

NATIONAL LIBRARY OF IRELAND

ACTION PLAN UNDER TOWARDS 2016

NATIONAL LIBRARY OF IRELAND

TOWARDS 2016:

AGREED ACTION PLAN

Section of T2016	Actions to be taken during over the duration of the pay element of the agreement	Target Date for Implementing/completing Action	Performance Indicators	<u>PROGRESS ACHIEVED (TO BE INSERTED FOR VARIOUS PROGRESS REPORTS)</u>
29.1	Commitment to Modernisation and Change			
	<p><u>Strategic Context:</u></p> <p>The Director supported by all library managers and reporting to the Board will oversee implementation of the Library's three year Strategic Plan 2007-2009 when agreed (currently under consideration by Board of NLI) and will manage its implementation through business plans and policy development in key business areas such as collection development; digitisation; exhibitions, education and outreach; building development in light of service needs and critical storage situation; and in key organisational support areas such as human resource management; corporate governance; financial management and risk assessment.</p>	2007-2009	<p>Clear Strategic Framework</p> <p>Policies in place</p> <p>Customer satisfaction levels</p> <p>Appropriate storage solutions in place and collections safeguarded</p> <p>Exhibition visitor numbers</p> <p>Reader numbers</p> <p>Website usage</p>	

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	<p>place and implemented over 3 year period 2007-2009</p> <p>Completed Board Code of Conduct and Corporate Governance procedures in place</p> <p>Code of Ethics for Library staff developed</p> <p>Ongoing compliance with Health and Safety legislation and staff co-operation with health and safety procedures including continuing co-operation with “evac chair” emergency evacuation facility for disabled visitors</p>	<p>October 2006</p> <p>April 2007</p> <p>2006-2008</p>		
<p>27.4-7</p>	<p>Stable Industrial Relations Parties commit to:</p> <ul style="list-style-type: none"> • No cost-increasing claims in pay or conditions of employment other than those provided for in Sections 27.17 and 27.20 of the Towards 2016 Agreement • No strikes or other forms of industrial action on any matters covered by the 	<p>2006-2008</p>	<p>No industrial action</p>	

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	<p>agreement where the employer is acting in accordance with the agreement.</p> <p>To facilitate discussion and consultation with staff interests, the following procedures will apply:</p> <ul style="list-style-type: none"> • Joint Conciliation Council (unless other mechanism agreed after transitional period) will continue as primary vehicle for dealing with specific IR related change issues • Bilateral contacts with Unions will continue as may be required • Partnership Committee and related sub-groups will continue as main forum for discussing change/modernisation issues 			
<p>27.1-3 and 28.1-5</p>	<p>Modernisation, Flexibility and Organisational Change:</p> <p><u>Management</u></p> <ul style="list-style-type: none"> • Managers to provide appropriate guidance and support to staff in areas of 	<p>2006-2008</p>	<p>Strong local management and reporting structures.</p>	

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	<p>policy, business planning and review, and in the management of human resource policies and procedures, health and safety, PMDS etc at local level.</p> <ul style="list-style-type: none"> • Managers to co-operate with training to address any information/skills gaps in above areas. • MAC to meet monthly and to hold an extended MAC session quarterly with line managers at level below Keeper • Keepers to hold regular meetings with AK1s and other relevant staff reporting to them to facilitate business planning and review <p>Front-line services: 1. Review and adjust as necessary, in consultation with the staff concerned, the staffing levels in the front hall of the main building (information and security desks). The location and physical structure of the information and security desks will be adjusted to provide a</p>	<p>1, 2 & 3: As soon as possible (no later than mid – 2007: however, if there are building changes involved it may take longer)</p>	<p>Customer satisfaction levels measured through surveys, customer panels/other fora, feedback, complaints etc</p> <p>Improved access</p>	
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	<p>clearer and more streamlined front of house contact point for visitors and to cater for disabled customers.</p> <p>2. Information and security desks to be staffed at all times, including lunch-time, consistent with opening hours for normal Library business.</p> <p>3. Staff co-operation with introduction of self-service lockers for Library customers.</p> <p>4. Strive to ensure full compliance with Disability Act 2005, including through implementation of recommendations of OPW sponsored accessibility audit, with a priority focus on installation of ramp to front of main building similar to National Museum, automatic entry glass doors, signage etc.</p> <p>5. Rostering arrangements for all relevant staff reviewed and adjusted, in consultation with the staff concerned, to ensure appropriate levels of staffing for both peak and non-peak times and taking account of any changes to Library opening hours or to services. Where there is loss of</p>	<p>4. 2006-2008 (this will involve building work in co-operation with OPW)</p> <p>5, 6, & 7: 1 May 2007.</p>	<p>for disabled customers. Effective use of Library resources</p> <p>Increased job satisfaction of and skills development opportunities for Library staff.</p>	
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	<p>earnings due to changes in rostering compensation will be made in accordance with established procedures.</p> <p>6. Rostering and work duties of SLA and Library Assistants reviewed and adjusted, in consultation with the staff concerned, with a view to achieving a greater level of continuity, quality and efficiency in service delivery and increased staff job satisfaction/skills development both at counter and section levels.</p> <p>7. Library opening times reviewed and adjusted as necessary, in consultation with the staff concerned, to meet needs of Library customers and for the purposes of achieving synergy/alignment with other Cultural Institutions, with a particular focus on increased weekend opening hours and opening to coincide with cultural/tourism events (e.g. culture night; heritage week). The main purpose of this review is to try to seek an agreed mechanism, in consultation with the staff concerned, for opening the Library all day Saturday.</p>			
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	<p>8. Notwithstanding overall review of opening times:</p> <p>(i) implement the following shorter-term changes to public opening times:</p> <ul style="list-style-type: none"> • 9.30am opening Monday-Saturday; • Seek to secure, in consultation with staff, a mechanism for opening the Library buildings to Library staff at 8 am (Mon-Sat); • Library open on Tuesday after Easter. <p>(ii) review Christmas opening hours.</p> <p>9. Co-operation of all staff with implementation of Library's three year Irish Language Scheme on delivery of agreed services through Irish under Official Languages Act 2003.</p>	<p>As soon as possible</p> <p>As soon as possible</p> <p>Easter 2007</p> <p>In time for advance public advertising of any changes (on which staff will be consulted) changes for Christmas 2007</p> <p>9. 2007-2009</p>		
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<p>10. Co-operation of all staff with re-location/accommodation changes, e.g. to facilitate buildings/repository projects, provision of new or re-location of existing services etc</p>	<p>10. 2006-2008</p>		
<p>11. SLA and LA duties to continue to include a role in genealogy reference service.</p>	<p>11. 2006-2008</p>		
<p>12. Cataloguing practices and roles to be reviewed, in consultation with the staff concerned, taking account of international best practice as well as need for quality of catalogues, value for money, productivity and for reducing backlogs.</p>	<p>12-13. 1 July 2007.</p>		
<p>15. All clerical staff located in Nos 2, 3 & 4 Kildare Street to provide cover in absence of Library telephonist to ensure manning of switch during normal opening hours.</p>	<p>15-17. 1 February 2007</p>		
<p>16. All clerical staff in Nos 2, 3 and 4 Kildare Street and shop staff to co-operate with sorting and franking of post.</p>			
<p>17. S&A staff to undertake to move deliveries between main hall to</p>			

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	<p>designated locations (subject to weight and distance) within Kildare Street complex.</p> <p>18. <u>Microfilm unit</u></p> <ul style="list-style-type: none"> • Staff to use digital scanning equipment as well as microfilm cameras. • New productivity measures to ensure maximum output to be introduced in consultation with staff concerned. • Staff will work in co-operation with operators employed by others to allow outsourced projects involving microfilm or digital technology to take place. This co-operation will extend to quality control of work done. <p>19. <u>Photographic studios</u></p> <ul style="list-style-type: none"> • Staff to use digital equipment as well as non-digital. • Photographers must operate printing equipment in both digital and non-digital systems. Other staff 	<p>18. Productivity measures in place no later than 1 May 2007</p> <p>19. Service standards in place no later than 1 May 2007</p> <p>18-19 Effective to coincide with introduction of new digital technology.</p>		
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	<p>may also be asked to operate this equipment or carry out certain printing functions.</p> <ul style="list-style-type: none"> • Photographers will work in co-operation with operators employed by others to allow outsourced projects to take place. • Photographers must agree to service standards with guaranteed times for delivery of material to customers. 			
28.6	<p>Team Working and Cross Functional Working</p> <ul style="list-style-type: none"> • Staff to continue to maximise co-operation and team working in all areas of the Library to ensure optimum service to the public. • Continuation of Partnership process to advance public service modernisation agenda 	<p>2006-2008</p> <p>2006-2008</p>	<p>Seamless service provision to customers</p> <p>Effective and inclusive policy development</p>	

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	<p>including the operation of subgroups e.g. Customer service; HR Strategy; Communications etc</p> <ul style="list-style-type: none"> Continuation of and establishment of new cross functional teams to advance cross-functional matters e.g. extension of legal deposit; preservation assessment survey; digitisation/microfilm projects etc 	<p>2006-2008</p>		
<p>28.7-8 29.7</p>	<p>New Technology and eGovernment Introduction of and staff cooperation with digital ticketing system including operation of camera associated with digital ticket issuing system.</p> <p>Introduction of and staff cooperation with new automated book delivery system including data entry where necessary (see service delivery options also). Measures could include applying a barcode and entering selected data into the system when the title is not</p>	<p>March 2008</p> <p>March 2008</p>		

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	<p>internet access for Readers</p> <p>Recruit IT Manager</p> <p>Prepare and implement an ICT Policy which takes account of the needs of the Library, its customers, potential customers and the role of existing non-digital processes.</p> <p>Review IT staffing resources and IT skills gaps</p> <p>Develop an Intranet to facilitate communication and information sharing</p> <p>Review and update Library IT/Email usage policy</p>	<p>Employed from January 2007</p> <p>December 2007</p> <p>June 2007</p> <p>July 2007</p> <p>April 2007</p>		
<p>28.9</p> <p>28.10</p> <p>28.13</p> <p>29.7</p>	<p>Service delivery options <i>(including outsourcing), shared services and service Channels</i></p> <p>Staff to co-operate with operation of additional Microfilm Reading Room on mid-floor level of main building.</p>	<p>As soon as possible.</p>	<p>Customer satisfaction levels measured through surveys, customer panels/other fora, feedback, complaints etc</p>	

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	<p>Staff to co-operate with introduction of new reader printers in Microfilm Reading room.</p> <p>Staff to assist readers resolve problems with printing or copying from online or self services. Such assistance to include giving basic advice on operation, advising on problems relating to purchase and use of tokens, reloading paper, and clearing simple paper jams.</p> <p>Staff to co-operate with provision of photocopy orders to customers when reprographics staff not available.</p> <p>Staff to co-operate with changes to copying services in Reading Rooms, including introduction of new self-service copiers.</p> <p>In context of T2016, staff co-operation with outsourcing, employment of temporary staff, contracting out to private sector, outsourcing to other public bodies or a combination of both, to address, in particular, specialist work, in conjunction with in house expertise, defined project work including backlog work that cannot</p>	<p>As soon as possible.</p> <p>As soon as possible.</p> <p>December 2006</p> <p>June 2007</p> <p>2006-2008</p>		
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	<p>be carried out within existing Library staff resources e.g. retrospective cataloguing; digitisation projects; preservation projects; automation etc</p> <p>Maintenance of external arrangements for provision of out of hours security services (outside of normal hours other than public opening) with appropriate tendering process.</p> <p>Outsourcing of cleaning (of Library premises) services where such services cannot be provided within Library's core staff numbers.</p>	<p>2006-2008</p> <p>January 2007</p>		
<p>28.11 and 29.8</p>	<p>Attendance Patterns and Attendance Management</p> <p>Explore possibility of introduction of Flexi-time system, respecting the requirement of the Library to have sufficient staff available to deliver services to the public and, accordingly, the possibility that certain Library grades may, by virtue of their work, be excluded from flexi-time.</p> <p>Introduction of Time and Attendance system to ensure</p>	<p>June 2007</p> <p>September 2007</p>	<p>Organisational and staff needs met</p> <p>Records available to show</p>	

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	compliance with Organisation of Working Time Act and effective attendance management.		compliance with legislation	
28.12 and 29.5	Redeployment of Staff Staff co-operation at all levels with need to redeploy staff/posts to cope with changing business priorities, peak work demands or staff absences.	2006-2008	Service levels maintained at all times	
28.13	Management of the Introduction of Change and New Developments To facilitate discussion and consultation with staff interests, the following procedures will apply: <ul style="list-style-type: none"> • Joint Conciliation Council (unless other mechanism agreed after transitional period) will continue as primary vehicle for dealing with specific IR related change issues • Bilateral contacts with Unions will continue as may be required • Partnership Committee and related sub-groups will continue as main forum for discussing 	2006-2008	Meetings held in accordance with agreed arrangements Relevant issues discussed Staff interests notified in accordance with terms of section 28.13 of T2016	

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	change/modernisation issues			
29.2 – 29.3	<p>Improvements in Recruitment and Promotion Systems and Open Recruitment</p> <p>Taking account of the objectives set out in para. 29.2 of <i>Towards 2016</i> dealing with improvements in promotion and recruitment systems and para 29.3 dealing with open recruitment and in order to ensure that positions are filled with the best possible candidates, a review of promotion and recruitment policy will take place. The review will, inter alia, consider the need to provide staff with good opportunities to develop their careers, while at the same time meeting organisational needs. The review will be mindful of the specific provisions of para 29.3 regarding greater use of open recruitment, including those provisions regarding the filling of positions that have a specialised skill requirement.</p>	December 2007		