



NOVA SCOTIA
BARRISTERS' SOCIETY

MEMORANDUM TO COUNCIL

From: D. Pink

Date: January 4, 2011

Subject: Organizational Review – Library & Information Services

As part of the Organizational Review, Council has mandated that Library & Information Services (L&IS) as a program delivered by the Society, be subject to review under the principles adopted by Council and embodied in the Decision Matrix¹. The goal of the Organizational Review is to ensure that all Society programs and activities are aligned with the statutory purpose in S. 4 of the *Legal Profession Act* and the principles adopted by Council as the basis for the Society's ongoing work. These principles are formulated as questions:

1. Is the activity required **to regulate to ensure competent and ethical lawyers?**
2. Is the activity required **to maintain public confidence and regulation?**
3. Is the activity required **to uphold the public interest in the administration of justice?**

A Modern Law Library

A modern law library bears little resemblance to its predecessors except for the fact that it still houses books and print materials. However, books make up a smaller percentage of the information which library users require, for more and more legal information is disseminated by electronic products - as licensed materials available via CD or public access websites or that are freely available on the Internet. Canadian case law and statutory material are now available at no charge on CanLII and government and courts' websites. Because of the change in how legal information is disseminated, the modern law library has become a place where the vast amount of legal information available is managed and organized for users – librarians assist users to find information wherever it may be. In doing that work librarians are expected to anticipate the needs of their users and develop products or services they believe will benefit and add value for users. The expense of legal materials has forced librarians to choose products (both print and electronic) they believe will be of the greatest value to users. To fulfill their role and carry out the work of the modern law library requires highly skilled staff, up-to-date technology, and access to vast amounts of legal information. It requires an intimate understanding of the needs of users and information resources and if working properly, the library staff is able to anticipate those needs and locate the information so that both material and information are available “just in time.”

¹ A copy of the Decision Matrix is attached as Appendix 1.

The modern library works closely with its users to provide an array of services that will enable them to work better. Current information and current awareness services are common. Information is pushed to users. Reference and research services are available to assist users when they are not able to find information on their own.

In various ways L&IS has developed into a modern library. Its various products and services are designed to anticipate and meet the needs of Nova Scotia lawyers and, to a lesser extent, the public. Its activities are organized under six program objectives, which were adopted by Council in 2004 after a significant review of the Barristers' Library. These principles are:

1. L&IS contributes to the competence of lawyers.
2. Access to authentic legal information is an important component of our justice system.
3. The Society minimizes duplication in its collection
4. Service to the public is provided by the Nova Scotian Regional Public Library System.
5. The Society fully integrates library services with other NSBS services.
6. User pay for some services is acceptable beyond the basic services provided.

Issue for Council Consideration

This review has caused a reconsideration of the 2004 principles in light of the 2005 *Legal Profession Act* and the work Council has done to articulate the overall nature of the programs and activities the Society is to be undertaking in light of the clear articulation of the Society's purpose. Therefore the issue for Council to decide is whether it is within the Society's purpose and the principles governing the Society's ongoing work to support a modern law library. If not, then what does that mean for the nature of the Society's Library?

The Organizational Review & LIS

In reviewing L&IS, the Executive Director was assisted by a working group². In reviewing L&IS under the parameters of the organizational review, the following points are noted:

- Society activities are to be limited to those of regulation that ensure competent and ethical lawyers, maintain public confidence in the regulation of lawyers and uphold the public interest in the administration of justice.
- Council has previously determined, in the course of the organizational review, that it is not the Society's role to deliver programs that contribute to lawyer competence but rather its role is to set the standards for competence and point out to lawyers where programs are available to them. In light of this decision the Society has ceased delivering most of its continuing legal education and other programs.
- In 2004, at the time of the last library study, CanLII was in its infancy. Since then it has become a robust and generally reliable resource for Canadian case law and statutory material including those from Nova Scotia. Like other resources it is not intended to be the sole source for legal research as there are, and will likely continue to be, gaps in its coverage and its reliability. It also fulfils the role of making law publicly accessible.

² Members of the working group were Daniel Campbell QC, Dean Kim Brooks, Jill Perry, Bill Mahody, Lara MacEachern, Ken Nason, Glen Greencorn, Barbara Campbell

- Since 2004, the Courts of Nova Scotia have expanded their role as a source of case law and other court-related information including the Civil Procedure Rules. They have assumed their responsibility to preserve case law in the Province.
- The Government of Nova Scotia through the Legislative Counsel Office and the government website preserves authentic Nova Scotian legislation.
- L&IS consumes approximately 17.1% of the Society's budget and costs about \$470.00 per practising lawyer (*see page 5*)
- It is difficult, if not impossible, to compare the library program of one Society with a similar program in another. L&IS developed to meet the perceived needs of the Society and lawyers as it was evolving. Whereas some other law society libraries receive Law Foundation funding (sometimes this is required by statute), in Nova Scotia we have determined that but for the Law Stamp, library costs should be borne by the membership. In some jurisdictions the Society participates in a joint library, with other justice players so funding is shared among several participants. Few law society libraries have developed the extent of the publishing regime that we have in Nova Scotia, especially for the *Nova Scotia Law News*. This publication was created in the 1970s in response to the demise of the *Maritime Province Reports* and has continued ever since, even though there are now many other report series publishing Nova Scotia Law. Though most law societies continue to financially support law libraries, few are as robust or as expensive as L&IS on a per lawyer basis.³

The working group reviewed a number of options for the future of L&IS. None were accepted. However, they did draw several conclusions that have informed my ultimate recommendations, including: L&IS is not required under any of the three governing principles.

1. L&IS is valued by many lawyers and law librarians.
2. Parts of what is done by L&IS is done by others, e.g., CanLII publishes Nova Scotia cases; the courts' website has Nova Scotia cases and the Civil Procedure Rules; the judges' library has material required by the judiciary.
3. L&IS does some things that are unique, e.g. assigning controlled vocabulary for ease of accuracy when searching, CPR annotations online
4. The 2004 program objectives need to be restated as the basis for defining an ongoing role for the NSBS Library.
5. The Library must continue to support the regulatory work of the Society.
6. The Library could cease to provide services to individual lawyers or groups of lawyers, while still making information and resources available to lawyers, for their legal research needs without undermining the Society's role.

When these preliminary conclusions were reached, it was determined that one additional source of information would be helpful. Although usage statistics are maintained by staff, the working group did not know what percentage of lawyers use the current L&IS services provided by the Society or what other law librarians expect from L&IS. Two surveys were developed. One was to the professional librarians in Halifax. Another was for practising lawyers. Six hundred lawyers were chosen at random to receive the survey and were invited by the Executive Director to assist

³ The Law Society of Manitoba has just decided to dramatically reduce its library expenses. In that Society, publication of educational material for lawyers is undertaken as part of their CPD activities, so they do publish some information and distribute it to lawyers on request.

us. The response rate provides a margin of error of 6.25% nineteen times out of twenty.⁴ A summary of the results is attached as Appendix 2.

Correspondence was also sent to the judiciary care of the Chair of the Judges Library Committee and to all County Bar Library Chairs to advise them of the review and seek their comments.

The results of the lawyer survey (reported as Appendix 2) show there is little use of Library & Information Services by the vast majority of respondents. This limited use is supported by statistics maintained by Library staff (captured as Appendix 3) which show the number and type of questions directed to the Library. Using the criteria captured in this Appendix, on average one question of the level three and four types is directed to the Library each day.

The results of the librarian survey varied between those who work in libraries that do not provide direct service to practising lawyers and those who do. Generally, the first group, (e.g. government libraries, Dalhousie) although they acknowledge the role of the Barristers' Library within the library community, do not generally use or rely on it. The other group does use the Library to varying degrees. It is an asset they keep in mind when managing their own resources. In law firms, where resources are limited and shrinking, there is a desire to ensure that the Society is there in case their collections are impacted by firm decisions, as services provided by L&IS are transferred to firm lawyers via the firm librarians.

In terms of librarians' use of online services, the Civil Procedure Rules are the most utilized product. Nova Scotia Law News Online is used by some, but not the majority as a current awareness service. The new decisions found in InForum are used by most.

The Society's Library staff are seen to be skilled professional colleagues who are used when there is a need for some specific resource that L&IS has. There is not regular reliance on them. This is verified by the usage statistics captured in Appendix 3.

CanLII is the most significant tool for online access for case law. Only one law librarian indicated non-use of CanLII and preference for QL and eCarswell's Law Source for court decisions and statutes.

Overall the use and reliance on the L&IS collection relates to how they manage and plan their present and future resources. They look to the Society's collection as a back-up or safety net for them. Changes in their own circumstances may cause their reliance on the collection to increase.

Letters were also received from several County Bar Chairs. Many years ago the Society provided financial support for these libraries but has not done so for several years. Law Source and internet access are provided in all county libraries. Two libraries (Kings and Cape Breton) have satellite collections. The current Director, Barbara Campbell, has continued to provide advice and assistance to County libraries. The correspondence received notes with appreciation her personal support which, it is noted, was often provided in personal time. Other than the importance of the satellite collections in Sydney and Kentville, little else is mentioned. The larger survey for those outside of HRM shows minimal use of County libraries

⁴ In spite of this margin of error,, the numbers are believed to be reliable enough to allow for the type of conclusions drawn here

The results of the surveys and correspondence received indicate to me that:

- There are a small percentage of lawyers who use any of the services of the Library.
- There is minimal use of the County Bar Libraries.
- The collection, both paper and electronic, is of some importance.
- Most of the value added products, except the Civil Procedure Rules, are of little value to the vast majority of lawyers.
- There is no evidence that the products and services provided by L&IS actively contributes to the competency of lawyers⁵.
- For most lawyers a reduction in the extent and nature of library services would likely go unnoticed as many are not aware of, or do not use, most of the products and services mandated by the Library.

⁵ The Society has not undertaken any evaluation in this area. The conclusion is drawn from the survey results, as there were no indications of a direct connection between L&IS and the quality of the work lawyers do. To actually confirm this conclusion would require a more extensive study.

Cost of Library & Information Services

Below is a five year budget comparison for Library & Information Services.

Budget Comparison 2007-2011

Net Library & Information Services expenses for the 2011-2012 budget year are approximately the same as in 2007. The L&IS material (print and electronic) budget has been reduced annually in order to keep L&IS costs down. In 2008-2009, a larger than usual cut was made in order to ensure a balanced Society wide budget. The annual increase to legal materials is higher than inflation. Hence, without annual increases to the subscription budget, cancellations are necessary. Reducing the materials budget creates even further reductions. This has been the case in the past several years.

The philosophy of L&IS is not to purchase “just in case” but rather we deliver service “just in time”. This has become the thinking of most librarians and requires skilled staff to manage.

	2007	2008	2009	2010	2011	5 year %
Revenue						
Foundation Grant		30,909	77,129	23,695	8,950	#DIV/0!
Law Stamps	138,350	139,082	129,825	132,800	128,425	-7.17%
Photocopy and Other	10,568	9,988	8,429	9,793	7,144	-32.40%
	148,918	179,979	215,383	166,288	144,519	-2.95%
Expenses						
Books and Bindings	361,602	383,340	396,232	296,084	273,539	-24.35%
Salaries and Benefits	353,905	393,817	384,850	413,205	410,025	15.86%
Other	126,268	118,951	143,369	137,388	142,560	12.90%
Grant Funded		30,909	76,368	23,695	8,950	#DIV/0!
Sub-Total	841,775	927,017	1,000,819	870,372	835,074	-0.80%
Net Library Expense (Revenue)	692,857	747,038	785,436	704,084	690,555	-0.33%

As is noted above, this constitutes 17.1% of the Society’s overall budget.

We have analyzed the costs of various types of services. Attached as Appendix 4 is an outline of the staff costs associated with various types of work. Some that are noteworthy include:

Training	3,149
Preparation of educational material	13,445
Maintenance of Nova Scotia Civil Procedure Rules	12,180 ⁶
Maintenance of secondary sources	2,776
Maintenance of L&IS website	14,128
Nova Scotia Law News	32,350 ⁷
Research services	13,128
Reference services	25,568
Directional information services	22,173
Research advice	5,032
Legal research training	9,483
Loaning books	11,436
Document delivery	4,545
Services to judges and court staff	2,422
Services to the public	1,123
Support for Society	75,727
County libraries	28,815
Administration	61,910

The cost of material purchased for the Library totals \$273,539.

The cost of CanLII is \$57,900.

Although the 2004 report noted the possibility for revenue generation from the provision of some services, practically little revenue is generated from any of these services.

If the recommendations of this report are implemented the services will be affected and the cost will be reduced or eliminated.

Working Group

As was noted above, the Working Group considered a number of options. They were:

- Reduce Library & Information Services by a set amount, say \$300,000.
- Maintain the current budget and range of activities (status quo).
- Redesign Library & Information Services to provide services that support the Society's regulatory role only.
- Selectively reduce source services programs and activities to reduce the overall budget (amount to be determined)
- Restate program objectives of Library & Information Services and design services accordingly, i.e., restate 2004 program purposes.

⁶ This does not include the costs paid to LexUM where the Rules are housed.

⁷ This does not include costs paid to Digesters (approximately \$ 20,000)

As is noted on p. 3 above, they then arrived at a number of preliminary conclusions:

1. L&IS is not required under any of the three governing principles.
2. L&IS is valued by many lawyers and law librarians.
3. Parts of what is done by L&IS is done by others, e.g., CanLII publishes Nova Scotia cases; the courts' website has Nova Scotia cases and the Civil Procedure Rules; the judges' library has material required by the judiciary.
4. L&IS does some things that are unique, e.g. assigning controlled vocabulary for ease of accuracy when searching, CPR annotations online
5. The 2004 program objectives need to be restated as the basis for defining an ongoing role for the NSBS Library.
6. The Library must continue to support the regulatory work of the Society.
7. The Library could cease to provide services to individual lawyers or groups of lawyers, while still making information and resources available to lawyers, for their legal research needs without undermining the Society's role.

When the usage statistics and the survey results are included in an analysis, and when the current activities are analyzed in light of the principles governing all Society programs and activities, it is my view and recommendation that Library & Information Services, in its current format, is not a required activity. Further, it is not warranted, in its present form, when either the objective or collective considerations are applied. Keeping in mind the preliminary conclusions drawn by the Working Group prior to the survey data being received, I believe that the role or program objectives of the NSBS Library need to be restated to be:

1. The Library will support the regulatory role of the Society
2. The Library collection will be designed to meet the basic needs of lawyers and librarians for a basic legal collection.

To accomplish these program objectives it must be clear what the Nova Scotia Barristers' Library will and will not do. Without attempting to be exhaustive I recommend that the following should apply.

1. The Library will continue to support the regulatory work of the Society⁸. This involves:
 - a. Manage the records management requirements of the Society in order to maintain the integrity of the information
 - i. Develop policies and manage the essential records of the Society following best practices
 - ii. Develop and manage the electronic file guidelines for Society documents
 - iii. Maintain the regulations of the Society for governance and research purposes
 - b. Manage the knowledge management requirements of the Society in order to safeguard Society knowledge ,for example:
 - i. Best Practices or some version of this, as required
 - ii. Access to Justice initiatives (e.g. A 2 J inventory)
 - iii. Articles, papers and reports
 - iv. Ensure proper versions of Society publications are available and can be used to support the Society's regulatory work (e.g. Society regulations, Code of Professional Conduct, Legal Ethics Handbook)
 - v. Track amendments to Society regulatory material that allows for easy access as required
 - vi. Provide advice and expertise with the organization of information on the website and for research purposes
 - vii. Develop policies and ensure the proper storage of Society records housed on the website

⁸ All this work is done at present, and will need to carry on in a reconfigured model for the Library.

- c. Provide research and reference services to NSBS committees and NSBS staff
 - i. In order to assist in the preparation of discussion papers, reports and other work of the Society
 - ii. To ensure proper legal citation and authority as needed for committees and publications including the website
 - iii. Locate material from other sources as required for staff and committees
 - iv. Understand the information needs of the Society and develop a knowledge of information resources required to meet these needs
 - v. Provide copyright advice to departments as needed
 - d. Office resources
 - i. Develop and monitor NSBS collection of print and electronic materials and in-house resources
 - e. Other
 - i. Undertake such other tasks, where there are the requisite skills and capacity, that will assist the Executive Director, other Society staff and Council to fulfill the Society's regulatory mandate
2. The Society will maintain a basic collection (primarily historical reference and current text materials that can be accessed by lawyers in the main library and satellite collections. The nature and extent of this collection will be the subject of ongoing evaluation and review.⁹
 3. Because the 'collection' includes electronic products, the Society will evaluate what electronic products should be available to lawyers through the Society and whether provision of these can be cost effective.
 4. The Society will not provide research "assistance" to individual lawyers. The full extent of the services available to lawyers will be redefined, if the recommendations proposed here are adopted, but they will be significantly reduced from those provided at present.
 5. The Society will not publish electronic products that otherwise duplicate information available including but not limited to the Nova Scotia Law News, the Civil Procedure Rules, and the Quantum Tables.
 6. The Society will support the expansion of access to reliable free legal information through CanLII.

Implications

If these recommendations are adopted they will have significant implications of which Council must be aware. These include:

- The change in the nature of the Library's work has to be well managed, with fairness to all involved, and with a goal of preserving the value of the assets that have been developed by L&IS.
- The staffing complement needed to satisfy this model would be smaller and will not utilize some of the skills that are available to lawyers at present. Our current staff of skilled information professionals may choose not to work in this reconfigured library.

⁹ This is where the 'Collective Considerations' prescribed by the Decision Matrix come into play. It is cost effective for the Society to purchase and have materials available for all lawyers when it is cost prohibitive for individual lawyers, or even groups of them, to buy those materials.

- Alternative means of producing and maintaining some current library products will need to be identified, e.g., the *Annotated Nova Scotia Civil Procedure Rules* maintained by the Society could be transferred to the Courts and housed on the Courts' website or merged with its product or to a private publisher; dissemination of recent cases would need to continue but in a different way as it will no longer be connected to the *Nova Scotia Law News*.
- The reduction in the scope of the Library should not affect the Law Stamp, as the primary means for public access is through CanLII and the public regional library system but there will need to be discussions with *the Department of Justice* regarding this.
- Timing for implementation will be immediate with costs being absorbed in this year's expenses.
- The position of Director of Library and Information Services will be eliminated with the retirement of Barbara Campbell. Following that, interim responsibility for oversight of the Library will rest with the Executive Director, in order to assess the best long term oversight arrangements.
- The reduction in services to lawyers will need to be well communicated to NSBS staff, the membership of the Society and other stakeholders, including the judiciary and the Department of Justice.
- Over the years L&IS has become an integral part of the Society. More than any other law society library in Canada, L&IS has supported the work of the parent organization. This change will shift the focus of the Library from assisting the lawyer in practice to only continuing its support of the work of the Society, while maintaining library resources used by lawyers in their practices.
- The costs for implementation of these changes are not budgeted in the 2011-12 budget. I have taken advice on the likely legal requirements to meet severance obligations. They are estimated to total approximately \$300,000.
- If the recommendations are adopted, in preparing the budget for 2012-13, there will be an immediate reduction of the Library budget by approximately \$250,000 as a result of a smaller staff complement. This reduction will be an ongoing saving.

Addendum

Timing for decisions such as this is never ideal. The Society just learned that the planned renovations of the Law Courts will have an immediate impact on the Society's Library as it is planned that in early 2012 the Library will be temporarily relocated offsite for up to twelve months while renovations to the seventh floor of the Law Courts take place. This will be extremely difficult for staff and will result in less space being available for the collection. Although there may be synergies available if these recommendations are implemented immediately they are not immediately obvious. We will be reducing staff and adding a significant burden to those who remain. This will have to be effectively managed.

Conclusion

This review results in proposed changes that are the most significant reduction in the Society's activities in recent memory.

When Council mandated the Organizational Review and adopted the principles that underpin these recommendations, it was hoped that the proper role for the Society regarding its Library might be achieved through the adoption of a collaborative library model that would involve other participants in the justice system that have and utilize library resources. Unfortunately, though discussions occurred, there was no willingness to embark upon a process that might have led to a different model and that might have preserved some of the information management work currently undertaken by L&IS and that might have benefited other users.

Therefore the Society is left with no option other than to apply the principles to L&IS that it has adopted for all its activities. The result of that process will then require:

- Council accepts the Executive Director's recommendations to restate the purposes of the Society's library to be:
 - The Library will support the regulatory role of the Society and will manage and disseminate information necessary to fulfill that role.
 - The Library collection will be designed to meet the basic needs of lawyers and librarians for a general legal collection;
- The recommendations are to be implemented ,as much as possible, by the end of the current fiscal year;
- Council authorizes the Executive Director to:
 - Implement these recommendations and to address the required staffing and human resource management issues
 - Expend an amount not to exceed \$300,000 to address the required human resource management issues
 - Implement a communications strategy; similar to the one described to Council, that will address the staff of the Society working in L&IS, the other NSBS staff, the membership of the Society, the judiciary, the Department of Justice and the public, through the media, as required by media inquiries.

This has been one of the most difficult recommendations that I have ever been required to make to Council, as it affects the lives of employees of the Society who I have worked with for many years. However, I believe the decisions emanating from the Organizational Review and the strong commitment of Council, to limit the Society's activities to those that are required by the *Legal Profession Act* or are completely in line with it, are the correct direction for us to follow. These decisions have already resulted in the Society being a different organization, one that is more focused on its obligations to protect the public interest, by establishing defensible standards and expectations for practising lawyers and then ensuring compliance with them. We are doing different work and not doing much that we have in the past.

Respectfully –



Attachments:
Appendices 1, 2, 3 and 4



DECISION MATRIX FOR PROGRAM/ACTIVITY REVIEW

Program Description – Including Financial Analysis

- Costs – Expenses/Revenues/Net Costs
- Human Resources – Staff Full Time Equivalents (FTE)/Volunteer Commitment
- Opportunity costs of human resources pulled from other programs.

Step 1 →

First Principles

- Is the activity **required** to regulate to ensure competent and ethical lawyers?
- Is the activity **required** to maintain public confidence in regulation?
- Is the activity **required** to uphold the public interest in the administration of justice?

Less than a "Definitive YES" to the first principle questions.

Definitive "YES" to any of the three first principles questions – *i.e. the Society must or may/must undertake this activity*

Step 2 →

Subjective Considerations

- Is it consistent with the First Principles?
- What is the expected outcome?
- What is the impact of not doing the activity?
- Who does this affect?
- What are the benefits to the Public, the Society, or the membership?
- Do the benefits outweigh the cost?
- Are there other considerations?
- Are there negative impacts for the Public, the Society, or the membership?

Step 3 →

Collective Considerations

- Is someone else already doing this activity?
- Is there an "economy of scale"? What is it?
- Is the Society uniquely capable of doing this work? How/why?
- Is there a unique role for the Society in this work? What is it?
- Should the Society be involved?
- Are there other considerations?

Operational Considerations

- What is the most efficient way to perform the activity?
- Is the activity being done in line with best practices?
- Is the activity being done by the right people?

Should this activity be done?

NO

IN PART

YES

We do not undertake the activity

Should the activity be fully self-funded?

YES

NO

Determine pricing

Add net cost to Membership Fee

**2011 Library and Information Services
Survey Results**

Overall – 218 respondents; 132 from HRM and 86 from other districts (non-HRM). The 218 respondents from a total population of 1,902 provides a margin of error of 6.25% nineteen times out of twenty. This survey generated a higher response rate from those in the 1984 or earlier “quartile” (33.5%) than the general population and a lower (16.1%) response rate from the 2005 to present quartile.

79 respondents identified themselves as Sole Practitioners (44) or working in a small (2-5) firm (35) – (Sole/Small)

In the reporting that follows, there is captured specific data for non-HRM lawyers and solo and small firm practitioners as they are frequently reported as being the main library users.

What percentage best approximates the time in your practice involving legal research?
38.3% of Respondents indicated that they spend less than 10% of their time in legal research. A further 45.3% indicated that they spend between 11 and 25% of their time in legal research for a total of 83.6% being less than 25%. For the Non-HRM lawyers the total was 90.4% and for Sole/Small lawyers the total was 84.2%.

Library Resources

What is the nature of library resources that you have available to you in your office?

	Overall	Non-HRM	Sole/Small
Library – Prof Librarian	35.5%	9.6%	2.6%
Library – Non-librarian	7.5%	10.8%	1.3%
Personal Library	32.2%	51.8%	55.3%
No Physical Library	24.8%	27.7%	40.8%

Frequency of Use of Resources

In total the respondents indicated that the most frequently used resources were resources provided by their firm or organization (36.9% at least weekly and 33.6% monthly).

Among the non-HRM lawyers the most frequently used resources were

- the lawyer’s personal collection (36.1% weekly and 37.3% monthly) and
- their firm collection (32.5% weekly and 36.1% monthly),
- use of CanLII (30.1 % weekly and 30.1% monthly) and
- use of NSBS on-line recourses (30.1 % weekly and 27.7 % monthly).

For lawyers in HRM these numbers were

- personal collection (27.5% weekly, 29.9% monthly),
- firm collection (39.7% weekly, 32.1% monthly),
- use of CanLII (35.9% weekly, 28.2% monthly) and
- NSBS on-line resources (20.6% weekly and 27.5% monthly)

Among all Sole/Small lawyers the most frequently used resource was

- CanLII (34.2% at least weekly and 31.6% monthly).

- This group also reported the most frequent usage of NSBS online resources (31.6% at least weekly and 36.8% monthly).

In terms of **resources not used**, overall respondents reported that:

- 84.1% had not used the County Library Collection in the past 12 months and
- 81.8% reported not using Dalhousie law library in the past 12 months.

For Non-HRM lawyers the resource most noted as not having been used in the last 12 months was the Dalhousie law library (88.0%) followed by Westlaw provided at the Barristers' library (74.7%). Among this group the County Library collection was the fourth least used resource (61.4% reporting that they hadn't used it in the past 12 months) following the NSBS Halifax library collection (65.1%). For Sole/Small lawyers Dalhousie law library and County library collection were reported as not being used in the last 12 months by 82.9% and 75.0% of those respondents.

Frequency of use of NSBS Library Collection

In total, less than 2% of respondents reported using any of the resources weekly and only NS Law News (print) was used more than 10% (11.4%) monthly.

Non-HRM respondents had similar results except Statutes and Regulations (print) were used by 3.7% at least weekly and NS Law News (print) was used by 2.4% at least weekly and 13.4% monthly. In this group **it was the only resource used more than 10% monthly**. Sole/Small respondents reported that most of the resources were not used weekly, however the Law News (print) and the Text book collection were used monthly (14.9% and 13.5% respectively).

Frequency of use of Staff-assisted services

Staff-assisted resources are infrequently or not used at all by the vast majority of respondents.

Reference services were used by 1.4% of respondents at least weekly and 2.8% monthly.

Training was 0.5% at least weekly and 0.9% monthly and Books by courier, mail or bus was also 0.5% at least weekly and 0.9% monthly.

Frequency of use of NSBS Online resources

The most frequently used online resource is CanLII. Overall 30.8% of lawyers report using it at least weekly and a further 23.7% report using it monthly. For Non-HRM lawyers 30.5% report using CanLII at least weekly (plus 20.7% monthly) and 35.1% of Sole/Small lawyers report using CanLII at least weekly (plus 24.3% monthly).

InForum's listing of new NS Decisions was the second resource used at least weekly with 17.5% and a further 47.4% using it monthly. For Non-HRM Lawyers usage was 20.7% at least weekly and 51.2% monthly. For Sole/Small lawyers usage was 17.6% at least weekly and 54.1% monthly.

The least used resources were the three Quantum Tables and the Resource lists. These four resources had the highest "Not used in the past 12 months" counts in each of the three groups analyzed.

Importance of Collection Resources

Overall, 12.6% of all respondents thought the text book collection was very important with 31.4% considering it somewhat important, 45.9% considering it Not very important and 10.1% reporting that they weren't aware of this service.

Among Non-HRM lawyers, 12.3% thought is very important, 30.9% somewhat important, 44.4% not very important and 12.3% not aware. Among Sole/Small 23.0% thought it very important, 31.1% somewhat important, 39.2% not very important and 6.8% not aware.

Importance of Staff-assisted services

The table below captures this data.

	Very Important	Somewhat Important	Not Very Important	Not Aware of this Service
ALL				
Reference Services from Staff	8.2%	15.9%	58.5%	17.4%
Legal Research Training	4.8%	15.0%	58.5%	21.7%
Books by Courier, mail, or bus	10.1%	15.5%	55.1%	19.3%
Non-HRM				
Reference Services from Staff	9.9%	19.8%	53.1%	17.3%
Legal Research Training	3.7%	24.7%	56.8%	14.8%
Books by Courier, mail, or bus	16.0%	18.5%	51.9%	13.6%
Sole/Small				
Reference Services from Staff	14.9%	25.7%	47.3%	12.2%
Legal Research Training	8.1%	28.4%	55.4%	8.1%
Books by Courier, mail, or bus	17.6%	12.2%	54.1%	16.2%

Importance of Online resources

Overall CanLII was the highest ranked online resource with 49.8% of all respondents ranking it as very important and a further 22.2% rating it as somewhat important. The second most highly ranked online resource was InForum's listing of new NS decisions with 39.1% rating it very important and a further 31.9% rating it as somewhat important. The Non-HRM group rated these two resources as the highest ranked as well with CanLII rated very important by 51.9% and somewhat important by 25.9% and InForum's listing of new NS decisions rated as very important by 51.9% and somewhat important by 24.7%. The Sole/Small subset also rated these two resources highest with CanLII being 56.8% very important and 23.0% somewhat important and InForum's listing of new NS decisions being 50.0% very important and 32.4% somewhat important.

All respondents and each subset rated the three quantum tables and the Resource lists as not very important.

Resources maintained

Overall 28.7% of respondents recently cancelled or plan to cancel print case law. For 27.2% of respondents that resource is either not applicable or no longer required. 50.0% of respondents plan to obtain this resource online and 9.4% plan to obtain it from the NSBS Library.

26.2% of all respondents have recently cancelled or plan to cancel provincial statutes. 59.9% of respondents plan to obtain that resource online.

For the Non-HRM lawyers the responses are similar with 36.4% recently cancelled or planning to cancel print case law and 33.8% recently cancelled or planning to cancel provincial statutes. Among this group 57.5% plan to access print case law online and 71.3% plan to access provincial statutes Online.

Again, for the Sole/Small lawyers 22.2% recently cancelled or planning to cancel print case law and 31.9% recently cancelled or planning to cancel provincial statutes. Among this group 50.0% plan to access print case law online and 65.3% plan to access provincial statutes online. This subset had a higher percentage of resources that had never been aquired.

Library Usage

For the seven months ending November 30, 2011, library staff responded to 659 questions, of which **141 were Level 3 (Strategy based) or Level 4 (Consultation)** - an average of 20 per month with a high of 27 questions in May and a low of 12 in October. The following table describes the level of question and provides examples.

<p>Level 1 – Non-resource based Explanation: Directional questions that do not require a resource to answer and might be answered by a sign or a policy. Usually answered at the reference desk.</p> <p>Examples: Where are the photocopying machines? How much does it cost to fax or email a decision? Are you open on Saturday? Do you have today's newspaper?</p>
<p>Level 1 –Resource based Explanation: Directional question that require a resource (e.g., catalogue) to answer.</p> <p>Examples: Do you have this book in your collection? I don't have the call number, but can you tell me if this book is on the shelf?</p>
<p>Level 2 Explanation: Questions that require a demonstration to answer (i.e., "how-to" questions that might be answered by a well-developed set of directions). Most often the library staff has to move to a location and demonstrate a skill. The same question should always get the same answer.</p> <p>Examples: How do I download to a thumb drive? How can I access Law News Online? Where do I find this call number? How do I print this case from LawSource? How do I find this CPD material in your catalogue?</p>
<p>Level 3 Explanation: Questions that require the formulation of a strategy to locate an answer and require selection of resources. May require individualized subject approaches.</p> <p>Examples: I need a case on the topic of unjust enrichment. I need articles and textbooks that discuss Mary Carter agreements. What sort of general damages have been awarded for a broken arm? I need to research the legislative history of a statute/regulation/rule. Has the phrase, "best interests of the child", been judicially considered? I need an interlibrary loan.</p>
<p>Level 4 Explanation: Usually longer encounters outside of regular desk duty. The librarian will often have to conduct in-depth research on specific topic that is too complicated to deal with at the desk or on the telephone. May involve the preparation of reports or memoranda.</p> <p>Examples: I am looking for case law involving lawyers or law societies from Ethiopia, Uganda, Tanzania, or Kenya. I need articles and case law on the issue of lawyer's comments and statements to the media, along with a complete review of the applicable rules from all provinces and territories in Canada. I need to identify general practice standards in the field of law, as well as practice standards used in other professions (e.g., nursing).</p>

Of the 141 questions, 57 were posed directly by members, 47 were posed by Society Staff, and 29 came from Librarians.

A total of 132 questions were classified into Subject/Type of Question. Of the 132,

- 79 were classified as "Other" type of question,
- 14 were History/update of statutes, regulations or rules,

- 8 were Forms & precedents, 8 related to Judicial consideration of statutes, regulations, rules of case law,
- 7 were for interlibrary loans (outgoing), 6 for Legal Citation,
- 5 were for interlibrary loans (incoming), 4 for CLE/CPD materials, and
- 1 for a words and phrases search.

In terms of the legal subject of the questions;

- 22 were for NSBS Information, including member information,
- 17 were “miscellaneous”,
- 10 related to Family Law,
- 9 Criminal Law,
- 8 Civil Practice and Procedure, and
- 7 for Barristers & Solicitors, including legal ethics, discipline, and professional responsibility.
- The remaining questions were scattered over a further 26 subjects.

What We Do For The Bar	Staff Level	Costs
Maintain and develop a collection of information resources	All staff	\$50,503
– ensure collection of resources reflects needs of members within financial constraints		
– negotiate licences		
– select materials		
– order materials		
– catalogue books		
– process texts with labels, pockets		
– develop, maintain, improve online catalogue and other databases		
– shelve books		
– shelf read collection (to ensure items are in order and findable on the shelves)		
– check in subscriptions, loose-leaf, invoices by titles		
– weed the collection of unnecessary material		
– binding of journals and books requiring attention		
– request missing pages from publishers		
– collection of materials in storage due to space issues		
Training	Librarians	\$ 3,149
– group training throughout province/schedule appointments		
– articulated clerk training in use of CanLII		
– up until now it has been focused on the Nova Scotia Barristers' Society's website, <i>LawSource</i> and CanLII		
Educational Material	Not library technicians	\$13,445
– subject-specific research guides (online) that identify legislation, texts, online resources		
– articles on specific topics appear in <i>Nova Scotia Law News</i> and <i>The Society Record</i> are loaded on website in appropriate location		
– “Information bites” relating to something of importance to members (useful websites, new research techniques), adapted for individual counties, appear in <i>InForum</i>		
<i>Nova Scotia Annotated Civil Procedure Rules (2008)</i>	Library tech., Librarian, Director	\$12,180
<p><i>Nova Scotia Annotated Civil Procedure Rules</i> is an online searchable annotated version of the Civil Procedure Rules developed and maintained by Library & Information Services. It is hosted by LexUM using their LexActo software. This is the only annotated electronic version available and when compared to the cost of the print commercial services (\$800 – \$1,000) annually, it is an economical alternative for members. This product was awarded the <i>Hugh Lawford Award for Excellence in Legal Publishing</i> by the Canadian Association of Law Librarians in 2010. In addition to the Rules, this product includes:</p>		
– an index created by Library & Information Services		
– annotations – the cases warranting annotations are identified by the volunteer reviewers; written by paid digesters and uploaded by Library & Information Services		
– Table of Concordance to 1972 Rules		

What We Do For The Bar	Staff Level	Costs
– Educational notes from APD training appear in each rule.		
– Amendments – are added as soon as possible with links provided to the unofficial copies of the full text of the <i>Royal Gazette's Pt. I</i> (with permission)		
– printable PDF version provided		
– Practice Memorandum in Word and PDF provided on the Library & Information Services portion of the Nova Scotia Barristers' Society website		
Secondary Sources	Library tech., Librarian	\$2,776
<i>Secondary Sources</i> is an online searchable database of all Nova Scotia Barristers' Society CLE & CPD conferences and seminars, <i>Nova Scotia Law News</i> and <i>The Society Record</i> articles, and a selection of unpublished articles.		
– acquire permission to reproduce materials for website.		
– previously this product required much more staff time but with the changes in CPD offerings it is expected the workload will be reduced		
Website (not including database time – recorded elsewhere)	Director, Librarians, Library tech.	\$14,128
Library & Information Services has a mandate to deliver information to the desktop of members. Consequently, Library & Information Services is very involved in maintaining and improving what appears on the website. This includes the design and maintenance of the following:		
– Library catalogues (Halifax and 13 counties)		
– <i>Law News Online</i>		
– <i>Secondary Sources</i>		
– <i>Best Practices</i>		
– Nova Scotia Annotated Civil Procedures Rules		
– Research guides		
– Library & Information Services information (via CMS)		
– Monitor website for inconsistencies		
– Train members in use of website (Desktop project plus)		
Collaboration with other law society libraries		
Libraries no longer purchase books "just in case", but rather work on the principle of "just in time". The need to develop relationships outside the traditional ILL/document delivery must be stressed. This includes but is not limited to:		
–National Resource Sharing Agreement		
–Atlantic Resource Sharing Agreements		
– Resource Sharing Agreement		
– Regional Reference Desk (Atlantic law librarians provide reference service to lawyers in other provinces during vacations, closing, etc.)		
– Preservation Agreement		
– Core Atlantic collection		

What We Do For The Bar	Staff Level	Costs
<i>Nova Scotia Law News Products</i>		\$32,350
<p><i>Nova Scotia Law News</i> products refer to the various services produced under the umbrella of <i>Nova Scotia Law News</i>. Library & Information Services staff assign subject headings, proof the work and provide technical skill. The digests are written by legally trained individuals. The digests are written and reviewed within three weeks. A group of subject specific volunteers review the cases and digests. Case comments are written by another group of subject-specific volunteers.</p>	Library tech., Director, Librarian	
<ul style="list-style-type: none"> - <i>Nova Scotia Law News</i> is a digesting service of Nova Scotia caselaw that is published twice per year in print and twice per year in electronic format. 		
<ul style="list-style-type: none"> - <i>Law News Online</i> is a searchable database of Nova Scotia caselaw - decisions are loaded daily with subject headings 		
<ul style="list-style-type: none"> - <i>Quantum Tables</i> (Sentencing, Personal Injury Damages, and Notice Periods) - are updated as quickly as digests are loaded 		
<ul style="list-style-type: none"> - Case Comments - cases identified by volunteer subject reviewers have case comments written by volunteer lawyers. These appear in <i>Nova Scotia Law News</i> and <i>Secondary Sources</i> (online) searchable database. 		
<ul style="list-style-type: none"> - <i>InForum</i> new decisions list is a list of Nova Scotia decisions (with subject headings) released since the prior issue. The list is published in every <i>InForum</i>. 		
<ul style="list-style-type: none"> - Articles - educational articles appear in <i>Nova Scotia Law News</i>, <i>Secondary Sources</i> and in various locations on the website, as needed. 		
<ul style="list-style-type: none"> - <i>Nova Scotia Current Law</i> - electronic subscription service - provides index by case name, subject and statutes considered. 		
<ul style="list-style-type: none"> - Tracking Nova Scotia decisions in order to identify missing ones, submitting inquiries to the Courts in order to ensure decisions are released. 		
<ul style="list-style-type: none"> - Maintain a toll free line in order for members throughout the province to request information. 		
Total		\$128,531

What We Do For The Individuals	Staff Level	Costs
Individuals can be defined as lawyers, firm librarians, law firm office, judges and court staff.		
Provide research service	Mostly librarians but all staff might be involved	\$13,128
Research is provided to members throughout the province. Research includes, but is not restricted to, the following categories:		
– damage assessments		
– topical case law searches		
– literature searches		
– forms and precedents searches		
– memo to lawyer		
– invoice for services		
Provide reference service	All staff	\$25,568
Reference service is provided to members throughout the province and includes, but is not restricted to, the following types of service:		
– custom photocopying and printing		
– legislative history		
– judicial consideration/noting-up of cases and legislation		
– words & phrases searches		
– memo to lawyer		
– invoice for service		
Provide directional information	All staff	\$22,173
Directional service is provided to members throughout the province and includes, but is not restricted to, the following:		
– locating particular information on the Internet		
– finding a book		
– assistance using the library catalogue		
– using the photocopier		
– providing the password for a county computer		
– instructing in printing materials in Halifax and county libraries		
– providing information on the lounge (location, pass code)		
Provide research advice (ad hoc or at the request of members)	Director, Librarians	\$5,032
– cost cutting assistance with firm libraries, research		
– research improvement tips		
– strategy for structuring a search within a product or in various sources (usually member calls or is in the library)		
Training in legal research	Librarians	\$9,483
Training has been very much driven by the need to train members on our website, <i>LawSource</i> and <i>CanLII</i> .		
– structured hour long sessions - usually product driven		
– developing "areas of practice" training modules to assist members		

What We Do For The Individuals	Staff Level	Costs
Loaning books to members	Not Director	\$11,436
Books are borrowed with staff assistance, most often, requiring staff to:		
– locate title, prepare for pickup or delivery		
– card books and shelve on return		
– follow up with overdues as required		
– call for books when needed from other members		
– invoice for lost books		
Document Delivery/ Interlibrary Loan	Not Director	\$4,545
When a member contacts Library & Information Services seeking information that they've not been able to locate themselves, staff may:		
– locate information in electronic source (free source) and direct member to material		
– locate information in print or electronic source (commercial service) and copy or scan material in order to deliver to member (email, fax, mail, courier)		
– locate resource (whether print publication or electronic document) that is not available in NSBS - Library & Information Services and arrange for member to receive in a timely fashion. Return print publication to loaning library.		
Judges and Court Staff	All staff	\$2,422
Provide reference service to judges and court staff.		
– locating cases, books and articles		
– assisting with statute research		
– clarification of citations for judicial assistants		
– back up for judges' librarian when on holidays		
– Identifying problems in decisions and CPR amendments		
– Tracking missing decisions and requesting copies for distribution		
Public	All staff	\$1,123
– provide free access to online resources (Law News Online, Nova Scotia Annotated Civil Procedure Rules, Secondary Sources, Quantum Tables)		
– provide free access to research guides to assist self-represented litigants, students		
Train public librarians in legal information		
– provide assistance over the phone to the public in using Nova Scotia Barristers' Society online resources or directing them to the appropriate information provider		
Total		\$108,038

What We Do For The Society	Staff Level	Costs
Generally - All Departments		
Reference and Research	All staff	\$16,593
Provide reference and research service that includes but is not restricted to:		
– providing daily current awareness service to Executive Council, professional staff, judges and librarians		
– finding and obtaining court cases		
– citation verification for articles authored by Nova Scotia Barristers' Society staff.		
– conducting legislative history/search		
– finding and obtaining articles		
– providing document delivery services		
– providing current awareness of issues of interest to individual department		
– acting as resource for copyright questions		
Collection of Print Materials (in main office)	Director, Library tech.	\$4,994
– order, catalogue and process material		
– complete loose-leaf filing		
– provide online access to a catalogue of materials		
– negotiate licence and provide training in <i>LawSource</i> for professional staff.		
– perform inventory of collection, update catalogue		
– plan for new premises		
– weeding of collection		
Committee Involvement	Director, Librarian	\$9,950
The professional Library & Information Services staff sit on various Nova Scotia Barristers' Society, Law Courts and national committees.		
– Senior Staff		
– Website Committee		
– Point Person meetings		
– Law Courts Users		
– Law Courts Occupational Health & Safety Committee		
– Law Courts Emergency Response Team		
– Nova Scotia Barristers' Society Environmental Team		
– Canadian Association of Law Libraries committees		
Records Management	All staff	\$26,875
Nova Scotia Barristers' Society has not had the resources to develop a full records management plan. Library & Information Services does the following:		
– developed policy and manages the safekeeping of essential records		
– developed and maintains database of regulation amendments, stores official stamped copies of amendments to regulations, identifies inconsistencies in regulations		
– developed, implemented, trained, monitors electronic file management guidelines, for society documents		

What We Do For The Society	Staff Level	Costs
<ul style="list-style-type: none"> - ensures proper storage of historical Council minutes and ongoing accessibility to Council minutes 		
<ul style="list-style-type: none"> - maintains amendments of <i>Barristers and Solicitors Act</i> and <i>Legal Profession Act</i> for ease of use and research 		
<ul style="list-style-type: none"> - maintains Standards for research purposes 		
<ul style="list-style-type: none"> - continued records management project and policies 		
<p>Portraits</p>	Library Assistant	\$500
<ul style="list-style-type: none"> - annual inventory of portraits and track missing portraits 		
<ul style="list-style-type: none"> - contact for questions/photographs, etc. 		
<ul style="list-style-type: none"> - storage during Law Courts construction 		
<p>Training of Staff, As Required</p>		
<ul style="list-style-type: none"> - website 		
<ul style="list-style-type: none"> - citation 		
<p>Website (see – what we do for the Bar)</p>		
<ul style="list-style-type: none"> - provide training in use 		
<ul style="list-style-type: none"> - Provide expertise and skill to relevant projects (Best Practices, ATJ, etc.) 		
<p>Council (part of general section)</p>		
<ul style="list-style-type: none"> - provide daily current awareness on topical legal issues 		
<ul style="list-style-type: none"> - Legal Profession Regulations – tracking of amendments and storage of official signed copies 		
<ul style="list-style-type: none"> - Council minutes – proper storage of historical Council minutes and ongoing collection and organization of Council minutes as part of the essential records of the Society 		
<p>Executive Director (part of general section)</p>		
<ul style="list-style-type: none"> - historical research 		
<ul style="list-style-type: none"> - retrieval of current articles 		
<ul style="list-style-type: none"> - topical research 		
<ul style="list-style-type: none"> - current awareness 		
<ul style="list-style-type: none"> - provide advice on relevant areas 		
<p>Professional Responsibility</p>	All staff	\$11,506
<ul style="list-style-type: none"> - <i>Best Practices</i> – creation and maintenance of online research tool for ethical matters. Based on a searchable version of the <i>Handbook</i> and additional reading. Maintenance includes, but is not limited to, updating databases with amendments, preparing and adding new annotations and decisions. 		
<ul style="list-style-type: none"> - in the past converted all Professional Development Hearing Panel decisions to text format, edited and sent to CanLII. 		
<ul style="list-style-type: none"> - track amendments to <i>Handbook</i>; answer questions on this for members and Professional Responsibility staff. 		
<ul style="list-style-type: none"> - digests decisions for current awareness to members on Professional Responsibility matters - distributed via <i>InForum</i>. 		
<ul style="list-style-type: none"> - reference and research for professional Professional Responsibility staff. 		

What We Do For The Society	Staff Level	Costs
– searching Court Administration for documents, as requested.		
– assisted with Worldox implementation, reviewed RFP assisted with taxonomies		
Equity Office	Director, Library tech.	\$4,070
– database development - identify problems with information, assist with standardizing information, develop templates for volunteer students, train in the database and standards for collection gathering.		
– plan to develop research guide for equity issues		
APD		
– provide online access to program and seminar material through <i>Secondary Sources</i>		
Finance and Administration		
– as mentioned in general category above		
LIANS	Librarian	\$1,249
– monitor new legislation for changes in limitation periods, notify LIANS for their online document.		
– performed citation verification and embedded links to cases available online for family and real property standards		
Total		\$75,727

What We Do For County Libraries	Staff Level	Costs
<p>WestlawCanada's <i>LawSource</i> is available in all county libraries</p> <ul style="list-style-type: none"> - negotiate licence annually - budget and fund service - set up seamless access, deal with access problems, communicate with technical support - provide information about the service - schedule training, book appointments 		
<p>Computers</p> <ul style="list-style-type: none"> - provide computer with Internet access in all county libraries - ensure the computers are working and equipment and software are updated, as necessary - complete grant application to Law Foundation for equipment updates - establish wireless access for lawyers 		
<p>Consultation with County Library Chairs</p> <ul style="list-style-type: none"> - advice on purchase and cost savings - advice on collection development, suggest titles - provide "information bites" for individual bars, as requested - deal with publishers when counties having difficulties - general advice on library matters - answer questions, as needed 		
<p>Library Collection (print)</p> <ul style="list-style-type: none"> - weed and discard materials - accept donations, catalogue, process and distribute to county libraries - maintain online library catalogue - process new books purchased by county libraries (catalogue, affix spine labels, cards and pockets) - prepare annual inventory (if staff present) 		
<p>Satellite Collections (Kentville and Sydney)</p> <ul style="list-style-type: none"> - provide, in addition to <i>LawSource</i>, a collection of current text materials - process materials and invoices - monitor the proper use of these collections (inventory, loose-leaf filing kept current, missing books replaced) - provide and train library clerks - prepare suggested lists, meet with chairs to discuss the development of the collection - loose-leaf filing, as required 		
<p>Library Moves and New Courthouses</p> <ul style="list-style-type: none"> - design new library layout - assist with requirements of purchasing shelving, speak to distributor - organize move, prepare labels for boxes, work with movers to ensure move is efficient - be present for set up of library, assist in supervising unpacking - if not brought in early in the library move process, sort through the resulting disarray and assist with overall re-organization of the library 		

What We Do For County Libraries	Staff Level	Costs
– ensure Internet connection is moved, set up <i>LawSource</i> and email accounts, if distributed during move		
– work with Court staff during move		
Total	All but mostly Director	\$28,815

Infrastructure	Staff Level	Costs
Financial – prepare and monitor annual budget – bank deposits/petty cash/ safe – law stamps (monitor sales around province, quarterly reconciliation, distribute to prothonotaries selling of stamps in library)	Director, Library assistant	\$6,863
Administration Human Resources – training/cross training of staff – performance reviews – staff meetings – scheduling of staff – continuous learning of software, methods of research, library best practices, change management	Director plus staff	\$50,009
Planning – develop an annual plan for Library & Information services ;set goals for individual staff and monitor goals – collect statistics to assist in planning		
Technical/Equipment – trouble shooting staff computer issues before contacting IT – trouble shooting PA computers and printers – policy and procedures – develop and maintain – photocopier meter reads – public access computers – communication with IT – postage meters		
Physical Premises – ensure proper maintenance of library space and lawyer's lounge and changing rooms – ensure washrooms on the 7th floor work – communicate with building operators		
Proper Office Procedures – ensuring emails are stored, deleted, as necessary out of office messages. – changing telephone message regularly to reflect service hours or alternative service locations. – changing telephone message regularly to reflect service hours or alternative service locations – ordering supplies		

Infrastructure	Staff Level	Costs
External relationships	Director, Librarians	\$5,029
– Halifax Area Law Libraries		
– general public		
– Courts staff throughout province		
– Sales Representatives		
– National Law Society Library Directors		
– Atlantic Law Society Library Directors		
Internal Relationships	All staff	
– all members potentially		
– <i>Nova Scotia Law News</i> volunteers		
– Nova Scotia Barristers' Society staff		
Incidentals	All staff	
– Travelling to Nova Scotia Barristers' Society's main office		
Total		\$61,901