Additional Information relating to the role of Customer Services Teams’ Leader

Leeds University Library

Leeds University Library is one of the UK’s largest academic libraries providing support for the University in its ambition to become one of the top 50 universities in the world. The University has the second largest student body in the UK with over 33,000 students. There is a staff complement of more than 7,000 and research income of more than £135M (2013/14). The 9 faculties of the University cover a wide range of disciplines.

As well as acting as a gateway to information, the Library also supports learning, teaching and research through a range of services including the e-print repository, the Virtual Learning Environment and the Portal.

The Library has over 3 million printed items, more than 2 million manuscripts and archival documents and access to over 35,000 print and electronic journals. There are four campus sites: Edward Boyle Library, Brotherton Library, Health Science Library (with a small library at St James’s University Hospital) and the new Laidlaw Library which opens in the summer term of 2015. The Library also has responsibility for the University’s collection of 4,000 works of art and operates the Stanley and Audrey Burton Gallery.

Following a restructuring in the summer of 2014 the Library has 4 divisions: Learning Support; Research Support; Access and Operations; Special Collections. Customer Services sits within the division of Access and Operations.

Library structure

The Library’s strategic plan, Library Futures (refreshed in 2014) [http://library.leeds.ac.uk/strategic-plan](http://library.leeds.ac.uk/strategic-plan) outlines a vision for the next 5 years focussing on 5 key themes for development: Enhancing Student Education; Providing a Cornerstone for Research; Exploiting and Developing Collections;
Developing Exceptional Spaces and Places; Working Well Together. Not only does this include the plan to open the new Laidlaw Library, which will house the core text and high demand collections of predominantly reading list items, but it sets out the intention to carry out an extensive refurbishment of the existing Edward Boyle Library. This refurbishment will not only improve the quality of study space in this Library, but in particular will provide an area solely for the use of postgraduate students.

Customer Services

The Customer Services Teams Leader is responsible for setting the direction for, and coordinating the activities of, the Customer Services Teams which comprise some 145 staff at 70fte (rising by April 2015 to 181 staff at 87 fte with the opening of the Laidlaw Library). The teams are site based and are being reconfigured to reflect the opening of a fourth campus Library, the Laidlaw Library. The 3 Customer Services Managers oversee activities on each site, and also have cross site responsibilities. The Customer Services Managers are supported by Assistant Managers on each site, by the Weekend Managers and the Evening Supervisors. The staffing structures for weekday and weekend teams are shown on the following pages.

Customer Services staff are often the first point of contact for Library customers and so the maintenance of a high quality enquiry service is critical to the delivery of excellent customer service. The Customer Services section operates an enquiry service which covers face to face, telephone and e-mail enquiries. There are plans to operate an online chat facility from the autumn of 2015. The enquiry management system Request Tracker is used to monitor and manage enquiries across the Library. Using data from Request Tracker Customer Services managers monitor the overall enquiry KPI, but the different sections of the Library which receive e-mail enquiries are responsible for dealing with those enquiries.

The circulation of book stock is managed by Customer Services, including the book issue machines and the book sorter. There is a significant amount of book traffic between the 3 current campus libraries, and also between the campus libraries and the Library’s stores (which are based on campus and which house low use materials). The Library supplies material to other libraries also, as well as borrowing material on behalf of Leeds users, through its Document Supply service which is operated by Customer Services.

The Customer Services section also manages user access (using the Sentry Access control system) and user behaviour (leading on policy and implementation). The Library operates on a self service basis for nearly 50% of its opening hours. During the Library’s self service hours Customer Services staff maintain security, manage customer behaviour and deal with basic directional enquiries. The evening teams report to the Library’s evening supervisors. Agency security staff cover shifts on a Saturday evening and, during the University’s examination periods, through the night. During the day at weekends services are operated by the Customer Services Weekend Managers and their teams.

Responsibility for identifying best practice in customer service delivery lies with the Customer Services Teams Leader who is expected to be proactive in the development of library services in the most efficient and cost effective way. The Customer Services Teams’ Leader works closely with the Library’s Marketing and Engagement Team, both to understand the needs of customers, and
also to develop campaigns to promote services and key messages. The Customer Services Teams Leader is also responsible for identifying staff training needs across the section and for developing a programme to address these, building on current training activities. Current activities include the identification of key competencies (with resources to address these), a coaching scheme, and an IT buddies and self development programme.

Ensuring that services operate smoothly from a customer perspective means that the Customer Services Teams Leader works with many other parts of the University and also of the Library. For example Customer Services staff have been developing closer links with colleagues in IT services to ensure better support for customers in their use of e-resources and IT equipment. Within the Library, relations with the Systems Team are critical to maintaining circulation functions and with the Facilities Officer to ensure, for example, that cleaning schedules are appropriate for the opening hours and the time of year.

Leeds University Library as a whole is committed to delivering customer-focused services to a very high standard. It is proud to have achieved the Customer Service Excellence standard. This standard applies to services across the Library, but the Customer Services Teams Leader plays a key role in ensuring maintenance of standards and in driving improvements in the quality of service delivery.
<table>
<thead>
<tr>
<th>Role/Department</th>
<th>Grade</th>
<th>Staff Structure</th>
<th>Changes from April 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edward Boyle Library Manager</td>
<td></td>
<td>Tech. support: Circulation + access control; Stats and KPIs</td>
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<tr>
<td>Assistant Managers</td>
<td>Grade 2</td>
<td>Currently 2.5 Changes to 1</td>
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<tr>
<td>Customer Services Assistants Grade 4</td>
<td></td>
<td>10 CSAs 6.05 fte (all year) changes to 4 CSAs 4.09 fte (all year)</td>
<td></td>
</tr>
<tr>
<td>Customer Services Assistants Grade 3</td>
<td></td>
<td>2 CSAs 1.5 fte (all year) 8 CSAs 4.01 fte (term time) changes to 5 CSAs 4 fte (all year) 4 CSAs 2.34 fte (term time)</td>
<td></td>
</tr>
<tr>
<td>Customer Services Assistants Grade 2</td>
<td></td>
<td>2 Shelvers .86 fte (all year) 7 Shelvers 2.45 fte (term time) 4 Morning/day time CSAs 2.71 fte changes to 2 Shelvers .86 fte (all year) 6 Shelvers 2.02 (term time) 4 Morning/day time CSAs 2.71 fte</td>
<td></td>
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<tr>
<td>Brotherton Library Manager</td>
<td></td>
<td>Enquiry Service Frontline, Document Supply, Stores Team</td>
<td></td>
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<tr>
<td>Assistant Managers</td>
<td>Grade 2</td>
<td>Currently 2 Changes to 1.5</td>
<td></td>
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<tr>
<td>Customer Services Assistants Grade 4</td>
<td></td>
<td>9 CSAs 5.38 fte (all year) changes to 7 CSAs 4.01 fte (all year)</td>
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<tr>
<td>Customer Services Assistants Grade 3</td>
<td></td>
<td>6 CSAs 4.52 fte (all year) 5 CSAs 2.19 fte (term time) changes to 7 CSAs 5.28 fte (all year) 4 CSAs 2.01 fte (term time)</td>
<td></td>
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<tr>
<td>Customer Services Assistants Grade 2</td>
<td></td>
<td>8 Shelvers 2.71 fte (term time) 2 Shelvers .86 (all year) 4 Morning/day time CSAs 3.17 fte changes to 8 Shelvers 2.71 fte (term time) 2 Shelvers .86 (all year) 3 Morning/day time CSAs 2.57 fte</td>
<td></td>
</tr>
<tr>
<td>Head of Customer Services Planning and Coordination</td>
<td></td>
<td>Including customer relations and training</td>
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<tr>
<td>Health Sciences /St James’s Uni. Hospital Library Manager</td>
<td></td>
<td>Equality and Diversity, Widening Participation, Training, weekend/evening teams Changes to HSL/SJUH and Laidlaw Library Manager Equality and Diversity, Widening Participation, evening/weekend teams</td>
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<tr>
<td>HSL Assistant Manager</td>
<td>Grade 4</td>
<td>Currently .5 Changes to 1</td>
<td></td>
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<tr>
<td>Customer Services Assistants Grade 4</td>
<td></td>
<td>3 CSAs 2.64 fte (all year) 1CSA .76 fte (term time) changes to 4 CSAs 3.01 fte (all year) 1CSA .76 fte (term time)</td>
<td></td>
</tr>
<tr>
<td>Customer Services Assistants Grade 3</td>
<td></td>
<td>6 CSAs 4.64 FTE (all year) no change</td>
<td></td>
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<tr>
<td>Customer Services Assistants Grade 2</td>
<td></td>
<td>1 Shelvers .42 fte (term time) no changes</td>
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<tr>
<td>Laidlaw Assistant Managers - 1.5</td>
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<tr>
<td>Customer Services Assistants Grade 4</td>
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<td>4 CSAs 3 fte (all year)</td>
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<tr>
<td>Customer Services Assistants Grade 3</td>
<td></td>
<td>5 CSAs 3.57 fte (all year) 6 CSAs 3.99 fte (term)</td>
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<tr>
<td>Customer Services Assistants Grade 2</td>
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<td>5 Shelvers 1.7 fte (term time) 5 Morning/day time CSAs 3.37 fte</td>
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<tr>
<td>Evening Supervisors</td>
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<td>1 x .81 fte changes to 2 x .81 fte</td>
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<tr>
<td>Customer Services Assistants Grade 2</td>
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<td>Evening EBL 7 CSAs 2.96 fte BL 6 CSAs 3.03 fte HSL 4 CSAs at 1.84 Add in LL 5 CSAs at 2.31</td>
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</tr>
<tr>
<td>Customer Services Assistants Grade 2</td>
<td></td>
<td>Evening EBL 7 CSAs 2.96 fte BL 6 CSAs 3.03 fte HSL 4 CSAs at 1.84 Add in LL 5 CSAs at 2.31</td>
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</tbody>
</table>
Customer Services weekend staff structure as of April 2015

Health Sciences/St James's Uni Hospital Library Manager
Equality and Diversity, Widening Participation, Training, weekend/evening teams
Changes to HSL/SJUH and Laidlaw Manager
Equality and Diversity, Widening Participation, evening/weekend teams

Edward Boyle/Brotherton Library Weekend Site Managers
(working alternate weekends, each managing one team)

Brotherton Library, 2 teams, alt. weekends each with:

Customer Services Assistants Grade 4
1 CSA 0.27 fte

Customer Services Assistants Grade 3
2 CSA 0.32 fte

Customer Services Assistants Grade 2
Daytime 2 CSAs 0.42 fte
Evening 2 CSAs 0.16 fte

Edward Boyle Library, 2 teams, alt. weekends each with:

Customer Services Assistants Grade 4
1 CSA 0.27 fte

Customer Services Assistants Grade 3
2 CSA 0.32 fte

Customer Services Assistants Grade 2
Daytime 2 CSAs 0.42 fte
Evening 3 CSAs 0.24 fte

Health Sciences/Laidlaw Library Weekend Site Managers
(working alternate weekends, each managing one team)

Laidlaw Library, 2 teams, alt. weekends each with:

Customer Services Assistants Grade 4
1 CSA 0.27 fte

Customer Services Assistants Grade 3
4 CSA 0.64 fte

Customer Services Assistants Grade 2
Daytime 3 CSAs 0.63 fte
Evening 3 CSAs 0.24 fte

Health Sciences Library, 2 teams, alt. weekends each with:

Customer Services Assistants Grade 4
1 CSA 0.27 fte

Customer Services Assistants Grade 3
2 CSA 0.32 fte

Customer Services Assistants Grade 2
Daytime 2 CSAs 0.42 fte
Evening 2 CSAs 0.16 fte

Customer Services Assistants Grade 2
Daytime 3 CSAs 0.63 fte
Evening 3 CSAs 0.24 fte

Customer Services Assistants Grade 2
Daytime 2 CSAs 0.42 fte
Evening 2 CSAs 0.16 fte