

OXFORD UNIVERSITY LIBRARY SERVICES



VISION FOR 2011

Approved by the Curators of the University Libraries

January 2006

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OXFORD UNIVERSITY LIBRARY SERVICES

MISSION

To provide the most effective university library service possible, in response to current and future users' needs; and to maintain and develop access to Oxford's collections as a national and international research resource.

OXFORD UNIVERSITY LIBRARY SERVICES

VISION FOR 2011

The five year period to 2011 will be one of considerable and significant change in Oxford University Library Services (OULS). Changes in our estate, facilities and services will be planned, managed and delivered in order to support to the fullest extent the University of Oxford's aspirations, as expressed in its Corporate Plan, to lead the international research agenda across the University's disciplinary spectrum, and to provide an exceptional education for both undergraduates and graduates.

OULS will seek to deliver exceptional facilities and services and manage them effectively and responsively for the benefit of staff and students in the Collegiate University. Overall, services to users will continue to be improved and developed across OULS and coordinated in such a manner that consistent, effective and timely delivery is the norm throughout the system. Services will take account of users' needs to a much greater extent than hitherto. Staff providing the services will have apposite skills, will work flexibly and will be appropriately located within the library system.

A needs-based approach to library materials resource allocation will be developed, and unplanned duplication of library materials will cease. Where appropriate, OULS will enter into collaborative collection management agreements with other UK research libraries in order that members of Oxford University have access to distributed national collections of library research resources that are as comprehensive as possible. In parallel, in cooperation with other legal deposit libraries, OULS will be increasingly selective about its intake of legal deposit material.

Within the context of a hybrid library environment, in which there will be an increasing emphasis on electronic library resources, OULS will continue to build its traditional world-class collections while greatly augmenting access to electronic materials, whether by subscription, Open Access, electronic legal deposit, digitisation, or other means. New electronic interfaces to catalogues, collections and web-based services, together with an electronic resources help-desk service, will facilitate access to all types of library resources.

A programme of rationalisation and consolidation will allow OULS to deliver its services more effectively and efficiently, with reduced staff and site-related costs. In order to achieve this, OULS will negotiate for an accelerated integration of libraries into the OULS management structure. It will continue, as appropriate, to make the case to Congregation for major changes in the distribution and organisation of its estate, with a view to concentrating library provision on a reduced number of sites. This will be combined with the extensive refurbishment and renewal of its major buildings, and the construction of new facilities.

A new high-density depository at Osney Mead will be key to much of what OULS aims to achieve. It will accommodate annual growth, allow low-use material to be moved from city-centre locations so that libraries may be physically combined, permit the decant of the New Bodleian Library so that it can be redeveloped and allow the release of the Nuneham Courtenay store for alternative University use.

Reorganisation of the estate will allow concentrated provision for research to be made on key 'hub' sites, and place library resources tailored for undergraduate and taught postgraduate study and first level research on 'satellite' sites. Low-use material will be delivered rapidly from the depository to library sites, as required, and an increased proportion of higher-use stock will be made available on open-access shelving. Electronic delivery will be the most common means of access to research materials in the sciences and medicine.

By 2011, OULS will provide a more integrated, coherent and coordinated service in terms of both physical estate and management structure. It will be a much leaner organisation providing value for money and offering high quality services matching the aspirations of a world-class university.

In 2011 Oxford University Library Services will be characterised by:

- A much more responsive service overall to readers;
- Greatly expanded access to electronic resources;
- Appropriate location of physical collections;
- Fewer sites and low-cost, high-density, offsite storage;
- Fewer staff, but appropriately skilled to deliver a high quality service;
- A cost-efficient service delivered within a balanced budget.

Vision 2011 – Strategic Plan

1. SERVING OUR USERS

For the next five years, we aim to take a co-ordinated, responsive and forward-thinking approach to the development and provision of reader services to support our three main user groups: the Collegiate University's students, its staff, and researchers from outside the University. This approach will be based on organisation of OULS in subject groups, whilst acknowledging general and interdisciplinary needs.

1.1 Liaison – Communication

Our strategy will be to:

- 1.1.1 Identify, understand and respond to our individual users' needs and priorities, within the context of the collective missions and strategic aims of the Collegiate University and its Divisions, Faculties and Departments
- 1.1.2 In liaison with the University Disability Office, improve our services to users with special needs through the OULS Accessible Resources Acquisition and Creation Unit
- 1.1.3 Seek the views of our readers through various means, such as focus groups and surveys so that the services we provide are evidence-based
- 1.1.4 Establish high-quality, system-wide performance measurement and feedback systems
- 1.1.5 Communicate with our users, including those working off site, in an effective and timely fashion through an improved website, a newsletter, e-mail lists and similar tools
- 1.1.6 Engage readers in individual initiatives (for example, the development of the online public catalogue), as appropriate
- 1.1.7 Develop a marketing strategy to promote both new and existing services
- 1.1.8 Develop existing liaison and cooperation with college libraries in order to provide an optimal library service for the Collegiate University

1.2 Ease of use: Access – consistency – transparency/presentation

Our strategy will be to:

- 1.2.1 Identify and implement appropriate, consistent and comprehensible policies and service standards across OULS, removing unjustifiable variations in procedures and regulations affecting matters such as opening hours, admissions, security, borrowing and fines
- 1.2.2 Identify and provide a minimum core set of services at all reader service points

- 1.2.3 Explain OULS services and policies coherently through printed and electronic guides
- 1.2.4 By working together with the new University Enhanced Computing Environment (ECE) team, provide an enhanced computing environment for users with reliable and standardised pcs and software, together with an improved and standardised user interface
- 1.2.5 Provide seamless access to all electronic resources and catalogues/ descriptions of physical resources through a well-designed portal
- 1.2.6 Ensure, through the commissioning and implementation groups, that the new library management system (LMS) provides significantly improved OPAC display and functionality in searching for, locating and retrieving library materials, as well as an expandable automated stack request system
- 1.2.7 Work as rapidly as possible towards the comprehensiveness of the online catalogue, so that it includes detailed descriptions of periodical holdings and of electronic resources. Other finding aids should also be converted to online form
- 1.2.8 Integrate the presentation of core teaching and learning resources into the course and subject VLEs and develop common practices and standards for the information services provided through the VLE
- 1.2.9 Consolidate and enhance the key role of the subject consultants in developing, providing and managing subject-focused reader services
- 1.2.10 Equip all our users with essential information skills through an expanded and targeted user education programme, with particular emphasis on electronic and digitised resources
- 1.2.11 Improve the experience of new users through the expansion and development of user induction and ensure a minimum provision across subjects and sites

1.3 Effective use of resources: space – collections - staff

Our strategy will be to:

- 1.3.1 Reduce the reliance on access to physical resources by the acquisition of electronic resources and creation of digitised resources
- 1.3.2 Harness developments in IT to provide new services such as electronic document delivery
- 1.3.3 Harness developments in IT to make the delivery of existing services more effective and cost-effective
- 1.3.4 Where access to physical resources is crucial, enhance it through extending opening hours at key sites, expanding and rationalising open-shelf material, and extending the automated stack request service
- 1.3.5 Improve the physical environment to facilitate the provision of reader services and enable the delivery of user education and training programmes

- 1.3.6 Identify the core and advanced skills required by OULS staff working in reader services and provide the appropriate training to enable those staff to develop and provide effective services
- 1.3.7 Organise services in a consistent way so as to enable staff to work in different locations in response to need

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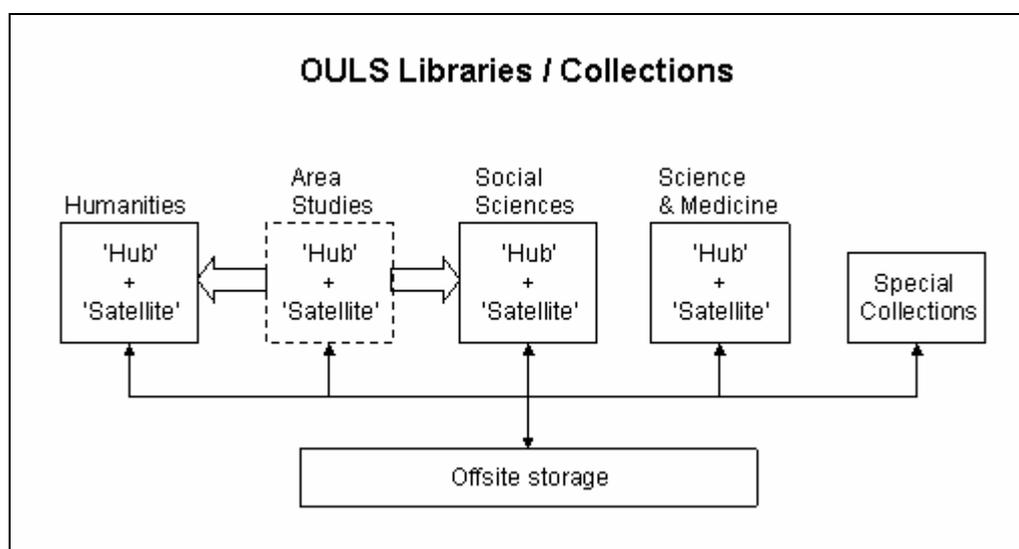
2. DEVELOPING OUR COLLECTIONS AND SERVICES

Oxford University Library Services has the most extensive collections of any university library system in the UK and, with over 11 million items, our holdings are second in size only to those of the British Library.

Over the next five years, development and implementation of a collection management framework will provide a coherent structure for the University's central libraries and collections, enabling OULS to demonstrate accountability and transparency in the distribution of its resources across the library system. The framework will also provide a structure for the proposed implementation of a needs-based library materials allocation model.

During the next two years OULS will develop and publish collection policies for each subject area and for special collections. These will cover both print and electronic resources.

Within each subject area libraries will be categorised according to their primary purpose: 'hubs' mainly serving as research libraries for local and external readers, 'satellites' concentrating on provision for taught courses (see figure below). This 'hub and satellite' model does not preclude a hub being formed of more than one element.



2.1. Print Collections

Our strategy will be to:

- 2.1.1 Reduce duplication of research material, encourage depth of research collections, offer broad subject coverage
- 2.1.2 Support purchase of multiple copies for teaching collections
- 2.1.3 Move less-used material to the depository
- 2.1.4 Encourage grouping of smaller libraries to form larger units with broader collections, higher efficiency, better services and longer opening hours
- 2.1.5 Make collections more accessible and attractive to University members:
 - by extending lending policy
 - by adopting a uniform classification scheme
 - by upgrading and improving stack delivery services

2.2 Electronic Resources

Our strategy will be to:

- 2.2.1 Increase access to electronic resources, using the most appropriate modern technologies
- 2.2.2 License additional electronic resources, including journal archives
- 2.2.3 Facilitate access to Open Access resources
- 2.2.4 Define an appropriate and achievable digital architecture to support Oxford's digital objects (for example, digital surrogates of library materials, material obtained through electronic legal deposit, the Oxford Digital Copy of material digitised through the Google Library Project, eprints and etheses)
- 2.2.4 Digitise local collections and collaborate with other institutions in providing access to material of common interest through digitisation
- 2.2.5 In the context of an Institutional Repository for the University develop an e-print repository for material generated by Oxford authors to include theses, dissertations and associated research materials; peer-reviewed journal articles, monographs and unreviewed material, such as conference presentations

2.3 Special Collections

Our strategy will be to:

- 2.3.1 Increase coordination of Special Collections across OULS and develop coordinated collection management policies

- 2.3.2 Revise collection development policies designed to build on existing collection strengths, and to support major new areas of research activity in the University, where funding permits.
- 2.3.3 Review and update policies on donations, deposits, and transfers, where appropriate
- 2.3.4 Develop a strategic framework for digitisation of special collections materials to support teaching and research within the University, in collaboration with the Oxford Digital Library, Subject Areas, and Academic Divisions.
- 2.3.5 Develop systems for Digital Archives, building on the Personal Archives Accessible in Digital Media (PARADIGM) project
- 2.3.6 Develop an online catalogue for the OULS manuscript collections
- 2.3.7 Work closely with the OULS Conservation and Collection Care Service in the development and implementation of the Collection Care Policy

2.4 Legal Deposit

The University has reaffirmed its commitment to legal deposit and the benefit it brings to the University and the wider scholarly community.

Our strategy will be to:

- 2.4.1 Locate legal deposit material most appropriately in our research libraries.
- 2.4.2 Recognise that legal deposit materials are primarily for use and for permanent retention
- 2.4.3 Review policies on the lending of legal deposit and purchased material
- 2.4.4 Participate in national efforts to make available electronic material arriving on legal deposit
- 2.4.5 Increase selectivity in the intake of legal deposit materials in cooperation with other legal deposit libraries

2.5 Collection Care Policy

OULS' mix of legal deposit and special collections along with other, purchased retention and non-retention, materials has resulted in the development of a Collection Care Policy that aims to assess and prioritise the best use of resources to deliver the most appropriate levels of collection care and conservation support across the library system. This has been developed with the express intention of maintaining the accessibility of texts and images wherever they need to be used and in whichever format. Assessment and prioritisation of needs by OULS has begun with a survey of special collections and legal deposit material under the aegis of the Preservation Assessment Survey initiative led by the National Preservation Office.

Our strategy will be to:

- 2.5.1 Assess OULS libraries' quality of provision against nationally published benchmarks for collection care, at 'basic' level for 'satellite' libraries and 'good' and 'high' levels for 'hub' libraries. The assessments will provide detailed action plans for ensuring that the Collection Care Policy can be realised
- 2.5.2 Produce and use preservation surrogates for vulnerable material
- 2.5.3 Conserve and protect collections in use, to continue to make them useable wherever appropriate
- 2.5.4 Provide the highest quality storage for permanent retention material
- 2.5.5 Articulate clearly our policy and procedures for the long-term perpetuation of digital and other electronic resources
- 2.5.6 Provide specialist storage and services for non-traditional library and archival media (such as photograph collections and works of art)
- 2.5.7 Relocate the boxmaking service to new premises

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3. ORGANISING OUR SPACE

Over the next five years, OULS will carry out major changes in the distribution and organisation of its estate, concentrating library provision on a reduced number of sites. Combined with the extensive refurbishment and renewal of its major buildings, and the construction of new facilities, this programme of consolidation and rationalisation will allow OULS to deliver its services more effectively and efficiently, with reduced staff and site-related costs.

In accordance with the OULS collection management framework, this reorganisation will concentrate provision for research on key 'hub' sites and place library resources tailored for undergraduate and taught postgraduate study and first level research on 'satellite' sites. Low use material will be transferred to low-cost, high-density offsite storage and delivered rapidly to library sites as required.

3.1 Key strategic principles:

Our strategy will be to:

- 3.1.1 Store high-use material on open-access shelving, where possible
- 3.1.2 Store low-use stock offsite in cost-efficient, high-density storage
- 3.1.3 Retrieve material stored offsite rapidly and deliver it quickly to library users

- 3.1.4 Co-operate closely with partner institutions, for example through joint policies on selection, retention and disposal of stock, in order to make maximum use of available resources
- 3.1.5 Base the disposition of OULS collections and reading facilities on recorded demand and use, for example on data from the Automated Stack Request (ASR) system
- 3.1.6 Determine the location and storage of special collections and archive materials by quality of space and environment, to agreed national benchmark standards
- 3.1.7 Remove low-use duplicated stock, thus releasing space for storage of other materials
- 3.1.8 Promote acquisition of electronic resources instead of print, where appropriate
- 3.1.9 Maintain Library buildings and their systems in a good state of repair to protect library collections and to provide good facilities, including social space, for readers

3.2 Delivering the estates vision

Our strategy will be to:

- 3.2.1 Construct a new high-density depository at Osney Mead. Using a 'high-bay' design with an Automated Storage and Retrieval System, the depository will have a capacity of some 8.25 million volumes and will allow OULS greatly to increase the proportion of its stock held in low-cost, high-quality storage (currently 11%). The depository will be a key enabler for site rationalisation and for refurbishment projects requiring major decants. Subject to obtaining planning permission, construction of the depository will commence in Spring 2006 and is expected to be completed in late summer 2007
- 3.2.2 Remodel and merge the Radcliffe Science and Hooke libraries to create an integrated lending/reference collection, and incorporate the collections of smaller departmental libraries, whose existing sites will close. Some 500,000 low-use volumes will be transferred to offsite storage. The physical incorporation of departmental libraries will reduce the number of OULS science library sites from six to one, and generate an estimated saving of £600K per annum
- 3.2.3 As recommended in the Electronic Library and Information Service for Oxford (ELISO) report, negotiate to encourage and extend the process of site rationalisation to incorporate within the RSL/Hooke further science libraries not yet within OULS, subject to agreement with the relevant Divisions
- 3.2.4 Under the aegis of Libraries Capital Campaign, construct a Medical Research and Information Centre on the Old Road Campus in Headington.

This will accommodate the Cairns RI library, the Old Road Campus Library and the Cairns Churchill, allowing these three existing sites to close

- 3.2.5 Develop plans to construct a major new library on the Radcliffe Infirmary site, when this becomes available for redevelopment. The new library will focus on provision for undergraduate and taught postgraduate study, as well as first level-research in the Humanities and Area Studies, replacing up to twelve existing libraries. Library hours and services will be tailored to undergraduate and taught postgraduate needs, and collections will be stored on open access shelving
- 3.2.6 Retain the Old Bodleian Library substantially as it is at present, devoted to reading rooms in support of research in the Humanities
- 3.2.7 Secure University support for redevelopment of the New Bodleian Library as an integrated Special Collections Library (embracing Western and Oriental special collections, including manuscripts), providing new and enhanced services for Humanities research. Progress with the design for the redevelopment such that the project can start in 2008, subject to funds being available
- 3.2.8 Remodel the New Bodleian central book stack to improve fire safety and to meet current standards for the preservation and storage of Special Collections holdings
- 3.2.9 Incorporate a new Library Conservation and Training centre into the remodelled New Bodleian Library. Funded through the Libraries Capital Campaign, this will accommodate the Bodleian's existing workshops and provide new state-of-the-art facilities for a new range of services for all OULS libraries and for libraries and customers beyond OULS and Oxford
- 3.2.10 Retain the Radcliffe Camera for library purposes to be defined in due course in the light, amongst other factors, of decisions to be made relating to the Radcliffe Infirmary site
- 3.2.11 Relocate the Bodleian's Technical Services department and the Accessible Resources Acquisition and Creation Unit (ARACU) to the Osney One Building at Osney Mead.
- 3.2.12 Relaunch the Libraries Capital Campaign, which will provide funding for the New Bodleian redevelopment and further refurbishment and improvement projects, including the refit of the Bodleian Law Library, the construction of the Old Road Medical Research and Information Centre and the completion of the refit of the Osney One building

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Appendix 1

INFORMATION TECHNOLOGY (IT) STRATEGY 2006-11

This IT Strategy underpins the service delivery envisaged in the OULS Vision for 2011.

During 2005/6 the University established an ECE Team, which will in future provide an enhanced computing environment (ECE) for those departments of the University which wish to buy in to it. The ECE Team is responsible for a common desktop, servers, network and IT Helpdesk Services and is led by an ECE Deployment Manager reporting to the Acting Director of ICT. The team comprises staff from OUCS, MIS and SERS Systems Support, which transferred to the team on 1st January 2006. The organisational structure and responsibilities for staff and services both in the new ECE Team and within the remaining sections of SERS are still being developed, and changes will be phased in during 2006. In future, SERS will oversee the Service Level Definitions developed for ECE services provided by the ECE Team. The OULS IT Strategy should be read in this wider context.

The current SERS mission is:

- To provide high-quality and cost-effective IT services that meet the needs of OULS libraries, services, staff and library users
- To contribute to the use of IT in teaching, learning and research across the University
- To research, exploit and embed new technologies enabling the strategic objectives of Oxford University Library Services
- To provide leadership in the development of OULS e-Strategy and knowledge infrastructure

The main users supported are:

- OULS staff, for the majority of their IT needs
- Staff of OLIS member libraries, including those of the Colleges, University affiliates, the Oxford Union and the Centre for Oxfordshire Studies
- Registered library users, for access to scholarly electronic resources and information services, according to their entitlement, both within and outside library reading rooms
- External library users, for access to electronic resources and library information which is made freely available world-wide, or licensed for such use

The main services supported are:

- OLIS, Oxford's union catalogue, for which SERS supports more than 100 libraries

- Electronic resources, delivered through the OxLIP and TDNet, with offsite access via Athens authentication and VPN
- WWW services supporting both library information and information about libraries
- Support for the Oxford Digital Library and the OULS Imaging Services
- Email, shared filestore and office software
- Desktop support for 1,200 PCs and 200 printers, covering all OULS staff and library public terminals and printers
- Network and server support for approximately 35 Windows and UNIX servers running library applications and information services, across multiple LANs comprising c. 2,500 datapoints
- Backup and security services, including anti-spam, anti-virus and firewall systems

2006-2008

Rapidly changing technologies and user needs require our IT strategy to be reviewed every six months, with a time horizon of three rather than five years. Technical infrastructure changes will enable IT systems support to move from constant fire-fighting towards providing a more managed and sustainable support for development of new services. Users now demand immediate and ubiquitous access to library resources, so developments will focus on satisfying this demand to the fullest possible extent.

User-Oriented Development

- To accommodate library users who increasingly bring laptops and PDAs into reading rooms, easy and secure network access will be provided using both wired and wireless technologies. (All the major library buildings, including the refurbished Radcliffe Science Library will be thus equipped, as will those libraries whose networks are controlled by host departments, as far as is feasible. New systems will integrate fully with the University Virtual Private Network (VPN) and Oxford Wireless LAN (OWL), thereby reducing administration overheads and making connection procedures for library users easier. It is expected that responsibility for further developments in this area will be the responsibility of the new ECE Team)
- With OUCS and the ECE Team, SERS will work towards improved user authentication and authorisation systems with increased functionality in order to simplify and streamline access to library information services for *bona fide* library users from both within and outside Oxford
- The new Library Management System was selected in 2005. It is currently being commissioned and will go live in summer 2006. The procurement includes replacement hardware, a new Automated Stack Request System and an Electronic Resources Management module. An OpenURL Resolver, Portal

and Inter-Library Loan Management module will be added. The new interfaces will provide a higher level of integration of disparate electronic resources than hitherto, through the use of new and better navigation, searching and linking tools

- A modern Content Management System (CMS) was commissioned in 2005. It will underpin a new OULS website and will allow OULS to implement a common design. It will also provide the workflow for the local creation and editing of Web pages by OULS staff
- Charged network printing using a common card will be provided across OULS libraries
- Photocopiers will be replaced by networked digital copiers with scanning facilities

IT Infrastructure and Support for Staff

Infrastructure

Our strategy will be to:

- Review the OULS IT infrastructure with the ECE Team and refresh it to deliver robust and reliable integrated IT services to staff and users
- Work with OUCS and the ECE Team to review OULS server requirements and to determine the management regime for, and location of, OULS servers. OULS servers will be brought on to a sustainable replacement cycle, consolidated in terms of service topology. (A high proportion of OULS servers are between 5-8 years old.) An alternative site for the second server machine room (currently in RSL) will be sought
- Introduce a PC and printer replacement programme operating on a 4-year renewal cycle. The programme will be based on a reliable inventory providing the management information necessary to inform replacement policies. (Prior to 2005 the renewal cycle was 5½ years, with some PCs which were 7 years old)
- Introduce an Enhanced Computing Environment using a uniform and standard operating system and common office desktop. The ECE will comprise roaming desktops, modern email, shared calendars, address books, filestore and webspace and will facilitate the shift towards a more mobile and flexible workforce

Support

Our strategy will be to:

- Establish a reliable and responsive IT Helpdesk system using industry standard Helpdesk software with published and monitored service standards, enabling a more responsive support approach for OULS colleagues

- Work with Staff Development and Training and through the provision of quality documentation, co-operate with the ECE Team to engender a culture of self-help amongst staff
- Develop and monitor Service Level Definitions so that SERS can ensure that OULS receives the necessary level of service from the ECE Team to meet current and future needs
- Train SERS staff to industry standards by the introduction of technical and customer care training programmes, good internal documentation and support for staff to achieve appropriate external qualifications

Development

It is anticipated that SERS will move away from regular IT support, and will focus increasingly on library and information systems such as OLIS, on web and digitisation technologies, and project work.

Our strategy will be to:

- Seek external funding for IT-based projects within the newly established Development Section and embed these projects into regular library services using standard project management techniques and software. SERS will engage actively in OULS projects and work collaboratively with other organisations, in line with its strategic objectives
- Develop and support the University's digital archiving needs, in discussion with OUCS, and through the provision and promotion of an Institutional Repository for Oxford University publications
- Provide a Digital Library infrastructure will be provided to support a robust and flexible workflow for image capture and metadata creation, delivery systems, long term preservation and e-commerce
- Research and support the IT requirements of the new Depository
- Be proactive in seeking new funding opportunities (eg through agreements such as that negotiated with Google, and participation in JISC-funded projects)

2008-11

This time period will see the further consolidation of OULS libraries on fewer sites and with fewer staff, but with even more critical and sophisticated IT requirements. Expanded access to external electronic resources and digitisation of legacy collections will require a large and complex IT infrastructure providing 24x7 service availability within and beyond the University. Maintenance and IT support will also need to be 24x7.

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Appendix 2

HUMAN RESOURCES (HR) STRATEGY 2006-11

The OULS Human Resources (HR) Strategy focuses on the themes of serving our users, organising our space and developing our collections and services and demonstrates continuous development and improvement in line with the organisational vision and the University HR Strategy. The aim is to provide a cost-effective library service which delivers excellent service, has the flexibility to respond to changes in needs and provides a rewarding environment in which staff can be motivated to develop appropriately and meet organisational objectives.

An action plan is being agreed to allow the move towards the optimum organisational structure identified by the Establishment Review and will require an overall reduction in staff resource and the redeployment of staff across OULS. This will be achieved by approved procedures, effective consultation and communication processes, together with the identification of training needs and a development programme to provide staff with the necessary skills and competencies.

It is the responsibility of managers and supervisors to communicate the strategy and action plan to their staff and to ensure its effective implementation. All OULS employees are being encouraged to engage in the process so that the strategy is translated into effective practical activities and methods of working.

Development

OULS will encourage individuals and groups to seek to improve their practice and performance. Performance will be monitored through the University appraisal system which will be adopted in all parts of OULS. Staff will be supported to become better managers through training and development and all staff will be given opportunities to improve their skills and knowledge through a comprehensive staff development programme.

Managing Change

A major part of the action plan will be the management of change as OULS moves towards the new organisational structure. This will require risk assessment and forward planning to maintain the correct balance of skills and knowledge.

OULS Personnel and senior OULS managers will work together with the Personnel Services Change Manager to consider ways of ensuring that best practice in change management is being adopted throughout OULS.

Employee Relations

A positive climate will be created where staff feel consulted, respected and valued. An improved communications policy will allow better flow of information in all

directions. Increasingly diverse groups of employees from across OULS will meet regularly.

A Staff Consultative Forum (SCF) has now been set up. The SCF, the OULS Joint Consultative Committee and the Campus unions meet every 6 weeks. The minutes of these meetings are published on the OULS website.

Flexibility

Jobs will be designed to be interesting and flexible. Multi-skilling will be encouraged in order to meet users' needs and to allow movement, promotion and succession planning and to increase the opportunities for cross-library collaboration.

New Skills Sets

A programme of relevant skills training will be created to meet identified needs. This will include IT skills, particularly electronic and digital; skills relating to customer care, subject knowledge, special collections, robotic storage, moving and handling, marketing, management and leadership, conservation and care.

Recruitment

Improved selection procedures will be implemented, based on competencies, to ensure correct fit and a cost-effective movement of appropriate talent through the organisation. The image of Libraries will be promoted to attract diverse individuals. Better induction programmes will be devised.

Reward

Reward and benefits will be applied consistently while allowing discretion for appropriate variations, e.g. work-life balance, merit awards.

Measurement

The success of the HR Strategy will be monitored regularly by benchmarking of objective measurements including, turnover, workforce composition and absence rates. Other independent measures such as customer feedback and satisfaction surveys will also be employed.

Values

OULS employees will operate within an environment of mutual respect where individual and group contributions are celebrated and decisions are made quickly and communicated in a timely manner.