***NATIONAL LIBRARY OF IRELAND***

**Public Service Agreement 2010 -2014 (Croke Park Agreement)**
**CIVIL SERVICE AND NON-COMMERCIAL STATE AGENCY SECTOR STATE AGENCY ACTION PLAN**
**PROGRESS REPORT TO MAY 2011**

| | | | |
|---|---|---|---|
| **1. Better human resource management** *Actions to include under this heading include reductions in numbers, redeployment, revisions in attendance arrangements, better attendance and absence management, etc.* | | | |
| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
| **Resources**<br>**1.5**<br>**4.3**<br>**4.4**<br>**4.18** | Ongoing compliance with the moratorium on public sector recruitment. ECF target set at 87 for end 2011 and to 79 by 2014. | Ongoing | The Library has experienced one of the highest percentage reductions in staff numbers since the moratorium on recruitment began in March 2009. The Library currently (Sept 2011) has 94.5 staff serving down from a core staff number of 109. |

| Terms of the Public Service Agreement 2010 – 2014 *(refer to all relevant paragraphs)* | Action | Target Date as per current Action Plan | Comment |
|---|---|---|---|
| **Resources**<br>**1.5**<br>**4.3**<br>**4.4**<br>**4.18** | Develop intern programme for pre-qualification information studies and heritage students with relevant third level colleges (such as UCD School of Library and Information Science, etc.) | Ongoing | . |

| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
|---|---|---|---|
| **Performance Management and Skills**<br>**1.13**<br>**4.4**<br>**4.12** | Identify and address any gaps in PMDS to maximise staff performance, to manage underperformance effectively and to ensure full integration of PMDS with incremental progression and promotion s in NLI. | Q.4 2011 | Performance Management process more robust in terms of its wider remit linking organisational goals with individual roles. Integrated/ structured system to better address underperformance and incremental progression and promotion. New PMDS cycle being rolled out June 2011 in consultation with subgroup of MAC. |
| | Carry out a staff skills audit to ensure best fit between roles and skills, and mobility of staff in line with that audit. Ensure more effective use of the skills of different staff with a view to achieving a greater level of continuity, quality and efficiency in service delivery as well as increased staff job satisfaction and skills development. | Q.1 2011 | Audit completed January 2011. Alignment of roles/skills and deficits in skills analysed and implementation ongoing. |
| | The completion of a pilot carried out May-Oct 2011 will facilitate new role profiles and embed PMDS in 2012 | Ongoing | |
| **Recruitment, Promotion and Mobility**<br>**1.4**<br>**1.8**<br>**1.13**<br>**4.8**<br>**4.11**<br>**4.12** | Initiatives in this area remain suspended due to the moratorium on recruitment. All recruitment to and promotion within the NLI is already merit-based and competitive. The Library will further refine its recruitment, promotion and mobility policies to ensure that:<br>▪ the potential pool of applicants for all NLI positions is maximised to attract the best possible choice of candidates to meet the business needs of the organisation either through increased open recruitment and/or by the removal of barriers to internal promotion opportunities;<br>▪ for internal progression, there is full integration with PMDS;<br>▪ mobility policy is appropriately balanced to take account of the business needs of the organisation and the developmental needs and skills of the individual. | Ongoing | Policies are geared towards business needs of NLI. Clarity in terms of policies and strengthened business process for the future. |

| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
|---|---|---|---|
| **Attendance patterns and management**<br>**1.4**<br>**1.8**<br>**1.13**<br>**4.7**<br>**4.8**<br>**4.9**<br>**4.10** | Absenteeism managed effectively through the collaboration of HR, line managers and the Occupational Health Service and the individual staff member. | Ongoing | Absenteeism of 3.5% reached in 2010. |
| **Redeployment**<br>**1.7**<br>**1.8**<br>**1.10**<br>**4.3**<br>**4.4**<br>**4.17**<br>**6.3**<br>**6.4** | The Library is keen to explore opportunities for redeployment from the civil/wider public service to the Library to address some of the Library's critical staffing gaps. | Ongoing | |

| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
|---|---|---|---|
| **Outsourcing**<br>**1.9**<br>**1.10**<br>**1.12**<br>**4.1**<br>**4.4** | After hours security is provided by an external company through outsourcing<br><br>Continue to outsource where appropriate in terms of staff time and cost effectiveness and as follows:<br><br>• Bulk mailings, leafleting Copying services wherever possible: for example, 2200 items have been ordered from reprographic services this year by customers.<br>• Source a commercial partner who will supply images, and related products.<br>• Genealogy Advisory Service: the provision of this service, with the facility to commission paid research beyond the initial consultation.<br>• Direct all genealogy queries to this service (currently phone and email queries are handled by the LOD, and make up a substantial amount of the reference work)<br>• Cataloguing of current materials<br>• Children's workshops and learning activities<br>• Design<br>• Public relations | Ongoing<br><br>Ongoing<br><br>Q. 1 2011 | Additional hours outsourced<br><br>All mailings now outsourced<br>Direct third-party web-based service for delivery of reprographic orders introduced for users<br>Genealogy service provision under review.<br><br>Framework agreement in place and standard for all design and print services; contracts for PR, media and events services tendered for and in place<br><br>Framework agreement in place for the purchase of new books published abroad to include catalogue records with the book. |

| | | | |
|---|---|---|---|
| **2. Better Business Processes** *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.* | | | |
| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
| **Shared services**<br>**1.7**<br>**1.8**<br>**1.9**<br>**1.10**<br>**1.11**<br>**4.3**<br>**4.4**<br>**4.15** | The Library avails of the FSSC facility operated by D/Justice in Killarney for its payroll administration. | Ongoing | Reduced and shared costs<br><br>[ |
| **Reconfiguring the design and delivery of public services**<br>**1.7 4.14**<br>**1.8 4.15**<br>**1.9 6.3**<br>**4.1 6.4**<br>**4.3**<br>**4.4** | Taking account of the implications of the moratorium on recruitment to the public service and the need to reconfigure public services, the Library will keep its opening hours under ongoing review | Q. 2 2011 | Following conclusion of discussions with the S&AA grade/CPSU, the Library's Kildare Street exhibitions are now open on Sundays 1-5pm .. Free visitor tours of buildings and exhibitions available on Saturday afternoons.<br><br>Review of reading room provision on Saturdays ongoing |

| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
|---|---|---|---|
| | The Library's National Photographic Archive in Temple Bar is open 7 days per week and bank holidays and this is delivered with outsourced security staff. | Ongoing | |
| **Reconfiguring the design and delivery of public services Cont.** | Pilot changes to Reading Room (RR) services in the Department of Manuscripts (MS), including the introduction of advance ordering and preset delivery of material to readers (2-3 times per day) with a view to maintaining high levels of service delivery while making more efficient use of staff resources. A review of the success of this initiative in the Mss Reading Room will inform the roll-out of a similar initiative in the main Reading Room in 2011 (see point following also). | Ongoing<br><br>Ongoing | 6 month pilot to deliver main RR services underway from 3 May 2011, following pilot in MS reading room from Q1. Review of pilot undertaken with final outcomes in place Q4 2011. Outcomes include consolidation of services for users in clear locations, advance ordering and reserving now available to all users, fewer staff necessary for evening and weekend duties with consequent greater availability during standard working hours, and more effective use of staff time during periods of public duty. |

| Terms of the Public Service Agreement 2010 – 2014 *(refer to all relevant paragraphs)* | Action | Target Date as per current Action Plan | Comment |
|---|---|---|---|
| **Reconfiguring the design and delivery of public services Cont.** | Make the parish registers available in the Family History Room. | | Action completed and parish registers available for consultation by the public. |
| **Reconfiguring the design and delivery of public services Cont.** | –With the re-alignment of staff resources, supported by the outsourcing of the security / reception function in the NPA, 3.5 FTE staff (with one Student trainee) has been re-assigned to the National Photographic Archive with effect from 7 October. A work plan will focuses on core collection management functions has been agreed with a view to informing an Action Plan for ensuring the preservation of the unique photographic collections in the Library's care, and to advance access (cataloguing and digitisation) priorities with regard to these collections. | Q.4 2010 | Costs associated with the return to the NPA will be reviewed on an ongoing basis. |
| **Procurement and Risk.**<br>**1.10**<br>**4.14**<br>**4.15** | Further develop audit and risk management procedures across all areas of NLI activity including by the assignment of a staff member to co-ordinate and monitor risk.<br><br>Prepare a corporate procurement plan to ensure compliance with best practice and to maximise value for money and quality in purchasing goods and services. | Done<br><br>Done | Financial, operational and business risks managed effectively. Senior manager has been appointed to risk co-ordinator role. Risk register and risk management policy in place and reviewed periodically by the MAC. Board Audit Committee appointed and new internal auditors (outsourced service) appointed. Three year audit plan 2011-2013 agreed based on risk register and first audit to take place in May 2011.<br><br>Procurement policy and guidelines in place and available on Library's intranet. |

| **3. Delivering for the Citizen** *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.* | | | |
|---|---|---|---|
| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
| **Efficiency measures and technological developments**<br>**1.10**<br>**4.13**<br>**4.15**<br>**4.16** | The Library is beginning the implementation of a Digital Library Infrastructure Programme (DLI) which will deliver significant service improvement through the implementation of specific software and hardware components, as well as a coherent systems design which will be flexible and responsive to change & innovation in the future. | 3 pilot programmes commencing Q1 2011<br><br>DLI implementation ongoing through 2011 | A single business approach throughout the rollout of the DLI Programme will inform the development of enhanced processes/workflows across the NLI New automated acquisitions workflow for unique material has been developed and documented and is being piloted in Manuscripts Department. The 2 pilot programmes which affect the Reading Room were delayed due to the other major changes to Reading Room services so will now commence by end of Q2 The CBF pilot (to track missing items) commenced in Q2. Due to ongoing changes in the Reading Room the circulation pilot has been deferred until Q1 2012<br><br>A significant reduction in duplication of effort and enhancement of Management Information. Corporate report writer has been installed and management reports currently being developed. The rollout of first suite of reports completed 30 September |

| | | | |
|---|---|---|---|
| | | | Reduction in number of discrete systems which have to be maintained.<br><br>Expose collections and services to the wider online audience through technical solutions and direct collaboration and will facilitate the NLI to lead & participate in the broader national technical initiatives Further enhancements to the online catalogue have been rolled out and online catalogue awarded e.Government Open Source Award<br><br>There will be an annual saving of €11,000 in software maintenance charges from 2011 as a result of move towards single discovery & phasing out of Content DM software in August 2010. Further annual saving of €6462.50 has been achieved through the retendering of the maintenance contract for LAN switches- effective from 1 April 2011 |

| Terms of the Public Service Agreement 2010 – 2014 *(refer to all relevant paragraphs)* | Action | Target Date as per current Action Plan | Comment |
|---|---|---|---|
| **Efficiency measures and technological developments Cont.** | The Library will continue to review work practices and roles, in particular to streamline and clear its cataloguing back log and to facilitate further digitisation of collections, with a view to achieving greater productivity and value for money on making available more of its collections online. | Ongoing | Improved efficiencies, and enhanced availability of collections to the world wide user. Higher productivity. |
| **Efficiency measures and technological developments Cont.** | Subscribe to all online resources providing surrogates for Library materials, for example JSTOR and www.irishnewsarchive.com etc. Make these available to remote users registered with NLI. | Ongoing | Reduction in demand for retrieval to reading room. Staff redeployed to digital projects, visitor services. |
| **Efficiency measures and technological developments Cont.** | The Library will continue to analyse the use of its buildings to enhance increased visitor access, reader access, public service and operational efficiencies through better space and storage planning. | Ongoing | A project has been set up with Trinity College Dublin and University College Dublin to identify a collaborative storage solution for the collections of the 3 institutions. This will achieve economies of scale, increase space available for visitor access and permit operational efficiencies.<br>No monetary saving but Library in a position to offer more as a heritage institution. |
| **Efficiency measures and technological developments Cont.** | The Library has commenced a Catalogue Development Programme which will deliver comprehensive online access to library collections and creation of appropriate descriptive metadata for digital content | 2010-2014 | Higher productivity through reduced manual processes. This will also support the requirements of the NLI as a single business and reduce manual processing and provide enhanced management information. Tenders received and being evaluated for the 2 priority outsourced projects i.e Guard Books and Joly Music. Work ongoing in-house in converting other priority finding aids. Contract placed for Guard Books and Joly music project |

| | | | |
|---|---|---|---|
| | | | and first phase of both projects has now been completed. The completed records scheduled for delivery to NLI on 1 December 2011 |
| **Efficiency measures and technological developments Cont.** | Implement a concentrated internal program which will maximise the value of all the tools we currently have (for example, Microsoft Office suite of products, networked environment, Sharepoint, online databases, online catalogues) to make all our processes more effective. | Q.1 2011 | Higher productivity and better management information. More efficient use of tools.<br><br>Staff Training in Microsoft Outlook and file management and searching the online catalogue is ongoing and requirements for other ICT training currently being analysed based on the recent skills audit.<br><br>A staff resource who had been assigned to the analysis of ICT training requirements left the Library in Q2 which has resulted in a delay in progressing this programme. |

| **Terms of the Public Service Agreement 2010 – 2014** ***(refer to all relevant paragraphs)*** | **Action** | **Target Date as per current Action Plan** | **Comment** |
|---|---|---|---|
| **Efficiency measures and technological developments Cont.** | Wireless enabled as necessary throughout the Library, and wireless devices made available to necessary staff and to facilitate use of digital resources, including from cafe. | Q. 2 2011 | Tenders for Wifi project received and being evaluated. Contract placed and Wifi equipment and software has been installed in all areas and is currently being tested. Completion of rollout scheduled for Q4 2011. |
| **Efficiency measures and technological developments Cont.** | Increase usage of online payments (EFT) to Library suppliers | Ongoing | Less paper work and greater efficiency in payments procedures. |
| **Efficiency measures and technological developments Cont.** | Introduce online systems for requesting/approving leave and delegate time and attendance management to line managers. | Q.4 2011 | Operational efficiencies: less time spent on manually recording information. Senior managers currently being trained to use T&A system roll out of online process planned for Q4. |