LIBER TOOLKIT
FOR WORKING GROUP CHAIRS

TABLE OF CONTENTS

LEADING LIBER WORKING GROUPS: A TOOLKIT FOR CHAIRS

About LIBER

LIBER is Europe's largest association of research libraries. Through strategic actions, advocacy, research, training and networking, we help our 450 national, university and special libraries to fulfill our collective mission of Enabling World Class Research.

Key to LIBER's success is the dedication of the hundreds of volunteers who serve on our Executive Board, Steering Committees and Working Groups. We also greatly value our role as partners in internationally funded projects and our relationship with leading academic organisations around the globe.

Learn more at www.libereurope.eu

WORKING GROUP CHECKLIST: TOOLKIT OVERVIEW

The process of starting and running a Working Group is described in detail in the following pages. The checklist on this page aims to give Chairs an overview of the most important points.

Proposing a Working Group

- ☑ Does your proposed topic align with LIBER's 2018-2022 Strategy?
- ☑ Have you consulted with LIBER's Executive Director and the appropriate Steering Committee Chair, before writing a proposal?
- ☑ Does your proposal contain the five essential elements outlined on p. 8?

Starting a Working Group: First Steps

- ☑ Have you given LIBER's Communications Team a basic description of your group's purpose and specific objectives, as well as profiles of all members, so that website pages can be created?
- ☑ Have you issued an open invitation to LIBER Participants to join the group?
- ☑ Is the group balanced in terms of the geographical spread, levels of expertise and gender of members?
- ☑ Have you called a first meeting so that everyone can get to know each other, and in order to finalise the work plan?
- ☑ Does your work plan take into account relevant deadlines (e.g., February for submitting a workshop proposal to the Annual Conference)?
- ☑ Do you have a shared working space, and ground rules which set clear expectations?

Day-to-Day Running of the Group

- ☑ Are meetings organised regularly (normally once a month)?
- ☑ Are all group members invited to share their opinions, and given a chance to participate in the completion of tasks?
- ☑ Have you identified and acted on connections with LIBER libraries, other Working Groups, LIBER's funded projects and other organisations?
- ☑ Is your Steering Committee Chair kept informed of the group's progress, and consulted when budget is required or problems need to be solved?

Communicating Activities & Results

- ☑ Is your section of the LIBER website regularly reviewed and kept up-to-date, including a copy of your work plan?
- ☑ When preparing to communicate a finished report, factsheet or other outcome, have you informed LIBER's Communications Team well in advance so that they can block time to edit, format and promote your work?
- ☑ Have you double-checked all facts and figures?
- ☑ Have you used plain language and words which are familiar to your target audience?
- ☑ Is the content structured so that readers can easily scan it and identify key messages or essential actions which they should take?
- ☑ Once published, have all group members shared the outcome with their networks?

Ligue des Bibliothèques Européennes de Recherche
Association of European Research Libraries

PART 1: INTRODUCTION

KEY TAKEAWAYS
· **Working Groups are made up of 10-20 people, aligned with LIBER's Strategy and have clearly-set objectives to be achieved in 1-2 years.**
· **Typical activities include undertaking research, creating guidance and providing training.**
· **In the interests of transparency and efficiency, Working Groups should keep Steering Committee Chairs and the wider network informed, and seek to collaborate with other Working Groups, LIBER's funded projects and other like-minded organisations**
· **LIBER provides Working Groups with logistical and financial support.**

Working Groups:
An Invaluable Part of LIBER's Network

Working Groups are a vital force within LIBER: a space where library directors, staff and subject experts enthusiastically unite to pursue topics linked to their area of interest and to LIBER's strategic priorities.

The participation of each and every Working Group member is greatly appreciated by the Office, Executive Board and entire network. Their efforts result in many resources, training opportunities and improved approaches being created and made openly available to the research library community. This advances both the work of individual institutions across Europe and LIBER's strategic goals.

This toolkit aims to guide and assist Working Groups by sharing guidelines, offering suggestions, answering common questions and providing resources and templates for specific tasks. It is written primarily for group chairs but may prove interesting for people active at all levels of the network.

Since those working outside of LIBER but in similarly structured organisations may also find this toolkit relevant, it is published under a Creative Common Attribution (CC BY) license. We invite you to share, remix and reuse the information in the toolkit.

If you find the toolkit useful or have any suggestions, please tell us by emailing liber@libereurope.org. Hearing your stories will help us further promote a culture of sharing and engagement, to the benefit of both the Open Science movement which LIBER strongly supports and society at large.

What is a Working Group?

LIBER Working Groups each explore a topic which is unique to them. At the same time, they are united by a similar structure and common set of guidelines. Broadly speaking, each Working Group is:

- **Ten to 20[1] people** working in LIBER institutions[2], each with an interest or expertise in the topic to be explored;
- **Aligned with the overarching goals of LIBER's 2018-2022 Strategy** and specifically with one of the Strategy's three pillars: Scholarly Communications, Digital Skills & Services and Research Infrastructures;
- **Representative of the LIBER network,** with group members from all regions of Europe and libraries of all sizes included in its work;
- **Established for one to two years,** with clearly-set objectives to be achieved in this period. Some working groups can be made permanent but this is the exception rather than the rule.

Working Groups meet regularly (normally once a month) to develop their strategy and carry out activities. Typical activities include but are not limited to:

- **Undertaking research and creating guidance** through surveys, case studies, interviews or other methods, in order to deepen understanding of a topic and share best-practices;
- **Highlighting the experiences and knowledge of individual research libraries** through interviews and case studies;
- **Providing training** by organising activities such as webinars and workshops (independently or attached to events such as LIBER's Annual Conference);
- **Presenting** the group's work at relevant conferences and seminars.

As part of an open, transparent and collaborative organisation, it is critical for Working Groups to:

- **Update Steering Committee Chairs** on the group's progress, plans and achievements. In turn, the Chair will act as a sounding board and facilitator: advising, making connections between Working Groups (where activities have similar goals or audiences) and updating the Executive Board and the Office on the group's progress and needs;
- **Actively seek collaboration** with other Working Groups, LIBER's funded projects and other like-minded organisations. We are all working towards common strategic goals and pursuing connections across the network is an opportunity to pool our talents and skills, gain valuable insights (leading to more meaningful content), raise awareness of each other's work and increase efficiency.
- **Involve and inform the community** by, for example, inviting LIBER libraries to contribute relevant experiences and knowledge and by working with the communications team in the Office to promote their work (see p. 14).

[1] *This is an average range. Groups can be bigger or smaller, as long as they have enough people to achieve their goals and are not so large that organisation becomes difficult.*
[2] *Working Groups can appoint up to two Expert Advisers from non-LIBER participants. These Expert Advisers must be approved by the Executive Board, can serve for up to two years and are eligible for re-appointment.*

Chairs: Key To Working Group Success

Working Group Chairs are appointed by the Executive Board. Chairs lead the group and serve on the relevant Steering Committee. The guidance provided by Chairs is critical to the group's success. Their main roles include:

- **Planning and setting the agenda** for regular Working Group meetings, coordinating closely with group members.
- **Prioritising inclusion and collaboration** by seeking diversity in group membership (representing LIBER libraries across Europe of varying sizes) and by creating an atmosphere in which all participants feel welcome to express their views, share knowledge and ask questions.
- **Ensuring that group activities align with what was agreed in the group's work plan** and LIBER's strategic priorities.
- **Widely sharing group achievements** through regular reporting to the Board, direct communication to LIBER libraries (planned in collaboration with the Office communications team) and via speaking and other publicity opportunities at LIBER and externally organised events.
- **Flagging issues, needs or concerns with the Steering Committee Chair or Office** so that these can be quickly and appropriately addressed.

How LIBER Supports Working Groups

Working Groups receive logistical and financial assistance from LIBER.

Logistical
LIBER assists Working Groups in many ways including, but not limited to:

- **Guidance** on setting up and running a group, and help resolving obstacles (contact: Steering Committee chair or Astrid.Verheusen@libereurope.org);
- **Setting up of group mailing lists** (contact: Athina.Papadopoulou@libereurope.org);
- **Help engaging** with other Working Groups (contact: comms@libereurope.eu) and LIBER's funded projects (contact: Vasso.Kalaitzi@libereurope.org);
- **Workshop opportunities** at LIBER's Annual Conference (contact: Athina.Papadopoulou@libereurope.org);
- **Communications support** such as: 1) access to tools such as SurveyMonkey and Mentimeter 2) editing and layout of documents 3) organisation of webinars and 4) promotion of results and initiatives (contact: comms@libereurope.eu).

Financial
Each Working Group falls under the umbrella of a Steering Committee. Within the 2018-2022 Strategy there are three committees, for Innovative Scholarly Communications, Digital Skills & Services and Research Infrastructures.

Each committee receives a small annual budget to support Working Group activities — currently €6,000 per committee, per year. The budget may be used to:

- **Assist** in the carrying out of surveys, pilot schemes;
- **Allow** notable non-LIBER speakers to participate in webinars or workshops;
- **Help** in the presentation or promotion of group results, for example by hiring a graphic designer to make an infographic;
- **For any other reasonable purpose** concerned with any aspect of the current Implementation Plan of the Steering Committee and its Working Groups.

All expenses require the agreement of the Steering Committee Chair.

Budgets are agreed upon in the October Executive Board meeting. They reflect the plans of Working Groups. Plans and budgets for the following year should therefore be shared with the Steering Committee Chair before the October meeting.

During the year, groups should keep track of the expenses they incur.

Working Groups & Their Key Role Within LIBER's Network

Working Groups are one part of LIBER's large network, the main elements of which are illustrated below. When planning activities, it is critical that groups aim to connect their work with that of other network players. By thinking along together, we can better understand the context around an issue and work more efficiently towards an effective solution or resource.

Executive Board: Sets the priorities of LIBER's strategic plan. Approves new groups and monitors the progress of existing groups. Approves the overall lifetime of the group, the appointment of group chairs and work plans.

Steering Committee: Coordinates and connects Working Groups with each other, and with LIBER's funded projects and activities. Helps groups to achieve goals and overcome problems by providing resources and guidance. Collects regular progress reports and reports this to the Executive Board. Each Steering Committee has a Secretary who helps organise meetings, takes minutes, etc.

Working Group: Meets regularly to define the theme of the group, to create yearly plans specifying activities, goals, a timeline and budget, and to complete promised tasks.

Funded Projects: Projects in which LIBER participates are aligned with LIBER's 2018-2022 Strategy and therefore often have similar goals, topics and target audiences to Working Groups. The Office encourages, and is always happy to facilitate, collaboration and cross-promotion between projects and Working Groups.

Office: Supports groups by helping them to recruit members, highlighting opportunities to promote their work, and by ensuring that group results are communicated effectively.

PART 2: LAUNCHING A WORKING GROUP

New Working Groups can be suggested by anyone working for a LIBER Institutional or Organisational Participant. Proposals must, however, be backed by a Steering Committee Chair who is responsible for formally placing the proposal before the Executive Board at one of its three yearly meetings, in February, June and October.

When considering a proposal, an excellent first step is to contact Astrid Verheusen **(Astrid.Verheusen@libereurope.org)**, LIBER's Executive Director. She can advise, answer questions, share past experiences and make the connection with a Steering Committee Chair for further guidance.

Ingredients for Success

There are five essential elements to a proposal:

1. Mission and Relevance. The group's proposed focus area should relate to LIBER's 2018-2022 Strategy and fill a niche not already covered by other LIBER groups. Share your vision by explaining which challenge or problem the group will address, and the impact or relevance for the LIBER network.

2. Expected Outcomes. Working Groups are inherently practical in nature. What will your group produce? Typical outcomes are resources (reports, templates, case studies) and training opportunities (workshops, webinars). Other possibilities include new ideas, tools or approaches.

3. Scope. Outline the framework of the group, including when work is expected to start an end. You might also want to include the frequency of meetings and expected interactions with groups outside of LIBER (e.g., other library organisations, the European Commission).

4. Budget. Will funds be required to support group activities? If so, how much and for which tasks?

5. Membership. Every proposal should be backed by enthusiastic people who are invested in leading and developing the group. To the extent known at the time of the proposal, group members should be listed. A general call for members will be issued after approval to broaden membership and give all LIBER libraries an opportunity to participate.

Ligue des Bibliothèques Européennes de Recherche
Association of European Research Libraries

Proposals must be submitted by the Steering Committee Chair at least two weeks before the relevant Board meeting at which they are to be discussed. The Board will evaluate each proposal based on its merits, as well as the overall capacity of LIBER to take on new Working Groups.

After Approval

Once a new Working Group is approved, the Communications Team (see p. 14) will ask Chairs to provide:

- **General information** about the group
  (its purpose, goals, objectives)
- **Profiles of group members**
- **An open invitation to staff in all LIBER libraries** to
  take part in the group (in the form of a blog post)

This information will be used to create pages for the group on the LIBER website, after which the group can be promoted to the LIBER community. Shortly after the group is established, Chairs should also:

- Work on building membership of the group (see Part 3, p. 10);
- Convene a first meeting so that the group can start getting to know each other and set priorities;
- Finalise the work plan including clear objectives and deadlines for each activity (see the boxed text: 'What's in a Work Plan?').

What's in a Work Plan?

Working Groups should define the concrete actions they will take, the scope and timing of their activities in a work plan. The purpose of a work plan is to:

- **Clarify to group members** what needs to be achieved in the medium to long-term. Most work plans cover a 12-month period.
- **Ensure transparency.** Work plans are published on the LIBER website so that the entire network is aware of the processes and planned results of Working Groups.
- **Plan resources and prevent backlogs,** by identifying any required logistical or financial support well in advance.
- **Identify overlaps** between Working Groups and LIBER's funded projects.
- **Specify how the Working Group will engage with LIBER's community.** Which target audiences does it hope to reach? Will it collaborate directly with LIBER libraries, or with other research library stakeholders?

A work plan template can be **downloaded from the LIBER website.** If a Working Group does not intend to create a work plan, they should inform the Steering Committee Chair about their reasons for this.

PART 3: BUILDING MEMBERSHIP

KEY TAKEAWAYS
- New proposals for Working Groups must be backed by a Steering Committee Chair and approved by the Executive Board.
- A proposal should give a clear picture of a group's goals, including its mission, expected outcomes, scope and budget.
- Whether or not a proposal is approved will depend on how it fits with LIBER's strategic priorities, as well as the overall capacity of LIBER to support new Working Groups.

"Working Groups are called working groups for a reason. Just as the Steering Committee is tasked with steering the direction of the initiative, Working Groups are responsible for the work that will drive the impact of the initiative. Finding effective people to fill the role of Working Group members (including the co-chairs) may be the first big step to achieving impact down the road." – How to Lead Collective Impact Working Groups

Successful Working Groups unite many people around a common interest. A passionate and diverse group is stronger than the sum of its parts, with the ability to create not only resources and insights for LIBER's community of research libraries but also leadership and networking opportunities for its members.

Finding Working Group Members

- **Write an introductory blog post** about the group for the LIBER website and invite people to join. This will be published on the website, included in direct mailings to the network and shared on social media.
- **Ask LIBER's Executive Board, Steering Committees and other Working Groups to recommend staff** from their circle of colleagues, and to share information about the group with their networks.
- **Contact LIBER libraries directly.** This can be especially effective if you are searching for members from a particular region, in order to ensure a geographically balanced group. A list of LIBER libraries can be found on the website.
- **Mention the group when speaking at workshops,** conferences and other events.
- **Search sources such as previous LIBER Annual Conference programmes** and LIBER Quarterly for people actively writing and presenting about your group's topic.

Ligue des Bibliothèques Européennes de Recherche
Association of European Research Libraries

Profile of Working Group Members

Everyone in a Working Group should be:

- **Employed by a participating LIBER institution,** unless they are an Expert Adviser appointed by the group and approved by the Executive Board.
- **Invested in the topic.** Being a subject expert is not essential (part of the group's goal is — after all — to investigate a topic more deeply) but it is important to think along in terms of problems and challenges related to the topic, and the potential effectiveness or relevance of solutions and resources;
- **Action-oriented and open-minded.** Inspired to attend meetings, share ideas, listen to others and work collaboratively to implement plans;
- **Ready to promote the group's mission** to their own colleagues, institutions and broader networks.
- **Representative of different perspectives and backgrounds,** including diversity in gender, geographical location, level of experience and the type of institution they represent.

Creating a Culture of Collaboration

Building a relaxed and inspiring atmosphere — one in which Working Group members trust each other, feel free to express themselves and are motivated to contribute — is essential. Here are some tips for creating a positive group environment which will set the stage for rich, open discussions:

- **Kick-off the first meeting with an icebreaker** or round of introductions so that everyone has a chance to be heard and learn more about their fellow group members;
- **Agree on ground rules** which set clear expectations and encourage respect between participants; Use a shared working space (e.g., https://osf.io, Google Docs) so that perspectives can be gathered from anyone who missed a meeting or did not feel comfortable sharing during the meeting;
- **Recognize the efforts of members** through positive feedback and compliments.

PART 4: RUNNING EFFECTIVE MEETINGS

KEY TAKEAWAYS
- **Meetings are normally held online, and last about an hour.**
- **Chairs should ensure that meetings are scheduled in advance, at a time when most members can participate.**
- **Notes and actions should be circulated after the meeting and all members invited to comment (even if they could not attend the live call).**
- **If any problems are encountered which the group cannot solve, inform the Steering Committee Chair or Office so that they can provide support.**

It is energising to participate in an interactive meeting which makes clear progress towards the group's objectives. By planning and preparing for meetings, chairs can help their groups to be more impactful.

Since participants are based in libraries across Europe, online meetings are the norm. The main exception to this is the LIBER Annual Conference, when most groups schedule in-person meetings (normally on the Tuesday of conference week).

On special occasions, such as during the Annual Conference, Working Groups may hold extended meetings. Generally speaking, however, most meetings last about an hour and include the following elements:

- **Welcome & Overview.** New members are introduced and meeting goals are highlighted, giving a clear idea of what needs to be achieved or discussed.
- **Actions from Previous Meeting.** Actions from the past meeting are reviewed. Accomplishments are celebrated and obstacles discussed.
- **Discussion.** Updates are given on running tasks/ projects.
- **Any Other Business.** Issues which weren't on the agenda can be raised and the next meeting can be scheduled.

Chairs may want to complete the following steps before, during and after meetings:

Before The Meeting

BEFORE	
ACTIVITY AND PLANNING	
Consult the group on the best time for the next meeting. Selecting a fixed slot (e.g., the last Friday of every month at 10am) may help members to fit meetings into their agendas.	**3-4 weeks before meeting**
Create a draft meeting agenda and circulate it to the group for comments and additions.	**1-2 weeks before meeting**
Share important information which needs to be read beforehand.	**1-2 weeks before meeting**
Give link to join the call to all Participants.	**1 week before (with a reminder on the day**

During The Meeting

DURING	
ACTIVITY AND PLANNING	
Ask someone to write down decisions, actions and questions to be resolved.	
Encourage open discussion. All group members should feel welcome to participate, and the Chair plays a key role in ensuring that everyone is invited to speak up.	**During the Meeting**
Accomplish something, whether that be taking a decision or finishing off a step towards a larger goal. Small and regular achievements help everyone to feel motivated.	

After The Meeting

AFTER	
ACTIVITY AND PLANNING	
Email the group. Thank them for attending. Outline the main developments and actions, and the date of the next meeting.	
If anyone did not attend, and no apologies were received, contact that member to see if any help is required.	**As soon as possible, and no later than one week after the meeting.**
Inform the Steering Committee Chair and/or Office of any issues or tasks which may require their support.	

PART 5: ENGAGING THE NETWORK

KEY TAKEAWAYS

· **Engaging LIBER's network in Working Group activities is key to working more efficiently, collecting a range of perspectives and raising the group's profile.**
· **Collaboration should be sought with LIBER libraries, other working groups, funded projects and the wider community.**
· **Apply a Creative Commons license to all Working Group outcomes: CC BY for publications and CC0 for data.**

The power of LIBER lies in its network: a constellation of Working Groups, libraries across Europe, funded projects and organisations, all of whom have wisdom and experience to share.

By connecting with voices across the community, Working Groups have the opportunity to:

· **Work efficiently** by pooling resources and eliminating duplication of effort;
· **Gather a complete range of perspectives,** especially from libraries and/or professionals not present within their own group's membership;
· **Collect feedback** from the audience which the group hopes their work will most benefit and verify that the materials being created meet their intended need;
· **Raise the visibility of the group and its work** by creating a community which follows developments and is eager to receive the end result.

How To Collaborate

With LIBER Libraries

· **Ask libraries to share their opinions, experiences and needs related to a specific topic.** This can be done via LIBER's social media channels, through a survey, individual interviews or as part of a workshop. Include their feedback in the final results of your work. for example as case studies and quotes.
· **Enlist selected libraries** to test the results of your work.
· **Invite libraries to an interactive workshop** which both builds their knowledge and gives an opportunity for your group to collect feedback.

With LIBER Working Groups & Projects

· **Check to see if your research or activity overlaps or is relevant to other Working Groups and Projects.** If you are unsure, ask your Steering Committee Chair or the Office for help.
· **When overlaps are identified, make contact and discuss ways to collaborate.** Even if nothing is immediately planned, it is good to open communications channels and share your willingness to work together.
· **Engage experts from other groups and projects** as speakers at your workshops and webinars, and volunteer to do the same for them.
· **Volunteer to review their reports and deliverables,** to ensure that the expertise of your group is included, and ask them to do the same.

With Other Organisations

· **Connect with experts working in libraries outside of Europe,** communities of practice, research organisations and government. Invite them to comment on or contribute to your work.
· **Find tools, resources and frameworks developed by others,** and see if they can be reused or improved upon for the research library community.

Share, Share, Share
Key to engagement is ensuring that your results, tools and resources can be openly shared and reused by others. That's why LIBER's Open Access Publication Guidelines call for a Creative Commons license on all work: CC BY for publications and CC0 for data. Working groups are encouraged to publish not only final outcomes but also processes, (anonymised) data and best-practices so that others can benefit.

PART 6: COMPLETING ACTIVITIES & COMMUNICATING RESULTS

KEY TAKEAWAYS

· **LIBER's Communications Team can support you with access to tools, and by editing, formatting and promoting your work. Advance planning is essential. Share your working plans so that we can block time to help with your activities.**
· **For large or specialised projects, the help of a freelancer may be required with the costs covered by your Steering Committee.**

Communication is key to ensuring that the materials and events undertaken by Working Groups can be found, used and shared by LIBER's network and the wider research community. To avoid backlogs, requests for communications support need to be balanced and spread throughout the year. Working Groups play an essential role in maintaining this balance by flagging their needs to the Office as early as possible. Contact: (comms@libereurope.eu).

Each year, and for each Working Group, the Office currently has capacity to:

· Spend **three days on the communication of group activities** such as the editing and layout of documents and the design of graphics;
· Help the group to run at least **two webinars;**
· **Publish edits and updates** to the group's section on the LIBER website and **blog posts** relating to group activities (Working Groups provide the text; the Office edits and publishes the material).

Additional tasks will be considered if the Office has spare capacity.

Main Reporting Moments

Working Group news is shared daily on social media, the website and in network newsletters (*see Network-Wide Promotion, p. 15*). Chairs can email comms@libereurope.eu with updates.

In addition to voluntary updates, Chairs will be asked three times a year to report on activities to the Steering Committee. These updates will be shared with the Executive Board and used by the Office as a basis for the following public reports:

· **Annual Report** May — The Annual Report is released along with the Quarterly Mailing to LIBER Participants, at the end of May. The Office will compile information found in reports to the Board from the previous year. Working Groups will be contacted, via Steering Committee secretaries, in April to double check the text and add any missing achievements.

· **Annual Conference Updates** June —Two main types of updates take place during the conference: 1) key results of Working Groups are reported to the Meeting of Participants 2) reports and upcoming events may be promoted on social media channels, via the display of slides during plenary sessions or through the distribution of printed materials. If groups need materials edited and prepared by the Office for the conference, they should inform comms@libereurope.eu as soon as possible and no later than the end of April.

Annual Conference Workshops June — Most Working Groups want to hold a pre-conference workshop, often in collaboration with another group or one of LIBER's funded projects. The deadline for workshop proposals is the first week of February. Questions about workshops can be sent to Athina. Papadopoulou@libereurope.org.

· **Strategy Update** November — Highlights of the previous 12 months are included in the Quarterly Mailing to LIBER Participants at the end of November. The Office will draft the text and share a preview with Steering Committee secretaries for comment.

Ligue des Bibliothèques Européennes de Recherche
Association of European Research Libraries

Communications Support
For Working Groups

Access to Tools
Access to SurveyMonkey, live polling tool MentiMeter and the Noun Project can be arranged. The Office can also:

- Set up a group mailing list;
- Establish a Slack channel on the LIBER Europe account;
- Publish presentations and publications as part of LIBER's Zenodo community.

Copy-Editing & Formatting
All public documents — reports, factsheets, surveys, infographics — must be edited by the Office in order to:

- **Remove typographical errors;**
- **Ensure that the language used is clear and concise,** and that the report offers key information/recommendations/next-steps to LIBER libraries;
- **Identify and resolve** inconsistencies;
- **Add connections** to the work of other groups, where appropriate (e.g., links to other Working Group reports);
- **Align the writing style** with LIBER guidelines.

The Office will not substantially re-write content or double-check facts and figures. This should be done by the group before editing begins.

The edited document will be returned to the Working Group for approval. Once approved, it will be typeset in a LIBER-branded template. The Office will take care of this work, as long as budget and resources allow. Otherwise, the option of hiring a freelancer can be explored jointly by the Office, Working Group and Steering Committee Chair.

Once edited and formatted, the document can be promoted and published.

Important: Documents often take 10-14 days to be edited and formatted. Chairs should alert the Office to upcoming tasks as soon as possible so that time for editing can be planned. No major work can be guaranteed in the four weeks before the conference. It is therefore advisable to deliver draft work for the conference by the end of April at the latest.

Design Services
For bigger projects, the Office can (in collaboration with Working Groups and Steering Committee Chairs) enlist the help of a graphic designer to help with tasks such as the design and layout of infographics, major reports and event logos. The use of a designer depends on budget being available.

LIBER Website Presence
Each Working Group has its own section on the website. The Office will set up these pages, and update them as required with links to group publications, updates to the work plan and the profiles of new group members. The Working Group is responsible for supplying the text of these updates.

Network-Wide Promotion
The Office regularly promotes the results of Working Groups to LIBER libraries, funded projects in which LIBER participates and our broader community of partners and followers. For this, we use the following communication channels:

- **Social Media** - Daily updates to three main channels: Twitter, Facebook, LinkedIn;
- **LIBER-ALL mailing list** - Bi-weekly updates to official representatives of LIBER institutions, mainly library directors;
- **LIBER Alerts newsletter** - Bi-weekly updates to a diverse group of people who have signed up to learn more about LIBER's work, as well as new initiatives and activities related to Open Science;
- **LIBER website** - In addition, Working Groups can submit articles (blogs) about their work and information about events at which they will present the group's work.
- **Project Channels** - If the work of a group relates to the topic covered by a funded project, we can arrange for key outcomes and relevant events to be shared via the project's mailing lists and social media channels.

Slide Templates

The Office maintains LIBER-branded slides for anyone presenting group work at events, workshops and conferences.

Webinars

LIBER runs an active webinar programme. Working Groups are encouraged to participate. Working Groups are responsible for organising a topic, speakers and host for each webinar. The Office provides logistical, technical and promotional support.

Credits