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

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

- Development of on-site services, for example, 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

Collection Development
- Manuscript Collections
- Map Collections
- Legal Deposit & Modern Collections
- Preservation & Conservation
- Rare Book Collections
- Business Information

Corporate Services
- Estates
- Finance
- Human Resources
- ICT

Customer Services
- Cataloguing Services
- Education & Interpretative Services
- Enquiries & Reference Services
- Inter-Library Services

Strategy and Communications
- Digital Library
- Marketing Services
- Strategic Policy

Development
- Development
National and University Library of Slovenia

The Administrative Council

The Advisory Council

Senior Management

Managing Director

Deputy Director
- Library Programs

Deputy Director
- LJubljana University Library System

Deputy Director
- Finance and Corporate Resources

General Administration and Finance Division

- General and Legal Advisory Office
- Human Resources Office
- Secretariat
- Advisory Services Office
- Building and Facilities
- Accounting Services
- E-Library Development Office
- IT Services

Research and Development Division

- Library Education and Training Centre
- Library Research Centre
- Library System Development Centre
- Conservation and Preservation Centre
- Library and Information Science Collection

Acquisitions and Cataloguing Division

- Acquisitions Department
- Descriptive Cataloguing Department
  > ISSN Agency
  > ISMN Agency
- Subject Cataloguing Department
- Slovenian National Bibliography Department

User Services Division

- Lending, Document Supply and Storage Department
- Information and Reference Centre
- Library Reproduction Services

Special Collections Division

- Manuscript Collection
- Inunabula and Rare Prints Collection
- Music Collection
- Map Collection
- Pictorial Collection
- EU, Government and Non-Government Publications Collection
- AV Collection
- Serials Collection
  > ISSN Agency
- Slovenian Diaspora Publications Collection
- International Contemporary Music Collection
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)
- 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

University librarian

Human Resource Management

Innovation & Development

Facilities

Management Support

ICT Infrastructure

Building Maintenance

Public Services

Public Services / Central Library

Public Services / Branch Libraries

Information Services & Marketing

Technical Library Services

Acquisitions & Document Processing

Collection Storage & Management

Electronic Publishing & Archiving Services
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

Director

Supporting staff

Deputy Director

Head Help desk and User Services

Head Collection Management

Librarian Brabant collection

Head Faculty Support / Information Services

Deputy Director

Head Digital Services
The Royal Library
The National Library of Denmark and Copenhagen University Library

Director General
• Staff

The National Library of Denmark
• Staff
  • Legal Deposit
  • Special Collections:
    • Manuscripts and Rare Books
    • Maps, Prints and Photographs
    • Music and Theatre
    • Oriental and Judaica Collection
  • Cultural Activities
  • Preservation
  • Digital Preservation
  • Research

Copenhagen University Library
• Staff
  • Copenhagen University Library South
  • Copenhagen University Library City
  • Copenhagen University Library North
  • Acquisitions
  • User Services (Nørre Allé)
  • User Services (Slotsholmen)

Administration and Corporate Services
• Staff
  • Administration
  • Building Services
  • Logistics

IT Services
• Information Technology
• Digital Development and Production
University Library Ghent
Old structure
University Library Ghent
New structure (2004)