assistants were available for work. Although I assured them that it would all run smoothly, I really could not be certain that this would be the case! In the event, our plan worked remarkably well, and the most tedious part of the day was packing all those things that build up in an office and can be called "miscellaneous" (the odd thing is still in hiding in one or other cardboard box of Miscellaneous tucked away in storage space in the new library!). We completed the removal of the books and furniture by 6.00 pm, and I lingered for a while longer to throw a few things from the kitchen onto a trolley.

In the weeks before the actual move, we notified our readers of the impending disruption, and pointed out that services would be somewhat limited in the lead-up to the actual move, when we would be planning, measuring and doing some crating. In the notice, we included lists of electronic sources of information, with summaries of how to access them. We asked that where possible loans be returned in early July rather than at the end of the legal year in late July, which was precisely when the move would be taking place. You will later need to publicize your new contact details. We found it useful to get a telephone extension number for the Information Desk that was easily remembered.

IV. Reorganization of the library

McDonald (1994) warns against reorganizing a collection during a move, remarking that most commentators "advise completing changes in stock arrangement prior to the move". We, however, decided to effect a complete reorganization of the entire collection during crating, so that it would emerge

metamorphosed in its new home.

In the old library, textbooks were arranged under broad subject headings (with Contract



near the start under "C" and Torts near the end under "T"). In the new library a cataloguing project would involve reclassifying the textbooks under the Moys Classification Scheme for legal materials (with Contract close to Torts as part of Private Law). It seemed sensible to do the groundwork of reorganizing the books during the move in order to avoid juggling them a number of times during cataloguing, and learning new locations more than once. There was no logic to the arrangement of the journals and law reports in the old library, because over the years, since long before my arrival, new series had been acquired and shelved wherever there was room. Trying to reorganize these in the cramped conditions of the old library would have been impossibly disruptive to the library service and to the researchers who were then located among the books. The shelves as shown on the plans of the new library were allotted to various categories of materials, so it

made sense to ensure that those materials arrived ready to be placed on the correct shelves. Finally, there were four sets of the most popular law reports, but in the old library these had been scattered in four widely separated sequences, which we wanted to combine in the new premises. I am recording here the method we used to reorganize the stock as we boxed it. There will be few who will face such a radical rearrangement, but a more limited reorganization may arise in many other moves, and there may be one or two useful ideas for anyone who is facing this for the first time and with little time to plan.

For the textbooks we listed our subject headings in a left-hand column, and put the corresponding Moys classification number in a column to the right (see next page). We used only fairly broad classification numbers to match broad subject headings.

This gave us the broad areas of the new classification scheme, and provided a table that would be useful when we were becoming familiar with the new arrangement immediately after the move. If a book had previously been shelved under "B" for Banking, we could see that it was now to be found at KN303. We next reproduced the list and rearranged each row to list them in order of classification number rather than alphabetical subject heading, but with the familiar subject headings still shown, for clarity.

Crating the textbooks was one of the jobs that had to be done on the last of the three days during which the move was possible. We used the second list, and took the books off the shelves starting with the subject heading that corresponded to the lowest classification number (JA – Jurisprudence, which had been shelved halfway along the sequence under "J"). On a separate list we kept a note of all the Crate numbers and their contents (there was space to write in at a later date the shelves for which they were intended in the new library). The crates were delivered by

| SUBJECT HEADINGS FOR LAW BOOKS | MOYS CLASSIFICATION |
|---|--|
| Listed Alphabetically by Subject Headings (left column) | |
| Administrative Law (Includes: Judicial Review) | KM 300 Public- Constit & Administrative |
| Agency | KN 25 - Private Law - Agency |
| Arbitration | KN 398 Private - Procedure - Arbitration |
| Attorney, Power of | KN 25 Private - Agency |
| Bailments | KN 106 Private - Property - Bailment |
| Banking | KN 303 - Commercial - Banking |
| Bankruptcy | KN 313 - Finance - Bankruptcy |
| Bar | KL 86 - Legal Profession – bar |

| SUBJECT HEADINGS FOR LAW BOOKS | MOYS CLASSIFICATION |
|---|--|
| Listed in order of Classification Number (right column) | |
| Jurisprudence | KA Jurisprudence |
| History / Law | KA 10 Jurisprudence |
| | KA 70 .H5 Law - by subject (history) |
| | KB General & Comparative Law |
| Memoirs | KB General & Comparative - Biography, memoirs |
| Popular Accounts | KB General & Comparative - Popular accounts |
| | KC International Law |
| International Law | KC 100 International Law (Public International Law) For Private International Law, see Conflict of Laws KN (1) - (4) |
| Human Rights (International Law) | KC 200 International Law - Human Rights (International Law) For Civil Rights in national law see Constitutional Law KM 31 and Civil Rights KM 201 |
| Extradition | KC 214 International Law - Criminal - Extradition |
| Sea, International Law of | KC 260-79 International Law, Law of the Sea See also Maritime Law, national KN 330 Maritime Law, national |
| Shipping Law, international | KC 272 - International maritime law - shipping |

Tracey's to the approximate area of the new library where they would be shelved (we used photocopies of the library plans, with the permission of the architects, on which we marked the destination for each consignment).

| Crates | | |
|---------|------------------------------------|------------------------|
| Crate | Contents | Unit/ Side/ Bay/ Shelf |
| 452-454 | : Reference: Encyclopaed Brit. | _____ |
| 455-456 | : Reference: Oxford Eng Dictionary | _____ |
| 457 | : Reference: Stroud's Jud. Dict. | _____ |

In the case of the journals, we produced a list of all the titles in alphabetical order. With each title we had space to record the length of shelf space occupied by existing stock (bound volumes on shelves and loose parts there and elsewhere), and an estimate of the amount of shelf space that would be required for 10 years' growth. We also had a space to record the height of each title, which would help us decide whether to set the shelves in a stack at 5 or 7 shelves high (see next page for template). There was also room to record the depth (from spine to page edge) of each title, though we usually recorded this only if it was unusual. We later used this list with its detailed measurements to assign shelves on the plans of the new library for the periodicals, and the assigned location was then written into the list. When the volumes were being boxed, the crate numbers were recorded on the list. If the crates are to go into interim storage rather than directly to their new home, this can also be recorded. The list ensured that we crated the periodicals in correct alphabetical order, without omitting any titles. We used a similar, but separate, list for our law reports. I cannot over-emphasize the importance of these meticulous records. When we moved to the new library, we found that the architects' shelves (which had only just been installed before the floor was handed

over to us) were not sufficiently stable. Further modifications had to be made to the bases, and this, together with the time it took to settle in, move every one of the adjustable shelves, and re-shelve the books, meant that for a number of weeks we ran the library out of hundreds of crates. However, because of the careful record keeping, we could normally locate a book quite quickly, knowing it to be in a particular crate, or one of about 3 or 4 identified crates. For journals, we simply looked up the lists of journal-measurements and found which crate contained the journal in question. For textbooks (and other materials not listed under journals or law reports) we looked up the Crates list to find which crate the book had been packed into. Since we had arranged for the crates to be delivered to the part of the new library where the contents would be shelved, finding the crates was not too difficult.



In the case of the law reports, there were two further complications. First of all, several sets of some law reports had to be amalgamated from various parts of the library. I would call out the name of the next volumes to be packed, and Alma, Conor, Aoife and I would each head off to a different set and come back with the books to be packed together. We also had to remember to record the length of shelving required by *four* sets, rather than the one set we had measured. Secondly, the

MEASUREMENT OF JOURNALS IN THE JUDGES' LIBRARY

July 2002

International and Comparative Law Quarterly; London; 1952 -

JL: Vol 43 1994 -

| Height | Depth | LengthBound | LengthUnbnd | LthExpansion | LengthTotal | Location |
|--------|-------|-------------|-------------|--------------|-------------|----------|
|--------|-------|-------------|-------------|--------------|-------------|----------|

| | | |
|----------|-----------------|---------------------------|
| Crate(s) | Storage Room(s) | Unit / Side / Bay / Shelf |
|----------|-----------------|---------------------------|

ICEL Bulletin; (Irish Centre for European Law); Dublin; 1990 -

JL: No. 1 Feb 1990 -

| Height | Depth | LengthBound | LengthUnbnd | LthExpansion | LengthTotal | Location |
|--------|-------|-------------|-------------|--------------|-------------|----------|
|--------|-------|-------------|-------------|--------------|-------------|----------|

| | | |
|----------|-----------------|---------------------------|
| Crate(s) | Storage Room(s) | Unit / Side / Bay / Shelf |
|----------|-----------------|---------------------------|

Irish Criminal Law Journal; (Round Hall Press); Dublin Vol 1 1991 -

JL: Vol 1 1991 -

| Height | Depth | LengthBound | LengthUnbnd | LthExpansion | LengthTotal | Location |
|--------|-------|-------------|-------------|--------------|-------------|----------|
|--------|-------|-------------|-------------|--------------|-------------|----------|

| | | |
|----------|-----------------|---------------------------|
| Crate(s) | Storage Room(s) | Unit / Side / Bay / Shelf |
|----------|-----------------|---------------------------|

sequences of the (English) Law Reports and Irish Reports, are somewhat complicated in the 19th century. There are a number of consecutive series, and slightly different titles in each series that can lead to confusion (e.g., 17 volumes of Irish Common Law Reports in the second series, followed by 11 volumes of the Irish Reports Common Law Series in the third series). There were slight inconsistencies in the way our different sets had been shelved, and this also had to be corrected as the volumes were packed.

V. The New Library

Once the book stacks had been stabilized, we were ready to unpack the books. We had already worked out a rough idea of where the categories of materials would be shelved (textbooks, periodicals etc.) and we knew roughly how much shelving would be needed for each category. We were now able to set the shelves to the heights we needed. Reference and Textbooks commonly include books up to A4 in size, as do periodicals, so these stacks were set at five shelves high. It would have been a great advantage, in term of

appearance and utilization of space, to have been able to set the shelves here six-high (and this may be a possibility for you, if shelves are designed to allow for this). For law reports on the other hand, there are often long sequences of uniform books of a smaller height, and so these bays were at seven-high. In general, shelving looks better if the shelves are set at the same height for the entire length of the range. With very few exceptions, we were able to do this. Then we placed temporary markers on the shelves to show where each series would begin. The work of unpacking the crates and shelving the books was done exclusively by library staff. In a move that is more a shelf to shelf transfer rather than a total reorganization, it would be possible to have removal staff do the unpacking. We left a little space for expansion among the shelves, though there is not as much as we would have liked.

The old Judges' Library occupied half of the first floor of the east wing of the Four Courts building, with an additional store room in the basement. Its area was approximately 234.67 square metres. The new Library occupies approximately 1022 square metres, of which 670 sq metres is given over to Information



desk, book stacks, reading areas and computers; the rest is made up of office space, work rooms, corridors, a meeting room shared with the researchers, toilets, canteen and the entrance lobby. The researchers' offices are not included in this figure. The additional space has allowed us to reorganize the stock of approximately 20,000 volumes into a logical sequence that makes the library easier to use by readers and facilitates the provision of guidance and training by library staff to users, including new researchers. If the stock is squeezed into any available space, in no discernible order, guided tours will only intimidate and confuse new readers.

Above all, there is now room for visitors to browse, sit and study. Although many library subscriptions are now being made available directly to readers in electronic form, the hard-copy collection still has an important role to play in research. The library is now a more attractive place to visit, with both comfortable seating and research stations. Computers are available for use by visitors to the library, with access to the electronic subscriptions of the library, and also for working on research and saving it to readers' network accounts. Library staff-members are available, if required, to provide assistance with use of electronic services and the resources generally. We hope the practice of calling in to the library, which diminished over the years because of lack of space, will be revived. The fact that we are in a separate building from the main Four Courts does present a psychological obstacle – the few extra metres are not the problem so much as the fact that people have to leave one building and go to another. This is a challenge in terms of marketing.

The maintenance of the library service, and the efficient re-shelving would not have been possible without the careful planning and record-keeping of library staff, working in the very difficult conditions of the old library. Their contributions to the planning of the new library were also invaluable. The library service

could not have run so smoothly during the period of transition without the invaluable assistance provided by other libraries, in particular the Law Library, Trinity College Dublin, King's Inns and the Law Society. We also appreciated the understanding and patience of our readers during the upheavals. The official opening of the new library was performed by Chief Justice Ronan Keane on 6th May 2003.

VI . Conclusion

When planning a library, list all your requirements and try to get as many of them as you can. Above all, request enough space. It is most important that you ensure the architects take on board your real requirements, as distinct from their assumptions of what a library needs. Shelving as backbone of the hard copy collection, is extremely important. It is worth talking to several librarians and visiting a range of libraries for those useful lessons that come only from practical experience. Although there were elements we were not altogether happy with (notably the shelves), we must acknowledge that our architects did a huge amount of work, under very difficult constraints of time, and that their vision drove the project forward and provided the library with almost everything we had sought. With regard to moving, we had heard that this would be traumatic. Perhaps because we approached it with that expectation, we found it altogether less painful and more rewarding than we expected. Accurate records of measurements and of crating are essential, and provide useful information not only for the move (and for any period during which you may have to operate out of crates) but also for laying out the stock in the new location. Working with a reliable and flexible removal firm can be a great assistance. Reorganizing the collection during the crating proved entirely feasible.

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