

James Hardiman Library

Annual Report 2012/13

Part 1: Overview

The Library continued to deliver an evolving mix of services in a challenging operating environment in 2012/13. In addition to experiencing in common with other service units a contraction of resources, there are particular balancing acts to manage: supporting the continued use of printed materials at a time of increased engagement with online collections and preserving the past while preparing for new roles in the future. Meeting these challenges and responding to the service improvement and development needs of our users as expressed through surveys and other channels are the drivers for annual operational plans to deliver on University strategy.

The core business of the Library is to provide access to scholarly information, connecting people with the information they need and often with each other. The key elements of its infrastructure are collections, services, people, technology and buildings. Each interacts with the other and advances through partnership with others.

Collections

The Library's collections, current, archival and rare, provide the raw materials for scholarship. Budgetary pressures have increased significantly in the past year, making the retention of journal subscriptions at previous levels unsustainable. The 5% cut in non-pay budgets across the University has been coupled with a doubling in NUI Galway's share of the Irish universities' collective payment for the Elsevier *Science Direct* journals service. This further increases the University's dependence on the nationally-funded IReL (Irish Research eLibrary) initiative which delivers access to around 30,000 e-journals and other online information resources. Locally, book funds have been limited by commitments to journal subscriptions at a time when there is increased momentum towards e-books which carry a 23% VAT premium. Nevertheless, there has been a higher level of e-book purchase as more course titles become available, the leading example being the School of Medicine which is working with the Library to move all its course readings online. This exercise has given the Library access to all reading lists in the School, something which continues to be very difficult elsewhere. The shift towards online collections makes particular sense for medical education which takes place at a variety of locations but is a feature in all disciplines as loans of printed collections decline.

Archival and special collections have also experienced the budgetary pressures described above and University funding for new acquisitions, previously given generous support, is now in very short supply. The focus has turned towards ensuring full scholarly exploitation of existing collections and the Registrar and Deputy President has requested an academic plan to outline the intended integration of collections into teaching programmes and research in the coming years. Strengths in theatre archives continue to grow through the digitization of the Abbey Theatre archive and the finalization of an agreement to secure extended and ongoing deposits from the Druid Theatre. A selection of 1200 titles from the Ringling-North library in Switzerland represents a very valuable addition to our special collections too.

Services

The latest LibQual survey showed a slight increase in users' perceived rating of services, up from 6.52 to 6.56, a small but hard-won improvement at a time of change and constrained resources. The planning of an integrated helpdesk to provide library and IT support from the Library's central campus location has been a priority, representing a major change management initiative which will deliver efficiencies and service benefits for students especially. Standardisation of work processes, further increased use of ticketing systems and online user support are among the changes in progress. More work remains to be done Library-wide on standard approaches to customer service, communications and service descriptions.

Other service highlights include increased embedding of information skills training into academic programmes, the continued development of the Academic Writing Centre whose funding has now been mainstreamed, and the development of services which can fully leverage the excellent facilities for archives and special collections in the new Arts, Humanities and Social Sciences Research Building (AHSSRB). Digitisation is now a key service and the Library is managing and contributing to the world's largest theatre archive digitization project through the University's partnership with the Abbey Theatre, as well as other projects. Staff are developing specialist advisory roles in response to user requests for guidance on electronic publishing, IPR, open access and research impact.

People

Staffing numbers proved relatively stable by comparison with the previous year when eight retirements at the end of February left a range of vacancies. Recruitment to some new posts was sanctioned, strengthening capacity in terms of planning and projects, digital library development, archives and special collections cataloguing and discovery, helpdesk management and online access to medical information resources and services. The implementation of a project management methodology, based on PRINCE2, has supported a more systematic approach to a range of projects, enabling the optimal deployment of staffing resources too. LibQual survey data showed an encouragingly positive trend in the Affect of Service dimension, which focuses on staff delivery of services, with higher scores in six of nine areas. Externally, committee work, notably membership of a number of newly constituted CONUL groups and holding the chair of the Irish Universities Association Librarians Group, has provided valuable development and influencing opportunities.

Like other units throughout the University, the Library has been required to develop a three-year plan which will enable a phased 5% reduction in both headcount and pay, with still more stringent targets emerging late in the year. As a result, Library FTE, already 14% down on 2008 levels, will fall from 72.23 currently to 68.68 by the end of September 2016. This will further limit capacity to deliver new services in line with evolving user needs and preferences. Ensuring appropriate skills development is particularly vital at a time of rapid change and a full implementation of, and engagement with, the University's PMDS system is needed following a very slow start so far this year. A University skills strategy would provide a necessary framework for the consistent development of essential competencies.

Technology

Technology underpins 24x7 access to the digital library and facilitates increased self-service, something which is essential at a time of rising student numbers and reductions in Library staffing. Key initiatives in 2012/13 have included the introduction of online fines payment, a book dispenser for high-demand titles and the selection of an access control system. Implementation of the CALM archives management system is also well advanced and will enhance the management and discovery of archival collections. The Library has invested significant effort and expertise in providing technical infrastructure for the Abbey Theatre archive digitization project, including high-spec workstations for project staff, a cataloguing system synchronized with the Abbey's database of productions and cloud-based storage of image files. Staff also led on the procurement of services for digitisation and digital asset management development, essential to the progress of this major project and reducing calls on our own resources. Advice on the IT infrastructure for the AHSSRB represented another important role and co-tenancy with academics in the AHSSRB is likely to generate further engagement with digital humanities projects.

Buildings

The highlight as regards physical infrastructure has been the completion of the AHSSRB, a project on which the Library has been a key player throughout. The detailed planning involved has created excellent facilities for storage and access to archives and special collections, digitization, research services generally and public engagement through exhibitions and other events. The installation of an access control system will regulate entry to the existing Library building and generate valuable data about its occupancy. Such data will inform a recently commissioned study into the future development potential of this building. The study is vital as students will compare the building unfavourably with the AHSSRB, while LibQual data have for the third time running indicated that it fails to meet even the minimum expectations of respondents. A modern learning environment, taking full advantage of the Library's location at the heart of the campus, would be a major asset to the University in promoting student engagement and the study will be a driver towards this. Finally, a safety audit in June yielded a positive report, rewarding the effort put into compliance; the recommendations will need further attention.

Conclusion

Ongoing cuts in resources are taking their toll and are the major barrier to further development of collections, services, skills and other infrastructures. The Library continues to innovate and maximize partnerships but agility will be further limited by budget and headcount reductions at a time when new roles, collaborations and other opportunities are opening up, while generics such as customer service and communications need more investment but are pushed out by daily pressure to do more with less. The 2013/14 quality review is opportune.

Part 2: Metrics (2012/13)

Metrics	Current Level	Unit of Measure	Period	Source	Notes
Inputs					
Unit headcount (total) ♦	72.23	FTE	1 st October, 2012	2012/13 budget	
Please provide Headcount data by service / service group:					
Organisational Development & Performance	3.0	FTE			
Staff Development and Service Environment	21.93	FTE			
Research Services	8.32	FTE			0.8 Senior Library Assistant (SLA) transferred from Customer Services
Customer Services Desk	8.23	FTE			0.8 SLA transferred to Research Services
Information Access and Learning Services	24.75	FTE			
Management and Overheads (Senior Mngt Team)	6.0	FTE			
Pay budget) ♦	€3,884,468	Euro	1 st October, 2012	2012/13 budget	
Please provide Pay budget by service / service group:					
Organisational Development & Performance	€169,572	Euro			
Staff Development and Service Environment	€868,352	Euro			
Research Services	€456,151	Euro			
Customer Services Desk	€413,053	Euro			
Information Access and Learning Services	€1,342,440	Euro			
Management and Overheads (Senior Mngt Team)	€434,900	Euro			
Non-pay recurrent budget) ♦	€2,280,010	Euro	1 st October, 2012	2012/13 budget	
Books and Journals	€1,758,602	Euro			
Operations	€521,408	Euro			
Please provide Non-pay recurrent budget (by service/service group):					
Organisational Development & Performance	€220,800	Euro			
Staff Development and Service Environment	€119,993	Euro			
Research Services and Customer Focus	€41,000	Euro			
Information Access and Learning Services	€98,115	Euro			
Information Resources	€1,758,602	Euro			
General Operations	€41,500	Euro			
Metrics¹					
Total catalogued book stock	501,676	No. of books	31 st August 2013	Librarian	Increase of 22,129 since 31 st Aug 2012. As well as normal addition of purchased stock, several Special Collections were fully catalogued during 12/13.
Total books loaned / renewed	280,883	No. of books	1 Sep 12 – 31 Aug 13	Librarian	Further decline of 12% on top of 14% in 2011/12
Books loaned by volume in stock	56%	Percent	1 Sep 12 – 31 Aug 13	Librarian	Last figure reported was 80%, but this was for 2010/11.
Online journal article downloads (total)	1,971,125	No. of journals		Librarian	Up 9.7% on 2011/12
Cost per journal article download	€0.35	Euro		Librarian	Slight decrease, showing ongoing value for money
Main Library Hours Open	3,648.5	Hrs per year	1 Sep 12 – 31 Aug 13	Librarian	2011/12: 3,893 hrs The -6% change results from a 9 week cut to the Extended Summer Opening weeks offered in Summer 13 due to low demand for the service in Summer 12.

♦ The pay, non-pay, and headcount data required are those that relate to 2012/13 budget allocations, as of 1st October 2012. Directors are asked to subdivide the budget and headcount totals by service / service groups, where appropriate.

¹ Additional metrics will be derived by the EDO's Office from the data provided above by your unit relative to 2012/13 student, staff and budget data.

Metrics	Current Level	Unit of Measure	Period	Source	Notes
Medical Library Hours Open	3,308.75	Hrs per year	1 Sep 12 – 31 Aug 13	Librarian	2011/12: 2,744.5 hrs The 20% change results from 1.25 hrs earlier opening and the retention of term time hours during Summer 13.
Study places	1,975	No. of places	1 Sep 12 – 31 Aug 13	Librarian	2011/12: 1,937 places The 2% change reflects the installation of extra seating on the transfer of journal stock to our new Snipe Avenue Store.
Stock utilisation (books reshelfed)	345,517	No. of books	1 Sep 12 – 31 Aug 13	Librarian	2011/12: 402,273 The -14% change reflects the decrease in our loan figures and the increase in usage of electronic resources.
Information skills: user training hours received	9927.6	No. of hours	1 st Sept 2012 – 31 st August 2013	Librarian	Significant increase on 2011/12 when 7013 hours of training were received. This reflects greater level of embedding in academic programmes which results in greater take-up.
Research papers published on ARAN	489	No. of papers	1 st Sept 2012 – 31 st August 2013	Librarian	Decrease in submissions this year. Open Access advocacy by the Library a key priority for coming year
LibQual Overall Perceived	6.56	Standardised score	March-April 2013	LibQual survey 2013	Up a little from 6.52 in 2012
LibQual Overall Desired	7.67	Standardised score	March-April 2013	LibQual survey 2013	Down slightly from 7.72 in 2012, so gap between Perceived and Desired is reduced by 0.09 to 1.11.

Part 3: Self-assessment against Operational Plan 2012/13

Goals	Targets	Level of achievement against targets (scoring range 1-5) ²	Please provide concise justification for your proposed scores
Develop digitisation and curation services and capacities, for Abbey Theatre and other archives and for University research output	A third of the Abbey digital archive has been created; there is strong academic engagement and expert user support.	4	Digitisation volumes on target, with well-developed IT infrastructure; user access, engagement and support will commence in Sept 2013
	Minor theses are only deposited online.	3	Online submission system at advanced stage of development and ready for initial use in Sept 2013
	ARAN publishes 800 research publications and the University has agreed and implemented an open access policy.	3	Rate of submission is slow with only 489 additions relative to target of 800. An Open Access advocacy plan has been developed and there are signs of increasing buy-in for open access by members of the University Management Team.
	A study of research data curation services has identified feasibility, actions, partners.	2	Research in progress but not finalised yet.
Improve Library physical environment through AHSSRB and other initiatives	The AHSSRB has been constructed, fitted out and is ready for occupancy.	5	AHSSRB construction and fit-out phases completed. Library Research Services Team relocated to Library allocated spaces within the building and all Archival and Special Collection materials transferred to BS5454 standard stores in basement area. Other spaces awaiting occupancy by the relevant PhD and academic cohorts.
	The Library building study has created an agreed roadmap for future redevelopment.	3	Design team appointed and project commencement meeting concluded. Library Briefing Document for design team compiled and submitted. Benchmarking sites identified and plans in progress for visits to be undertaken within the near future.
	100 metres of stock have been removed to secondary storage, resulting in 60 new study spaces and an extended Silent Study Zone	5	In excess of 100 metres of journal stock transferred to the Library's off site Snipe Avenue Store resulting in the addition of 76 study spaces in the extended Silent Study Zone on floor 2.
	Staff have created and are implementing an effective noise management policy. LibQual <i>Library as Place</i> rating is 6.2.	3	Noise management policy generated and due for imminent roll out to staff. Implementation to commence thereafter.
Establish Integrated Library/ISS Helpdesk	A single helpdesk service led by Desk Manager is providing defined and effective first-level support in person and online through fully trained staff.	4	Launch of new Library and IT Service Desk imminent. Staff will provide 1 st level support on over 90 defined services. Core staff have been trained and are providing services, training of other Library staff ongoing.
	LibQual IT support rating: 6.46.	5	LibQual score of 6.49 achieved which was higher than the target. It is hoped that this high rating would be sustained in the year ahead as IT support will be available directly in the Library.
Improve information resource availability in all formats	LibQual <i>Information Control</i> rating: 7.0	2	Libqual score of 6.66 an improvement on previous year, but off target.
	Average of 50 e-resource issues logged per month in 2012/13	4	Average 58 p/month a big improvement on 11/12. Projects during 12/13 should reduce this further.
	Reading lists for 50% of modules received in 2012/13	1	Lists received for just 13% of modules active in 12/13. New strategy being developed including targeted advocacy.
Deliver information skills and academic writing programmes to progress the Graduate Attributes agenda	Information skills provision embedded in 20% of programmes through both online tutorials and face-to-face sessions.	5	Embedded in 57% of academic programmes run in 2012/13, with plans in place for skills provision in majority of 1st year programmes in 13/14.
	Academic writing support offered via workshops as well as drop-in sessions and funding for Writing Centre mainstreamed.	5	Funding now mainstreamed. 23 workshops delivered and an online, peer-assisted learning programme for academic writing was developed and piloted.
	LibQual information skills rating: 6.85	2	Disappointing Libqual score of 6.69. Does not reflect the very positive ratings given in surveys of those attending training (93.4% saying the training

² Please provide a score within the range 1 – 5, where 1 = Not at all; 2 = A little; 3 = Somewhat; 4 = Mostly; 5 = Fully

Goals	Targets	Level of achievement against targets (scoring range 1-5) ²	Please provide concise justification for your proposed scores
Develop customer service excellence	Customer charter goals have been fully embedded into service delivery behaviours.	2	A systematic approach to this has not happened during year. Staff were exposed to customer care training. Re-engagement with charter in 13/14 should happen with an updated version planned.
	Customer service competencies have been defined and all staff are knowledgeable about, and can advise on, available services and resources.	2	Local customer service presentation by invited speaker from Loughborough University and integrated desk team benchmarking trip to the UK exposed staff to customer service competencies, but service competencies still need to be defined
	All staff attend training as a core activity.	3	Most staff have attended customer care training when provided during year
	Service levels are agreed and maintained	2	Limited progress on this; recognised as important and included in next year's operational plan
	Staff have achieved an <i>Affect of Service</i> rating of 7.00 and a courtesy score of 7.20.	2	The overall <i>Affect of Service</i> rating did not meet target of 7.00, but did improve from 6.87 to 6.91 The score for courtesy was disappointing falling from 6.99 to 6.96 Developing customer service excellence needs to be high priority with more systematic planning.
Develop excellent external and internal communications practices	A house standard has been developed and implemented for key communications.	3	A sound bridgehead in terms of a Communications Plan is substantially in place. This will enable tangible and systematic progress across a wide range of communications activities and leverage our house standard in the coming year.
	Delivery of system-generated communications, including notices and reports, is verified.	4	Verification of the Basement-holds report, debtors report and all patron-loads is in place. A copy of every overdue notice, recall notice and courtesy notice sent is stored and is conveniently retrievable by the Integrated Service Desk Manager
	Customers experience a clear and well managed complaints procedure. Zendesk first agent response is 30 business hours.	2	A formal complaints system is in advanced draft, with implementation imminent. The Zendesk first agent response time averaged 79 hours, higher than last year, and declined further at peak holiday times.
	LibQual user needs score is 7.10	4	Actual score was 7.08 – a sterling effort, but not quite there yet.
	Staff publish to and consult the intranet as the main tool for internal communications.	3	Our intranet is getting traction as a communications tool as there is now a critical mass of key documents not available elsewhere. Training and familiarisation is on-going and being well received.
Implement PMDS	As many staff as feasible relative to the date of implementation, have completed an initial PMDS review.	3	6 PMDS Reviews completed. 10 Library Staff have attended reviewee/reviewer training.
	The targets and competency development plans of each individual match Library operational plan goals.	3	The targets and competency development plans of the 6 individuals reviewed formally match the Library Operational Plan goals. Other staff members' work targets match our operational plan goals informally by virtue of their line managers directing their day to day activities towards the delivery of the relevant plan goals.
	Staff are demonstrably achieving goals set and performance is monitored regularly.	3	Achievement of activities directed at the delivery of the Library's operational plan goals are monitored by line managers informally at present as the majority of staff have not undertaken a PMDS review to date.
	Leadership ability is enhanced at all levels.	1	No evidence available as yet on the enhancement of leadership ability resulting from the implementation of PMDS due to the small numbers of staff who have undertaken a PMDS review and the short time elapsing since such reviews took place.
	All staff have attended at least two developmental training events in the year.	5	All Library staff in the course of the last year attended a minimum of two developmental training events either onsite or offsite.

	All training events/programmes have clear and measurable learning objectives.	4	The majority of training events conducted in-house over the past year had clear and measurable learning objectives; all external courses attended met these criteria.
Goals	Targets	Level of achievement against targets (scoring range 1-5)²	Please provide concise justification for your proposed scores
Prepare for Quality Review	Staff are engaged with preparing a concise and targeted summary of current performance and undertaking selective benchmarking initiatives.	5	Service reviews in progress and five benchmarking visits completed; self-assessment report being drafted; project team, plan, templates in place
	The process is stimulating service development ideas.	5	As above
Establish and implement formal project selection and execution methodology, consistent with emerging University approach	Senior and middle managers select and execute well-defined projects according to an agreed methodology in which all have been trained.	4	All senior managers have received training in PRINCE2 methodology. Middle managers running projects using PRINCE2 method, additional training being scheduled.
	Project structure, monitoring and communication are well supported.	4	Agreed and defined project structure in place, which has been well communicated to Library staff.

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Part 4: Self-assessment against Performance Management Framework

Factors	Current best practice (equates to a score of 4)	Proposed score (scoring range 1-5) ³	Please provide concise justification for your proposed scores
<p>Strategic planning</p> <p><i>Agreeing and maintaining a clear vision of what each unit is for, the challenges that it faces, and how it is organised to meet them</i></p>	<ul style="list-style-type: none"> • A well documented, agreed and stable current unit strategic plan exists. • The plan is readily and easily available within the University. • The plan has demonstrably been developed and agreed in consultation with all relevant stakeholders. • The plan is demonstrably well aligned with University strategic plans. • The plan sets clear goals, with defined timescales and clear means of assessing whether the goals have been achieved. • The plan has a defined lifetime. Regular review and written progress reporting is demonstrably taking place. 	3	Strategic plan exists in more than one document but a strategic focus, aligned with the University's priorities, drives all major initiatives.
<p>Operational Planning, Monitoring and Reporting</p> <p><i>Planning the work of the unit, reporting and reflecting on what it has and has not achieved, and learning from experience.</i></p>	<ul style="list-style-type: none"> • An annual operational plan is produced according to the University's annual reporting and operational planning requirement and standards. • The unit can demonstrate that the plan takes account of prior-year performance, particularly as captured in the annual report. • The plan sets clear performance and development targets for the year ahead. These are clearly linked to strategic goals. • The unit can demonstrate that the plan is in active use to drive the construction of team and individual work plans, and that internal allocations of manpower and money reflect the plan's priorities. • There is evidence that the unit has mechanisms which it uses to regularly check its progress against plan, to manage changes of plan, and to take action to respond to unacceptable deviations from plan. • At the end of the year the unit produces an annual report to the standard required by the University. 	4	Operational planning is now an established process, with defined targets and KPIs and regular monitoring and reporting.
<p>Communicating Outcomes</p> <p><i>Making clear, simple and transparent statements about services delivered, how they will be tracked, and how success is to be assessed</i></p>	<ul style="list-style-type: none"> • All the services provided by the unit are well defined, with clear outputs and clear descriptions of intended outcomes. • There is readily and openly available written information about exactly what will be done and for whom it will be done. This includes formal performance standards and SLAs especially for transactional services. • It is clear who is responsible and accountable for providing services and how to influence service development. • Service outputs are demonstrably linked to University objectives and policies and have been demonstrably agreed with stakeholders. • The unit measures what it does and routinely publishes information about outputs and outcomes on a website internal to the University. • Information is published in a format suitable for further analysis and the development of metrics and performance indicators. 	3	Service outputs are measured but a need to define and communicate standards is recognised in the current operational plan.
<p>Benchmarking</p> <p><i>Making transparent and open comparisons with best practice, normally outside the Irish University sector.</i></p>	<ul style="list-style-type: none"> • The unit undertakes regular benchmarking exercises as a matter of standard practice. • Wherever possible it uses openly published and standardised external benchmarks to report and assess its performance. • The choice of benchmarks has been validated in consultation with stakeholders and is reviewed from time to time. • Benchmarking findings are openly published within the University. • The benchmarks used are not confined to Irish Universities. 	4	Benchmarking activity is ongoing through visits and participation in LibQual and in the SCONUL statistics database.

³ Please provide a score within the range 1 – 5, where 1 = Beginning; 2 = Engaging; 3 = Delivering well; 4 = Best practice; 5 = Consistent best practice. A full definition of the five point evaluation model is available on the SSDF site, document entitled 'Performance Management Healthcheck',

Factor	Current best practice (equates to a score of 4)	Proposed score (scoring range 1-5) ³	Please provide concise justification for your proposed scores
<p>Safety Management</p> <p><i>Ensuring that each unit has a robust local system of safety management aligned with the University Safety Management System</i></p>	<ul style="list-style-type: none"> The unit has a complete and comprehensive safety management system and local safety statement. In line with the University Safety Strategy the unit safety management system includes acceptance of local responsibility for safety management, a formal safety plan, audits and annual reviews, an established Safety Coordinator role with management review, risk assessments, safety training attendance and staff consultation. 	4	The Library scored 81% in a recent external audit of safety procedures and practices.
<p>Risk Management</p> <p><i>Identifying and assessing the business risks around the work of each unit. Ensuring that risk awareness and management is an everyday part of the work of the unit</i></p>	<ul style="list-style-type: none"> The unit has a complete and well embedded approach to risk management, fully consistent with the University system. The unit has a current risk register which is annually reviewed and which includes credible and appropriate risk mitigation. Managers in the unit understand the risk management methodology, and routinely consider risk management as part of their management practice. 	3	The updating of the Library's risk register earlier this year has improved understanding of risk management but this is an evolving process.
<p>Service Governance</p> <p><i>Ensuring that each unit is planning and delivering its work with the agreement and understanding of those who are most affected by it</i></p>	<ul style="list-style-type: none"> The unit has well defined arrangements for engagement with senior stakeholders to review service plans, priorities, strategic issues and outcomes and the overall direction of the unit. The approach to engagement is planned and structured, so that an appropriate range of stakeholders is involved, review meetings and events are regularly scheduled, the main issues are addressed and appropriate documentation and other materials are produced. 	4	There is strong engagement with the University Management Team and with senior stakeholders through Library Policy Committee and other channels.
<p>Customer service, feedback and communication</p> <p><i>Ensuring that the service user or customer is placed at the centre of service design and delivery, and that their experience of the delivered service is used to help drive improvement</i></p>	<ul style="list-style-type: none"> The unit has identified its service users. It has a plan for communicating with them which includes robust mechanisms for two way communication. Service user meetings take place regularly and are formally documented. There are documented procedures for managing feedback including a published record of the unit's response to feedback. Communication mechanisms include some or all of user-oriented and actively maintained websites, published and well maintained service descriptions which define access mechanisms, outputs, SLAs and service standards (where appropriate), help desks, defined contact points, user groups, and feedback mechanisms. There is a published complaints procedure which includes published contact points, well defined procedures, clear timescales for dealing with complaints, and a clearly defined escalation procedure. 	3	Communication with service users occurs through user fora for some Colleges and informally, and feedback elicited through annual surveys drives operational planning. A communication plan is in draft, as is a complaints procedure.
<p>Budget Management</p> <p><i>Ensuring and demonstrating that the money entrusted to the unit is being well managed and effectively used</i></p>	<ul style="list-style-type: none"> The unit can demonstrate that it has robust and well embedded internal budget management procedures in place. These are demonstrably fit for purpose, and demonstrably and readily enable costing of the services provided by the unit. The annual budget plan is linked to service plans and targets. Expenditure is reviewed monthly and reconciled with Agresso. Controls are in place, which make it unlikely that significant under- or over-spends will arise. Financial information is routinely used in constructing the unit's KPIs and the unit can demonstrate how it provides value for money. 	4	Monitoring procedures are well established and spending is aligned to priorities and within budget.

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Factor	Current best practice (equates to a score of 4)	Proposed score (scoring range 1-5) ³	Please provide justification for your proposed scores
<p>PMDS Implementation and Individual Performance Management</p> <p><i>Working with people to find the best alignment between organisational needs and individual development and to assess each individual's contribution</i></p>	<ul style="list-style-type: none"> The use of PMDS is fully embedded in the unit, both in support of development and of individual performance management. Everybody has received the necessary training. All staff routinely expect to participate in the full PMDS procedure every year on a well established time cycle, and expect to cover all aspects of the procedure, including performance feedback, objective setting and development needs analysis. Objectives are set on the basis of a cascading process from the University strategic plan. 	2	University-wide progress has been delayed by industrial relations issues, and PMDS implementation has made very little progress beyond the senior management team to date.
<p>Staff development</p> <p><i>Ensuring that we invest in people for their own development and to help ensure that the University has the skills that it needs to deliver its success</i></p>	<ul style="list-style-type: none"> Training and development are formally planned, taking account of the needs of the University (as defined by the Skills Strategy and its predecessors), and of the unit itself (defined through its strategic plan). The unit uses PMDS and other relevant information to identify individual development and skills needs. Individuals in the unit have short and medium term training and development plans appropriate to their current role and to their anticipated future development. Individual plans are developed in partnership, taking account of University needs and of individual aspirations. The unit maintains a record of the training and development activity undertaken by each team member. Management ensures that agreed development activity takes place. 	3	A range of activity takes place, led by the unit's Staff Development and Training Group, but a more systematic approach, allied to a full implementation of PMDS, is needed.
<p>Internal Two-Way Communication</p> <p><i>Ensuring that the team is kept informed of the University's goals and priorities and of the unit's role in delivering success. Ensuring that managers are aware of the challenges and issues faced by staff</i></p>	<ul style="list-style-type: none"> The unit conducts internal communication on a planned basis. Regular documented and tracked senior team meetings take place, as do operational team meetings to an extent commensurate with the size and structure of the unit. The unit head takes appropriate steps to inform themselves of relevant change and development in the University, and ensures that there is appropriate briefing and discussion in the unit. Team members are supported and encouraged in expressing their views and opinions and receive appropriate feedback. 	3	Achieving a consistent level of two-way communication throughout the Library is challenging; a "new ideas" scheme is planned as a way of encouraging feedback and proposals for improvement.

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