

Redefining our people



Hybrid
David Stevens successfully implemented the Integrated Library System in his area. It's designed to deal seamlessly with the hybrid information carriers – CD-Roms, e-files, microforms and printed items – that increasingly form our collection.

Employer of choice

The 2,300 people who work for the British Library possess an immense range of knowledge and experience. Now they are extending their skills more widely than ever as the Library redefines its role.

The British Library's people are as diverse as the treasures the Library contains, from some of the world's most highly respected specialists in conservation of illuminated manuscripts to experts in cutting-edge digital technology. As the Library redefines itself, so the people who work for it are combining new and traditional skills to an unprecedented degree. Roles are being shaped by the changing world of research information,

an ever closer relationship with customers and rapid adoption of digital technology.

'Our people strategy is focused on enabling the Library to achieve its strategic priorities in an incredibly competitive, complex and fast changing environment,' says Mary Canavan, Director of Human Resources. 'It is all about underpinning our goal to be the greatest 21st century library.'

Over the last year, the Library has introduced the first phase of a modernised pay and rewards strategy with scope for progression within the pay and grading structure. 'The process we have introduced is transparent, fair and market-facing,' says Mary Canavan.

'We have to be market-facing if we're going to compete for the skilled staff, effective leaders and specialists we need. Our strategy is quite simply to become an employer of choice, attracting and retaining the highest calibre people.'

Performance management has been improved and a new appraisal system, developed in partnership with unions and staff, is now in place. Every member of staff now has an individual development plan based on a clear understanding of the competencies required to do their job.

Engaging with staff and listening to their opinions is especially important at a time of such rapid change, and the Library's new

colleague opinion survey was introduced during the year. A high proportion of people throughout the Library returned questionnaires and the full survey results were published for everyone to see. 'The colleague opinion survey is a critical piece of work in terms of developing our culture,' says Mary Canavan. 'Every part of the Library is using the information to make a difference by actively working on the messages that came out.'

Born digital

Websites often have no printed equivalent – they're born digital. Alison Hill sets the parameters for harvesting a good selection as part of our UK web archiving work.



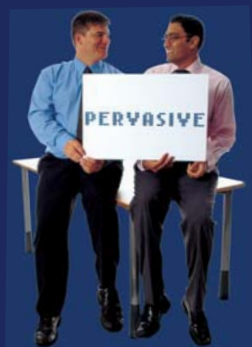
* Our Freedom of Information team promotes transparency – the clear reporting of our activities to the public.

transparency*



Best practice

100,000 books arrive on Legal Deposit each year. The new Integrated Library System has enabled Claire Caulfield and her team to set best practice standards and make efficiencies in processing them.



Pervasive

Richard Toby and Manish Patel lead the Desktop Services teams north and south. Their IT troubleshooters are on hand whenever staff need them – they're as pervasive as the technology they maintain. The teams recently upgraded all desktops to Windows XP Professional, giving staff added file protection and a seamless software platform.



Minimal intervention

Vicki Humphrey heads Conservation, where collection treatment is guided by the principle of 'minimal intervention'. The aim is to improve the longevity and accessibility of items while preserving their historic integrity and essential character.



Partnering

Paul Davies and his team have pioneered new service partnerships with our facilities services providers. Contact and communication are a key part of their success. The use of mobile technology by the roving teams will improve maintenance and repair response times.

Redefining our people *continued*

Joined up services
Leathea Lee, Joshua Lunn and Glen Prior, with their colleagues, co-ordinate services in Reading Rooms. They're joining up online ordering, book delivery and provision of e-resources so Readers have access to the full range of material they need.



Keeping customers satisfied
It has been a year of changing work patterns for many of the Library's people, as new technology and improved services have been introduced to meet increasing customer needs.

The introduction of the Library's new Integrated Library System on time and within budget is one of the year's most significant achievements. It represents a fundamental part of the British Library's programme to bring all its services together as one library. As well as demonstrating the importance of high calibre IT skills, changing over to the new system has involved new ways of working for many cataloguing staff.

'In the past people had to work with different computer systems and the Integrated Library System

has fulfilled a long-standing need to bring them together,' says Caroline Brazier, Head of Collection Acquisitions and Description. 'Putting the new system in place has involved cultural as well as operational changes. It has meant getting people to think in new ways.'

New working patterns have been introduced in Reading Rooms to improve consistency of customer service. Elements of customer service work in London have been moved to Yorkshire, necessitating a number of redundancies. Yet despite the inevitable upheaval for many of those involved, staff have succeeded in achieving the highest-ever levels of customer satisfaction across all the Library's services.

'Congratulations are due to everyone who has worked so hard during this period,' says Natalie Ceeney, Director of Operations and Services. 'The significant changes to jobs and working patterns have been tough on staff, who deserve much credit for the way they have kept services going and achieved great customer satisfaction figures during this challenging time.'

Throughout the Library, a major investment is taking place in IT and digital technology, demanding new sets of skills in key areas. In the Reading Rooms, for example, making digital resources available to users requires specialists in electronic information services. A strategic investment is being made in science, technology and medicine, led by a dedicated team that has been set up to develop

innovative services for new markets for information about scientific research. At the same time traditional curatorial skills are being updated to meet the changing expectations of the Library's customers in the information environment of the 21st century.



Codex
People recorded information on scrolls and tablets before developing the book – or codex. Claire Brey is managing the project to put the massive volume that is the world's oldest Bible, the *Codex Sinaiticus*, online.



Always on
The Library's building security teams are on duty 24/7, and, like Ramesh Shah, St Pancras Control Room Supervisor, work day and night shifts. Ramesh often works the Christmas shift and this year was among public service staff invited to Downing Street to receive personal thanks from the Prime Minister.



Induction
Sarah MacEwan revised the induction programme for all new staff. Everyone now gets a chance to meet the Chief Executive, hear about the Library's objectives and understand how each team member contributes to the way users perceive the Library.

* 'The Integrated Library System promotes close co-operation between Directorates and with suppliers and other libraries.'

Joan Corney, Project Manager

Co-operation

