

RDA: Implementation and Application

British Library Perspectives

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British Library

The National Library of the United Kingdom
legal deposit library
1,500 staff operating on two main sites
120 cataloguers (full and part time)
25% cut in budget since 2010



Boston Spa



London

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2

The British Library is a legal deposit library. Since 2013, Legal Deposit has applied to non-print resources, including electronic media. The Library has around 1500 staff operating on two main sites in Boston Spa and London, which are about 200 miles apart. There are cataloguers on both sites. The main cataloguing department is based in Boston Spa, but there are many specialist cataloguers in London. In all the library has about 120 staff who catalogue, but many of these spend on a small part of their time on cataloguing.

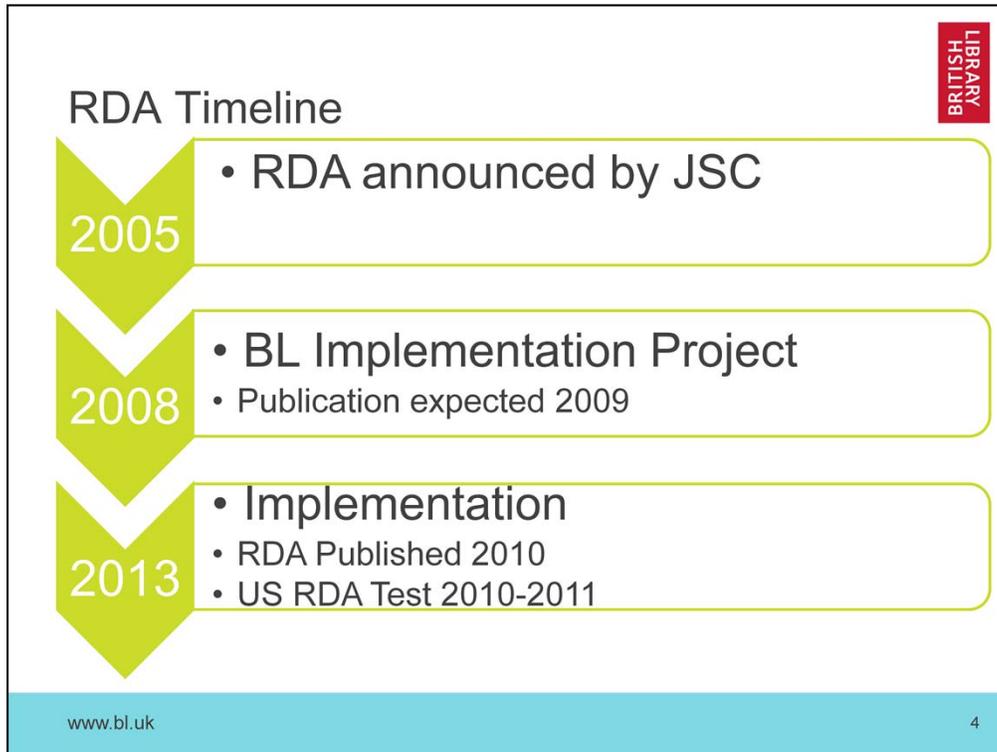
Since 2010 the Library's budget has fallen by 25% mainly as a result of cuts to public spending.

Annual Intake 2012/13*

Type	Total	Legal Deposit
Monographs	184,921	122,873
Serials	78,317	35,516
E-Resources	39,605	0

Regulation introduced in April 2013 granted Library powers to claim non-print (including electronic) publications under Legal Deposit Act.

*British Library. *Annual Report and Accounts 2012/13*



Here's a look at the overall timeline. You can see that it has been a long process. RDA was first announced in 2005. The British Library set up its implementation project in 2008, but because of delays in publication and the US RDA Test, we didn't actually switch cataloguing to RDA until 2013. We'll look at the implementation in more detail a bit later.

RDA Business Case: Costs

RDA Governance & Development

Long term commitment

Planning

Time and opportunity costs

Lost production

(estimated 20,000 items)

Annual Subscription

Concurrent licenses

The costs of RDA for BL have been considerable.

The Library has a commitment under the joint understanding of 1989 to contribute to the governance and development of AACR2/RDA through the Committee of Principals and the Joint Steering Committee for Development of RDA (JSC). Throughout the AACR3/RDA development period, from 2004-the present, this has required a much more substantial commitment than was previously the case.

Planning and preparation has involved a large number of managers and staff over a longer period than anticipated because of delays in publication. This was at the expense of other opportunities and activities.

We forecast implementation would result in a loss of at least 20k items from planned production during 2012-13.

The cost of licensing RDA year on year will be more significant than the cost of replacing printed AACR2 every 7 years or so. We have made full use of offers from the publishers to control costs and we are also trying to maximise the value of each license. We have about 140 staff who say they need

access, but we anticipated that fewer than 100 concurrent licences will be sufficient. This has been borne out, so far 135 user profiles have been registered and we have 80 licences for concurrent use. Based on new reports available from ALA and anticipated staff losses, we should be able to reduce this significantly in 2014-15, although savings will be offset by price rises.

Business Case: Benefits

Long Term

Infrastructure

- Discovery
- Technology
- Linked Data

Strategic Continuity

International commitments

Short Term

Better Cataloguing

- Consistency
- Authority Control
- Electronic resources
- Content / Carrier

LONG TERM

The case for implementing RDA is heavily weighted towards investment in future infrastructure. The FRBR model (we believe) offers a more intuitive basis for discovery of our collection. We believe that RDA will provide the community with the necessary impetus to look beyond MARC and to embrace Web technologies. Prospective users are on the Web and in social media, they are not in our catalogue or on our Website. Our data needs to be where they are.

We are also interested in the potential of linked data to leverage productivity and support discovery

Since the early 1990s our cataloguing strategy has been to follow North American standards as closely as possible to maximise the efficiency of our copy cataloguing. Library of Congress' decision on RDA implementation was therefore very important to the British Library.

The Library has invested heavily in RDA through our participation in CoP and JSC and we need to realise that investment.

SHORT TERM

RDA does offer qualitative improvements over AACR2: it is more consistent and there are fewer examples of format specific “case law”; RDA provides comprehensive instructions for authority control. RDA allows much more latitude to identify person, families and corporate bodies than AACR2. AACR2 was concerned with differentiation not identification. Electronic resources are handled much better in RDA than AACR2, because the model separates content and carrier and is no longer based on class of materials.

British Library Systems

- Aleph ILS: acquisition and cataloguing
- PRIMO: search interface “Explore the British Library”
- Catalogue Bridge
 - Computers and utilities
 - Managing and manipulating MARC data
 - Imports & exports
- MARC Report: Validation

Systems issues and changes

Import/Export profiles

Batch Upgrade (automatching)

MARC changes implemented on Aleph (95 change requests)

- Most changes affect authority records

- New indexes

- Shared configurations with UK community

- Templates / Macros

MARC Report

Very little change to PRIMO

The main technical issues were to reconfigure Aleph and related systems to support RDA. This has involved a lot of table changes to accommodate new MARC fields and content designation. So far we have made about 95 substantive changes; these were mostly very straightforward and mainly affected the authority libraries. We have defined some new indexes, e.g. content, media and carrier type. We have shared these configuration details with other libraries on request.

All of our cataloguers use MARC Report to check their records before releasing them to products. We have worked closely with TMQ, the manufacturers, to develop MARC Report for RDA.

We have also made changes to templates and macros used in Aleph to support record creation. Our public interface does not use Aleph directly and we have made very few changes to PRIMO, which underlies Explore the British Library. There are several reasons for this.

Legacy Data

- LC NACO re-distribution of authority data
 - Additional clean-up
- Long term enhancement:
 - Identification of works and expression
 - Enrichment of attributes
 - Content, media & carrier types
- Hybrid records are a fact of life for us
 - British Museum; AACR; AACR2; “other”;
 - RDA is just the latest...

During the implementation we made very few changes to legacy data. We implemented the NACO Phase 1 and Phase 2 changes to authority data and applied the results to the bibliographic records.

RDA accounts for a very small proportion of records viewable on Explore the British Library. We have 15 million records created using AACR2 or AACR1 or British Museum and other local rules or even no rules at all. PRIMO also contains 40 million article records. RDA has potential to integrate some of this diverse cataloguing, but it is not the main driver for our metadata enhancement programme.

Before we can effectively FRBRise our data, we need to enrich these legacy records. This is part of our long term strategy for data enhancement to improve identification of works and expressions. As a first step we need to enrich the attributes that enable identification, such as language and content type, media type and carrier type.

We live with hybrid records in our legacy data and RDA adds a new layer.

Phased implementation of RDA

Expert Groups Established	2008
Aleph Implementation Environment	2009
Re-distribution of Derived RDA Records	2012 June
Authority Control (NACO)	2012
RDA Cataloguing in Publication	2013 January
Descriptive Cataloguing (Boston Spa)	2013 Q1
Descriptive Cataloguing (London)	2013 Q1

The British Library project was to implement RDA, not to implement FRBR. FRBR implementation was not feasible within the constraints of current systems.

The implementation was planned as a phased project.

An group of experts was created very early in the project with members in London and Boston Spa. This group was involved in the project planning and development of documentation, etc.

We planned to implement RDA in stages, starting by accepting derived records from third parties. Our Authority Control Manager was an enthusiastic convert to RDA and we started contributing RDA records to NACO in early 2012.

External

- Change to CIP contract with BDS
 - switch to RDA in advance of BL implementation date
- Contractual changes with other record suppliers
 - as agreements renewed
- Legal Deposit Libraries Shared Cataloguing Programme (LDLSCP)
 - Shared documentation

RDA Training

Training c. 227 staff

- Train the trainer approach
- Documentation based on LC modules

Cataloguers: (121)

Classroom + hands on practice + review
period

Support staff: (106)

Job specific

Cataloguer training

Principles and changes from AACR2

Introductory

FRBR/ RDA Seminar (2 hours)

Toolkit 2 hours

RDA Training:

6 modules over 5 days

classroom and hands on practice

RDA Review (5-10 days)

+ additional sessions

Training commitment

Cataloguers:

Orientation - 2-3 hours of FRBR/RDA introductory material (over the last 3 years)

Refresh - Introductory FRBR/ RDA Seminar (2 hours)

- Introduction to RDA Toolkit 2 hours

RDA Training: 6 modules over 5 days, split 50/50 between classroom and hands on practice;

RDA Review: Working on RDA in a controlled environment with review (variable, but 1-2 weeks);

Copy cataloguers/support staff

There are a couple of classroom sessions but mostly job focussed work within the team setting.

Modules

- Mandatory
 - Identifying manifestations and items
 - Describing Carriers
 - Identifying Works
 - Identifying Expressions and describing content
 - Relationships
 - Authority Control
- Optional
 - FRBR for the Terrified
 - RIMMF

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14

Most sessions were mandatory; all cataloguers had to attend them

Identifying manifestations and items

Describing Carriers

Identifying Works

Identifying Expressions and describing content

Relationships

Authority Control

Additional sessions were run for serials, electronic resources, etc.

The basic modules were adapted for specialised teams, such as Maps and Music.

We offered a couple of Follow up sessions, which were optional, although most teams decided to attend. We had originally planned to deliver these in advance of training, as they focus on the potential of RDA for resource description and discovery in a non-MARC environment. However, we decided that they would be more useful (and less stressful) after training was complete.

FRBR for the Terrified: is a training course using exercises, developed by CILIP Cataloguing and Indexing Group, to illustrate the power of RDA for linking

RIMMF was a course we developed in house to enable cataloguers to create

RDA records without using MARC. It uses the RDA in many metadata formats tool developed by TMQ.

Both of these courses were successful.

RDA Training for other staff

- Acquisitions, Copy Cataloguing, Finishing
 - Job focused
 - Classroom (2 sessions)
 - Team based training
 - Managers attended cataloguer training and have toolkit access

Much of the Library's intake does not get to a professional cataloguer. If records of suitable quality are available, staff in acquisitions and copy cataloguing teams can process and forward it to Finishing, for labelling and shelfmarking.

The training was designed to be job focused and practical. Staff received two classroom sessions, to explain why we were changing the cataloguing rules and what it would mean for them. Otherwise, training was carried out in the team setting.

Team members are not expected to use the RDA Toolkit. Their task oriented documentation was amended to reflect changed requirements for RDA. The team managers do have access to the Toolkit and attended cataloguer training, to ensure that they had sufficient knowledge to discuss problems with cataloguers.

RDA Training Commitment

Total RDA training days = 951.3

or

4.5 FTE (full time equivalent)

Workflows

User generated content

- RDA Toolkit
- Personal, Local, Global
- CC-BY License

Integrates our documentation

- Link to RDA Instructions
- Link to MARC 21 manual
- Link to local policies
- Link to other workflows

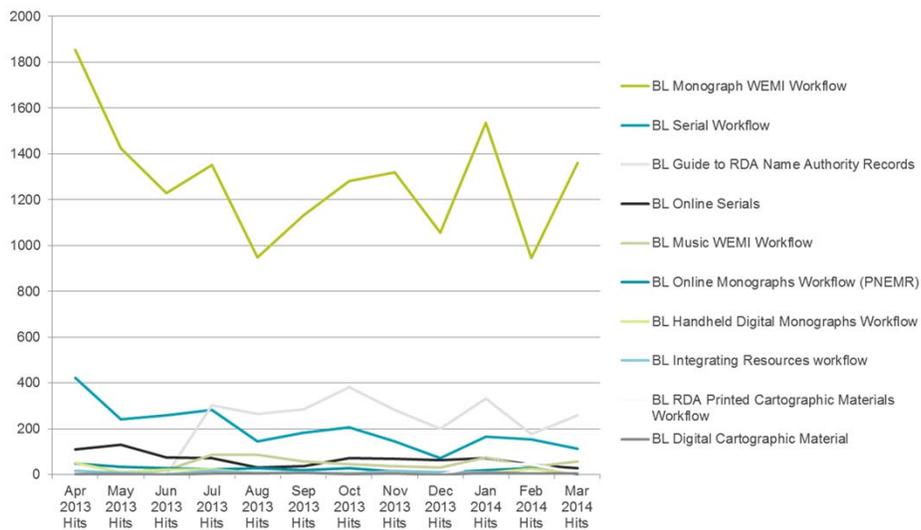
We developed workflows as part of the implementation project.

Workflows are user generated content which provide a “narrative” for cataloguers to guide them through record creation.

Workflows are created using an editor in the Tools tab. Workflows can be personal, local or global. Globally published workflows are issued under CC-BY license, which enables reuse with attribution.

Although it took a lot of time and effort to develop, we think workflows have rewarded the investment. They were an important support for training and continue to be heavily used by staff. The workflows also act as a hub from which cataloguers can link out to other useful documents, including RDA, MARC21, our local policies and even other workflows.

Workflow activity



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18

The Toolkit enables us to monitor the use of Workflows over time.

It shows that staff were making less use of the workflows at the end of the year, than when they completed training. Which is what we expected. However the consistently high use (relative to the numbers of staff in each workflow) justify the investment in developing and maintaining the workflows.

RDA TOOLKIT
RESOURCE DESCRIPTION & ACCESS

RDA TOOLS RESOURCES

RDA: Element Set

RDA Mappings

Examples of RDA Records (JSC)
MARC Encoding

Workflows
Create Workflow

- Global Workflows
 - Archival Collections
 - audio
 - BL Guide to RDA Name Authority Records
 - BL Monograph WEMI Workflow
 - BL Music WEMI Workflow
 - BL Serial Workflow
 - Braille fiction
 - Braille music
 - Cambridge Monograph Workflow
 - Cambridge Serial Workflow
 - Cataloging a print serial
 - CLP: RDA at the Carnegie Library of Pittsburgh
 - CONSER RDA Cataloging Checklist for Textual Serials (DRAFT)
 - GCElectronicres
 - GSLIS UIUC Cartographic Resources (Bothmann)
 - LC Staff: Adding Attributes For Persons with Surnames and Given Names
 - LC Staff: Simple Book (MARC)
 - LC Staff: Simple Book
 - LC Staff: Simple Multipart Book (MARC)

RDA Quick Search

WORKFLOW

BRITISH LIBRARY

MONOGRAPH WEMI WORKFLOW

(Last updated 17.01.14, Aligned with RDA Update November 2013)

Contents

- Special topics policy documents
- Other useful documents and links
- Non RDA elements index
- Manifestation index
- Work index

Here's an example



The screenshot shows a web browser window with the following content:

- Search bar: RDA Quick Search
- Profile Name and Password fields
- Navigation icons (back, forward, search, etc.)
- Search results:
 - 245 00 \$aAmerican Council on Education Studies.\$nSeries III,\$pFinancial advisory services.
 - 246 30 \$aFinancial advisory services
- Link: [Back to contents](#)
- Section header: **Facsimiles and Reproductions (2.3.2.3 RDA)**
- Text: "When the title of a facsimile or reproduction is different from the title of the original manifestation, choose the title of the facsimile or reproduction as the title proper."
- Text: "If the title of the original manifestation and the title of the facsimile appear on the same source of information, either record the title of the original manifestation as:"
- List:
 - a) a parallel title proper, if it is in a different language or script from the title of the facsimile (2.3.3 RDA)
 - or
 - b) as other title information (2.3.4 RDA)
 - or
 - c) as the title of a related manifestation (27.1 RDA)
- Text: "See BL Reproductions policy" with a link icon
- Link: [Back to contents](#)

...and more detailed view showing link to local policy

Implementation is only the beginning...

Regular toolkit releases

- April 2012 Update
- 11 December 2012: rewording
- 14 May 2013 release: rewording
- 9 July 2013 Update
- 12 November 2013 release
- February 2014 release
- April 2014 Update

- Review documentation
- Issue summary
- Revise workflows and policies
- Advise staff
- Training

The RDA Toolkit is continuously developed and there is a regular schedule for releases, which include minor changes to content and enhancements to the Toolkit. As well as the French and German translations already mentioned, the May release included the rewording recommended by the US RDA Test. The rewording did not change the meaning or intent of instructions, but simplified the language and clarified the layout of instructions. Chris Oliver, McGill University, was appointed as copy editor to carry out the rewording under editorial control of the Joint Steering Committee.

Finally, Toolkit releases also include low impact changes which have been fast tracked, without requiring full constituency review. These include changes to examples, corrections of typographical errors, additions to vocabularies; making RDA more responsive to community concerns.

For each update and release we review our internal documentation, update our workflows and policies where necessary and alert staff to changes, and provide any training necessary.

OUTCOMES

015	a GBB328186 2 bnb
040	a Uk b eng c Uk d Uk e rda
08204	a 001.4 2 23
1102	a Research Information Network (Organization), e author.
	a A new direction for the Research Information Network.
264 1	a London : b Research Information Network, c December 2011.
300	a 19 pages : b illustrations (colour) ; c 25 cm
330	a text 2 rdaccontent
337	a unmediated 2 rdamedia
338	a volume 2 rdacarrier
500	a Title from cover.
61020	a Research Information Network (Organization)

R R D A
RESOURCE DESCRIPTION & ACCESS

PRODUCTIVITY

- Individual productivity targets suspended during 2013-14
- Production hit was estimated at 20k records
- Mitigation strategies kept output on target at end of year (31/3/2013)

Production Targets

% Items processed	2013-2014	2012-2013	2011-2012
All Print	103%	100%	103%
All Digital	88%	84%	107%

Comparative snapshot

Measure	October 2013	October 2012
Cataloguing Daily Rate	10.41	10.66
Copy Cataloguing daily rate	39.09	39.02
Team Authority Control %	33%	20%

The following figures illustrate the relative neutrality of RDA with regard to productivity. The first table shows the productivity targets for processing intake. The target is to process 100% of intake. In 2012 we exceeded the targets for print and digital. In 2013 the target for print was achieved, despite implementation during the last quarter. The target for digital was not achieved, but RDA was not the issue. The same factors apply this year, but it will be noted that the print target has again been exceeded.

The second table shows comparative figures for October 2012 (before RDA training really started) and for October 2013, by which point we had been using RDA for about 6 months. Three figures are provided. The first row is the daily rate for original cataloguing. The second is for copy cataloguing. There is very little variance between the two periods.

The third figure, illustrates the one area where RDA has had a negative impact on productivity and needs some explanation.

Not all cataloguers are NACO trained, therefore within each team those who are not NACO trained, pass their work to colleagues who are. We measure the amount of time these cataloguers spend on team authority control. We noticed that the time spent on authority control within the cataloguing teams

had substantially increased; from 1 day/week to almost 2 days/week. Further analysis showed that this increase is attributed to more names being controlled under RDA. This is a good thing in principle, but we have to balance the value of the additional access against the number of items processed. We found that without the rule of three, cataloguers were proving many more access points for compilations and conferences. We have reluctantly, amended our policy to limit this. We have also tried to limit how much information is included in authority records.

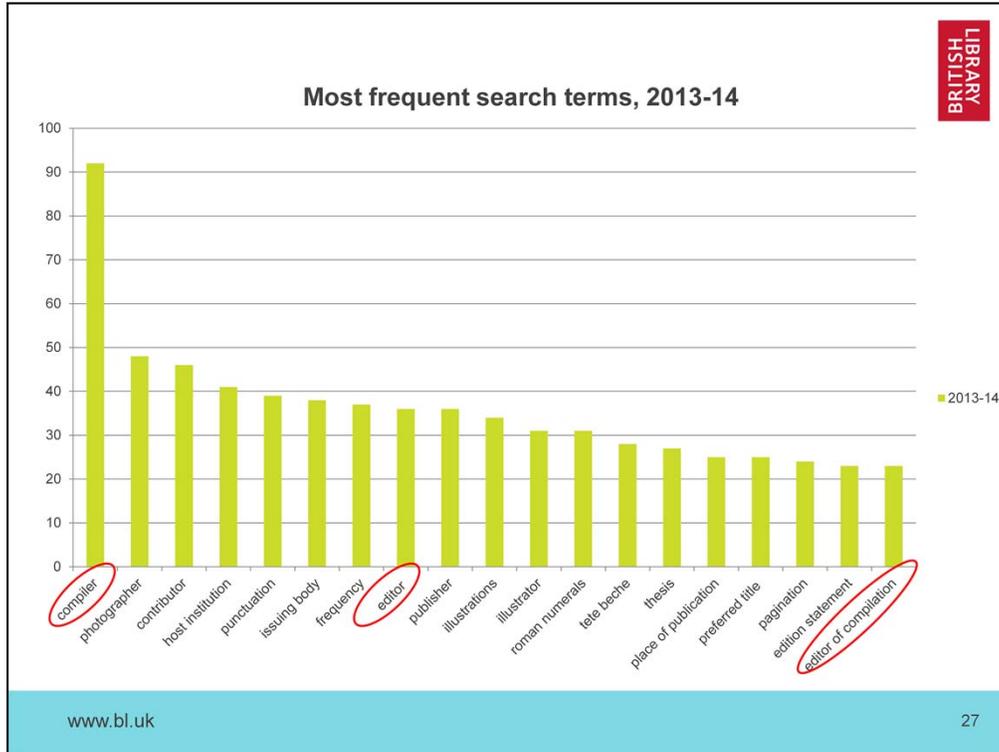
Cataloguing issues

- High Level
 - Change to well established policies and procedures
 - Realising the benefits/deferral of gratification
 - Quality Assurance
- Cataloguing
 - Compilations / Collaborations
 - Cataloguer Judgement
 - “unduly onerous”
 - Authority Control productivity/demands

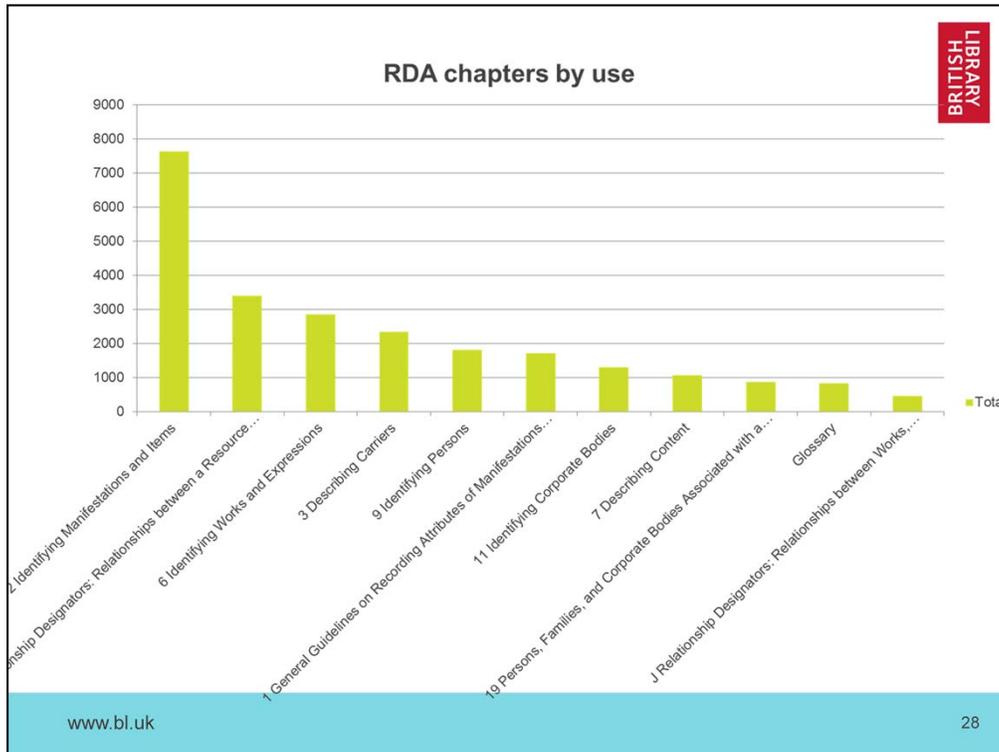
RDA Diagnostics

- RDA Toolkit provides reports
 - Trends
 - Activity
 - Hotspots
- Some sample reports from British Library...

The RDA Toolkit provides a reporting facility, which provides some capability for tracking trends, monitoring activities and potentially, identifying hot spots in the instructions. I have a few sample reports to illustrate activity in the British Library.



This is interesting as it highlights terms that may be causing confusion. E.g. the terms compiler, editor and editor of compilation score high. JSC decided to merge editor of compilation and editor, following discussion of 6JSC/ACOC/7 and 6JSC/EURIG/Discussion/3?



This slide shows which chapters are most heavily used in RDA. This is interesting, as it shows that Chapter 2 is the one most frequently referred to. It also shows that BL cataloguers are making a lot of use of relationships designators, or perhaps that they need to refer to the definitions a lot.

Concluding Remarks

- The British Library has implemented RDA
- The British Library has not yet implemented FRBR
- RDA implementation has been relatively smooth
- RDA application has not had any significant impact on productivity (positive or negative)
- Authority Control effort needs to be monitored
- Implementation is the beginning, not the end of a process

Links

- Joint Steering Committee for the Development of RDA
- <http://www.rda-jsc.org/>
- RDA Toolkit <http://www.rdatoolkit.org/>
- Open Metadata Registry <http://metadataregistry.org/>
- RDA namespace <http://rdvocab.info/>
- Bibliographic Framework Transition Initiative
- <http://www.loc.gov/marc/transition/>