

James Hardiman Library

Operational Plan, Academic Year 2013/2014 (1 September 2013 - 31 August 2014)

Goal	Measure of Success	Status Now	Target: September 2014
Achieve a successful quality review	Self-assessment, including service reviews, benchmarking visits and report completed Strong staff engagement and high level of learning Review recommendations accepted and implementation commenced	Project Group established and coordinating self-assessment activities; Project Initiation Document agreed; benchmarking trips being organised	Good, well conducted review completed Recommendations well targeted Action Plan agreed and being implemented
Contribute to development of University Strategic Plan, 2015-2020	New Library strategic plan aligned to University strategy Wide staff participation in process	Annual operational plans contributing to delivery of 2009-2014 strategic plan	Library strategic plan drafted and fully aligned to University strategy Progress against 2009-2014 plan reported
Support teaching and learning	Funded report and recommendations on user needs in relation to core academic skills Implementation of strategy for fulfilment of Reading List requirements	Funding requested Services re academic skills based on our perception of needs Strategy being developed to make fulfilment of course reading requirements sustainable	Completed review of academic staff & student perceptions of core skill needs Course reading strategy implemented and new procedures in place
Manage collections	IReL HSS funding secured Recurrent costs of subscriptions reduced Collection 'uncrowding' Faster turnaround time for acquisition of new books	IReL HSS funding not guaranteed for 2014 Subscription commitment 2012/13 €1.3m Floor 1 includes journals also accessible online Five months from book request to arrival	IReL HSS funding secured. Subscription commitment 2014/15 €1.2m Floor 1 Journals only available in print Two months from book request to arrival
Develop customer services excellence	Higher Customer Service ratings Expected staff behaviours mapped to revised Customer Charter Customer Service standards agreed Number of complaints received through Customer Complaints Mechanism Successful launch of Integrated Service Desk	Some progress in past year with higher customer service ratings in LibQual (6.91) and fewer complaints about interactions with staff. Customer service standards not currently defined Formal complaints mechanism being developed LibQual IT Support rating of 6.49 Ticket first agent response time of 79 hours Integrated Desk Service at advanced planning stage for September 2013 launch	LibQual customer service ratings above 6.91 Staff behaviours aligned to revised Customer Charter Charter values are mapped to expected behaviours Current customer service standards are defined and published online for core services Customer complaints mechanism in operation; response times measured and reported LibQual rating for IT Support above 6.49 Monthly reporting and analysis of metrics on: #tickets closed; # tickets opened; weekly average # tickets outstanding; oldest ticket opened Integrated Service Desk operational using standardised work documents
Support research	Implementation of a service plan for Archives, Special Collections and Research services in the AHSSRB Re-development of ARAN with emphasis on open access advocacy Develop a Library Digitisation Strategy with service prioritisation Complete second year of digitisation of Abbey Theatre archive	Service Plan being finalised 489 papers added to ARAN Open Access advocacy plan being finalised Ad hoc approach to digitisation other than Abbey Abbey digitisation in progress since September 2012	Service plan implemented Excellent customer ratings for services in AHSSRB 700 items added to ARAN, supported by systematic advocacy programme Library digitisation strategy exists with clear prioritisations Two thirds of Abbey archive digitised

Implement service communication plan	Service communication plan completed and implemented Annual action plan for Library service communication completed Internal communication policy developed and implemented	Work on communications plan underway Work not yet started on action plan	Library service communication plan published Service communication action plan in place Internal communication policy completed centred around principles, practices and agreed meetings structures
Execute IT projects	Document Library's technology landscape Develop ICT work programme with ISS Conduct library management system procurement exercise Content discovery and integration strategy completed	Technology landscape not fully documented Work not yet started on technology strategy Library management system procurement exercise underway Discovery systems are not all integrated	Existing technology landscape defined and documented for Library systems Library technology strategy developed which defines a roadmap for interoperability between Library and University systems ICT work programme in place with ISS Library Management System procurement completed Content discovery and integration strategy exists and aligned to Library strategy
Develop staff capability for a changing environment	PMDS reviews completed for all Library Staff Library staff skills audit undertaken. Contributions to any HR skills and competencies strategy for support services. Library skills plan drafted.	6 PMDS Reviews completed, 10 staff have attended reviewee/reviewer training Library Staff Development & Training Group hosts a substantial number of training events annually and in addition staff attend external training events but not currently according to a set skills procurement plan. Library has undertaken research into the pertinent competencies required by Library staff.	All staff have completed an initial PMDS review Targets and competency development plans of each individual match operational plan goals. Staff are demonstrably achieving goals set and performance is monitored regularly. Library has input to any HR skills and competencies strategy for support services, and has developed a skills plan
Increase user satisfaction with the physical spaces provided within the Library	JHL building development study completed and recommendations shared with relevant stakeholders Financial support for JHL redevelopment. Enhancements made to Library Reading Room service. Successful implementation of access control system, generating learning engagement data Recommendations resulting from Health & Safety Audit addressed.	Design team appointed to undertake JHL building development study. LibQual Survey 2013 data analysed and roadmap for improvements created that do not pre-empt outputs from building development study. Access control system procurement process completed, implementation phase commenced. Health & Safety Audit completed and reported.	JHL building development study has created an agreed roadmap for future development Funding plan agreed for implementation of recommendations. Library AV area repurposed Library Reading Room opening hours extended/ seating capacity increased. Access control system operational and initial statistical data collected. Health & Safety Audit recommendations in respect of additional back-up documentation implemented.
Manage projects effectively	Full implementation of a PRINCE2-based project management methodology All relevant staff trained in PRINCE2 methodology Projects site and projects register implemented	A standard process for project selection, management and reporting is in place but is not fully operational throughout the Library Only the senior management team have received PRINCE2 training No project site or register in place	All projects delivered using PRINCE2 Staff will have received one day workshop training in PRINCE2 Project structure, monitoring and communication are well supported Central repository in place for all Library projects

Name of Director / Head: John Cox

Date: 22 September 2013