



ST PATRICK'S COLLEGE
(A COLLEGE OF DUBLIN CITY UNIVERSITY)

QUALITY PROMOTION PROGRAMME

Quality Improvement Plan Library / Resource Centre
October 2005

Contents

Introduction

1. Profile of the Unit	3
2. The Self-Assessment Process	4
3. The Peer-Review Process	5
4. General Response to the Recommendations	6

Recommendations

Library

5.1 Information Resources	7
5.2 Staffing	9
5.3 Staff Development	10
5.4 Services	11
5.5 Accommodation	13
5.6 Planning and Management	14
5.7 The Library in the College	15

Resource Centre

5.8 Information Resources	17
5.9 Staffing	17
5.10 Staff Development	18
5.11 Services	18
5.12 Accommodation	19
5.13 Planning and Management	20
5.14 The Resource Centre in the College	20

Prioritised Resource Requirements	21
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Summary of the Status of the PRG Recommendations

Recommendations that have already been implemented	22
Recommendations that will not be implemented	23
Recommendations to be addressed by College Management	24
Recommendations to be implemented within 1 year	25
Recommendations to be implemented within 3 years	27
Appendix 1: Space Options in the Library	29
Appendix 2: Disabled Access in the Library	29

Acronyms used

L	Librarian
AL	Assistant Librarian
SLA	Senior Library Assistant
LA	Library Assistant
SM	Senior Management = Librarian, Assistant Librarians and Senior Library Assistant

INTRODUCTION

1. PROFILE OF THE UNIT

The Library

The main functions of the library are as follows:

Student support by providing:

- An atmosphere of study
- Books and materials
- Electronic media
- Information and training

Academic Staff support by:

- Providing course materials
- Offering integrated information training

Record keeping:

- Maintaining circulation records
- Keeping statistics

Collection development:

- Management of stock

The Resource Centre

The Resource Centre was established in 1983 and its original remit was to accumulate a collection of book and non-book materials that relates to all aspects of the curriculum. It houses a comprehensive range of textbooks, CDs and CD-ROMs, videos, audiotapes, document packs and photocopiable resources. In addition there are computer, photocopying, binding, laminating and recording facilities of various kinds.

The Centre is used by students in all areas and by both academic and administrative staff. It is a major focus for the production of folders of work in curricular areas and is used constantly for group work or assignments throughout the year. The busiest periods for the Centre are those when students are preparing for periods of Teaching Practice. These are now scheduled for September, and May/June with the main session involving all B.Ed. students taking place in spring of each year.

The Centre operates with very committed part time staff: One Assistant Librarian and three Library Assistants. The service currently provided would not be possible without the contribution of additional desk and evening staff during periods of Teaching Practice.

2. THE SELF-ASSESSMENT PROCESS

The self-assessment process began in January 2004. With the support of the Quality Promotion Unit, a committee was established within the Library and the Resource Centre and its first meeting was held on the 16th February.

Committee Members of the Self Assessment Process were as follows:

Ben Staunton Collins (Chair)	Christine Jordan
Celia Keating	Ethel Kilbride
Orla Nic Aodha	Siobhan Nolan
Liam O'Dwyer	Terrie O'Sullivan
Evan Salholm	Molly Sheehan
Cliona Uí Thuama	Therese Deegan

While the committee was responsible for co-ordinating the self-assessment process it is important to stress that all staff were regularly updated on the process and were included at each stage. In order to compile the self-assessment report large volumes of information from both the users and staff of the units was collected, collated and examined.

Timetable of the Self-Assessment Process 2004

January - February

Work began establishing a time frame for the process. This started by defining Library / Resource Centre services, practices and procedures.

Questionnaires were compiled and distributed to a pilot group before posting to agreed user groups i.e. students and academic staff.

July - August

Analysis of completed questionnaires began.

September - November

Perspectives of staff were gathered using questionnaire
Peer-Review Group nominations were put forward

November - December

Discussion day held for unit staff. This was facilitated by an external person and the data used to complement questionnaire.

It was decided to write two separate reports, one from the Library and one from the Resource Centre.

January 2005

First Drafts sent to the Quality Promotion Unit

The self-assessment process proved to be a valuable experience for the unit staff involved. The staff perspectives questionnaire and the self-examination that followed forced certain issues into the open, which demanded attention. At this stage in the process all of these issues have been dealt with or are on future agendas.

3. THE PEER-REVIEW PROCESS

The Peer Review visit took place over four days from 7th to 10th of February 2005. The review process consisted of three distinct activities: (a) familiarisation with the self-assessment reports provided by the Cregan Library and the Resource Centre in advance of the site visit; (b) a comprehensive site visit conducted over a period of three days and one evening to review and validate details of the self-assessment reports; (c) the preparation and delivery of a peer review group report documenting the findings and making recommendations for quality improvement

Members of the Peer Review Group were:

Wesley McCann

Librarian, Stranmillis University College, Belfast

Lindsay Mitchell

Association Director for Management Services, University of Limerick

Dr Máirín Nic Eoin

Roinn na Gaeilge, St. Patrick's College

Geraldine McFeeley

Sub Librarian, Collection Management Services, Dublin City University

The Peer Review Report recommendations are divided into the following categories:

1. Information Resources
2. Staffing
3. Staff Development
4. Services
5. Accommodation
6. Planning and Management
7. Library and Resource Centre in the College

4. GENERAL RESPONSE TO RECOMMENDATIONS

The Library

The library staff found the self-assessment process to be hugely beneficial and welcomes the Peer Review Report (PRR). The unit agrees with the findings and recommendations of the PRR as it concurred with the findings of the unit in their Self Assessment Review (SAR).

The PRR reiterated the need for additional posts at Senior Library Assistant level and Assistant Librarian level. These posts are essential and the implementation of the recommendations is dependent on them.

While it is understood that the PRR dealt with staffing issues in the short term the unit is disappointed that the role of Deputy Librarian was not endorsed.

A large number of the recommendations advise on formalising existing informal policies and practices. It is recognised by the library, that with growing user numbers and the fast pace of technology, informal arrangements no longer suffice. All of the recommendations in 5.1 (7 in total) advise on formulating policy where informal arrangements have existed to date and of 31 recommendations in total, 15 advise on a strategic approach to informal procedures. This was articulated by the library as a priority in the self assessment phase and view it as an important objective in coming years.

The production of a Quality Improvement Plan (QIP) arrives at a very opportune time for the unit, as planning the new library building and the introduction of new library management system software, will be strategically linked with our implementation of the QIP.

The Resource Centre

The Resource Centre welcomes the PRG report and especially the fact that it endorses many of the issues raised in our self-assessment report. The main recommendations regarding conversion of the catalogue and the Health and Safety issues around the stairs and inadequate workspace reflect the immediate concerns of Resource Centre staff.

We are slightly disappointed that no specific ideas for annexing extra space were noted as we had included these in our report. In particular, we had hoped for the possibility of annexing a small section of the student canteen next door. This should be relatively straightforward as only a wooden partition divides the two areas at this point. Some of the recommendations are already in the process of being implemented and we are delighted that College management have begun investigating possibilities for the stairs and the book hoist.

On the question of staffing, though we acknowledge the benefits of extending professional hours, we feel that the priority at the moment is to continue to have the flexibility to call on extra support staff as required. This happens currently at busy times such as Teaching Practice and frees the Assistant Librarian to work undisturbed by customers. We acknowledge that there may be a need for a fulltime position at professional level as integration with the Library approaches.

While endorsing the integration of the Resource Centre and the Library in a new building, the PRG is mindful of the specialist nature of the collection and services, which the Resource Centre provides.

The Report addresses immediate measures, which will facilitate relocation and integration.

5.1 INFORMATION RESOURCES: LIBRARY

Recommendations

5.1.1 Formulate a Collection Development Policy

Unit Response: Agree
This is viewed by the unit as one of the most important recommendations outlined by the PRG. While informal policies have always existed, a more formal collection development policy must be implemented. Expanding student numbers, diverse research needs within the College, rising costs of hard copy and journal subscriptions demand it. Recent technological developments also demand that we move away from holdings (just in case) to access (just in time) strategies. The development of a comprehensive policy will also result in 4 further recommendations being implemented. It will serve many functions. It will assist with planning, budgeting, collection selection, collection management and evaluation. It will mean better relationships with our customers and colleagues within the College.

Implementation: 3 year project

5.1.2 Appoint an Assistant Librarian with particular responsibility for collection development

Unit Response: Agree
The library will submit a staffing report but the appointment is outside of the unit's control.

Implementation: To be decided by College Management / HEA.

5.1.3 Develop a system of formal liaison with academic departments in relation to collection development and other issues

Unit Response: Agree
The library has forged excellent relationships with certain academic departments over the last 4 years and has proved beneficial to both parties. Collections in the field of children's literature, for example have been developed to a very high standard. This liaison has typically evolved because of staff expertise in a subject. The library recognises that a systematic liaison with all departments must be developed. The Librarian and the Assistant Librarian recently began attending the MA and MEd Programme Boards and the re-establishment of the Library Committee has proved effective.

Implementation: 3 year project
To be implemented as part of the collection development project [see 5.1.1]

5.1.4 Review journal subscriptions in the light of the growth of electronic format journals, and space and budgetary constraints

Unit Response: Agree
Work began reviewing journal subscriptions this summer. Note - there is a problem with assessing usage of electronic resources as we share the same IP address as DCU and therefore are unable to obtain separate usage statistics on shared resources.

Implementation: 3 year project
To be implemented as part of collection development project
[see 5.1.1]

5.1.5 Develop strategy for marketing electronic resources

Unit Response: Agree.
There has been some marketing of electronic resources to date i.e. training sessions on electronic resources for academic staff and students, and “*Spending too much time in the library*” campaign, where short training sessions were offered to undergraduate students on using the library more efficiently, using the catalogue and utilising the website. We recognise that a more formal strategy is required.

Implementation: 1 year [see Prioritised Resource Requirements Pg. 21]

5.1.6. Include usage trends as a criterion for collection management decisions

Unit Response: Agree
Statistical information available from the library management system (Talis) has been under utilised to date. A systematic approach to evaluating usage trends is required.
Training on *Business Objects*, software that enables easy access to statistical information from the library management system, took place in August 2005 and will make the evaluation of usage trends easier. It means we no longer rely on DCU to run such queries on our behalf.

Implementation: 3 Year Project
To be implemented as part of collection development project
[see 5.1.1]

5.1.7 Weed stock to alleviate shelving constraints

Unit Response: Agree.
While a section of the main lending library has been weeded each summer for the last 3 years (5 year cycle) and weeding of the current journals took place in the summer of 2005 the unit agrees that it must be done in a more systematic way and included as part of the collection development policy. No written policy exists. This would make the move to a new library space easier.

Implementation: 3 year project
To be implemented as part of collection development project
[see 5.1.1]

5.2 STAFFING: LIBRARY

General Response

The SAR and the Library Strategic Plan 2003-2006 outlined that four new positions are necessary for future development. The PRG endorsed three of these positions. While we are disappointed that they did not recommend the position of Deputy Librarian – they clarified that their recommendations were short term and that the post of Deputy Librarian might be aspired to in the longer term. It is vital that these positions are sanctioned in order to ensure the continuation of the quality process and the overall development of services within the library.

Lack of professional posts has meant that strategic planning and a long-term approach has proved difficult. The running of the library becomes reactive rather than proactive. The staffing of the Issue desk becomes the focus in order to remain open and the work behind the scenes suffers as a result. This was endorsed by the PRG: "...apparent that its capacity to evolve further is limited under the current staffing structure and with current staffing levels."

Recommendations

5.2.1 Create the additional post of Senior Library Assistant, User Services.

This would enable the devolution of many responsibilities being carried out at present by the existing Assistant Librarian so that that person is freed up to serve in one of the proposed professional posts (i.e. Technical or User Services).

Unit Response: Agree

Implementation: To be decided by College management

5.2.2 Create the additional post of Assistant Librarian, either User or Technical Services.

Unit Response: Agree

Implementation: To be decided by College management

5.2.3 Review the responsibilities of staff at Library Attendant grade.

This would relieve current pressure on Library Assistants. Specifically, photocopier and equipment maintenance, along with collection searches (e.g. for missing items) could be considered.

Unit Response: Agree

Library Attendant duties have been reviewed by Senior Management in consultation with College Management.

- Missing item searches have been assigned to library attendants.
- A member of the library attendant staff now takes part in weekly staff meetings.
- A library attendant has been given specific responsibility for the shelving and maintenance of journal stacks and works closely with the journals department.
- It has also been agreed to assign some Issue Desk duties to library attendants during term time.

Implementation: Already Implemented

5.2.4 Continue to ensure awareness among library staff of the College's policy on dignity in the workplace as outlined in St Patrick's College Policy and Procedures to Promote Respect and Dignity at work and to Prevent and Deal with Harassment & Bullying

Unit Response: Agree
Library staff attended a course on Respect and Dignity at work. An induction programme and booklet will also feature this policy.

Implementation: 1 year

5.3 STAFF DEVELOPMENT: LIBRARY

General Response

The library acknowledges that financial support has always been available, from College management, for staff training and development.

Recommendations

5.3.1 Utilise the needs identified during the performance management process to inform training plan, along with management input to ensure strategic prioritisation.

Unit Response: Agree
The library is scheduled to take part in the College Performance Management Process in 2006 and welcome this opportunity.

Implementation: 1 year

5.3.2 Develop learning support policy for accredited programmes undertaken by staff

Unit Response: Agree
For example, a policy existed in the past whereby Library Assistants were granted leave of absence, on full pay, to attend UCD Diploma in Library and Information Studies. The library would welcome the re-instatement of this policy.

Implementation: 1 year

5.4 SERVICES: LIBRARY

Recommendations

5.4.1 Build on present induction and information skills training, in collaboration with teaching departments.

Unit Response: Agree
Staff essential.
See Prioritised Requirements on page 20.
Recent collaboration with Special Education department to be used as possible model of best practice.

Implementation: 1 year

5.4.2 Review circulation policy and practice to enable greater ease of access to core texts.

Unit Response: Agree
A review of circulation policy and practice will be prioritised as part of collection development policy. This is an opportune time as Talis (the library management system) is now in operation for 5 years and an update to its circulation module is due in 2007.

Implementation: 3 year project
To be implemented as part of the collection development project [see 5.1.1]

5.4.3 Enable off-campus access to electronic resources.

Unit Response: Agree.
Remote access is now possible. We are in negotiations with DCU on the best way to provide the service.

Implementation: December 2005

5.4.4 Review photocopy costs and prepayment options.

Unit Response: Agree
The library is aware that the students find the cost of photocopying to be excessive compared with Copyplus across from the campus. Since the arrival of Toshiba on campus significantly less photocopying is been done in the library by paying customers.

Implementation: To be implemented by College management

5.4.5 Develop regular system of customer evaluation of library services, to include information resources, customer service, access and opening hours.

Unit Response: Agree.
The re-establishment of the library committee in 2003 means we now have regular contact with academic staff and students and is proving beneficial to both parties. The user questionnaires that formed part of Self Assessment process provided excellent feedback from library users. The process, now begun, needs to continue to be of any real value

Implementation: 1 year.

5.4.6 Continue to work on developing good practice in customer care.

Unit Response: Agree
Good Practice in customer care is considered to be one of the most important elements of the libraries role. Excellent service provision must be a priority.
Staff participated in Customer Care Training in 2004.
Regular training on Customer Care is essential and will be considered when staff training needs are assessed on an annual basis.
Good Practice in Customer Care will also be highlighted in the induction manual for new staff [see 5.2.4]

Implementation: 1 year

5.4.7 Continue to develop bilingual service provision

Unit Response: Agree.
The library has always been committed to providing a bilingual service and is extremely proud of its bilingual online catalogue and website. We were the first academic library in Ireland to provide such a service and will endeavour to continue providing staff and students with a bilingual service both online and within the physical library. A recent upgrade in software has meant that our Irish language online catalogue is no longer available. Technical work on creating a new interface needs to be completed in order to provide this option again. A 3 year strategic plan for bilingual service provision to be developed.

Implementation: 3 years

5.5 ACCOMMODATION: LIBRARY

Recommendations

5.5.1 Acquire additional office space at the earliest possible opportunity.

Unit Response: Agree.
Extra office space is urgently required. Five staff members are sharing one office designed for three. Staff work areas are also used as storage, which is dangerous. The library acknowledges that allocating additional space, in the current building, would be difficult for College management and look forward to the campus development. We estimate that we will need double the current office space. In the short term - one suggestion would be to reclaim the space in the journals office currently housing IT and AV department equipment.

Implementation: To be decided by College management

5.5.2 Continue to review alternative space use options in the library in general.

Unit Response: Agree
Reviewing space options has been and will remain a priority for the library. We would like to acknowledge that financial support, from the Secretary Bursar, for any change made over the last number of years was always forthcoming. Options to create more space are fast running out and we look forward to planning for the new library and reviewing the space in that context.

Implementation: Ongoing – see Appendix 1

5.5.3 Consider relocation of photocopying machines and extent of journal display areas.

Unit Response: Agree
Relocation of photocopying machines was considered but deemed not possible within current space restrictions. The library took charge of another photocopying machine during the summer of 2005 and the copiers were moved around in their present location to accommodate it. The extent of the journal display areas was reviewed as part of the overall review of journals. As a consequence one bay of shelving was removed.

Implementation: Already implemented

5.5.4 Improve signage within the library.

Unit Response: Agree
Update of Dewey number signs at the end of each bay completed Summer 2005.
Any custom made signs purchased now must also be appropriate in the new library space.
A review of signage will take place this year.
All signs must be bilingual.

Implementation: 1 year

5.5.5 Ensure disabled access to all library facilities and services.

Response: Agree
The current position of the library and the shortage of space make physical access difficult. Disabled access to facilities and services is targeted as a priority in the library's strategic plan.

Implementation: Ongoing – see Appendix 2

5.6 PLANNING AND MANAGEMENT: LIBRARY

Recommendation

5.6.1 Establish strategic planning responsibility at senior management level. This could include greater reliance on management information systems and trend analysis to support decision making. It would also involve the delegation of responsibilities for action planning and review of quality outcomes

Unit Response: Agree
A senior management team was established within the library shortly before the quality process began. This has proved to be an effective structural change. This group, which includes the Librarian, both Assistant Librarians and the Senior Library Assistant, meets on a weekly basis. It has been agreed to hold strategic planning meetings on a monthly basis. Delegation of roles and responsibilities will be decided by that group.

Implementation: 1 Year

5.7 THE LIBRARY IN THE COLLEGE

Recommendations

5.7.1 Develop student record management systems compatible with the Talis system.

Unit Response: Agree

It has always been the library's view that the management of the students record management system should not be outsourced to a private company. Too many databases exist and make the management of the library student database difficult and disjointed. How these databases are managed needs to be documented and shared with all relevant staff within the College and not "owned" by an outside contractor.

Procedures, and more importantly any procedural changes, regulating student databases in administration affect the library management system and therefore the library should be consulted when any new process occurs i.e. proximity cards

Implementation: To be decided by College management

5.7.2 Ensure library requirements are evaluated as part of the process of new course planning.

Unit Response: Agree

Books and journals, hardcopy or in electronic format, need to be ordered months in advance of a course beginning. Other issues i.e. appropriate loan periods, distance services etc. also need to be considered in advance. Loan periods, for example, are determined by how students are inputted during the registration process and codes applied at this stage effect the library database. [See above]. Staff familiarisation of course content in advance is also essential, as training on relevant sources of information forms part of the induction process. PHD, Research and Post Graduate students have extremely high expectations of a library service from the outset, and place huge demands on library resources. It would be useful if departments were required to meet with the library, on a formal basis, as part of new course planning.

Implementation: To be decided by College Management

5.7.3 Provide support for Library management in the development and implementation of a range of staff management policies, including a learning support policy for staff.

Unit Response: Agree

Implementation: To be decided by College Management

5.7.4 Involve the library management team directly in the planning of the new library space from an early stage of the process.

Unit Response: Agree

Planning for the new library space has already begun within the library. It formed a substantial section in the library strategic plan 2003-2006 where the basic requirements are listed. There was no library involvement in the planning of the current premises and a chance to be involved from the outset in this instance would be welcomed.

Implementation: To be decided by College management

5.7.5 Examine College's compliance with copyright legislation in relation to photocopying.

Unit Response: Agree

Implementation: To be implemented by College Management

5.8 INFORMATION RESOURCES: THE RESOURCE CENTRE

Recommendations

5.8.1 Convert Stock in Resource Centre into Talis

Unit Response: Agree
RC looks forward to the benefits and improvements associated with conversion of the catalogue and accompanying processes.

Implementation: 3 years

5.8.2 Draw up a collection development policy with a view to developing a coordinated policy with the library. Developments in teaching and learning and electronic resources should be taken into account.

Unit Response: Agree

Implementation: An informal collection development policy is already in place to ensure no duplication between Library and Resource Centre.
3 year project.

5.8.3 Review Resource Centre stock with a view to weeding and updating

Unit Response: Agree
Stock is regularly weeded, often in consultation with teaching staff. Three subject areas were addressed in the past year.

Implementation: Already implemented

5.9 STAFFING: RESOURCE CENTRE

Recommendations

5.9.1 Create a fulltime position at professional level to facilitate the process of integration with the Library and to support and develop services into the future.

Unit Response: Disagree
While there may be a need for a fulltime position as integration with the library approaches, we feel the real need is for extra staff at Library Assistant level. Much of the AL's time currently spent dealing with customers could then be freed up for other duties. A vacancy since the retirement of an LA in June has still not been filled

Implementation To be implemented as the need arises.

5.10 STAFF DEVELOPMENT: RESOURCE CENTRE

Recommendations

5.10.1 Utilise needs identified during performance management process to inform training plan, along with management input to ensure strategic prioritisation

RC response: Agree
There is, for example, a need for staff training in preparation for Talis.

Implementation: Dependent on cooperation and scheduling with DCU and Library.

5.11 SERVICES: RESOURCE CENTRE

Best accomplished through close cooperation and coordination with the Library

Recommendations

5.11.1 Enable off-campus access to electronic resources

Implementation: Not relevant to most material in the Resource Centre at the moment.

5.11.2 Review photocopy costs and prepayment options

Unit Response: Agree that students find photocopying very expensive.

Implementation: To be decided by College Management.

5.11.3 Continue to work on developing good practice in customer care

Unit Response: Agree.

Implementation: Customer Care Day has already taken place.

5.11.4 Work on further development of bilingual service provision

Unit Response: Agree
Staff very interested in attending Irish language classes in College and appreciate the opportunity to conduct business through Irish whenever appropriate.

Implementation: To be implemented.

5.12 ACCOMMODATION: THE RESOURCE CENTRE

Recommendations

5.12.1 Undertake a risk assessment exercise in relation to the staircase

Unit Response: Agree
College management have agreed to realign the stairs.
Implementation: January 2006

5.12.2 Provide a book hoist to the upper level as a matter of urgency

Unit Response: Agree
Implementation: To be decided by College Management.

5.12.3 Improve and enlarge staff work space

Unit Response: Agree
RC has idea for possible annexing of space.
Implementation: To be decided by College Management.

5.12.4 Provide desk screens around Assistant Librarian's work space

Unit Response: Disagree
Implementation: Not to be implemented.

5.13 PLANNING AND MANAGEMENT: THE RESOURCE CENTRE

Recommendations

5.13.1 Include Assistant Librarian in senior library management team

Unit Response: Agree
Implementation: Implemented

5.13.2 Introduce budget allocation and financial procedures similar to those in the library

Unit Response: Agree
Budget allocation known. RC would welcome greater autonomy in deciding how to allocate it.
Implementation: To be decided by College Management.

5.14 THE RESOURCE CENTRE IN THE COLLEGE

Recommendations

5.14.1 Review the role of the Resource Centre within teaching and learning developments in the College

Unit Response: Agree
Resource Centre central to curriculum material provision and support during preparation for Teaching Practice
Implementation: Ongoing

Prioritised Resource Requirements

The Library

The development of a marketing strategy - electronic information available to staff & students. 1 year Project

Analysis of user questionnaires shows that a high proportion of staff and students users are unaware of the wide range and scope of electronic resources available in the library. Effective marketing of these resources is now required.

It is proposed that a Senior Library Assistant would be appointed on a 1 year contract.

Project Specifications:

Working in conjunction with Assistant Librarian and Library Assistant in the development and marketing of electronic Information Services.

The development of a long term marketing strategy

Review of available resources (subscription based, free, available through DCU, available through Irel)

Budgeting and Collection Development

Customer Evaluation – Staff and Students

Establishing formal links with academic staff

Development of training initiatives

Review of current library publications, design and production of new publications

Training of library staff on electronic resources.

The intended outcomes is:

1. To ensure library users are aware of electronic information available
2. Helping library users in becoming self sufficient in their use of electronic resources.
3. Have marketing strategies in place.
4. Provide the best possible service by expertly trained staff.

Cost of Senior Library Assistant, contract for one year €25,971

Estimated cost of printing €5000

The Resource Centre

1. Installation of book hoist

While we welcome the decision by College Management to address the health and safety issues caused by the stairs, we feel this will not alleviate the difficulties caused for staff and students carrying books up and down. Attempts to appeal to the goodwill of those who bring books up to return them to trolleys themselves largely fall on deaf ears.

The problem is not just the danger of the stairs themselves. Staff carrying heavy books down face the risk of falling or back injury. The opening up of the mezzanine, complete with computes and AV equipment, while very attractive, means this area is constantly in heavy use. IT dept. staff would also benefit greatly from a hoist to transport equipment upstairs.

A book hoist, winch or pulley system to lower books is vital and will speed up the process of returning and reshelving books at busy times.

Estimated cost: up to €5000

2. Upgrading of lighting

Neon strip lighting in all areas is poor and needs to be replaced.

Cost: € 12,000 approx.

Summary of the status of the PRG recommendations

RECOMMENDATIONS THAT HAVE ALREADY BEEN IMPLEMENTED

RESOURCE CENTRE

Level	Recommendation
Resource Centre/ Buildings Maintenance Officer	5.12.1 Undertake a risk assessment exercise in relation to the stairs
Resource Centre	5.8.3 Review stock with a view to weeding and updating
Resource Centre /Library	5.13.1 Include Assistant Librarian in senior library management team. Discussions have taken place
Resource Centre/Library	5.8.2 Collection development policy. Informal policy already in place to avoid duplication of resources
Resource Centre/ College Irish Language Officer	5.11.4 Work on further development of bilingual service provision
Resource Centre/Library	5.11.3 Continue to work on developing good practice in customer care

LIBRARY

Level	Recommendation
Library Management	5.2.3 Review the responsibilities of staff at Library Attendant grade. This would relieve current pressure on Library Assistants. Specifically, photocopier and equipment maintenance, along with collection searches (e.g. for missing items) could be considered
IT / College Management	5.4.3 Enable off-campus access to electronic resources
Library	5.5.3 Consider relocation of photocopying machines and extent of journal display areas.

RECOMMENDATIONS THAT WILL NOT BE IMPLEMENTED

RESOURCE CENTRE

Recommendation	Reason for not implementing
5.12.4 Provide desk screens around Assistant Librarian's work space	Screens would add to the claustrophobic nature of that area
5.9.1 Create a fulltime position at Professional level	We fell greatest need is for more support staff to free up AL's time

RECOMMENDATIONS TO BE ADDRESSED BY COLLEGE MANAGEMENT

RESOURCE CENTRE

5.12.2 Install book hoist
5.12.1 Conduct risk assessment exercise on stairs
5.11.2 Review photocopying situation
5.12.3 Improve and enlarge staff workspace.
5.13.2 Introduce budget allocation & financial procedures similar to those in library

LIBRARY

5.1.2 Appoint an Assistant Librarian with particular responsibility for Collection Development
5.2.1 Create the additional post of Senior Library Assistant, User Services. This would enable the devolution of many responsibilities being carried out at present by the existing Assistant Librarian so that that person is freed up to serve in one of the proposed professional posts (i.e. Technical or User Services).
5.2.2 Create the additional post of Assistant Librarian, either User or Technical Services.
5.4.4 Review photocopy costs and prepayment options
5.5.1 Acquire additional office space at the earliest possible opportunity.
5.7.1 Develop student record management systems compatible with the Talis system.
5.7.2 Ensure library requirements are evaluated as part of the process of new course planning.
5.7.3 Provide support for Library management in the development and implementation of a range of staff management policies, including a learning support policy for staff
5.7.3 Involve the library management team directly in the planning of the new library space from an early stage of the process.
5.7.5 Examine College's compliance with copyright legislation in relation to photocopying.

RECOMMENDATIONS TO BE IMPLEMENTED WITHIN ONE YEAR

RESOURCE CENTRE

Level	Recommendation	Responsible	Time frame	Cost implications
Resource Centre / Library	5.10.1 Staff development	AL with SM		

Library

Level	Recommendation	Responsible	Time Frame	Cost Implications
Library	5.1.5 Develop strategy for marketing electronic resources	See Prioritised Resource Requirements Pg 21	1 year	See Prioritised Resource Requirements pg 20
Library	5.2.4 Continue to ensure awareness among library staff of the College's policy on dignity in the workplace as outlined in St Patrick's College Policy & Procedures to Promote Respect and Dignity at work & to Prevent and Deal with Harassment & Bullying	LA	Compilation of Induction Programme and Booklet for new staff. This booklet will contain information on College policy to Promote Respect and Dignity at work. Booklet will also include information on Customer Care. Summer 2006	
Library / College Mgt.	5.3.1 Utilise the needs identified during the performance management process to inform training plan, along with management input to ensure strategic prioritisation.	SM	The library is scheduled to take part in the College wide performance management process during 2006. Training plan will then follow	Cost of Performance Management Process will be met by College. Training costs after process will be met by College Training Budget / "Training for Trainers" budget.
Library / College Mgt.	5.3.2 Develop learning support policy for accredited programmes undertaken by staff	LA SM	Review of other practices and procedures in Irish Universities. February 2006 After review, library and College management to agree on learning support policy.	May have cost implications for College i.e. recognised leave of absence, replacement staff, course fees
Library	5.4.6 Continue to work on developing good practice in customer care.	LA SM	To be included in Induction Booklet for new staff. Summer 2006	Cost Implications if further customer care courses required–College training

			Appraisals to be carried out by SM Annual	budget
Library	5.5.4 Improve signage within the library	LA	Review of current signage – content and type February 2006 Decisions made on new signage after that March-April 2006 Translation May 2006	Cost of Translation minimal. New signage (depending on type required) Printing cost minimal – stationery budget.
Library	5.6.1 Establish strategic planning responsibility at senior management level. This could include greater reliance on management information systems and trend analysis to support decision making. It would also involve the delegation of responsibilities for action planning and review of quality outcomes	SM	Establish Senior Management Team Done Delegation of responsibilities 2006	Possible cost implication of training on MIS systems and trend analysis – “Training for Trainers” fund in College.
Library	5.4.5 Develop regular system of customer evaluation of library services, to include information resources, customer service, access and opening hours.	AL / LA	Methodology i.e. questionnaires, focus groups, to be agreed. Summer 2006 Customer Evaluation to begin Academic Year 2006/07.	

RECOMMENDATIONS TO BE IMPLEMENTED WITHIN THREE / FIVE YEARS

Resource Centre

Level	Recommendation	Responsible	Time frame	Cost implications
Resource Centre/Library/DCU	5.8.1 Convert stock to Talis	SM	Establish Project Team Summer 2006 Begin preparatory work Autumn 2006 Liaison with DCU 2007 Possible start date for project 2008	
Resource Centre / Library	5.8.2 Draw up a Collection Development Policy	AI with SM		
Resource Centre/College	5.14.1 Review the role of the Resource Centre within Teaching and Learning developments in the College			
Resource Centre/Library/College	5.11.1 Enable off-campus access to electronic resources			

Appendix 1

5.5.2 Continue to review alternative space use options in the library in general

During the Summer 2005 the following changes took place in order to make better use of space within the library:

1. As part of a review of journal subscriptions, one bay of shelving was removed.
2. Shelving containing microfilm and microfiche was removed.
3. New cabinets were purchased to house all microfilm and microfiche together in the one location.
4. More space was provided at the microfilm reader –making it easier to use machine.
5. The large book collection was moved from the entrance doors and is now located within the Junior Section.
6. One large table was removed and moved further down the library.

A plan for removing the large furniture that houses the catalogues is in train, which will create more space and also allow disabled access. Library Management are currently reviewing office space. For example, the possibility of part time staff who work opposing hours sharing desks.

The IT / AV department currently store equipment in one of the library offices. Possibility of removing this should be considered. For the first time ever, library stock was put in on outside storage facility. The process could continue for lesser-used items.

Appendix 2

5.5.5 Ensure disabled access to all library facilities and services

As mentioned above plans are in train to provide alternative shelving for the library catalogues. The new shelving will provide “sit down” access for the first time.

It is also planned to purchase ZoomText software, which magnifies the screen display of any text. This software will be available on all public computers within the library. This enables visually impaired students to utilise the service more efficiently.

The library are currently in the process of redesigning the website and have adhered to codes of practice in order to facilitate disabled access to that service.