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Organizational charts in a selection of LIBER libraries: analysis of current trends

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LIBER 35th annual general Conference
Uppsala, Thursday 6 July 2006

***Organizational charts in a selection of
LIBER libraries : analysis of current trends***

by Suzanne Jouguelet

Bibliothèque nationale de France

**Chair of the Library Management and
Administration Division Committee**

Presentation of the survey

- A survey of organization structures (20 questions)
- In a representative group of LIBER Libraries drawn from across Europe
76 libraries from 32 countries
- Initiated and analyzed by the LMA Division's committee and a colleague of the BnF, allocating groups of countries between them, with the very important help of the French school of librarianship

Goals

- Compare organization and service arrangements in a range of libraries
- Gain an understanding of changes in recent years, as evidenced by the organization charts
- Analyze trends in the evolution of organizations, rather than arriving at firm quantifiable findings concerning change

Why have organization charts been updated ?

- Due to reforms in many libraries during the last 3 years or plans in the near future
- Due to the modification of existing services and/or introduction of new ones
 - To simplify the organization, making it more efficient and flexible → levels of responsibility clearly identified
 - To create –or improve- a global policy of services
 - To organize new services, especially IT and digital services
 - Or, 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
 - Number of decision levels, fields of responsibility, ways of managing new activities
- Better **INTEGRATION** of collaboration with branch libraries

Major changes are for user services

User services

Creation of new services or significant changes : a vast range !

- Development of on site services, for ex. changes in the information for users « changing reading rooms into learning centers »
- Major development of e-resources
 - Online access to all catalogues
 - Linking technology for periodicals
 - Institutional repositories and open access
- Online access
 - New digitized sections of the holdings of the libraries
 - Portals, for various e-resources of one library as well as for a network of libraries
 - Virtual reference services : in place or planned

- Geography

- Impact on staff structure

Different locations across Europe display different levels of e-service adoption

- The Netherlands and the Nordic countries are ahead in electronic services
- In Eastern Europe, new services are introduced on the back of existing library systems
- Staff structure :
 - Specialization
 - Coordination
 - Integration

Findings regarding web activities

- Usually there is a specific web group maintaining a web presence
- Web activities can also be integrated in the IT department or be outsourced (in a few cases)
- Creating content is a broader activity :
 - Almost all departments (with subject specialists...)
 - A group of people representing different library activities (for different parts of the web site)
- Links with the parent institution (case of university libraries)
 - Direct links between library and university web sites
 - Integration into the university website

Findings regarding the digital library (1)

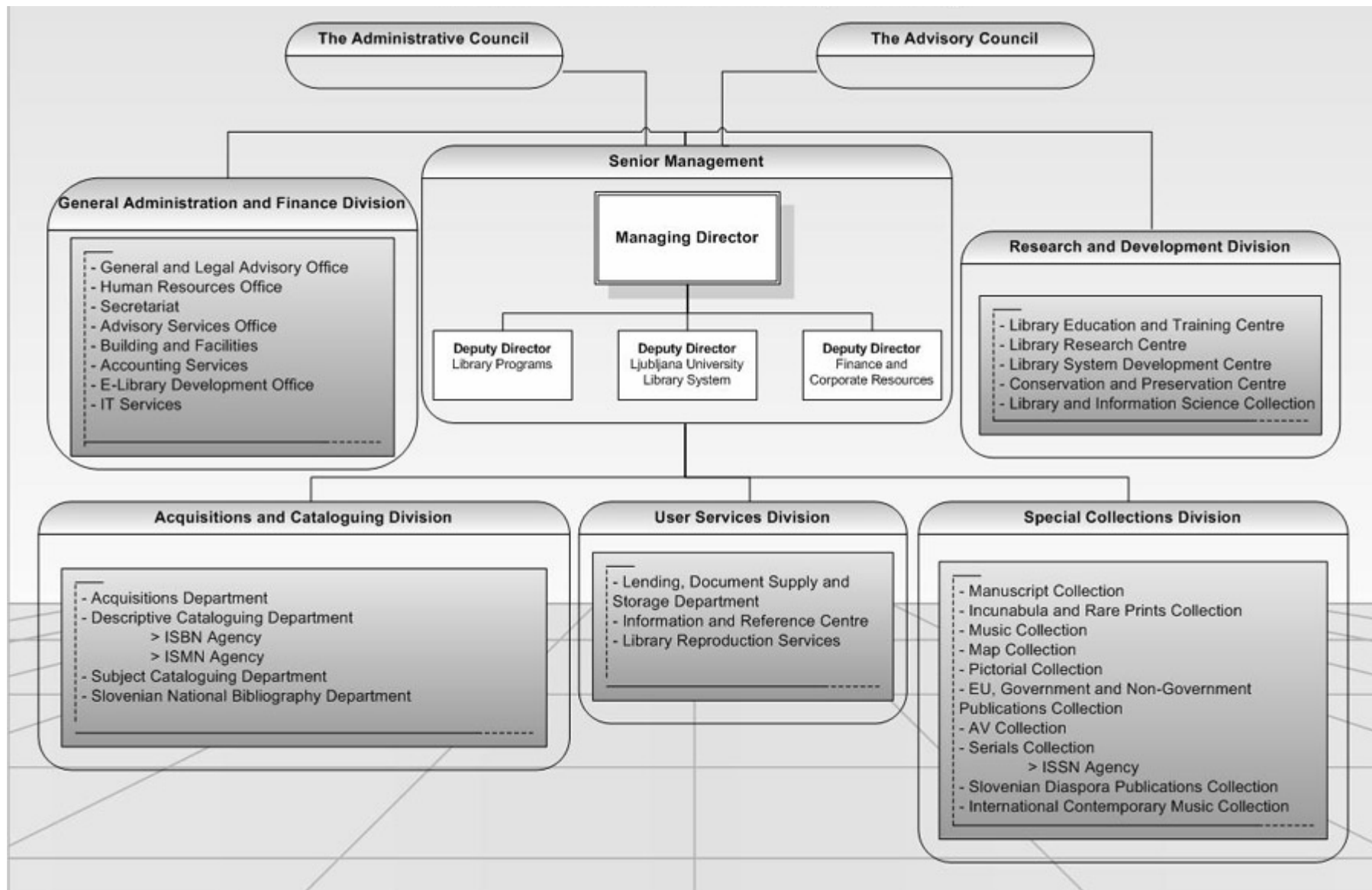
- **Specific units have been created**, examples :
 - « Department for digital development and production » (KB – Denmark)
 - « E-Library Development Office » (N & UL of Slovenia)
 - « Department of Restoration and Digitisation » (NL of Latvia)
 - « Department of the creation of virtual library (NL of Lithuania)Many libraries answer « new units » without giving their name
- **Sometimes one person** :
 - Electronic resources manager (N & UL of Iceland)
 - Electronic resources librarian (Vrije UL Brussels)
- **Or development of the IT department**
 - « Directorate for informatics » (National Széchényi Library, Hungary)
 - « IT Unit » (Tilburg NL)

National Library of Scotland

National Librarian

Collection Development	Corporate Services	Customer Services	Strategy and Communications	Development
<i>Manuscript Collections</i>	<i>Estates</i>	<i>Cataloguing Services</i>	<i>Digital Library</i>	<i>Development</i>
<i>Map Collections</i>	<i>Finance</i>	<i>Education & Interpretative Services</i>	<i>Marketing Services</i>	
<i>Legal Deposit & Modern Collections</i>	<i>Human Resources</i>	<i>Enquiries & Reference Services</i>	<i>Strategic Policy</i>	
<i>Preservation & Conservation</i>	<i>ICT</i>	<i>Inter-Library Services</i>		
<i>Rare Book Collections</i>				
<i>Business Information</i>				

National and University Library of Slovenia



Findings regarding the digital library (2)

- **New functions attached to « classical » services**
 - digital activities shared
 - Most of the time : IT and Preservation departments
 - Often in conjunction with : acquisitions, periodicals, special collections departments or services
 - Sometimes : reference, public services
- **To work well, a collaborative approach between all the services is required**
- **Outsourcing of some services**

Findings regarding the digital library (3)

- Which units deal with digital issues ?
 - « Several » ; « almost any activity of the library » ; « all the services »
 - Combinations :

**IT and
Preservation
(NL-Norway)**

**Periodicals
Automation
Reference
(Bilkent Turkey)**

**National Lib. Div.
University Lib. Div.
Computing & Processing
Digitization & web
(Aarhus Denmark)**

**Special Coll.
Acq.
Cataloguing
IT Dep.
(Luzern Switz)**

**IT Preservation
Acq - Lib -
Management
(Bern Switz)**

**Periodicals
Public Services
IT Service
(Sorbonne France)**

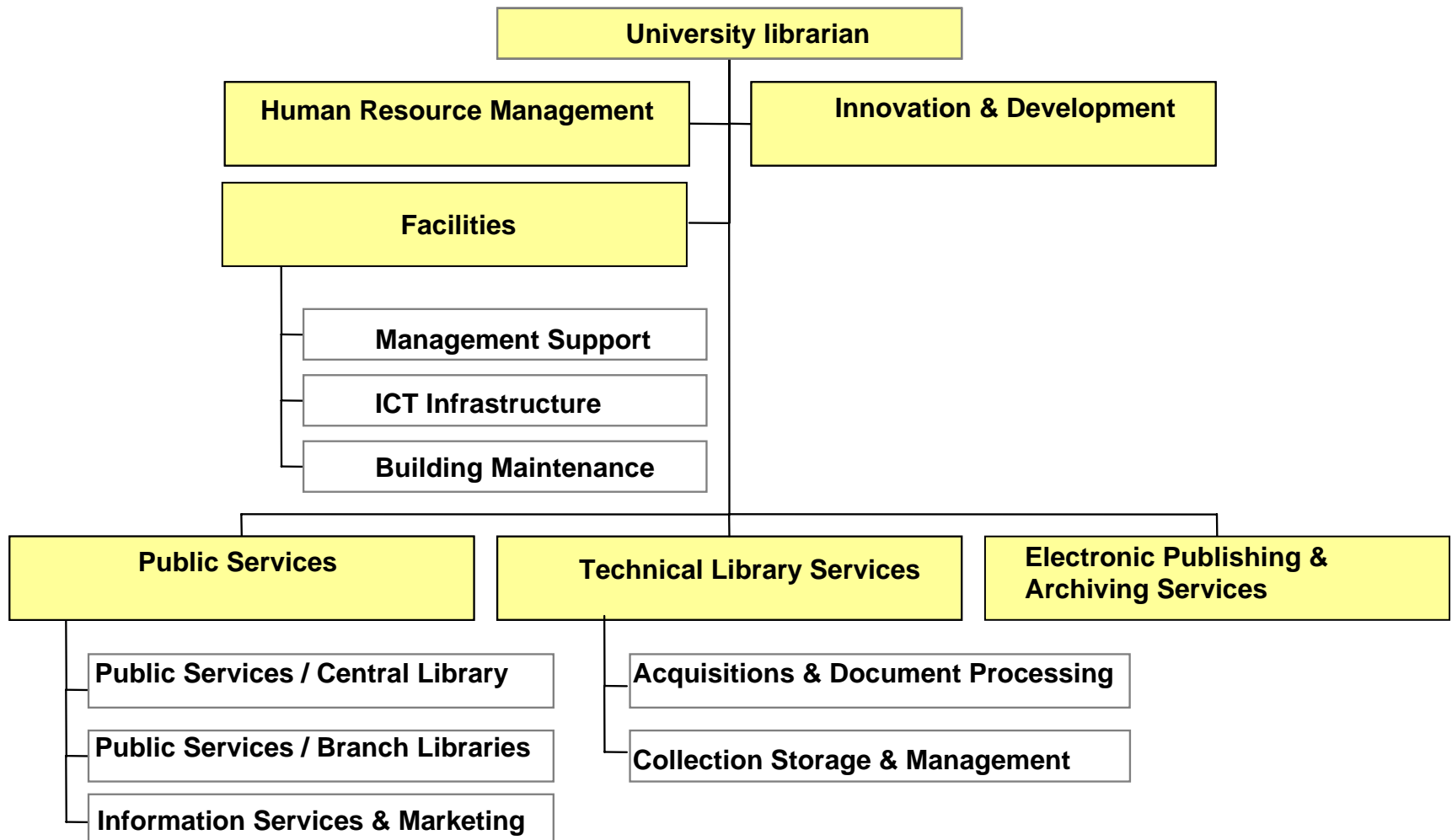
**Conservation
Computer Dep.
Special Coll. Dep.
(Warsaw Univ. Lib.)**

**Special Coll.
Acq.
Preservation
(St Petersburg)**

Trends in acquisitions and collection development

- Important and increasing role of e-resources
- Open access (mostly in university libraries)
 - All libraries try to offer free access to e-resources, as far as is legal
 - e-publishing and electronic archiving start to be developed
- Consortial arrangements
 - All university libraries have established consortia, usually at a national or a regional level

Utrecht University Library



What is the evolution of legal deposit ?

- Legal deposit
 - Nearly all national libraries have legal deposit, generally of all material
 - The place of e-resources in legal deposit is growing, (differing situations according to countries)
- Digital legal deposit
 - takes place in different ways in different organizations, ex. :
 - A general legal deposit section
 - Cross functional activity between different sections
 - Planned or implemented web legal deposit services

Findings concerning Human Resources

- The organization of responsibility for human resources reflects library size
 - Director directly responsible when staff <50 full time equivalent or helped by an administration officer or deputy director (<50-200 fte)
 - Special head of administration and personnel (<50-200 fte)
 - Separate HR department or staff in the largest libraries (>200 fte)
- The type of library is also significant
 - National libraries tend to have a HR manager
 - In University libraries HR can be managed in cooperation with university HR management

Findings concerning Human Resources (2)

Trends :

- Professional centralized responsibility for all aspects of HR
- Delegation of some well defined aspects of HR responsibility to department leaders
- Rare :
 - Consultant involvement
 - Outsourcing HR management

Findings concerning Information literacy & research

- Teaching information literacy : geographical differences
- Emphasis on online services and e-resources
- Differences in the integration of information literacy in the university's curricula due to administrative and financial difficulties
- Support of research in library and information sciences by members of the staff
 - Biggest university libraries and national libraries support library relevant research
 - Individual initiatives
 - Policy questions

Contrasts between national libraries and university libraries

The survey gives indications about major trends according to the type of library.

- National libraries

- They place stress on the national collections and heritage material. Legal deposit is very important ; consequences on : storage, preservation, web legal deposit for national memory, high percentage of original cataloging ...
- They have often a larger size → a more developed hierarchy, specific HR entity, diversification of services (ex. : library strategy and planning...)
- Benchmarking and performance measurement more important

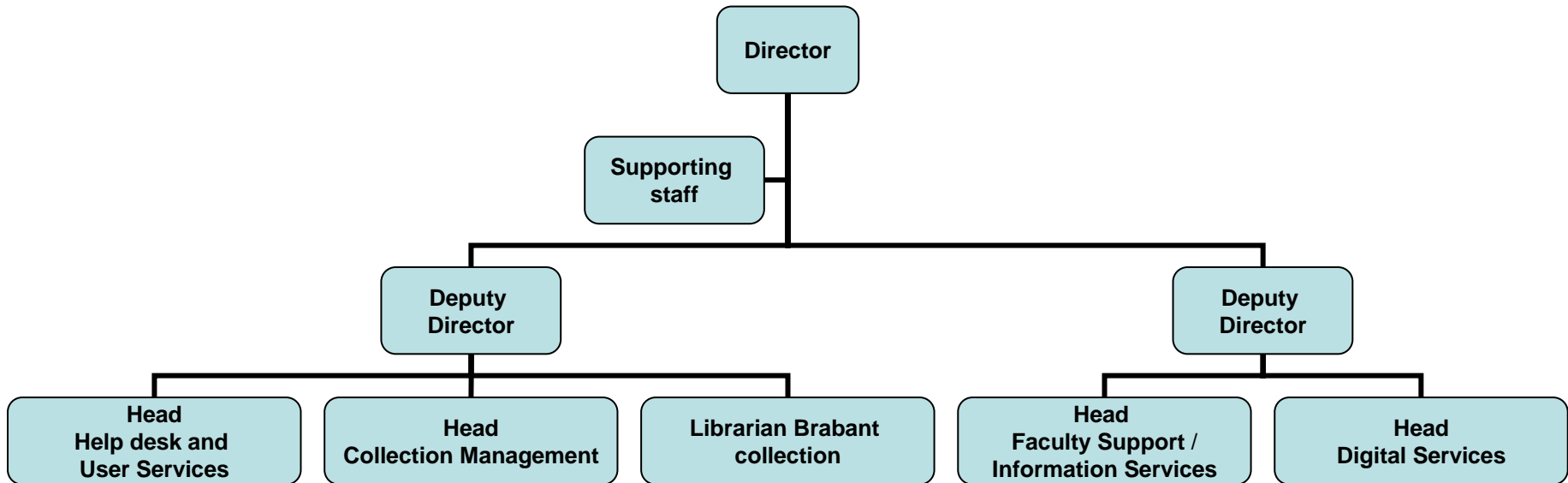
Contrasts between national libraries and university libraries (2)

- **University libraries**
 - Links with the mother institution : IT, web activities
HR, law, accounting ...
 - Networking : branch libraries ; consortial acquisitions
arrangements
 - E-resources : development of open access, of e-
publishing and archiving (theses)
 - Role of learning and research : information literacy
University libraries are close neighbours to the bulk of their users
- A significant number of respondents are both
national and university libraries

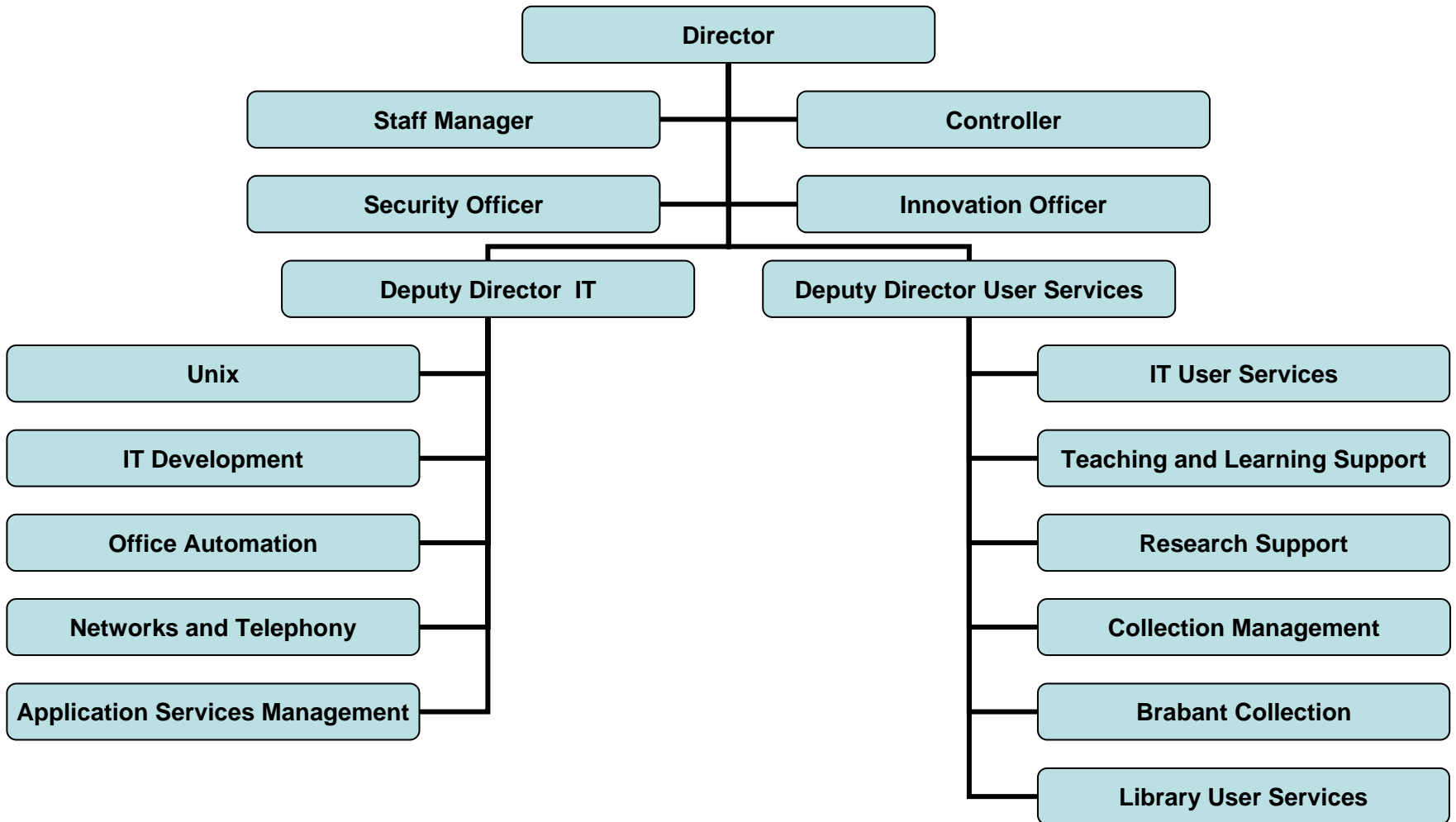
Before / After : 3 examples

- **Tilburg University Library (NL)**
 - Integration of Library, IT services and the Media Center
- **The Royal Library (DK)**
 - Merging of the National Library of Denmark and Copenhagen University Library
- **Ghent University Library (Belgium)**
 - A completely different structure after a radical reorganization

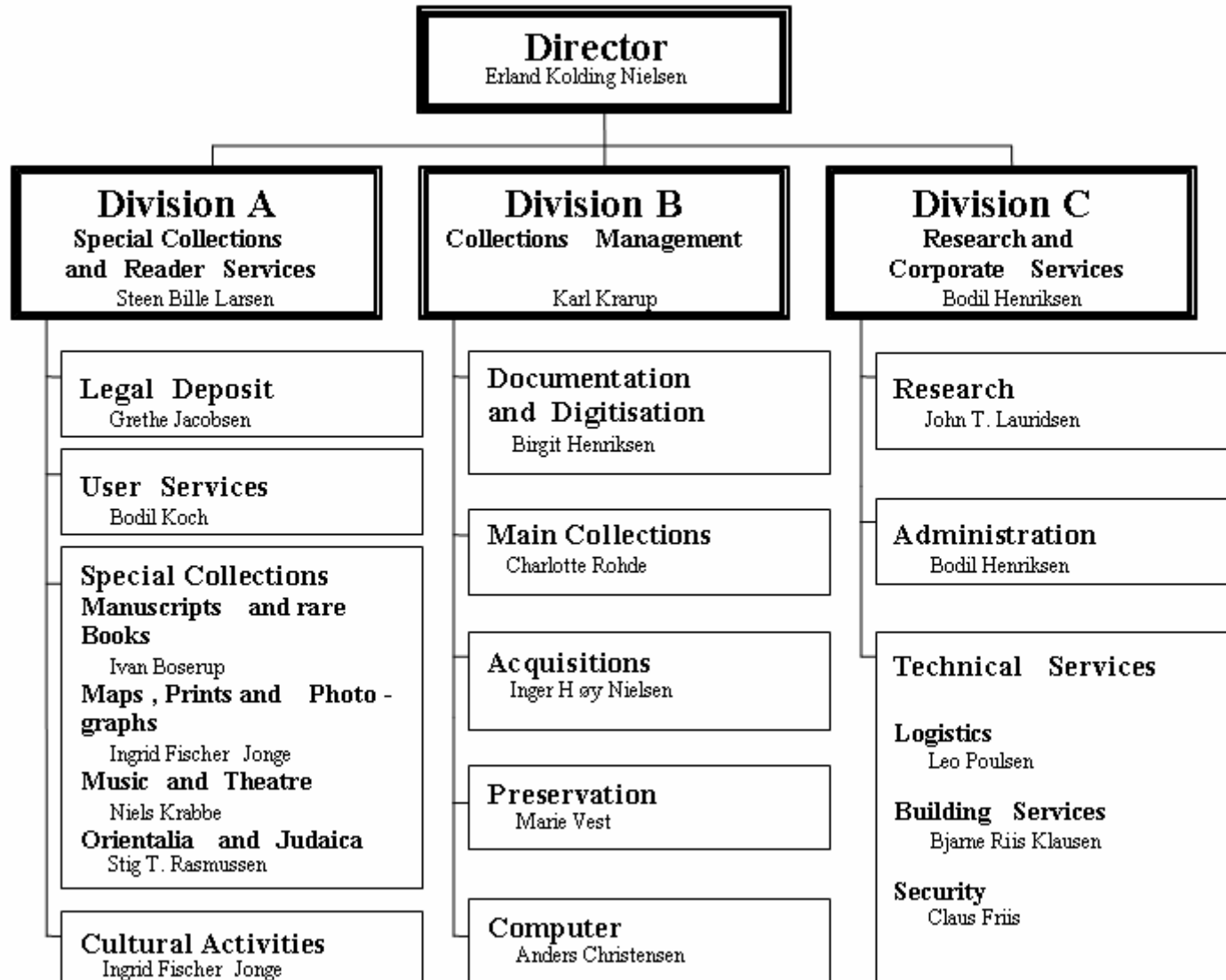
Organogram Library Tilburg University 2005



Organisation chart Library- and IT Services Tilburg University

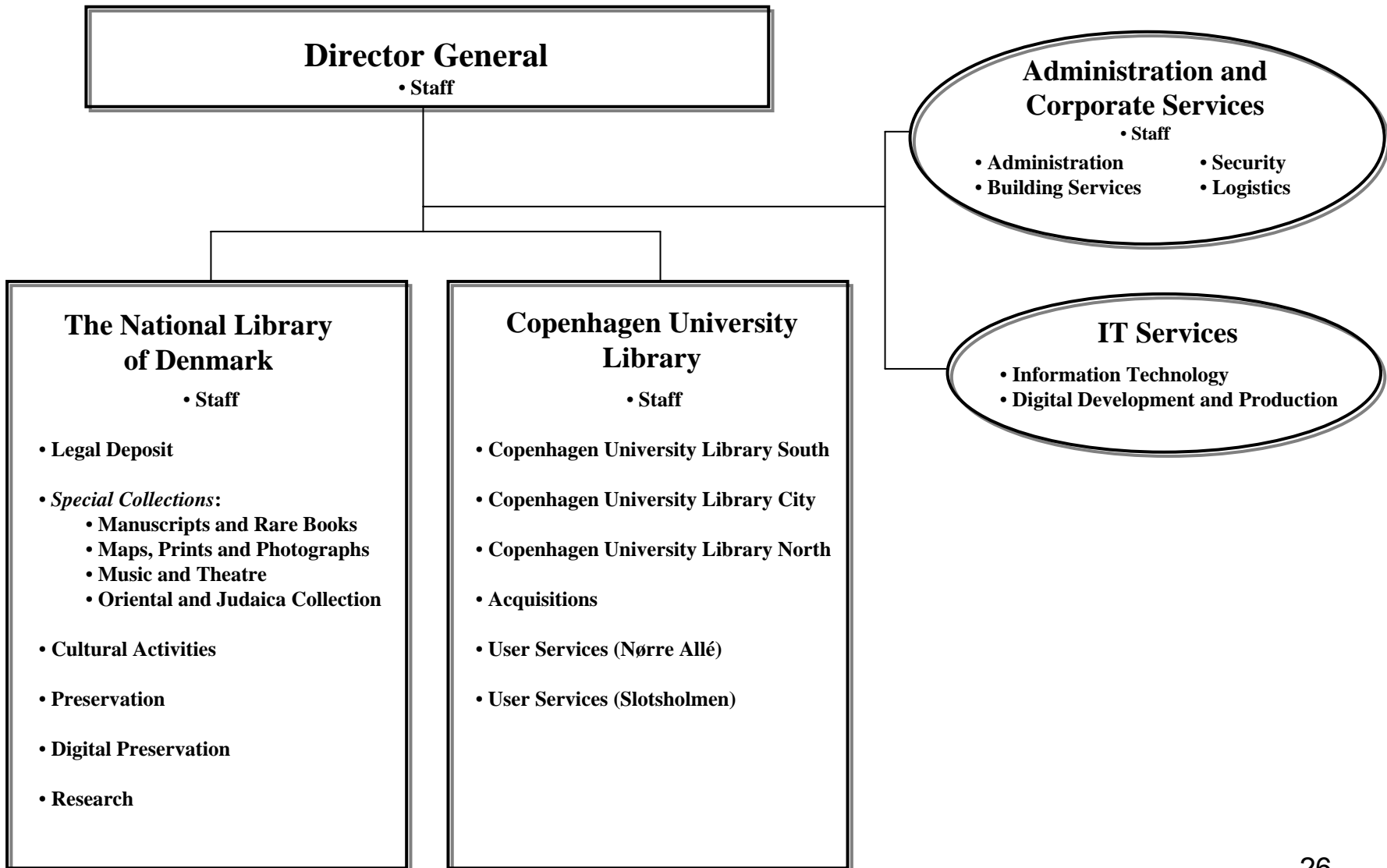


The Royal Library - Copenhagen Organisation 2005



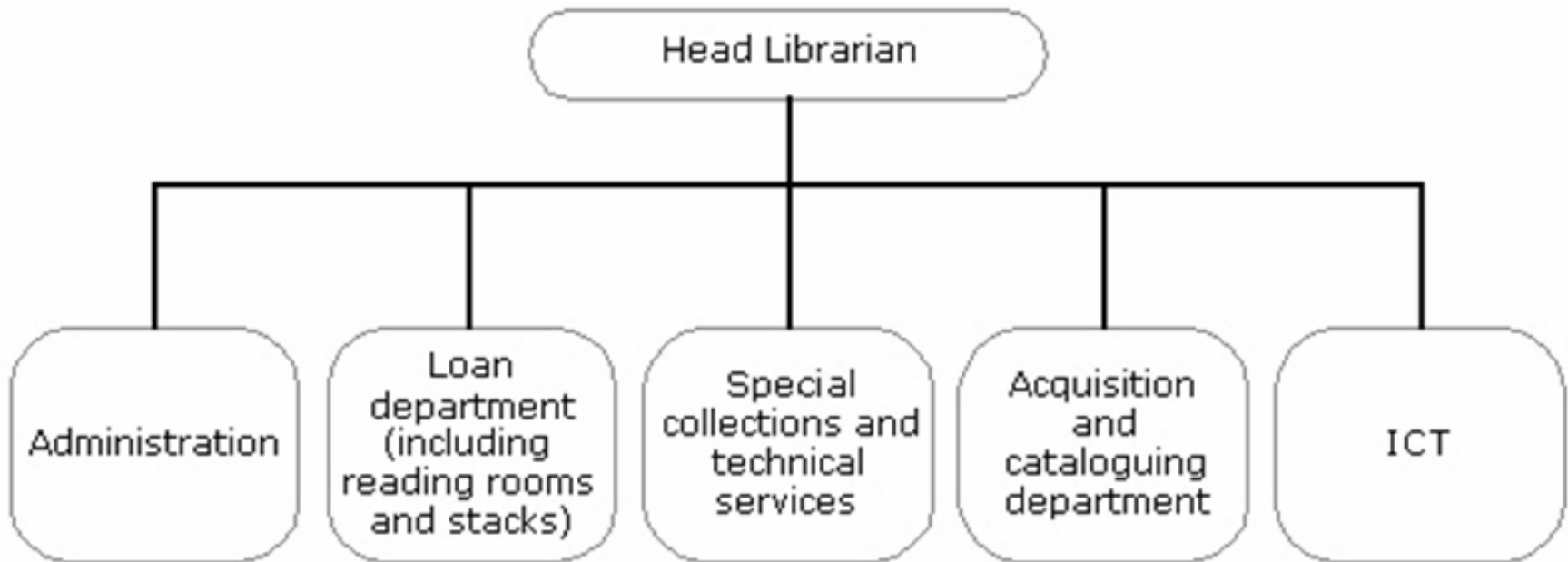
The Royal Library

The National Library of Denmark and Copenhagen University Library



University Library Ghent

Old structure



University Library Ghent New structure (2004)

