University of Edinburgh
Job Description

1. Job Details
Job title: Head, Central Library Services (CLS)
School/Support Department: IS/ Library Museums & Galleries
Unit (if applicable): Library
Line manager: Director of Library Services

2. Job Purpose
To lead, manage, and develop customer-focussed, professionally robust Bibliographic and Public Services through the Central Library Services Division (CLS) to ensure that the needs and objectives of the University, Colleges and Schools, staff, students and researchers are met through the efficient and effective delivery of services, which are matched to the strategic requirements of Information Services and the University.

To be a member of the Library senior management team responsible for assisting the Director of Library Services in all areas of Library Museums and Galleries management and strategic development.

3. Main Responsibilities

- To contribute to the development of Library strategy and policies as a member of the Library Senior Management Team. 15
- To lead in the formulation of Library Strategy to ensure that it reflects trends and new developments in Bibliographic and Public Services so that high quality services are assured. 10
- To collaborate with the College Librarians so as to ensure that the Colleges’ needs are met through the CLS Division’s services and development. 10
- To direct and manage the CLS Division and its services so that Bibliographic and Public Services, which underpin much of the University’s teaching, learning and research, are delivered efficiently and effectively. 30
- To lead on changing service in response to development in a time of rapid technical and associated organisational change e.g. in cataloguing digital resources (metadata), in outsourcing – notably the purchase of book-stock ready to pass immediately to users – and in extending opening hours, so that services are in line with provision in the University’s comparators. 10
- To monitor and examine performance across the Division so that the Bibliographic and Public Services Managers and their Team Leaders adopt a continuing, critical and constructive approach to processes and practices to ensure that services are developed and throughput and efficiency increased year on year. 10
- To exercise a high degree of responsibility at a senior level in the areas of management and professional expertise, such as in co-ordinating major projects, for example integrating site libraries into the Main Library and ensuring service continuity during the Main Library Re-development programme, so that the desired outcomes are achieved. 10
- To take overall operational responsibility for public services in the Main Library, through co-ordinating service providers, to ensure that services are delivered effectively. 5
4. Planning and Organising

The post-holder

- reports to the Director of Library Services and is a member of the Senior Management Team.
- manages the Division through the Bibliographic Services Manager and the Public Services Manager.
- convenes the Library Services Division Forum – an internal group – between CLS, the College Librarians and the other Divisions, to ensure CLS’s awareness of user needs and to foster Divisional co-operation.
- leads projects in e.g. financial management to ensure that book and journal purchase processes are developed and managed in co-ordination with the IS Finance Division and College Librarians so that full spend is achieved annually.
- contributes to IS integration through participation in, for example, the IS Task Force on Training & Documentation.
- interprets the external environment and analyses additional/new demands on the Division and works out their resolution.
- develops and implements, in the context of the Library’s Strategic Plan, the Division’s 2 – 3 year and annual work plans, adapting them to changing needs, monitoring progress and ensuring that deliverables are achieved.

5. Problem Solving

Examples:

Service responsiveness to changing needs: problem – extension of opening hours for study space at low cost; resolution – working with appropriate managers, in liaison with College Librarians, develop proposal to extend hours through out-sourcing staffing to security company; monitor user reactions; make available self-service facilities.

Service development: problem – low book find-ability level in Older Lending Collection; resolution - working with appropriate managers as a team to seek funding for, and implementation of, a project to re-classify loaned and consulted items so that they can be placed in the much simpler arrangement of the Current Lending Collection. CMG allocated £82,000 in 2005/6; further funding will be sought for subsequent years.

Service delivery: problem - acquisition of new stock delayed by imbalance between workload and staff resource: resolution - motivate the Bibliographic Services Manager and Team Leader to analyse and forecast the inflow of work, assign accordingly priorities in staff deployment, and initiate selection of process changes to yield quick, low cost increase in throughput per staff member.

6. Decision Making

Within the context of the Library’s Strategic Plan and Senior Management Team discussions, in consultation with the Division’s Managers, decide on service provision, on service and operational priorities for the Division and on their means of achievement.

7. Key Contacts/Relationships

Internal (IS)
Library Senior Management Team, senior Divisional colleagues, senior IS colleagues, HR.

Convener CHSS Library Committee, University Committees as required.

Suppliers, professional colleagues in other universities, committees as required.
8. Knowledge, Skills and Experience Needed for the Job

(a) Qualifications
   • A degree and/or qualification in librarianship or information science

(b) Experience
   • 10 – 15 years senior experience in academic libraries
   • Experience of staff management of large teams
   • Management – post-holder should have, or be prepared to, participate in management training.
   • Understanding of the complexities of a major, long standing, research library.
   • Overview of trends in Library provision

(c) Skills
   • Leadership
   • Project management
   • Staff management

9. Dimensions

• There are 82 members of staff (full and part time) in the Division, located across 14 Library Sites, comprising 32% of the Library’s core staff.
• As the Division provides Bibliographic and Public Services to all sites, all members of the University (staff and students) are our users.
• The Acquisition Team handles most of the material purchases for the University Library, amounting to just over £3m per annum.
• The Cataloguing & Classification Team handles most of the Library’s cataloguing and classification of print and some of the e–resources. In 2004/5 for example, just over 16,000 new records were added to the catalogue.
• The Public Services Team provides services on 13 sites to a student user community of around 12,200 and academic staff community of 2,500. It provides Library – wide policy and operational procedures for many services provided through the IS Helpdesk in the Main Library. First loans in 2004/5 from the non - Main Library sites were 251,000 or 33% of the total.

10. Job Context and any other relevant information

There are three service providing Divisions – Collections, Central Library Services, and Digital Library Division – who are accountable for service delivery to the College Librarians.

During the last year the post –holder has also covered the vacancy for the Bibliographic Services Manager (Jan – October 2005) and for the partial secondment of the Public Services Manager (September – December 2005). Both are key posts in the Division.

The Post-holder is leading the Division through a time of major changes. These interact with one another and include:
   (a) the transition to the digital library whilst print based services continue so creating the hybrid library in which, for example, CLS staff widen their skills base and work in different organisational patterns.
   (b) the external environment in which, for example, the supplier – customer relationship is moving towards partnership in which systems are harmonised and work outsourced, so achieving faster turn-around times and releasing staff time internally to meet new needs;
   (c) the re-alignment of Information Services.
   (d) the University’s drive to reduce unit costs as evidenced in savings targets, which demand increased efficiency to deliver against rising demands, and in maximizing Estate efficiency, which is sometimes expressed in integration of site libraries into the Main Library.

The Post-holder’s role is to derive the maximum benefit from these changes so that each is turned into an opportunity to create improved services.