



Initiatives and experiences of the LIBER Division on Library Management and Administration

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Outline

- LIBER aims and activities
 - LIBER Division on Library Management and Administration – key issues
- Hot topics for senior staff and librarians
 - Changes in organization charts
 - Measuring quality in libraries
- Some remarks on sharing experience and special activities initiatives
 - Who is active
 - What are the needs

Ligue des Bibliothèques Européennes de Recherche

Association of European Research Libraries

- **LIBER** was founded in 1971 under the auspices of Council of Europe
- Members from over 40 countries
- LIBER main aim is:
to assist research libraries in Europe to become a functional network across national boundaries in order to ensure the preservation of the European cultural heritage, to improve access to collections in European research libraries and to provide more efficient information services in Europe
(LIBER Statute chapter 2)

LIBER [1]

- Represents the interests of European research libraries (national and university libraries in particular) in cooperation with:
 - SPARC, EBLIBA, DOAJ, Frankfurt Group ...
 - founding member of the European Digital Library Foundation (Europeana), DART (e-Thesis)
- Supports the improvement of professional skills in research libraries through, working groups, publications, meetings, seminars
 - Organizational changes to be announced in July 2009
 - **LIBER Division on Library Management and Administration**
 - LIBER Architecture Group



LIBER [2]

- Liber Quarterly – The Journal of European Research Libraries
- Annual Conference
- Past workshops and seminars concerning matters on library organization
 - Scholarly Communication (LIBER & CERN) – organizational aspects of research network, open access journals in libraries
 - Long-term digital preservation – economic aspects of preservation (specially e-preservation)
 - **Measuring quality in libraries** (Paris, March 2007)

LIBER

Division on Library Management and Administration

- LMA Members
 - Suzanne Jouguelet – chairman (France)
 - Didar Bayir (Turkey)
 - Anne Murray (UK)
 - Ulrich Niederer (Switzerland)
 - Helge Salvesen (Norway)
 - Jolanta Stepniak (Poland)
- Meetings: 2 times per year
 - Open forum for presentation ideas, needs and plans for further Division activity at the Business Meeting during the Annual Conference

Division LMA aims and objectives

- To promote and encourage the interpersonal exchange of experience and best practice among senior librarians
- To encourage the comparison and sharing of expertise among colleagues from a variety of administrative and management backgrounds across Europe
- To ensure that library directors are aware of new developments in management and administrative practice

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Division's key issue

- Quality management and performance measurement – looking for new principles of library assessment
- Changes in management styles and related issues of recruitment, training and succession planning
- Communications and marketing strategies for library services and products
- Implications of the electronic information age for libraries and their managers

Annual Conference

sessions organised by LMA

- Benchmarking in libraries (Istanbul 2008)
- Measurement of electronic collection usage (Istanbul 2008)
- **Measuring quality in Libraries** (Warsaw 2007)
- Succession planning (Warsaw 2007)
- **Changing library organizations** (Uppsala 2006)
- Measuring and improving quality (Uppsala 2006)
- Technology helping strategic choices (Groningen 2005)
- Planning versus reality (Groningen 2005)

Organization charts analysis [1]

Results were presented during the Annual Conference (Uppsala 2006) and published in Liber Quartely 2006 nr 3/4

- The main aim of the survey was to find out:
 - how organization charts point to the evolution of research libraries in different European countries
 - how current tasks and technological changes have been expressed through organization charts
 - what are the main differences in organization charts between regions and types of libraries

Organization charts analysis [2]

- Questionnaires (20 questions) were distributed by e-mail
 - Division members work on questionnaire by e-mail and during one day business meeting in Paris – discussion in a group composed of multinational members of the Division was very inspiring
 - Survey was launched in the end of 2005
- The selection of libraries was made by the members of the committee, according to their geographical contacts
 - 78 research libraries answers from 33 countries

Questionnaire

- General differences between national and university libraries
- Why have organization charts been updated and how according to:
 - Changes in user services
 - Web activities
 - Adaptation to digital issues
 - New trends in acquisition and collection development
 - Evolution of legal deposit (e-deposit)
 - New tasks for information literacy and research communication

Why have organization charts been updated

- Due to reforms in many libraries during the last 3 years or plans in the future
- Due to the modification of existing services and/or introduction of new ones
 - To simplify the organization, making it more efficient and flexible
 - To create or improve a global policy of services
 - To organize a new services (IT, digital services)
 - Or according to budget cuts

What changes have been made?

- Merging of functional units especially technical services
- Creation of functional units
- Creation of cross functional responsibilities
- Restructuring the management team (level of responsibility)
- Better integration of collaboration with branch libraries

LMA research experiences

- Support declaration – experts list
 - almost all answers positive
 - no one ever asked for support
 - finally the list was not placed on webpage
- Various differences were indicated already during the preparation stage
 - Socio-geographical differences between the Eastern-Central and South Europe vs Scandinavia, UK – depending on level of technology implementation and willingness to answer to the questionnaire

Measuring Quality in Libraries,

Seminar Paris, March 2007

Results discussed during Annual Conference (Warsaw 2007), presented on Division's webpage and published in Liber Quarterly 2007 nr 3/4

- Assessment of service quality (based on LibQUAL+ methodology)
- Library standardization (ISO2789, ISO11620)
 - Selection of used indicators, are they comparable, are they useful?
- Best practices of library quality management:
 - Benchmarking
 - Internal key performance indicators
 - User satisfaction / impact assessment

Seminar's conclusions

- It is essential to engage staff in the assessment process
- The focal point of the process is not just to gather information but to improve performance
- Performance measurement should be a tool for upward strategic engagement and advocacy within the institution
- There is a need for measurements that are independent of local culture if realistic international comparisons are to be made

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Questions

- Who should facilitate international consortia for applying new assessment methodology or tools (like LibQUAL)?
- Would it be useful to organise national or international benchmarking clearinghouse?
- What about e-benchmarking?
- Is it possible to produce a common, co-ordinated framework for realistic comparisons across national boundaries

Final Seminar's statements

- It will be essential to recognise that it is people, not committees, who make things happen
- It is important that the library assessment process should begin, however simply and basically, rather than that it should be perfect

Other LMA initiatives [1]

- Current notes and links to useful papers and materials on library assessment, standardization and library organization on Division's homepage
 - More activity from all LIBER members' community is expected
 - Language questions while linking to national homepages concerning library statistics

Other LMA initiatives [2]

- In 2007/8 plan to create wiki for hot topics in Division's key issues
 - Editor of wiki was not found (we try to make the idea interesting to the faculty of school of librarianship)
 - Other reasons
 - language
 - senior staff lack of time
 - choice of platform and fees (or other type of payment if one would like to have stable tool)

Other directions?

- More people involved in special interest group
- More librarians activities on Web 2.0 (or Web 3.0)
- More sharing experiences in library services' assessment specially for those who starts with
- Special seminars and trainings for successors – middle management also Web 2.0 technology and e-mail discussion list for solving „small and big“ questions
- Librarians' trainning for new skills

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More ideas?

- Closer cooperation between LIBER and IATUL - welcome very much!

Thank you very much
for your attention

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