

Operational Plan 2014/15	James Hardiman Library		
Service Development & Improvement Goals	Measure of Success (please define in SMART terms)	Status Now	Target: September 2015 (please define in SMART terms)
Develop a Strategic Plan, aligned to NUIG Strategy 2015-2020 & agreed Vision for Library in 2020	<ul style="list-style-type: none"> • Publication of strategic plan • Clear mapping to University plan • Revised governance structure in place 	<ul style="list-style-type: none"> • Library vision document to 2020 endorsed following full consultation • Term of current Library Policy Committee ended in May 2014 	<ul style="list-style-type: none"> • Library strategic plan agreed and being progressed, emphasising role at heart of University community • Expert inputs via revised governance
Provide welcoming, comfortable, varied and inspiring facilities which meet the diverse needs of all our users, and foster active learning and collaboration	<ul style="list-style-type: none"> • Financial support for Transformation Project secured, & Phase 1 scheduled • Digital learning space funded and developed • Reduction in noise levels on floors • Turnstile stats analysed to inform demand for extended opening • HRB - new exhibitions infrastructure added; number of exhibitions and Library-organised public events; number of visitors/attendees • Input to CSI Refurbishment Project re Med Lib upgrade • Library fully meeting the requirements of our Safety Management System 	<ul style="list-style-type: none"> • Library Transformation Feasibility Study prepared for UMT • Funding bid for Digital 'Maker Space' submitted via Students Project Fund • LibQual Survey 2014 indicating dissatisfaction with noise levels • LibQual Survey 2014 highlighted some dissatisfaction with opening hours • Initial exhibition & video wall in place - policies, procedures & further long-term infrastructure needed • Request from School of Medicine for input to Medical Library upgrade at CSI • All risk assessments on PEMAC Care System 	<ul style="list-style-type: none"> • Securement of financial support in first instance for Phase 1 of Transformation Project, and start date agreed • Digital 'Maker Space' created, if funding granted • Anti-Noise Policy launched/ marketed and Staff behaviours aligned to Customer Charter • Opening hours extended if warranted and funded • Exhibitions policies & procedures agreed and published; further exhibitions infrastructure acquired; events calendar published • Medical Library upgrade being implemented as per proposals submitted for CSI refurbishment • Safety Management System requirements being fully met
Provide a work environment that encourages & values staff who are passionate about providing excellent service; who are well trained confident to deliver & promote all existing services, & also ready to take on the challenges of the future	<ul style="list-style-type: none"> • Staff Development Plan created detailing staff training needs, with emphasis on courteous customer care, skill sets required, and outlining our commitment to PMDS Cycle Two • Creation of an automated method for tracking attendance at Staff Development events, including time and money spent • Contribution to development of a University Support Staff Competency Framework. • Initiatives established to encourage development of leadership skills by staff. • Current staff deployment reviewed • Opportunities for staff mobility created • Support Staff Recognition Award promoted. 	<ul style="list-style-type: none"> • Staff Development is driven in response to PMDS, requests for specific training, new skill sets required, but not to a set skills procurement plan • Online tool is used to track training attended plus time and course fee • Library has undertaken research into competencies relevant for its Staff • Several staff have attended leadership training programmes. • Review of staff deployment occurs due to vacancies or new service initiatives. • Staff have availed of Erasmus Staff Mobility Programme • No Support Staff award in operation 	<ul style="list-style-type: none"> • Creation of a Staff Development Plan with emphasis on development of staff capability to ensure courteous and multi-skilled change ready staff • Automated system developed for capture of information relating to attendance at staff development events, & time/costs involved • Contributed to, and rolled out a University Support Staff Competency Framework • At least 2 staff have participated in the University's leadership development training • Current staff deployment evaluated • All staff have had an opportunity to experience some form of staff mobility • Staff nominated for Support Staff Recognition Award
Develop effective communication strategies	<ul style="list-style-type: none"> • Publication of yearly communication work plan with clearly defined and measurable objectives • Partner role in place with Marketing and Comms Office to facilitate externally focused marketing and recruitment strategy • Evaluate customer requirements through customer profiling, communicate clear specific messages to each group. Evaluate impact of targeted campaigns 	<ul style="list-style-type: none"> • Objectives in place for Communication Group • Some informal contact with Marketing & Communications Office • Broad analysis of general communications being carried out 	<ul style="list-style-type: none"> • Annual work plan delivered and reported on • Collaboration between Marketing & Communications office and the Library on specific initiatives which aid the University's marketing and recruitment strategy. • Increase in LibQual rating for local question: <i>Informing me of useful library services</i> which will measure exact impact of customer profiling
Develop a plan for cataloguing archives at collection and other levels to	<ul style="list-style-type: none"> • Standardised cataloguing procedures and techniques in place which enable faster public access to archives 	<ul style="list-style-type: none"> • Archives Listing Policy in draft format • There are a number of collections with limited or no access or visibility • Cannot search PRIMO for archive records listed in CALM 	<ul style="list-style-type: none"> • Archives listing policy applied to all new and existing collections • A clear and concise list exists describing the current status of each archive collection in JHL, giving detailed

<p>accelerate availability</p>	<ul style="list-style-type: none"> All collections in JHL catalogued at collection level with defined standards agreed & operational for higher & item level cataloguing descriptions where needed CALM OAI component enabled to allow Calmview be linked from PRIMO Develop synergies with donors & potential users to develop a deeper understanding of each archive 	<ul style="list-style-type: none"> Ad-hoc approach to developing relationships with donors and potential users of our archives 	<p>information on the number of archives catalogued at collection, higher and item level. The priority and schedule for cataloguing along with associated research value will also be available</p> <ul style="list-style-type: none"> Collection records listed in CALM discoverable in Primo Mechanisms in place to inform donors and potential users of project scale and time-scales
<p>Design a programme of outreach centred on the archives</p>	<ul style="list-style-type: none"> Targeted marketing campaigns in place to specific academic & research groups to promote the niche aspects of various archives Archives in Research module designed, accredited and ready for delivery to both undergraduate and postgraduate audiences enabling a formalised teaching of archives Continue to develop collaborations with academics to further embed archives as part of learning modules Develop, identify & exploit publication potential from our archive holdings in collaboration with academics & depositors 	<ul style="list-style-type: none"> No specific marketing campaigns in place at present No archives skills module in place Some ad-hoc collaborations in place with academics Publication is via online-exhibition or video-wall presentations and in print 	<ul style="list-style-type: none"> 5% increase in academic and research engagement with archives as a result of targeted marketing campaigns Archives in Research module created, accredited and ready for first intake in September 2015 Collaborations with academics formalised for the delivery of archival seminars and workshops to Arts and Humanities students Identify key series of records and suitable material for publications and instigate plan for means and methods of publications.
<p>Develop a new focus on Collection Development</p>	<ul style="list-style-type: none"> New Collections Group formed and developing policies, procedures and consultative framework Business risk analysis re IReL documented Workflows that maximise efficiency of acquisition & fulfilment of books & journals Reading List system in place for 2015/16 	<ul style="list-style-type: none"> Collection Management Policy last reviewed 5 years ago. New Collections Strategy agreed by SMT Risks re IReL dependence known but not documented Vendor systems integrated, partial integration with Agresso, workflows to be revised to take advantage Funding requested and vendor review completed 	<ul style="list-style-type: none"> New Collections Group formed, consultative framework defined, Collection Review procedure agreed and in use Business risk analysis re dependence on IReL completed New workflows in place, systems integration maximised, time to acquire new material minimised RLMS implemented & populated (subject to funding)
<p>Enhance digital library development</p>	<ul style="list-style-type: none"> Digital Scholarship Enablement Strategy agreed and operational Technical requirements for digital Library completed and initial services scoped Website review completed and key metrics obtained against specific areas of functionality of the website Niche digital publishing services sketched Conduct LMS procurement exercise 	<ul style="list-style-type: none"> Consultation with stakeholders in progress Consultation process has begun, analysis of technical requirements required Process to gather website metrics started Nothing currently in place Library management system procurement exercise underway 	<ul style="list-style-type: none"> Required infrastructures in place, pilot projects completed, with services and collaborations initiated Trusted digital repository in place New website created and launched Niche digital publishing service created Library Management System procurement completed
<p>Enable continuous service improvement</p>	<ul style="list-style-type: none"> Service descriptions for customer facing services created and available online Customers are aware of the services offered by the Library via online service catalogue Service reviews carried out for services offered at Library and IT Service Desk in the evenings and weekends Identify key Library services, brand, promote & market services at College and School level 	<ul style="list-style-type: none"> No service descriptions exist for Library services No central point on website where services are listed Range of services offered at night and weekends is benefiting a small cohort of users, more value added services could support a larger demographic of users Promotion of services is carried out at a general level in a generic way, no targeted branding or promotion of services is in place 	<ul style="list-style-type: none"> Up to 20 service descriptions defined and available online for external facing services Information on Library services is easily accessible online via service catalogue The Library and IT Service Desk is embedded fully, range of services offered is being used by more students with added value services available in evenings & weekends Specific services have been redefined and promoted to selected audiences and uptake of services measured
<p>Develop unit BC Plan</p>			