



## — the bottom line

The Executive Committee (Ron Davis, Peter Dawe, Jan Cree, Moira Mackinnon, Mike Andrews, Jenny Adams and your columnist) has just met in Melbourne. The Executive meets six or seven times a year to manage the ongoing business of the Association between General Council meetings, and to keep an eye on the numbers: members, costs and revenue.

The last meeting was different. Instead of focusing on the results of recent management decisions, the Executive considered less tangible matters: members' comments, attitudes and perceptions. Context for the discussion was, predictably, the Corporate Review, but the theme was level of service to members, rather than the Review itself. In other words the Executive wanted to make sure that all members were talking about the *same* LAA before we begin to change it.

There were several reports on the mood of the electorate, and it soon became apparent that perceptions on the role and effectiveness of the Association varied with the vantage point of the observer. It seems we have created for ourselves a corporate climate in which a distinction is made between the role of the 'centre' — Head Office, Executive Committee, General Council, Publications Board, Board of Education, and the role of the 'field' — Sections and State branches. This dichotomy is disturbing.

Head Office exists to support the activities of all members, wherever located. Members join to support the objects. Most of us really want to promote, establish and improve libraries and library services. So does the Association, which provides the infrastructure for shared effort towards this common goal. The aims of the Association are identical with the aims of the members. Without the members there is no Association.

The problem comes when members perceive different objectives for local activities on the

one hand, and for central activities on the other. Such a view takes no account of the support structure already in place and funded by fees, nor indeed of the importance of sharing tasks for implementing jointly agreed programmes. Worse, it can lead to unstated and sometimes competing objectives.

I thought we were agreed on the end they're described in the objects. The means will differ — there are more than 7000 of us and although we usually achieve healthy consensus, unanimity is practically impossible. That's fine, as long as we share goals.

So I put it to you that we're as good at caring as we are bad at communicating. Is it reasonable for members to complain about lack of information from Sydney when the latest copy of *InCite* lies unread? Or is it reasonable for central staff to expect more detailed comment from members given insufficient time to consider referred items?

*InCite* number six announced 11 steps approved by Council to lift service to members and Jenny Adams has written to secretaries of all divisions, with further details. LAA staff have independently come up with another 11 suggestions for improving communication. The structure's there, the will is there, the goals are clear — all it needs is you.

Ian McCallum  
President

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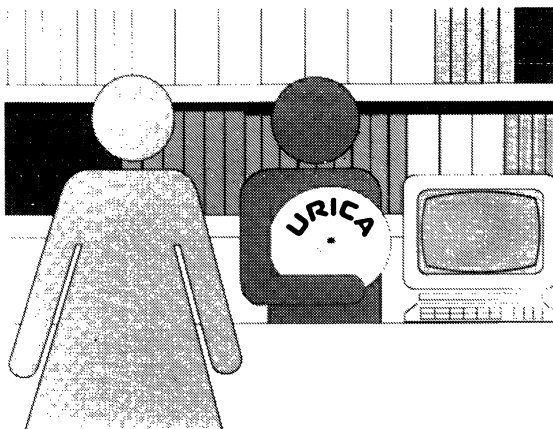
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