



UNIVERSITY OF  
**LIMERICK**  
OLLSCOIL LUIMNIGH

**Leabharlann Glucksman**  
Glucksman Library

# QUALITY MANUAL

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**LIBRARY AND INFORMATION SERVICES DIVISION**

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## 1. INTRODUCTION

### Brief Outline of the Division

The Library and Information Services Division (LISD) vision is to provide the scholarly resources, services and facilities that enable the University of Limerick to be distinctive, pioneering and connected, providing outstanding student experience, actively engaged in research and connected to the local and global community. The Library, operating in a rapidly changing and complex information environment, is committed to innovation and excellence. Within this changing information landscape, the library has key challenges to which it must respond, including:

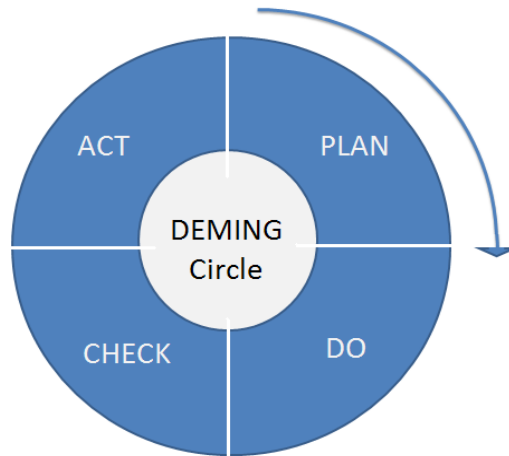
- Increased expectations of library readers for access to resources and services anywhere any time
- Greater demand for resources and services from curriculum expansion, increases in student numbers and increased research activity
- Increasing importance of the physical library in the student experience
- Ensuring a balance between services delivered using technology and those delivered in person
- Changes in research, scholarly communication and publishing
- Changes in teaching and learning such as self-directed learning, problem based learning, group and collaborative learning which effect library design and demands for new services
- The Digital Library
- Student engagement/First year experience
- Technology Enhanced Learning
- Research and Bibliometrics

To ensure the Library remains relevant and effective we use a range of quality improvement strategies combined with strategic planning initiatives to ensure and improve the excellence of what we do. These strategies were developed in conjunction with the UL Standard Quality Management System Framework.

### Current QMS

The LISD QMS is centred on the Quality Policy, the division's mission, vision and values statement and the key principles of quality management detailed in the [University of Limerick Standard Quality Management System \(QMS\) Framework for Support Units](#). The QMS places strong emphasis on continuous improvement based on user feedback and provides the structure to continually evaluate the service we provide to better support the needs of library users.

The QMS is closely integrated with the division's strategic, operational and project planning activities in a Deming PDCA cycle.



The LISD Quality Management System (QMS) comprises the following key components:

- Quality manual
- [Quality policy statement](#)
- [Customer service charter](#)
- [Key business processes](#)
- Operational procedures
- [QMS processes](#)
- Annual audit schedule
- [Quality improvement plan](#)
- [Quality team](#)

## Vision, Mission and Values Statements

The Library QMS and library planning is founded on an agreed vision, mission and value statements.

### Vision

The library's vision is "to enable the University of Limerick to achieve excellence in teaching, learning, research and community service by providing a vibrant and pioneering library service and an environment that encourages reflective and collaborative inquiry".

### Mission

The mission of LISD is "to advance the university's teaching, learning and research activities by providing high-quality academic information resources, education and facilities to students, staff and researchers". To achieve this, the library will:

- Build collections for current and future needs
- Provide quality services and ensure continual improvement
- Provide a welcoming and supportive learning environment that inspires exploration and discovery
- Listen and respond to customers' needs promptly and efficiently

- Treat all customers with fairness and courtesy
- Provide appropriate training courses and guidance to enable each user to make the most productive use of all information resources
- Cooperate with resource sharing, research and other initiatives at regional, national and international levels

## Values

We value:

- The fundamental role of libraries in research and education
- Stewardship of collections and institutional resources
- Intellectual freedom and the pursuit of knowledge
- Confidential and fair access to information
- Open, respectful and honest communications and interactions
- Collaboration with campus community and external partners
- Service excellence and continual improvement
- Innovation and creativity

## Our Commitment to Quality

LISD's quality management system (QMS) complies with the statutory requirements for the Universities Act (1997) and with UL's quality statement.

The LISD QMS provides a high-level approach to quality systems, continuous improvement and divisional planning. Quality is not treated as a separate task, but is embedded in all of our operations and functions.

### Library Quality Team

The Library Quality Team coordinates on-going quality improvements to library processes and services, and organises assessments activities. The work of the group is to:

#### Quality Team (QT) - [Roles and Responsibilities](#)

#### Quality Team Objective:

The Quality Team is a planning and advisory group, which monitors the library's on-going quality progress and the implementation of the Quality Management System. It provides a focus for continual review and improvement of all library services and processes. The Quality Improvement Plan is a standing item on the agenda and reviewed at every meeting.

#### Membership:

The QT includes representatives from across the Library to facilitate cross-departmental cooperation on quality improvement. It will consist of the co-ordinator, an administrator, members drawn from across the library plus LMG members. Membership of the QT is reviewed every two years or as required. On the advice of the Director, the QT may convene short-term project groups to address particular topics from time to time, with members drawn from the QT and beyond.

Ciara McCaffrey (Deputy Librarian (QT coordinator), Helena Feighan (administrator), Michelle Breen (Head Information Services), Janis Durak (SLA, Reader Services), Helen Enright (SLA Reader Services), Kirsten Mulrennan (Archivist, Special Collections& Archives), Peter Reilly (AL Information Services), Ashling Hayes (Head Research Services), Justine Bennett (AL T&DS Cataloguing & Metadata), Tracy Howard (LAT, Reader Services), Cora Gleeson (AL, T&DS, Collections Services)

**Terms of Reference:**

1. Coordinate and report on customer feedback from a wide range of sources, including in-person complaints, email LibAnswers, social media points and larger-scale feedback mechanisms such as LibQUAL, customer focus groups and in-house surveys.
2. Identify potential quality-based improvements, based on customer and staff feedback, KBP audits and assessment activities, to be considered by the Director and the Library Management Group for possible integration into the LISD annual plan.
3. Coordinate staff feedback from staff suggestion mechanisms.
4. Monitor the LISD Quality Improvement Plan arising from the LISD Quality Review.
5. Monitor and review the division's internal quality improvement plan.
6. Conduct cross-departmental operational procedure reviews and monitor internal reviews.
7. Communicate the work of the Quality Team to library staff and develop a 'quality culture' within the library.
8. Monitor ongoing quality progress and report outcomes to the Director and the Library Management Group.
9. Organise quality-related events, focus group sessions, surveys, etc. related to LISD services.

**Meetings:**

Every two months or as required.

**Reporting process:**

The QT Coordinator (Deputy Librarian) reports to the Director on behalf of the QT before and after each QT meeting. This report includes updates on plans, outcomes and recommendations for improvements. The Library Director includes quality progress reports in reports to senior university personnel and committees as required.

## Quality Policy Statement

The Library and Information Services Division is committed to providing the University community with an outstanding library that strengthens the teaching, learning and research goals of the University. It strives to understand and meet requirements for library services that are essential to the academic needs of the University.

In order to deliver high quality scholarly resources, facilities and services to its clients, the Glucksman Library will provide and continuously improve:

- Collections and resources which are easy to access and appropriately preserved
- A range of effective client-centred information services
- Information literacy training and guidance to enable learning and research

- Library environments which will optimise use of Library resources and enhance individual and group learning
- A robust and innovative information technology infrastructure

We have implemented a Quality Management System to assist us achieve our goals, maximise customer satisfaction and ensure continuous improvement. The LISD [Quality Policy Statement](#) is available on the web.

## 2. CUSTOMER FOCUS

The LISD employs a variety of methods to ensure that there is a strong customer focus to its services and collections. It clearly segments its customer base to ensure that the Library is responsive to the needs of all categories of library users.

The Library and Information Services Division liaises with library users and ensures that their needs are incorporated into all services provided by the library. Our library services including information desk, academic liaison, new student support, research support and services for external users of the library have very specific user orientations. The Library Information Resources Development Committee (LIRD), and regular meetings with UL Student Life officers and the Postgraduate Student Association (PSA), provide opportunities for users to communicate their needs directly to the Library on a regular basis. User feedback is obtained from the LibQUAL survey conducted every 2-3 years, annual UL student exit survey, the 24/7 user suggestion facility, focus groups and researchers survey.

The Library has a published [Customer Service Charter](#) and uses a variety of methods to communicate with its users. These include; display screens, website, posters, leaflets, email, and a variety of social media platforms.

### Customer Service Charter

The University of Limerick Library is committed to meeting the scholarly information needs of the University community. This charter outlines what you can expect from the Library and what you can do to help us.

Our primary customers are: undergraduates, taught postgraduates, research postgraduates, faculty, researchers and staff.

Subgroups: Non-traditional users.

Additional customers: Customers of the fee-based service members of the public from the region, visitors from other universities in Ireland and overseas, Legal Profession, Alumni, prospective students.

**WE WILL PROVIDE****YOU CAN HELP BY**

Courteous, prompt and effective service.	Respecting library staff and other library users.
Fair and equitable access to information resources, services and facilities.	Complying with library regulations and policies, including safety requirements. Providing feedback on our services.
A balanced collection that reflects the academic activity of the university.	Make suggestions for resources to be added to the collection.
Recommended material in print or electronic and multimedia format.	Academic staff will advise the library of recommended reading requirements in good time.
Sufficient number of copies of recommended reading.	Returning borrowed items on time and in good condition. Using physical resources with care.
24/7 access to electronic resources and services, via the Library website, catalogue, and online help.	Notify us if you are unable to access e resources.
Information and research expertise.	Accessing in-person and online information support options.
Information literacy training to equip you for independent, lifelong learning.	Attending information literacy training and workshops, both stand-alone and those integrated into academic programmes.
Integrated information literacy elements to support programmes of study.	Faculty should liaise with relevant librarians to integrate information literacy into teaching programmes.
Subject-based expertise in selecting information resources and evaluating resource acquisition.	Faculty should liaise with relevant librarians in the preparation of new and revised programme submissions and suggestions for and building collections. Providing reading lists and suggestions for purchase by requested dates.
Access and research expertise relating to the library's unique and distinctive collections	Complying with handling procedures and other reading room guidance outlined by Special Collections and Archives staff
Access to resources not held by the Library, via Interlibrary loans and other libraries	Providing accurate details for the required resource and returning physical items on time and in good condition. Complying with conditions attached to use of other libraries and their resources.
Space for individual and group study and research.	Minimising noise and silencing phones.



	Abiding by food and drink limits and disposing of rubbish in bins provided.
Photocopying services.	Abiding by copyright law. Reporting equipment problems.
Fee-based membership options for community and alumni.	Liaising with library staff regarding membership and access to services. Abiding by conditions of your membership registration.

## Communicating with Our Customers

The following communication activities are currently in place as part of the library's QMS. Customer feedback is coordinated by Administration and is monitored by the Quality Team and the Library Management Group.

Activity	Purpose	Ownership	Frequency	Mechanism
Information Desk	To provide in-person library services, information service, circulation, customer feedback	Reader Services & Special Collections & Archives	Daily	Customer service desk
Chat function		Reader Services		Online
Librarians & Archivists	To provide in-depth consultation, advice, expertise to individuals and groups	Information Services, Special Collections & Archives	Daily	Various
Ask Us / Tell Us	To provide customers with opportunity to ask a question, provide feedback, make suggestions or complaints	Reader Services	Daily	Online form
"Contact us" options	To provide customers with opportunity to ask a question, provide feedback, make suggestions or complaints	All departments	Daily	Email and phone

Social media	To promote services and facilities. To provide customers with opportunity to ask a question, provide feedback, make suggestions or complaints	Administration, Special Collections & Archives	Daily	Social networking forums
Library website	To provide access to library resources, provide information on services and to market the library activities to the university community	Technical & Digital Services/Administration	Updated weekly	Web site
LibGuides	To provide customers with a portal, which brings together all types of resources for their subject area.	Information Services, Research Services	Daily	Website
Digital Signage	To provide information and services and to market library activities to library users	Administration	Updated daily/weekly	Digital signage throughout the Library
An Focal	To inform student population about library services and developments	UL Student Life	Occasional	Student newspaper
VLEs (Moodle & Sulis)	To communicate library events to student body	All departments	Occasional	Web site
University mailing lists (Events, Research, News & Other)	To communicate library events, services, developments to university staff and faculty	All departments	Occasional	Email
University handbooks for new students, i.e. prospectus, SAA, UL Student Life, mature student, etc.	To create awareness about library services available to new students	Administration	Annually updated	Handbooks

Promotional Material	To raise awareness of library services and facilities	Administration	As required	Print
Roving Staff: Peer Advisors & Library Attendants	On the spot help, advice and support	Reader Services/ Information Services	Concentration on First semester, and general all year round	Stats sheets

## Customer Interaction

The processes focused on customer interaction ensure that the Library interacts effectively with its customers and that customers can communicate feedback, comments, complaints and queries. Feedback is captured and recorded in LibAnswers. Administration coordinates feedback and refers to the Quality Team for review, whereupon the self-assessment and continual improvement process is implemented.

### Description of interaction and response:

Activity	Ownership		Frequency	Mechanism
Information Desk	Reader Services	Customer service desk	Immediate	Record feedback in LibAnswers
Service Desk	Special Collections & Archives	Customer Service desk	Immediate	Record feedback LibAnswers
Librarians & Archivist	Information Services, Special Collections & Archives	Various, including consultation desk	24 hours acknowledgement / 2-3 day response	Record feedback for departmental report in LibAnswers
Ask Us / Tell Us	Reader Services	Online form	Immediate acknowledgement / 2 working days response	Assign Descriptive code, write FAQ scripts, close query
Chat Service	Reader Services	Online form	Immediate	
"Contact us" options	All departments	Email and phone	24 hour response	Record feedback in QP
Social media	Librarian, Administration	Social networking forums	24 hour response	Record in LibAnswers
LibQual	Management Services		Every two years	

### 3. LEADERSHIP / MANAGEMENT RESPONSIBILITY

The LISD has a well-established leadership and management structure. There is a published [organisational chart](#). Library Management Group meetings and Departmental meetings are held regularly and full staff briefings are held each semester. The Library has a documented vision, mission and values statement developed collaboratively with the involvement of all staff. Customer feedback is shared with staff and they are involved in any subsequent improvement projects. The University's strategic plan [UL@50 STRATEGIC PLAN 2019–2024](#) informs the library's annual plan.

Faculty and student input on library issues are considered and discussed at LIRD (Library Information and Resources Development Committee), at faculty board and at library staff student meetings.

Documentation related to quality, planning and processes is available to all staff on SharePoint, and much of the same is also available to our customers on the [library website](#).

The Library has well developed policies and selection criteria for staff recruitment and induction. Performance Development Review meetings are held with all staff annually and are used to inform staff development plans. A wide range of training and further education opportunities are provided for all staff.

In maintaining the Quality Management System, the regulatory and statutory requirements, such as [University's Act](#), [Purchasing](#), [Finance](#) and [HR](#) policies, are communicated and accommodated within the system.

#### Planning

The library planning process tracks the university strategic plan and our goals are closely aligned to the goals of the University. It is based on an extensive planning programme which includes:

- Seeking feedback from key library stakeholders
- Reviewing developments, issues and trends relating to libraries
- Analysing performance data relating to usage of resources and service delivery
- Reviewing leading academic libraries

The University and library strategic plan is implemented through an annual plan. A yearly planning event reviews the previous year's performance data, user feedback and quality action plans to identify goals for the annual plan. The Library Management Group reviews the annual plan on a quarterly basis to monitor progress and update if required.

Library departments use the strategic plan, annual plan and quality improvement plan to set direction and to identify strategic initiatives for each department. Each staff member has an annual Performance Development Review that aligns performance and development with the goals of the Library.

One of the most critical elements in the planning process is the maintenance of a strong customer focus. All plans are underpinned with an explicit understanding of customer needs. These needs are regularly reviewed in user surveys, targeted focus groups, and feedback mechanisms. The Library has developed services and structures to maintain close working relationships with academic departments, faculty, students' representative bodies and various user groups.

## 4. INVOLVEMENT OF STAFF

The division is governed by university policies and procedures for the selection, recruitment, promotion and development of staff. A full list of procedures is available on the Human Resources website: [HR Procedures & Forms A - Z | UL - University of Limerick](#)

### Responsibility and Authority

The division is led by the Director, Library & Information Services. The LISD consists of six departments: Information Services, Reader Services, Technical & Digital Services, Research Services, Special Collections and Archives and Administration. The Library Management Group consists of the Director, Deputy Librarian and the department Heads.

### Communication

The following communications mechanisms support staff engagement, involvement and interaction:

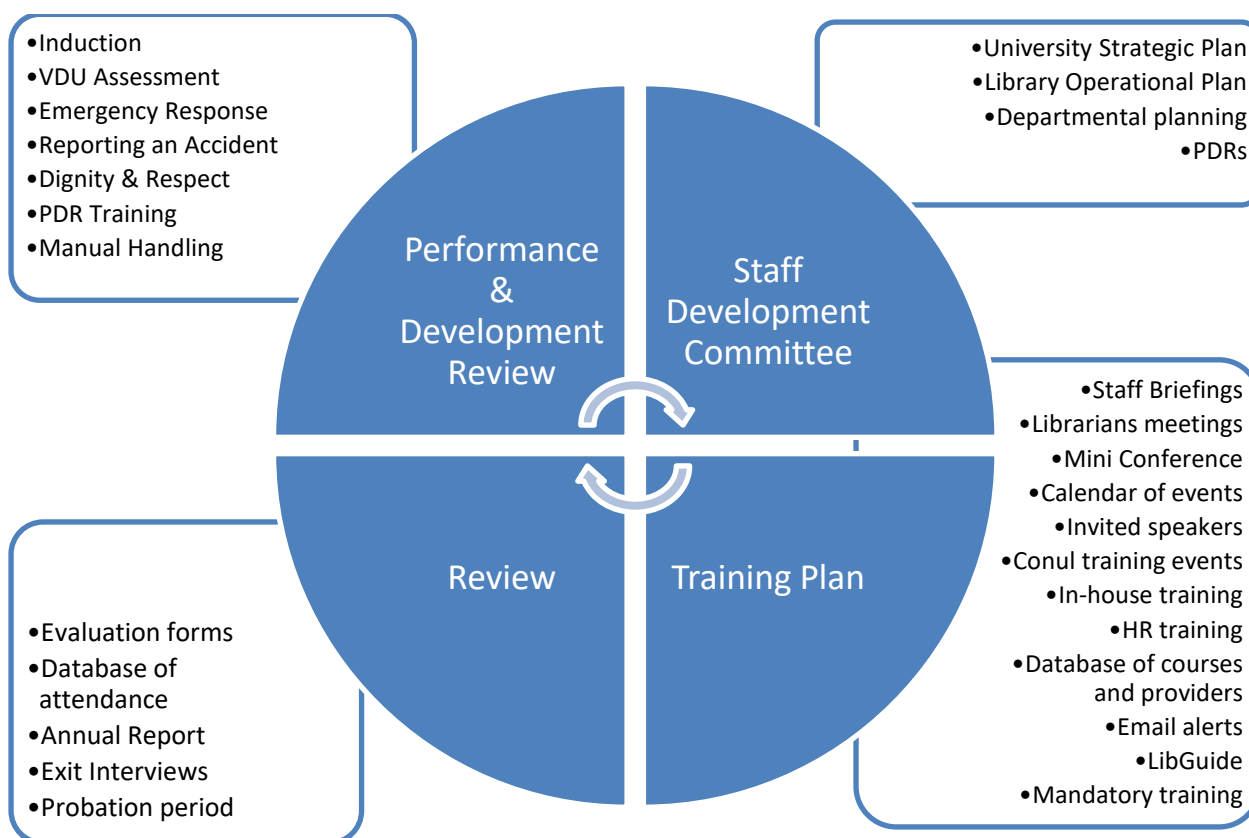
Activity	Purpose	Ownership	Frequency	Mechanism
LMG meetings	Plan and review library activities and goals	Director	Every two weeks	Meeting
Department meetings	Plan and implement library goals and encourage two-way communication	Relevant heads of department	Monthly / Bimonthly	Meeting
Management communications	To communicate management decisions and cross department developments to all staff	Administration	As required	Email
All staff meetings	To communicate priorities, plans, activities or changes to all library staff	Director, LMG	Per semester	Meeting
Staff suggestions	To enable upward communication & to capture staff suggestions as part of on-going quality improvement	Quality Team, LMG	Reviewed regularly	Online form & email
Digitization Steering Group	Inter-departmental group which oversees	Technical & Digital Services/Special	One/two months	Meeting

	development of digital library	Collections & Archives		
Quality Team	Cross departmental team that identifies quality-related improvements to services and processes	Deputy Librarian	Quarterly	Meeting
Staff Training & Development Committee	To plan and oversee library staff training and development activities	Deputy Librarian, Heads of Dept.	Bi-monthly	Meeting
Cross departmental project teams (various)	To plan and implement change projects, to encourage inclusion and consultation, and to communicate progress to all staff	Deputy Librarian, Relevant head of department	As required	Meeting plus email updates to all staff
SharePoint	To make documentation available to library staff and to provide a repository of management information, reports, statistics, etc.	Relevant heads of department	Material is uploaded and accessed on a daily basis	Web
Communications Group	To identify and plan communications of developments, events, library services, and collections to library users.	Head, Information Services	Monthly	Meetings
Librarians' Meeting	Information sharing & investigating future trends	Administration	Quarterly	Meeting & Presentations
Mini Conference	To showcase presentations delivered by staff at various conferences & training events	Administration	Annual	Conference style meeting

Disaster Response Team	Cross departmental team, trained and on call to respond to urgent environmental threats to the library's collections, i.e. fire or flood	Head Special Collections & Archives	As required	Meeting and email as required
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## Training and Development

Staff training and development is overseen by the Staff Training & Development Committee which meets bi-monthly and directs the annual T&D plan. The staff training and development cycle is as follows:



The Division adheres to the University's 'Performance and Development Review System', details of which are available on the Human Resource Division's website: [www.ul.ie/hr](http://www.ul.ie/hr)

## Staff Development Committee remit

- The committee comprises the Deputy librarian, Heads of Departments and the administrator Administration.
- The committee meets bi-monthly
- Training applications are submitted by managers. The agenda is informed by contributions from the committee members and circulated a week before the meeting, when items can be amended added or deleted
- Deputy librarian and administrator, Administration meet before the scheduled meeting to discuss format, priorities, additional and supporting documentation
- At the meeting training applications are agreed, confirmed or denied based on justifications by managers and budgetary constraints
- The staff member is informed by administrator of the decision to provide support for training event
- An annual training plan is established at the start of the academic year, based on staff PDRs and the library's operational plan.
- The annual training plan also includes mandatory training, which is provided in consultation with the HR department
- An annual review/appraisal of training received and expenditure is presented at the start of the academic year

## Work Environment and Infrastructure

A good work environment is overseen by Administration and Reader Services and includes VDU assessment at the point of induction and on request thereafter. The Division adheres to the university's health and safety regulations with respect to work environment, emergency procedures, staff wellbeing, etc. A Librarian on Duty roster ensures that evacuation procedures are adhered to and coordinated by a librarian. A library risk assessment is conducted annually and findings are actioned by Reader Services. A library-wide Emergency Response Team responds to emergencies that may affect any of the collections in the library building. A PC inventory and replacement process is operated by the Technical & Digital Services department to ensure equipment is up-to-date and reliable.

## 5. CONTINUAL IMPROVEMENT

### 5.1 Quality Improvement Objectives

The Library seeks every opportunity to improve its services and facilities and is willing to change in response to user needs and when collaborative opportunities or technical advances occur. Our approach is to seek out and avail of all opportunities to improve our library.

Service and process improvements are identified at annual planning and following in-depth feedback occurrences or service reviews. Potential improvements are considered and prioritised in the context of user



needs and resource availability. Incremental changes take place on an on-going basis and are managed at departmental level. Major improvement projects usually take place out of term time in January and in the summer time and are managed on a cross functional basis by the Administration Department. Library staff are involved in on-going reviews and in the development of improvement projects.

All library staff members have a role in ensuring the continuous improvement of library services. Staff are involved in process reviews, analysis of performance and responding to customer feedback.

As a relatively new institution, commitment to continuous improvement has always been necessary to respond to the growth of the University. As building collections and developing facilities in a new university is a slow process, the Library prioritised customer responsiveness as a defining feature from the outset. This commitment to improve services in response to customer feedback remains a core value of the UL Library.

Quality improvement objectives are set through the self-assessment and continual improvement process, to identify and ensure continuous quality improvements to library processes and services.

**Sources of library user feedback:**

	<i>Frequency</i>	<i>Owner</i>
Customer feedback by email	Day-to-day	All Departments
Customer feedback in person	Day-to-day	All Departments
Customer feedback in Ask Us / Tell Us	Day-to-day	Reader Services
Customer feedback in social networks	Day-to-day	Management Services
Library survey (LibQUAL)	Biannual	Management Services
Focus groups, in-house surveys and assessment activities	Occasional	Management Services

## 5.2 Quality Improvement Plan

The Division’s Quality Improvement Plan (QIP) contains all actions and recommendations for improvement of the division’s QMS and of the services delivered to its customers. The QIP is available on SharePoint. All QIP actions are assigned to an individual / units / teams within the division for resolution. These actions and recommendations are identified from a number of sources including:

- UL strategic plan
- Library Annual Plan
- Biannual Library Management Group planning meeting
- Bimonthly Library Management Group meetings
- Departmental meetings
- Biennial library survey

- Ask-Us/Tell-Us – the library’s online enquiry service
- Customer feedback – Reader Services User Services
- Staff Suggestion e-form
- Students’ representative bodies
- Process reviews

Items on the QIP are monitored and progressed by the Quality Team. Where necessary actions are referred on to the LMG for consideration. The LMG review the QIP biannually.

## Management Review Process

The Library Management Group meets fortnightly and includes items from the Quality Team on its agenda, as required, usually on a monthly basis. Management review the Quality improvement objectives on a quarterly basis to ensure continued improvement. This review includes assessing opportunities for improvement and the need for changes to the QMS, including the quality policy and quality objectives.

## 6. PROCESS APPROACH

### Key Business and QMS Processes

The library’s key business processes are spread across multiple departments, where inputs begin in back-of-house units and outputs are delivered to the customer through the front of house functions. Within each department there are numerous supporting processes and procedures which are documented, reviewed and updated as required. The [key business processes](#) are:

- Build and provide access to collections
- Support teaching and learning
- Enable research
- Create an optimum learning environment

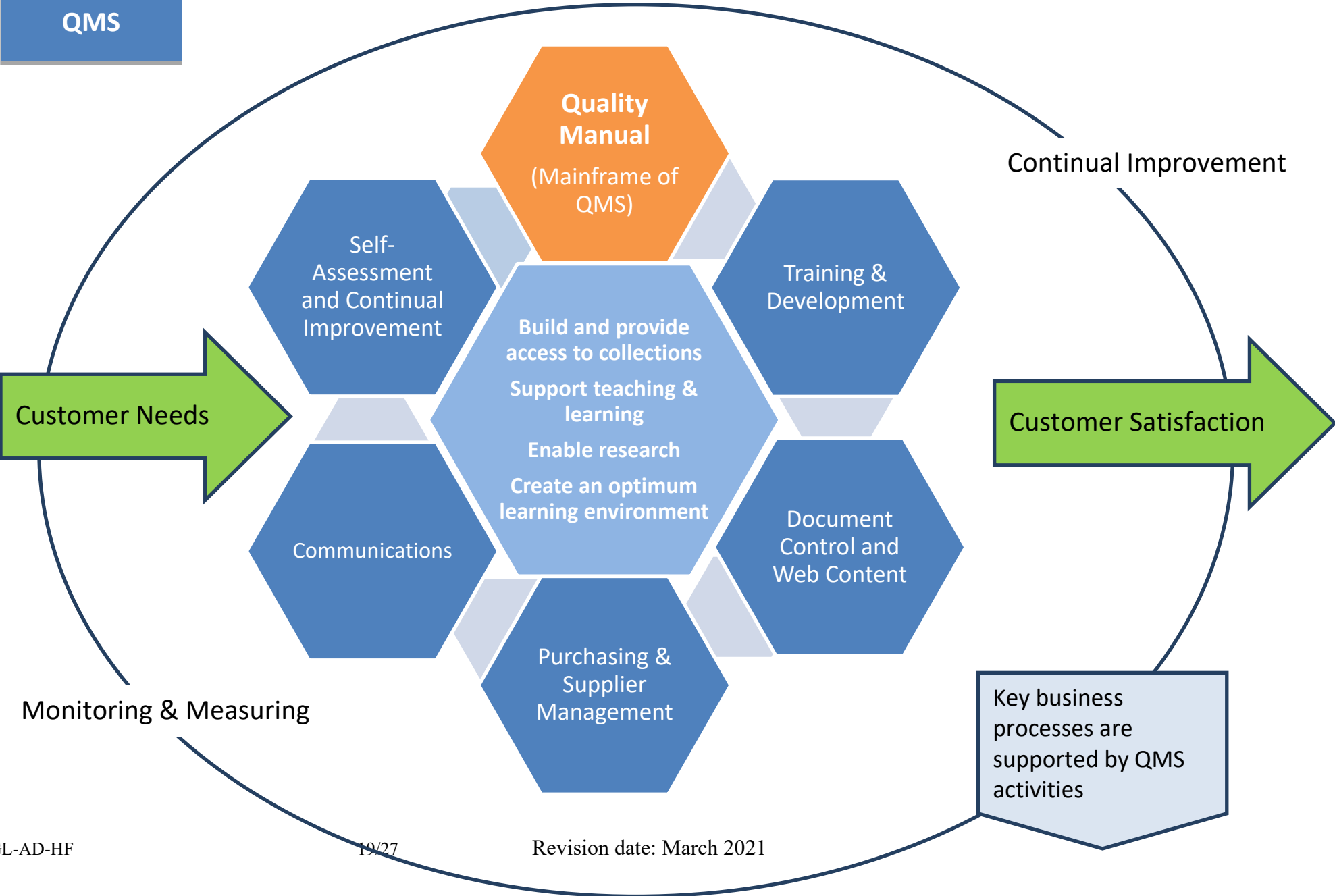
A range of operational procedures and supporting guidelines exist within each department and team. These are reviewed and updated regularly. The QMS processes which are in place to support the key business processes are:

- Control of documentation
- Training and development
- Communications
- Audit Schedule

### A Systematic Approach to Management

The following diagram outlines the interaction between the processes of the quality management system. The diagram outlines the main processes/activities integral to our QMS (displayed in the outer circle). These processes/activities support our key business processes (outlined in the centre). The following diagram displays our systematic approach to management:

**QMS**



## 7. USING DATA TO SUPPORT DECISION MAKING

The division ensures that effective decisions are based on the analysis of data and information. We are conscious of the importance of fact-gathering and record-keeping in the decision making process. There are several methods used to ensure a factual approach to decision making.

The Library QMS ensures that review of performance holds a central role in its continuous improvement cycle. Key elements are listening to our users, monitoring our performance and benchmarking with other libraries.

This is achieved by

- Client surveys including LibQUAL
- Focus groups with specific user groups
- General user feedback system
- Regular reviews of operational performance
- Benchmarking with other university libraries

The Library collects views of all of its users through the biennial survey; LibQUAL. This allows us to identify the experience of undergraduates, post graduates, faculty and staff and to benchmark our performance with those libraries that carry out the survey at the same time. The Library conducts focus groups and detailed surveys to get in-depth feedback from specific groups or on specific aspects of service. The Library also monitors feedback from Student Exit Surveys and the quality reviews of other university departments. The results of these surveys are fed into our planning cycle and areas identified for improvement are acted upon.

Qualitative user feedback is gathered in person by Peer Advisors; library attendants; at the Information Desk, by phone and email. The data gathered is recorded on spreadsheets and maintained on SharePoint. The Library operates an online user feedback system, Ask Us-Tell Us, which allows individual users let us know about specific problems and issues. LibAnswers provides reports on the nature and number of queries and all users are responded to individually and a general “you said/we did” response is updated regularly on library display screens and the library website.

Quantitative data is collected on library usage (from the library services platform), costs, service times and levels of interaction output. This data is reported to the SCONUL statistical collection and allows us to benchmark ourselves with other university libraries in UK and Ireland. This supports decision making and process improvements based on factual information.

### Analysis of Data

All departments collect statistics on usage, output and performance. Administration coordinates these for inclusion in the annual report and for submission to the SCONUL Annual Library Statistics. The library’s KPIs are as follows and are updated annually:

**KPIs**

Book loans
Book loans via self-service
% loans issue via self service
Items through book sorter (returns & pickups)
Full text article downloads
Section requests for ebooks
Total catalogued book stock
Books acquired
Electronic books
Print & Electronic journals
Bibliographic & full-text databases
Library visits
Days open: Main Library
Information skills: user training hours received
Special Collections total engagement sessions
Research papers published in ULIR
Library staff (FTE)
Visits to library homepage
Logins to ezproxy
Primo searches
Group study room bookings
Total queries answered in LibAnswers
Total requests from ARC
Total number of Laptop loans
Total number of water bottles saved
Total number of tours given
Total queries answered by Peer Advisors

### Benchmarking KPIs UK and several Irish university libraries

Books per FTE student
Journals per 100 FTE students
Book loans per volume in stock
Total loans per FTE student
Article downloads per FTE user
Cost per article download
Information skills: hours attended per 100 FTE users
Enquiries per 100 FTE users
FTE students per FTE library staff
FTE academics per FTE library staff
Library as % of total institutional expenditure
Information expenditure per FTE Student**
% of total expenditure on staffing
Total expenditure per FTE student

### Strategic Review of Data by Management

Departmental statistics are reviewed regularly at team meetings. The Library Management Group reviews KPI's as part of the annual planning review meetings and as required at regular LMG meetings. Evidence is used to inform planning, service improvement and the need for change.

## 8. SUPPLIER, PARTNER & COMMUNITY RELATIONS

### Suppliers

The Library complies with all regulations, policies and procedures which are operated by the Finance Department. This includes processes relating to:

- Purchasing and procurement
- Accounts payable
- Accounts receivable
- Fixed assets and financial audits

The Procurement Office regulates service quality and costs for general university suppliers, such as PC's, security, cleaning, etc. Suppliers unique to the Library include the library services platform supplier, the automated storage and retrieval system, self-service suppliers, booksellers, publishers, the British Library and the journals subscriptions agent. The Library works in collaboration with Procurement and Finance to manage these relationships and engages in the following processes:

- Meet main suppliers once per year at minimum and more regularly if required
- Keep written records of meetings and communications with suppliers
- Keep log of problems reported to suppliers and actions resulting
- Relay feedback on suppliers to Procurement Office as per procurement processes

### Partners

The Library is an integral part of the academic function of the institution and is itself a partner in providing services to other UL departments. The Director's membership of Academic Council and Faculty Librarians' membership of Faculty Board ensures good understanding and steady communication with the academic community. LISD participates and supports the quality reviews of all academic departments and all accreditations by professional bodies, by providing reports and supporting documentation and attending review visits as required.

The division employs the following processes to communicate with University stakeholders:

Activity	Purpose	Ownership	Frequency	Mechanism
Faculty Boards	To inform library of faculty developments and communicate library activities to faculty	Information Services	Per semester	Meetings
Assistant Deans of Research (ADRs) Vice president research, Director Research Support Services	To inform library of research developments and communicate library activities to assistant deans	Head Research Services	As required	Meetings

Academic Council	To inform library of university developments	Director	2 per semester   in June	Meetings
Other: UL Student Life & PSA Alumni ITD. Marketing & Comms., SA, Finance, HR, B&E, Research Office, CT&L, Writing Centre, IED	To liaise with other divisions on specific developments	Various	Occasional	Meetings
Library annual report summary	To input library developments and statistics into university annual report	Director, & Deputy librarian	Yearly	Written report
UL Links	To promote library developments in university magazine	University Marketing Division	Per semester	Magazine
Alumni newsletter	To promote library's alumni services	Alumni Office	Occasional	Electronic newsletter
TELU	Technology Enhanced Learning	Director	4 times yearly – haven't met since summer last year	Meetings
SESU	To develop and monitor the University's Student Engagement and Success action plans	Director	Monthly	Meetings
LIRD	To formulate and oversee policies for the utilisation of library and information resources in line with UL academic strategies and objectives	Director, Head Information Services	Semester 1 & 2	Meetings

The relationships that the Library maintains with the other professional service divisions are very important in enabling us to achieve our strategic goals. Budgetary and staffing restrictions can cause a reduction in service to the Library and can impact on customer satisfaction. LISD endeavours to share its customer feedback with other divisions to assist understanding of the impact their decisions may have.



## Community Relations

Some of the library's most significant engagement with the wider community takes place through Special Collections & Archives events, visits and launches and there are many collections of importance to the local community which are available in Special Collections & Archives.

Other external engagement includes the provision of an annual work experience programme for local transition year students and student librarians; and the customer fee based service which provides information services including library access, borrowing and document delivery to the business community and UL Alumni.

LISD is a member of the ALCID and SCONUL cooperative access schemes which enable access to the collections of participating libraries. These national and international reciprocal agreements allow UL students to visit other libraries and non-UL students to visit our library.

The Library employs the following mechanisms to communicate with the wider public:

Activity	Purpose	Ownership	Frequency	Mechanism
Press	Press releases announcing library developments of local interest	Various	Occasional	Newspapers: Limerick Leader, Limerick Post, Irish Times
Launches/receptions	To launch or highlight a new collection or donation	Director & Head Special Collections & Archives	Occasional	Reception
Conferences: LIR, Conul	To present conference papers communicating developments to wider library & archive community	Various	Occasional	Conference papers
RIAN steering Group	To work with IUA institutions on national portal for all institutional repositories	IR manager	Quarterly	Meeting
CONUL	To develop and improve the library and information services of the CONUL members through the exchange of experience and the organisation of cooperative activities	Director	Quarterly	Meeting

IUA Librarians Group	To advance library and information services in the seven Irish universities through the formulation and pursuit of collective policies and actions	Director	6 per year	Meeting
SCONUL Society of College, National and University Libraries	represents all university libraries in the UK and Ireland	Director	Annual	Meeting
IREL Steering Group & Monitoring Group	To oversee IReL consortium purchasing and to monitor usage of IReL resources	Information Services, Acquisitions Librarian	Bimonthly	Meeting
CONUL Subcommittees, i.e. Collections, Communication and Outreach, Customer Service, Regulatory Affairs, Research, Teaching & Learning, Training & Development, Unique & Distinct Collections	To advance library and information services in the seven Irish universities through the formulation and pursuit of collective policies and actions	Director, Deputy, Heads of Departments & librarians	Three/year	Meeting
LIR List	To enquire, generate discussion and communicate developments to wider library community in Ireland	Various	Occasional	Email discussion list
BIALL British and Irish Law librarians	Professional association of Academic, Government and Professional Legal Practice law Librarians	Librarian AHSS	Quarterly	Meeting, Email
Archives and Records Association	To promote care and preservation &	Archivists & Head, Special	Annually plus Training Events	Meetings, Seminars, Conference,

	advance training and research	Collections & Archives	Throughout the Year	Email
Irish Society for Archives	To promote the place of archives in Irish society	Archivists	Annually	Meeting, Email
The Thomond Archaeological and Historical Society	To promote an interest in history, archaeology and related subjects in the Midwest region	Head, Special Collections & Archives	Throughout the Year	Lectures, Email
The Cathedral Archives, Libraries and Collections Association (CALCA) – UK and Ireland	To promote, preserve and protect cathedral libraries, archives and collections	Head, Special Collections & Archives & AL	Annually	Conference, Email
Limerick Civic Trust	Preserve the Fabric of Limerick City	Head, Special Collections & Archives	8 Meetings a year plus Public Events	Meetings, Email
Islandora	Creates and provides access to digitised cultural heritage collections	Head Technical & Digital Services	4 Meetings per year	Meetings, Email, events
LIBER	Professional association of European research libraries	Deputy, Head Technical & Digital Services	3 meetings per year, annual conference	Meetings, conference
Tours	To promote the Library and its facilities	All Departments	As required	Physical tours
International Events Calendar	To inform senior management in Conul of upcoming events	Administration	As required	Online calendar