

James Hardiman Library

Operational Plan, Academic Year 2012/2013 (1 September 2012 - 31 August 2013)

Goal	Measure of Success	Status Now	Target, September 2013
Service Performance Goals			
Develop digitisation and curation services and capacities, for Abbey Theatre and other archives and for University research output	Critical mass and varied range of Abbey archive material digitised and accessible Effective processes and policies established High-usability, online-only system created for deposit of minor theses More research publications openly accessible in ARAN Data curation advisory service scoped	Preparations for Abbey archive digitisation project well advanced PhD theses now published online but minor theses only in paper format Limited open access engagement, with 600 research publications added to ARAN in 2011/12. No research data curation advisory service in place	A third of the Abbey digital archive has been created; there is strong academic engagement and expert user support. Minor theses are only deposited online. ARAN publishes 800 research publications and the University has agreed and implemented an open access policy. A study of research data curation services has identified feasibility, actions, partners.
Improve Library physical environment through AHSSRB and other initiatives	Successful influencing of quality of final AHSSRB accommodation Execution of Library building redevelopment study Wider range of Library spaces matching user needs Increased number of study spaces Effective noise management policy Higher user rating of physical environment, benchmarked with UK/Irish comparators	AHSSRB under construction Building study approved but delayed Number and range of study spaces limited by large volume of stock New offsite store commissioned and major stock relocation and consolidation commenced Many complaints about noise levels LibQual <i>Library As Place</i> rating of 5.91, up from 5.7, but well below UK/Ireland average of 6.49	The AHSSRB has been constructed, fitted out and is ready for occupancy. The Library building study has created an agreed roadmap for future redevelopment. 100 metres of stock have been removed to secondary storage, resulting in 60 new study spaces and an extended Silent Study Zone. Staff have created and are implementing an effective noise management policy. LibQual <i>Library as Place</i> rating is 6.2.
Establish Integrated Library/ISS Helpdesk	Desk Manager appointed and leading service Initial joint service operational Improved user rating of service, benchmarked with UK/Irish comparators	Separate Library and ISS helpdesks Desk Manager post allocated and recruitment in progress LibQual IT support rating: 6.26, down from 6.38 in 2011	A single helpdesk service led by Desk Manager is providing defined and effective first-level support in person and online through fully trained staff. LibQual IT support rating: 6.46.
Improve information resource availability in all formats	Higher user rating of information resource availability, benchmarked with UK/Irish comparators Improved user satisfaction with e-journal linking and off-campus access Better availability of reading list material	LibQual <i>Information Control</i> rating: 6.6 Average of 73 e-resource issues logged per month in 2011/12 Reading lists for 19% of modules received in 2011/12	LibQual <i>Information Control</i> rating: 7.0 Average of 50 e-resource issues logged per month in 2012/13 Reading lists for 50% of modules received in 2012/13
Deliver information skills and academic writing programmes to progress the Graduate Attributes agenda	Establishment of both academic writing and information skills as core graduate attributes Inclusion of information skills as learning outcomes in more academic programmes. Higher user rating of information skills, benchmarked with UK/Irish comparators	Face-to-face information skills training embedded in 114 UG and PG programmes (13%). Academic writing support offered on a drop-in basis to 381 students. LibQual information skills rating of 6.72, above UK/Irish average: 6.45	Information skills provision embedded in 20% of programmes through both online tutorials and face-to-face sessions. Academic writing support offered via workshops as well as drop-in sessions and funding for Writing Centre mainstreamed. LibQual information skills rating: 6.85

Goal	Measure of Success	Status Now	Target, September 2013
Service Development Goals			
Develop customer service excellence	Customer service delivery and experience aligned with Library customer charter. Informed advice provided on services and resources Higher user rating of customer service, benchmarked with UK/Irish comparators.	Library customer charter published LibQual <i>Affect of Service</i> rating of 6.87, up from 6.74 but lagging UK/Irish average of 7.07 LibQual courtesy score of 6.99 relative to UK/Irish average of 7.32, with a number of critical comments from users surveyed	Customer charter goals have been fully embedded into service delivery behaviours. Customer service competencies have been defined and all staff are knowledgeable about, and can advise on, available services and resources. All staff attend training as a core activity. Service levels are agreed and maintained. Staff have achieved an <i>Affect of Service</i> rating of 7.00 and a courtesy score of 7.20.
Develop excellent external and internal communications practices	Agreed template in use for external communication. Systematic complaints management mechanism in operation. Faster Zendesk ticket response. Higher user rating of understanding of customer needs, benchmarked with UK/Irish comparators. Internal communications published and accessed via Library intranet.	Marketing Plan for 2012-13 being developed Average first agent response time of 66.18 hours for tickets via Zendesk LibQual score of 6.92 for understanding of user needs relative to UK/Irish average of 7.06 Early and late year briefings for Library staff on operational plan New Library intranet developed	A house standard has been developed and implemented for key communications. Delivery of system-generated communications, including notices and reports, is verified. Customers experience a clear and well managed complaints procedure. Zendesk first agent response is 30 business hours. LibQual user needs score is 7.10 Staff publish to and consult the intranet as the main tool for internal communications.
Implement PMDS	University PMDS in place, incorporating a competency framework All staff participating Personal performance targets and development goals aligned with operational plan Individual achievement of goals PMDS outcomes influencing the development of an annual staff training programme Individual staff training attendance records maintained and discussed	Library was a leading participant in previous scheme but no PMDS has been undertaken for three years pending new scheme rollout Library Staff Development and Training Group hosts a large number of training events annually but to date these have rarely incorporated measurable learning outcomes.	As many staff as feasible relative to the date of implementation, have completed an initial PMDS review. The targets and competency development plans of each individual match Library operational plan goals. Staff are demonstrably achieving goals set and performance is monitored regularly. Leadership ability is enhanced at all levels. All staff have attended at least two developmental training events in the year. All training events/programmes have clear and measurable learning objectives.
Prepare for Quality Review	Self-assessment exercise, including summary of relevant KPIs and benchmarking, well advanced. Strong staff engagement and high level of learning	Library scheduled for quality review, 2013/14.	Staff are engaged with preparing a concise and targeted summary of current performance and undertaking selective benchmarking initiatives. The process is stimulating service development ideas.
Establish and implement formal project selection and execution methodology, consistent with emerging University approach	Usable, scalable and repeatable methodology defined and operational Methodology consistent with Integrated Support Services Strategic Plan	A standard process for project selection, management and reporting is not in place, but is being developed in the University. A Library post of Head of Planning and Projects has been filled.	Senior and middle managers select and execute well-defined projects according to an agreed methodology in which all have been trained. Project structure, monitoring and communication are well supported.

Name of Director / Head: John Cox

Date: 4 September 2012