



Národní knihovna  
České republiky  
National Library  
of the Czech Republic

# We're Creating a Library. The National Library! Together!

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The National Library of the Czech Republic  
Development Strategy for 2024-2027

1st edition

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Národní knihovna  
České republiky  
National Library  
of the Czech Republic



MINISTERSTVO  
KULTURY

Where is the modern  
National Library heading?  
What are its visions?  
What goals does it  
want to achieve in its  
key activity areas?

Help us create the best  
library possible.

**The NATIONAL LIBRARY!**

|    |  |
|----|--|
| 3  | A Word from the General Director   |
| 6  | 250 Years with the National Library                                      |
| 8  | External Influences  |
| 12 | Internal Influences  |
| 18 | The National Library Today and in 2027                                   |
| 23 | Key Areas of the National Library  |
| 27 | Permanent Preservation of National Cultural Heritage in All Its Forms    |
| 33 | Modern Services for Society  |
| 39 | Science and Research   |
| 43 | Digitisation and eData   |
| 49 | The Central Position of the National Library in the Czech Library System |
| 55 | International Status of the National Library of the Czech Republic       |
| 59 | Human Resources  |

# A Word from the General Director

Ladies and gentlemen,

Let's put our heads together and ask ourselves a seemingly simple question – what does the National Library of the Czech Republic mean to you? Is it a library that has been a unique cultural and educational centre for centuries, a steward and protector of our cultural heritage? Your answer to that question is undoubtedly “yes.” Is it an institution housed in the breathtaking Baroque grounds of the Klementinum, one of Prague's most popular tourist locations? Here, too, we can probably all agree on an affirmative answer. But the next question won't be so clear-cut: did you know that the National Library has been a highly regarded institution for thirty years, continuously digitising its collections and making them available through publicly accessible digital libraries? Did you know that the National Library also archives the content of the Czech World Wide Web? Did you know that the National Library is one of the world's leading research centres to protect library collections? That an integral part of the Library is the Slavonic Library built on the democratic ideals of T. G. Masaryk? That it is the head of the Czech library system, one of the densest library networks

in Europe? That it guarantees the operation of backbone library systems critical to their daily operations? And there are many such, perhaps surprising, pieces of information to be discovered.

None of the above is self-evident. It is a legacy of the everyday activities of generations of National Library staff in various positions. It is also a testament to the stability of an institution that, despite its many organisational upheavals, a gradual decline in its professional and social prestige, and numerous other shakeups in the last two decades, has accomplished unique achievements that have taken it further. The present world, however, poses further challenges to society, and the black swan theory is proving to be accurate, changing our existing certainties and habits. Things such as pandemic waves, cyber threats, intensifying internal disputes over the definition of our national identity, the current conflict in Ukraine with its economic consequences, and the state of the national budget affect the daily operation of cultural institutions, including the National Library. But even these influences, including those previously unimagined, can be successfully dealt with,

especially if an organisation has a strong vision clearly defining its direction – and the National Library’s new strategy proves that it is a confident, purposeful cultural and educational institution.

The Development Strategy of the National Library of the Czech Republic for 2024–2027 was not created on external orders, by the will of our founder, the Ministry of Culture of the Czech Republic, or the library community, as it used to be in the past. On the contrary, the need for a supporting document clearly defining the institution’s plans came from within – not just from the top management level but also from many of its staff members. I consider this moment of initiation to be the most significant stake in the successful implementation of the strategy and the visions contained therein because without an internal impulse, it is impossible to move forward and achieve any goal, even the smallest one. Tomáš Halík, a leading Czech theologian and philosopher, put in the title of one of his works the idea: “Without shaking, there is no firmness.” I consider this internal “shaking” during the strategy’s preparation perhaps its most significant added value. The content of the strategy reflects hours of internal discussions and the work of numerous individual teams. The debates in the working groups and the wider plenary were understandably not clear-cut and unambiguous. It is also proof that, when planning, the National Library not only examined its own professional plans but perceived with some trepidation the various positive and negative external influences that



affect it, as well as internal factors that go beyond individual departments. Most importantly, however, the final version proves that a broader consensus can be found even over strategic documents, and an often hard-fought but necessary compromise can be reached. This way of working, built on mutual respect, constructive communication, responsiveness, and searching for ways to work together to achieve the goal, is not common in our environment. Therefore, we don't find many large, supportive strategies at the national and institutional levels. If they do exist, they often don't survive even a few years after their creation, perhaps because the ambition of their creators is not to seek consensus but rather to put only their ideas and needs into them, regardless of the opinion of their opponents. I firmly believe that thanks to our teamwork, the National Library's strategy will be strong and successful.

Dear readers, I invite you to acquaint yourselves with the National Library's plans for its services, preservation of national cultural heritage, digital content, methodological and international status, science and research, and staff and professional development. I believe that you will find the National Library of the Czech Republic Development Strategy for 2024–2027 appealing and that its content will interest you, stimulate your thinking, and inspire your activities.

Tomáš Foltýn  
General Director  
National Library of the Czech Republic



# 250 Years with the National Library

1777–2027



1777

## Founding of the Library

Thanks to the efforts of Franz Ferdinand, Count Kinský, Maria Theresa declared the library collections stored in the Klementinum as the Imperial-Royal Public and University Library.



1781

## Legal Deposit

The Klementinum University Library is the first in the Habsburg Monarchy to have the right to receive copies of every work published by Prague's printers and publishers free of charge (legal deposit).



1924

## Reconstruction of the Klementinum

The state purchases the Klementinum complex, and the adaptation of the buildings for the library commences. Building modifications and extension in Functionalist style.



We have been protecting our country's written cultural heritage for a quarter of a millennium. We are its memory and its conscience. In 2005, UNESCO recognised our efforts with the Memory of the World Award for outstanding contribution to the preservation and accessibility of documentary heritage of humanity. The library was the first-ever recipient of this award in the world, and three of our collections became part of the UNESCO World Heritage List. We connect the past and the future: we continue the ancient tradition of the Prague university libraries and engage with the contemporary world through extensive digital access to the collections.



1990

## Freedom Gained

The State Library becomes the National Library. The new name reflects its tradition and primary mission.



1996

## New Depository

The Central Depository of the National Library of the Czech Republic in Hostivař opens. Since then, it has grown to two buildings, and a third building is in preparation.



2003

## Launch of Digital Libraries

The National Library is also open to users digitally. Two digital libraries launched: the Manuscriptorium for historical holdings and Kramerius for modern holdings.

# External Influences

The operation and development of the National Library of the Czech Republic (hereinafter referred to as the NLCR) are closely linked to the situation and development of the surrounding world. Some external influences (technological developments and the emergence of artificial intelligence) can be anticipated and prepared for, while others (pandemic, large-scale war in a nearby country) cannot be predicted and must be responded to operationally.

During its nearly 250 years of existence, the NLCR has been active and developed or, on the contrary, has stagnated under favourable and less favourable external conditions. The period from 2024 to 2027 is likely to be less favourable in terms of political, economic, and social influences, while technological developments will offer many new opportunities and challenges. This reality must be respected when we develop the Strategy. Nevertheless, we still want to develop the institution as much as possible through specifically focused projects, effectively engaging employees, and cooperating with other organisations in the cultural and educational sector. The most significant external influences include:

## **Rapid development of artificial intelligence (AI) and other technologies**

The development of artificial intelligence and other technologies will allow us to modernise and streamline all processes in the NLCR (both library-related and supporting) and provide new, more comprehensive, more targeted, and more interesting services to users. The development of artificial intelligence and other technologies that will change user behaviour and requirements make this necessary. The new technologies will make it possible to open the NLCR to a broader public, provided the range of services is sufficiently desirable, visible, and easily accessible. However, the advent of artificial intelligence in library services will inevitably bring new educational requirements for librarians and other professions – not just to develop themselves but also to be able to help others.

## **The changing nature of data**

Technological developments are changing the nature of data and making it easily available, theoretically without any limits. However, the actual availability of data is, for the time being, fundamentally limited by legislation and the need for specific licenses for a fee, which burden the state budget, including the institutional budget. The NLCR must develop working relationships with open initiatives and the publishing market and implement crowdfunding methods into its daily practice, especially in enriching available data and its wider use. Technological development allows for the interlinking and enrichment of data – its processing and extraction through artificial intelligence will undoubtedly enable deeper analysis of long-term large data sets, which is impossible without advanced machine learning methods.

## **Disinformation and information overload**

A consequence of the broad availability of a massive amount of information is information overload and the inability of a significant part of society (different segments of the population in terms of age, social, and educational structure) to recognise and filter disinformation. Here, the NLCR can play an essential role by providing a large amount of independent information and increasing users' media and information literacy. It can work with existing data across digital libraries and systems and link it to contextual information, scholarly work, and resources from other institutions. Data with context = data with added value.

## **Dissolution of society's value anchorage and growing social barriers**

We are currently witnessing a breakdown in the value anchoring of society and the growth of social barriers. This trend is likely to continue and grow until 2027. As a stabilising and flexible institution that provides equal access to information and most services free of charge or at affordable prices, the NLCR can play an essential role in overcoming social barriers. It plays a vital role as a socially inclusive organisation. At the same time, it is becoming somewhat less of an apolitical institution, but certainly not in the sense of directly representing one or more political parties. On the contrary, it is still pluralistic, open to different opinions, supporting civil society and democracy. It does not hesitate to draw attention to false, fabricated, or ideologically distorted information, and it actively enters social debates, which it instigates when necessary. The founder should support the NLCR adequately financially because the pressure to increase income – by charging for services or increasing the price of registration fees, for example – devalues this strong point of the library and creates existential pressure on it.



## Internal and external political and economic situation

The NLCR supports the value systems of the EU, NATO, the UN, and the Czech Republic's involvement in democratic structures. It is closely linked to culture and education and the activities of other cultural institutions in the Czech Republic and abroad. The NLCR is very adaptable and has managed to survive significant budget cuts and other negative influences in the past. However, these interventions have always caused a recession. The institution's management will actively seek to mitigate negative political and economic influences through political advocacy, positive lobbying, and fundraising.

## Implementation of sustainable development goals

The NLCR will actively pursue sustainability in all its processes, including employment policy, operational economics, support for quality education, and strengthening its role as a democratic and inclusive organisation. Concerning the historical character and age of the primary seat of the National Library (the Klementinum), the options for reducing its energy consumption are limited. Instead, it will continue to apply existing daily energy-saving measures and strictly control their compliance.

# Internal Influences

In addition to external influences, the functioning and development of the NLCR will always depend on internal factors related to the institution's key issues - its financing and staffing, as well as the breadth and typology of agendas that will be a priority for the institution.

The key activities are naturally defined by the basic statutory documents, including the charter of incorporation, and by legal norms, where the Library Act plays a key role. Changing both normative documents is challenging, as their modification requires the consent of the founder or the professional library community. However, in the case of the charter of incorporation, substantial changes were made in mid-2023 that brought long-standing and relatively unregulated activities, such as web archiving, under the NLCR umbrella and allowed the library to expand its secondary activities.

These adjustments, particularly the strategic planning of the organisation's future steps and clearly defined visions, can be significant motivators for the internal team of NLCR employees, headed by senior managers at all levels. They also support the individual commitment of active-minded employees on whom the NLCR must build, not only in the preparation but also in implementing the visions formulated in the strategy. This personal commitment can help bridge a period when the institution struggles with insufficient funding. However, this period must not be too long and depressing.

We will, therefore, work actively to ensure a standard and adequate budget that will meet the needs of the NLCR and respect its position and social role as an organisation providing useful but a priori non-profit public services. A higher share of the founder's contribution to cover total costs is thus a perfectly understandable principle of its financing. The following can be considered as the primary internal influences:

## **Economic sustainability**

The current financing method (insufficient funds at the beginning of the calendar year and a gradual increase of the budget as the year progresses, thanks to the active support of the founder) is not sustainable and does not provide a guarantee for the fulfilment of the NLCR's basic statutory functions. In addition to negotiations with the Ministry of Culture, we will target multi-source funding and active professionally-led fundraising. The expansion of the institution's economic activities also supports its sustainability. The NLCR has many unique and commercially interesting spaces, working procedures, and collections. Their active and effective use is essential, but always with an emphasis on preserving the character and reputation of the institution. A condition for economic sustainability is optimising and streamlining all processes in the NLCR (not just the library processes).

## Modernisation of agendas and processes

We will continue to introduce automation into existing processes and into other processes to simplify and optimise them and reduce the bureaucratic burden. We will use artificial intelligence and other similar auxiliary tools where appropriate and desirable. Modernisation of agendas and processes and optimising their interconnection is impossible without good cooperation and communication between departments. This is an area in which the NLCR has weaknesses, so we plan to focus on it intensively. A fundamental change in processes and routine work procedures will require a change in the library system, affecting much of the NLCR staff. Given its central position in the Czech library system, the library must actively prepare for this change and communicate it internally and externally.

## Human capital resources

The NLCR needs a fundamental change in human resources management and its remuneration system. Managers must have the competence to differentiate remuneration and, more importantly, to explain to employees the reasons for differentiated remuneration. The “egalitarian” policy is no longer sustainable because it paralyses the motivational factors of working with employees, which we consider very important. The financial remuneration of workers is an important, but not the only motivating factor. We also prioritise lifelong learning tailored to the professions, teambuilding events, support for visits to other workplaces, internships, etc. A sophisticated and functional succession system is essential for the institution's stability, and we intend to focus on improving this in the coming years. Over time, we will reduce professionally obsolete or redundant activities and transform the systemised positions into new positions that may be atypical for libraries and cultural institutions in general but become common with, for example, the development of AI technologies in the future. We plan to tackle the human resources agenda boldly with adequate social empathy.





## **Internal industry self-awareness and removal of mental barriers**

The NLCR has significant weaknesses in building its corporate identity and culture, which we will work hard to address. Employees and management need to realise that we are all one team responsible for the successes and failures of the institution and that everyone can (and must) contribute to the development of the NLCR, regardless of specialisation or position in the institution. Library staff must learn to embrace new goals, take an active role in their implementation, and be open to changing established practices and stereotypes. We are ready to implement, explain, and defend change management.

## Buildings

The revival of the Klementinum is a priority, but constructing a new third building of the Hostivař depository is also essential for the operation of the NLCR.

All further construction works at the Klementinum should be designed with the library's current and future functions in mind. Some of the plans for the use of the premises modernised during the previous stages of the revitalisation will have to be adapted to ensure the library's standard operations, but also to gradually open them to the public, always with due regard for the character, protection, and genius loci of the unique Klementinum complex. Therefore, we will conduct an intensive dialogue with the organisations responsible for heritage care and fire protection to reach a compromise solution that will allow the NLCR to function adequately within the given limitations of the Klementinum.

Regarding the decision to keep the institution's seat in the Klementinum, we will actively evaluate the Klementinum–Hostivař links (the Klementinum will serve primarily for users, library services, and public events; Hostivař as a centre of library activities and back-office procedures).





# The National Library Today and in 2027

The NLCR is one of the most important cultural institutions and the largest library in the Czech Republic. Its status as a research organisation and the national centre of the library system implies a range of activities and functions. A significant number of them are imposed directly by the Library Act.

## The National Library today

The library's basic activities include the provision of library and information services; building and processing collections; long-term management and protection of historical and modern collections; creation of the Czech National Bibliography; administration of the Union Catalogue of the Czech Republic and the National Authorities database; digitisation of collections and their accessibility; research in the areas of book culture, musicology, and Slavonic studies; long-term preservation of library and digital collections; web archiving; provision of methodological, consulting, coordination and educational activities for other libraries; representation of the interests of libraries and negotiating with collective administrators.

The NLCR holds an important position not only in the Czech Republic, where it manages or participates in many cooperative projects and works with a wide range of organisations, but also abroad. Its employees are members of international professional teams and regularly and actively participate in international events. In some areas, especially in digitising and preserving collections, the NLCR ranks among the leaders in the field.



The NLCR is intensively involved in developing the Kramerius and Manuscriptorium digital libraries and other tools for working with digital content. It manages the digitisation and deacidification registers, which prevent duplication, thus eliminating inefficient use of financial resources in the area.

The activities of the NLCR and their further development are limited by insufficient funding from the state budget; the still unfinished revitalisation of the Klementinum complex, the location of the collections and staff in various locations in Prague and outside Prague; the slow replacement of outdated software, including the backbone library system; limited backup of large volumes of data; staffing, especially in the field of information technology; and the limited opportunities to motivate newly recruited young employees. The lack of a legislative basis for submitting electronic legal deposit has caused an irreplaceable loss of national cultural wealth for over ten years. Lack of funding for mass deacidification threatens our written cultural heritage and leads to irreversible losses due to paper decay. Given the rapid advances in artificial intelligence and robotics in society, we must begin testing modern technologies for use in some routine library processes and activities, such as collection processing, reference services, optical character recognition enhancement, standards translation, and robotic transport of documents in buildings. Education in this area is also essential.



The NLCR cooperates with numerous institutions within the GLAM sector (Galleries, Libraries, Archives & Museums) and the Academy of Sciences of the Czech Republic; of particular note is the cooperation with Wikimedia ČR. On the other hand, the NLCR does not sufficiently exploit the potential for cooperation with trade schools, reflected in the low number of young trained librarians among its staff.

## The National Library in 2027

In 2027, the NLCR wants to continue to be an important cultural institution, both in the Czech Republic and internationally. Important goals include: the construction of the third depository building in Hostivař; the completion of the reconstruction of the Main Hall in the Klementinum; the opening of additional Klementinum spaces for users; the protection of the collection using RFID; self-service devices for users; the modernisation of the Ask the Library reference service and the launch of a follow-up database of methodological advice for librarians with the working title Ask the Methodologist; a functional Register of Czech Books; the reception and processing of electronic legal deposit copies; secure data storage with sufficient capacity; intensified cooperation with educational and cultural institutions and all representatives of the book market; and unified and user-friendly access interfaces to all analogue and digital collections. In the field of science and research, this

includes the involvement of artificial intelligence to improve library and information services; data and metadata enrichment; creation of metadata in the open linked data format; development of other tools to improve digitisation and work with digital content; broader usability of digital collections; and strengthening its role as the primary professional and methodological guarantor for the library system in the Czech Republic. Implementing the new library system, modernising the Union Catalogue of the Czech Republic, and taking a new approach to cooperation in building the National Authorities database will be tasks that will be reflected in all library activities of the NLCR and cooperation with other libraries.

The NLCR also fully understands the need for interconnection of the backbone systems of Czech librarianship and their proper modernisation and promotion to build a solid and trustworthy brand of central branch systems.

By 2027, the NLCR wants to achieve significant changes in human resources, given that active and motivated employees are one of the conditions for the success and development of the institution. The aim is to provide a favourable working environment for all employees of the NLCR and stable and motivating support for employees at the beginning of their careers. Part of the development in this area is also an open dialogue between management and employees and the acceptance of constructive criticism from the NLCR staff.

Beſtellungs  
Chronologien

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G. 24.

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Beſtellungs  
Chronologien

3. 4. Band

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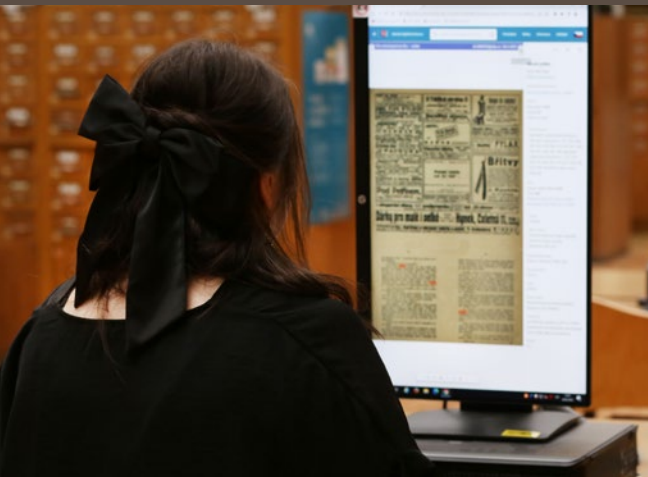


# Key Areas

of the National Library

# Permanent Preservation of National Cultural Heritage

in All its Forms



Modern  
Services  
for Society

Science and  
Research



Digitisation  
and eData

# The Central Position

of the National Library  
in the Czech Library System



# International Status

of the National Library  
of the Czech Republic



# Human Resources





# Permanent Preservation of National Cultural Heritage in All Its Forms

The National Library of the Czech Republic is a proud guardian of historical memory, an active collector of up-to-date data and information, and a reliable guarantor of its preservation for future generations.

## Current Status

At present, the NLCR permanently preserves manuscripts, early printed books, historical and modern collections, and other documents of various kinds. New additions to the collections come primarily from the system of legal deposit copies of printed documents and through purchases, exchanges, and donations. Financial resources for acquisitions are inadequate.

The collections are continuously processed in the library system and stored in the depositories of the NLCR in three locations: the Klementinum, the Central Depository in Hostivař (hereinafter CDH), and Neratovice. This situation is not

optimal, and the depository in Neratovice should be closed in the future. The reserve funds located here should be moved to new premises in the third building of the CDH. Part of the collections is still catalogued only in the card catalogue, and its use is limited. Some of the documents in Neratovice are still waiting for their complete cataloguing, as the capacity of the cataloguing line is limited. Regular climate control and other conservation activities are carried out in all depositories.

The collection's current physical condition is continuously surveyed, and, according to the needs, we restore it and carry out the necessary conservation interventions (such as deacidification or the production of protective packaging). Collection preservation is at a high scientific level and uses state-of-the-art methods.

We are planning the construction of a third building at the CDH and striving to complete the revitalisation of the Klementinum, with the storage of collections being a key issue for both projects. Many modern documents await external and internal bookbinding or deacidification,



A depiction of the *Adoration of the Three Kings* in the richly illuminated Vyšehrad Codex, considered the most valuable manuscript in the Czech Republic. NK ČR XIV A 13, fol. 13v.

for which we do not have sufficient budget or capacity, which also limits their accessibility by users. Currently, some collections are running out of space, and it is necessary to address future collections storage, including the regular purchase of supplies for optimal preservation. In the third building of the CDH, our goal is to create facilities for the Interdisciplinary Methodological Centre for Restoration and Conservation of Modern Library Collections, which currently operates within the capacity of the primary workplaces. We have raised the issue of establishing a Central Repository Library, the basis of which should be reserve funds.

Adequate management, accessibility, and protection of particular types of documents such as maps, posters, CDs, gramophone records, etc., including proper equipment of depositories and related study rooms, is not resolved. The systematic digitisation of the collections, guided by the currently valid strategy and established standards, ensures the permanent preservation of the national cultural heritage. However, it is still common practice to lend digitised modern documents to users in their physical form. We want to raise this issue within the NLCR and gradually limit the lending of these documents.

The digitised documents are stored in a long-term preservation system for digital content, which does not yet sufficiently meet the recommendations for safe data protection, does not have sufficient technical support, and does not ensure the continuous expansion of the storage in case larger quantities of data need to be stored. We do not currently store data from Webarchive, Manuscriptorium, or Google Digitisation in a long-term digital data repository. Therefore, it is not possible to ensure their sufficient long-term preservation.

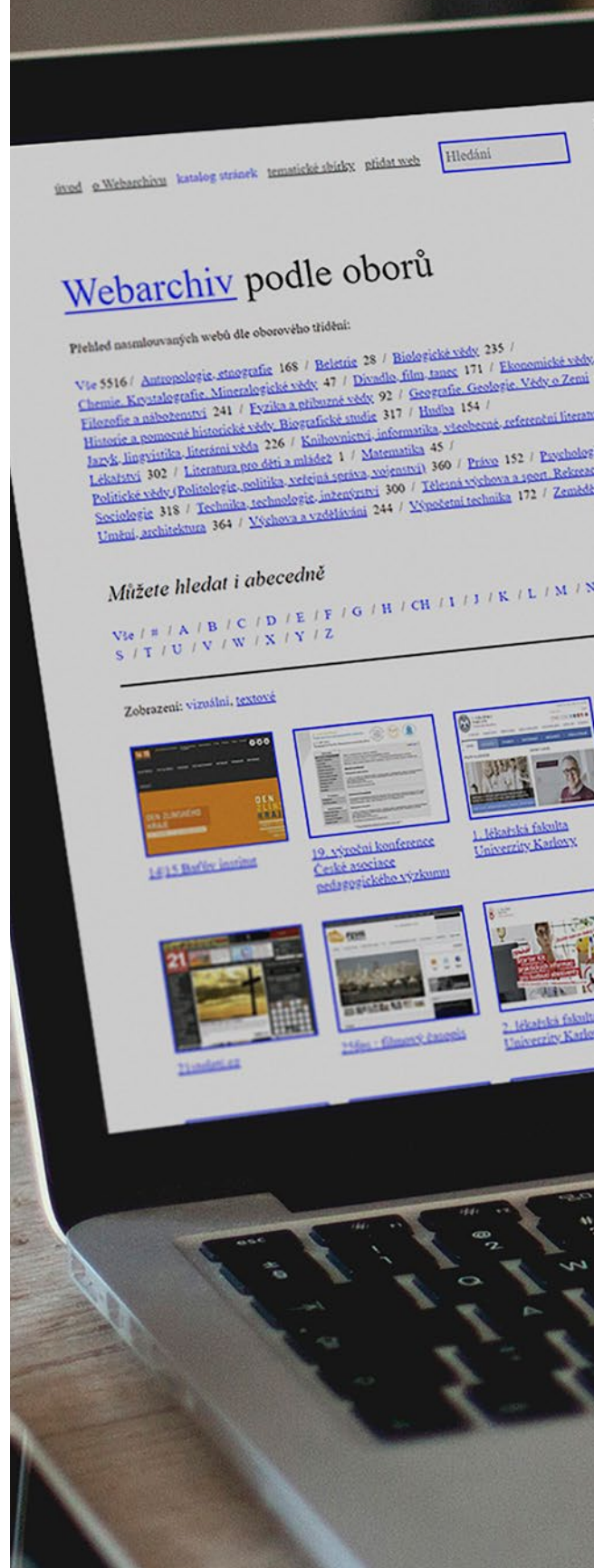
We are working on a system for the acquisition, processing, management, and long-term preservation of electronic documents; legal deposit of electronic publications is not yet legally anchored. We provide archiving of the Czech internet and perform regular data harvesting based on storage capacity. We protect Webarchive data at the bit level. We are preparing to use modern technologies, such as RFID, in permanent storage. Collection management, protection, and permanent preservation workplaces function as methodological centres in the library system. We also develop individual areas within the framework of scientific research projects and institutional research.



## Vision for 2027

- The third building of the depository in the CDH locality has been completed. Based on an existing plan, we can temporarily move collections here from the Klementinum that will be affected by its planned gradual revitalisation.
- We have a depository in the Klementinum for the temporary storage of the historical collection during the revitalisation, so it does not have to be moved.
- With the completion of the third building at CDH, we have secured temporary space reserves for the growing modern holdings.
- We have established an Interdisciplinary Methodological Centre for the Restoration and Conservation of Modern Library Collections with adequate professional facilities.
- The depository in Neratovice is still in operation; the volumes stored on-site are gradually being catalogued and added to individual collections. Thanks to this, we can efficiently move the dislocated reserve funds to the third building in CDH in the future and leave the depository in Neratovice.
- We have reduced the volume of collections not yet catalogued in the library system.

- In practice, we use the Register of Czech Books, which has streamlined the acquisition and cataloguing processes.
- Sufficient funds are secured for domestic and foreign acquisition of printed and electronic documents and resources.
- The mandatory deposit of electronic publications is anchored in legislation. The procedures for the acquisition, cataloguing, management, and long-term preservation of received electronic documents are in practice in the NLCR.
- Both LTP (long-term preservation) and Webarchive have adequate technical support and infrastructure, as well as adequate and sufficient storage space that fulfils the recommendations for secure data protection.
- We have completed the conversions from Kramerius 3 and started enriching data with new OCR.
- We store Webarchive, Manuscriptorium, and Google Digitisation data in the LTP system.
- With sufficient storage space, the Webarchive can expand its web content harvesting implementations.





- The protection of the collection is always carried out at a high level, using the latest modern methods and procedures.
- The survey of the physical condition of the collections, restoration and conservation interventions, control of climate and other parameters in the depositories continues.
- The founder provides adequate financial resources for deacidification, external bookbinding, materials, and aids for optimal conservation.
- We have increased the capacity of the internal bookbinding as much as possible.
- We have reduced the number of volumes awaiting binding or deacidification, to which users had limited access.
- According to the current strategy and standards, we continue to digitise our collections systematically.
- We optimise access to digital data and, where possible, limit the lending of already digitised physical copies to users.
- We have solved the management and accessibility of special document types such as maps, posters, CDs, and gramophone records, and their protection is being optimised.
- With the founder, we are actively addressing the topic of anchoring the role of the Central Depository Library in the library system.
- We have incorporated modern technologies into our standard activities, and are setting up automation of some work processes, such as RFID technology.
- The NLCR continues to play its methodological role in all areas of permanent preservation.
- We utilise the results of scientific research projects. The departments continue to be involved in the organisation's institutional research and other research activities and projects in which they collaborate with other libraries and institutions.



# Modern Services for Society

The National Library of the Czech Republic is an institution with a human face. Our goal is satisfied users – to satiate them with high-quality information, a cultural experience, or good coffee – everything makes sense to us.

## Current Status

According to the Library Act, the NLCR offers its services to registered users, visitors (including tourists), libraries, publishers, and the general public. User registration, linked to selected services and use of resources, takes place on-site in the Main Hall and remotely, and from 2022 onwards, via a bank identity. Fees for selected services can also be paid online.

The unfinished revitalisation of the Klementinum affects the technical condition of the building and, in some respects, also affects the quality and scope of the services provided. What

is missing in the Klementinum is more spaces with a more relaxed regime, such as the Study and Relaxation Zone, and the accessibility of a more significant part of the collection in open stacks with the possibility of self-service borrowing. The CDH has a study room that opened in 2014, but its minimal facilities do not allow for possible expansion of services beyond current operations.

Information for users about the physical and digital collections is scattered across resources with different interfaces (online and scanned catalogues, individual systems for digital collections and licensed electronic information resources). Only some of these resources are integrated into the EDS (EBSCO Discovery Service) user interface, which the NLCR has contracted until August 2024.

Physical collections are available mainly through the system of study rooms in the Klementinum and the CDH, interlibrary loan services, and partly through assisted off-site lending services. They are limited by underfunded acquisition, the



Card catalogues have served users for more than a century. But their time has passed. The Main Hall will be an open space for providing information.

physical condition of the documents, or the possibility of making them accessible.

The National Digital Library, Kramerius 3, Manuscriptorium, Webarchive, and licensed electronic information resources offer digital content with various modes of accessibility. The possibility of using works unavailable on the market in the National Digital Library from 2024 has not been resolved.

Greater accessibility of Webarchive content and the availability of e-born documents is hindered by existing legislation. An insufficient budget has repeatedly led to the need to reduce the purchase of electronic information resources.

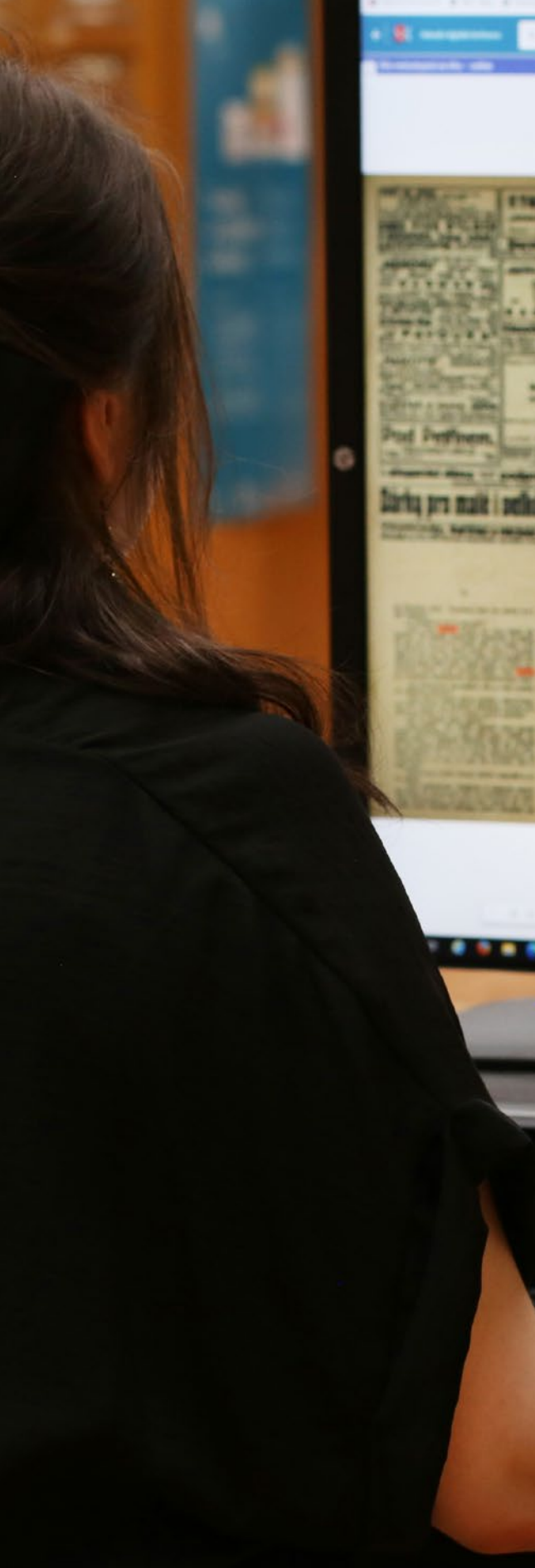
The NLCR has long struggled with a decline in the physical use of its services. Between 2013 and 2021, it lost half its registered users, predominantly university students. In 2022, the number of first-time registered users increased again slightly. The reasons for the outflow of readers were mainly due to the closure of a significant part of the collection for many years, the slow adaptation of services and spaces to the changing needs

of users, the shift away from physical documents and, last but not least, the change in lifestyle between 2020 and 2021 during the Covid-19 pandemic. This, in turn, has been positively reflected in a massive increase in the use of digital content and services. University students and researchers are among the largest groups accessing digitised documents unavailable on the market.

We also successfully provide many other services online, including those related to remote access to the collection (Ask the Library, GET, EOD – eBooks on Demand, user suggestions for digitisation, etc.).

We also offer consultancy and methodological services in fund protection, carry out interventions during accidents or natural disasters, and perform material analyses and physical condition surveys.

From April 2023, in cooperation with Prague City Tourism, we operate a renewed tourist route. We regularly hold exhibitions, conferences, lectures, and other events for the professional and general public.



## Vision for 2027

- While respecting the specifics of the NLCR, the Klementinum offers a pleasant, cultured, and friendly environment for studying or leisure time.
- We strive to make the NLCR's physical spaces more open through cultural or experiential events or by opening up spaces that the general public can visit. The library, therefore, uses the potential of its professional staff, who come from various fields of human activity, bring valuable impulses and ideas, and implement them into the library's programme under professional guidance.
- Physical attendance and the use of NLCR services are no longer declining and are stable.
- A new navigation system used for orientation on the premises of the NLCR is also used to promote services, events, and resources.
- The Main Hall has been renovated, including the constructing of a new entrance to the user areas of the NLCR.
- The Main Hall also offers an information point with library and programme information and tourist recommendations.

- We have developed a concept for providing services in the Klementinum and Hostivař in connection with the revitalisation and completion of the third building in Hostivař with a new study room, where we already provide part of the services.
- The Klementinum building has been awarded the Handicap Friendly certificate, and in cooperation with social authorities and specialised associations, we organise individual programmes for differently abled user groups.
- Users can access modern IT facilities in sufficient numbers and quality, including fast and reliable internet connections.
- To obtain information about the NLCR collections, users can access an intuitive, unified interface to search for physical, digitised, and e-born documents and to access digital collections either directly in the reader portal or in the native interface of the resource.
- Searching in the reader portal occurs in the metadata and the full text of digital documents. The reader portal also offers personalised services linked to registration.
- The registration process is essentially self-service and uses the new identity verification options.



- We use open-linked data in the NLCR resources.
- We use artificial intelligence to improve the quality and efficiency of our services.
- Thanks to the introduction of RFID technology, which enables greater self-service in off-site loans, we have made some selections accessible in new zones with a more relaxed regime.
- We continuously promote the services of the NLCR to its target groups in various forms based on a developed strategy.
- We cooperate with educational and cultural institutions and provide interesting forms of education.
- New legislation and the development of the necessary tools allow the NLCR to make more types of documents available in digital libraries or to make them more accessible to the public.
- The National Digital Library uses a modern, user-friendly interface built on the latest version of the community-built open-source tool Kramerius.
- The use of digital content continues to grow. New opportunities for using digital collections are available, and licensing agreements allow further access to works unavailable on the market.
- Publishers cooperate with the NLCR through the Register of Czech Books.
- The Klementinum is gradually becoming a platform for the convergence of culture, art, technology, and information.





# Science and Research

The National Library of the Czech Republic is an internationally recognised partner for scientific research activities. It's research with an overlap – we work on projects that no one would expect from a library.

## Current Status

The NLCR is a research organisation with a long-term rating of B – very good. We conduct fundamental research mainly in the fields of book culture, musicology, and Slavonic studies, and applied research in the areas of preservation of library collections and digital data, digital access to collections, and evaluation of analogue and digital data. This research is carried out as institutional research, special-purpose R&D projects, and research activities funded from our own and other sources. We receive approximately CZK 30 million (EUR 1.2 million) annually for research through subsidies, and we spend another CZK 15 million (EUR

600,000) on research from our own funds and on education and dissemination of research results.

We are successfully implementing the Long-Term Concept for the Development of a Research Organisation for 2019–2023 and have developed a concept for 2024–2028. These concepts detail the objectives of the five core areas against which research organisations are assessed and the auditable objectives and results for each year for eleven new research areas. Any other research activities of the NLCR also fit into these areas. We are also active in various other ways to support our scientific development. We regularly apply successfully for a number of grant calls – at both international and national levels – such as the National Cultural Identity programme of the Ministry of Culture and the Czech Technology Agency, as well as projects funded by European calls. We are a sought-after institution for collaboration and project management across the spectrum of our activities and often further afield – in areas related to implementing modern information technology methods or digital content extraction.



Conservation intervention on a damaged manuscript.



## Vision for 2027

- We have strengthened the position of the NLCR research organisation among organisations of a similar nature, and, through basic research, applied research, and experimental development, we have optimised the protection of the written cultural heritage entrusted to us in both traditional and digital form, thus enabling its better understanding, mapping, evaluation, and use in national and international contexts.
- The written cultural heritage is also being made more widely available to the professional and lay public, especially in the areas of historical collections, musicology, Slavonic studies, and written heritage published after 1800 in the form of specialist publications, exhibitions, and sharing in digital libraries.
- We promote the results of our research activities at home and abroad.
- We offer high-quality access to and use of data, including digital libraries, web archives, and electronic catalogues, focusing on providing resources for further research directly to researchers, international portals, and applications.
- We have expanded the dissemination and popularisation of research results and strengthened national

and especially international research cooperation.

- We have incorporated artificial intelligence into user interaction and used it in machine learning, enriching data and metadata with other methods from the digital humanities and open linked data.
- We strive to create a quality environment, especially for young and promising scientists, so they can further develop and devote their maximum efforts to research activities. This is done directly within the institution, for example by linking research teams more intensively with research departments or by increasing the availability of resources for their study and subsequent basic research.
- As a standard practice, we communicate with our founder to strengthen our staffing capital by adding research-only positions.
- We are continuously implementing the objectives set out in the Long-Term Development Concept of the National Library of the Czech Republic for 2024–2028

## RESEARCH STRUCTURE OF THE NLCR

### I. RESEARCH OF RARE COLLECTIONS WITH NATIONAL AND INTERNATIONAL OVERLAP

**Area 1** Research on the History of Book Culture

**Area 2** Musicology

**Area 3** Slavonic Studies

**Area 8** Modern Publishing Production in the Czech Lands After 1800

### II. PRESERVATION OF RARE COLLECTIONS – CLASSICAL AND DIGITAL

**Area 7** Protection of Library Collections

**Area 6** Archiving Digital Data

### III. ACCESSIBILITY OF LIBRARY COLLECTIONS AND DATA IN THE DIGITAL WORLD

**Area 4** Digital Codicology and Library Science

### IV. EVALUATION OF ANALOGUE DATA

**Area 10** The Book as a Medium in the Middle Ages and Modern Times

### V. DATA EVALUATION

**Area 5** Web Archives for Scientific Research

**Area 9** Digital Humanities

**Area 11** Linked Open Data



# Digitisation and eData

Using the library from the comfort of your own home in your pyjamas? That, too, is part of the NLCR – log in remotely, have fun with digital libraries, study, and create new content! What is not legally protected is OPEN to you!

## Current Status

We are continuously digitising modern and historical collections. We digitise modern collections in-house and use external suppliers to digitise rare documents. The selection of documents for digitisation is guided by an approved strategy, considering the requirements for preserving the collections and users' needs. We manage the Digitisation Register, which coordinates digitisation activities in the Czech Republic.

We archive and make available the content of the Czech web, called the Webarchive. We are developing new tools to make data harvesting and working in the Webarchive

easier. A contract must be signed with a website's owner to make its archive freely available, which often discourages the owners.

We are testing tools to receive and process electronic documents delivered directly from publishers/authors and stored in LTP. We have been working for a long time to obtain legislative approval for the legal deposit of electronic copies (the "triple amendment"). As many documents are now published solely electronically, this unique part of the national written heritage is being lost, as it is not compulsorily archived anywhere.

We make digital content available to users on various platforms: the National Digital Library, Kramerius, Kramerius 3, the Czech Digital Library, Manuscriptorium, and Webarchive. Users do not understand the differences between different digital libraries, which limits their use. Some of the systems are very outdated (Kramerius 3); some are not optimally regulated (Manuscriptorium). Applicable legislation governs access to digital content. Copyrighted works can be made freely



The digitisation process in the Hostivař Central Depository.

available under contractual licences with authors or collective administrators.

Digital content is processed by curators creating virtual collections and virtual exhibitions. Other people are intensively involved in managing and creating numerous personal, thematic, professional, or descriptive databases. With the consent of the founder, these databases may be published in the form of open data. We actively cooperate with the wiki sector. Databases are created on different platforms. We have not yet decided what platform to use for the various fact-based databases often resulting from science and research. Our library system for creating and accessing databases is outdated and no longer being developed. Change is thus imminent and inevitable.

The LTP repository enables the storage, preservation, and management of documents digitised according to the standards of the National Digital Library. We are testing the storage of digital documents from Manuscriptorium, Webarchive, Google Digitisation, and other documents already created electronically. We regularly back up the system. It is not yet possible to store other types of documents, such as audio, in our LTP system.

We carry out the digitisation of modern and historical documents according to current standards. The creation of metadata takes place in accordance with international standards. However, the outdated MARC 21 format is still used to create bibliographic and authority records, which does not meet the requirements for the current presentation of data in the form of linked data. We cooperate only with other libraries in creating metadata – we do not take metadata directly from publishers, but we are preparing the Register of Czech Books, which should enable this.

As part of research projects, we actively develop tools that improve digitisation results and work with digital content. We use modern technologies for machine processing of big data, especially from the web archive environment. We work on these projects with leading institutions from the library world, academia, and commercial partners.

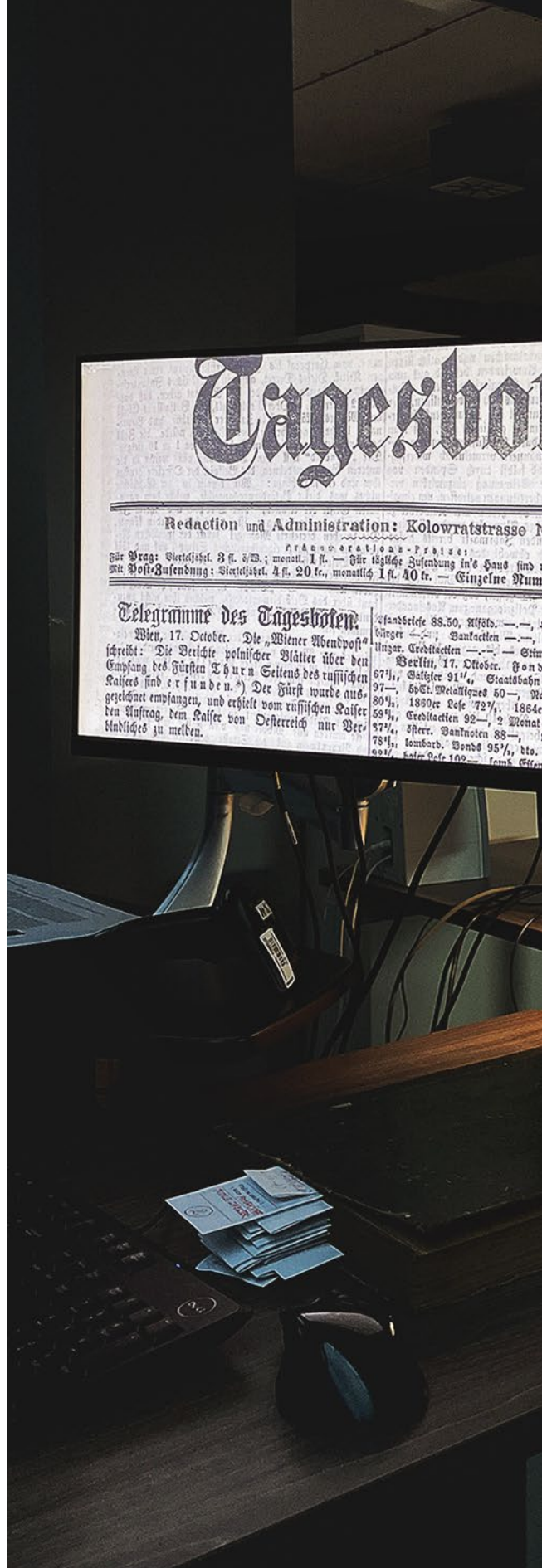


## Vision for 2027

- We continue to digitise modern and historical collections according to the currently developed institutional strategy, which is directly linked to the national strategy for digitising cultural heritage. Our digitisation goals include preserving print collections threatened by paper degradation, reflecting our users' ideas, and implementing meaningful and targeted projects through public-private partnerships or other fundraising activities. At the same time, we are actively continuing to archive and make available the content of the Czech web. When working with the Webarchive, we use new tools, including AI, to make harvesting and working with billions of web archive files feasible. We conclude license agreements with the owners of archived pages in the form of a simple consent to archiving and access. We are actively negotiating with the state administration about the possibility of free access to archived data from the public sector.
- After the amendment to the relevant laws is adopted, we accept and catalogue electronic documents delivered directly from publishers and authors and store them in the LTP system. Publishers and authors submit documents in pre-approved formats, and the NLCR has the ability and tools to convert non-archival formats into

archival formats and preserve this type of data for the long term.

- We make the digital content of the NLCR, together with selected and predefined digital content of other institutions in the Czech Republic, available to users through a single interface. We have transferred the content of Kramerius 3 and ensured the further operation and development of Manuscriptorium, which was successfully connected to the Central Library Portal. By adding non-European institutions to its partners, the Manuscriptorium has become one of the world's most important multinational digital libraries of manuscripts and old prints. For digital libraries, we are using new tools for better digitisation and accessibility, including AI. We are also actively applying new standards and taking advantage of new possibilities for visualising digital works, including high-resolution data. Applicable legislation governs access to digital content. Copyrighted works can be made freely available under contractual licences with authors or collection administrators. Curators work with digital content, create virtual collections and exhibitions, and can use digitised documents from different digital libraries in one environment. They work with other memory institutions. We are active in digital humanities and research infrastructures, not only at the national level. We build datasets considering the current needs of research centres and





academic departments, data mining, and machine processing. We build user-friendly interfaces for content mining. The virtual collections reflect general topics and current events, anniversaries of historical figures or institutions, and the institution's stance in promoting information literacy and combating disinformation. The factual databases created in the National Library of the Czech Republic are managed and made available in one environment, which is accessible via an open interface and makes selected data available in open mode. We have implemented a new, modern library system.

- The LTP repository allows the NLCR to store, protect, and manage documents from modern and historical collections, including documents already created electronically (Webarchive, full texts from publishers). The LTP also allows us to save other formats, such as audio-books and audio documentaries. We have found an optimal backup solution according to international standards and are taking gradual steps to certify the storage.
- The digitisation of modern and historical documents is carried out according to current standards. Metadata creation follows international standards, and we use a new format for creating bibliographic and authority records, replacing the obsolete MARC 21 format. We make data available in the form of open linked data. We work with publishers, authors, and other libraries to create metadata.
- We are still active in research and development activities focused on creating and using additional tools supporting the improvement of digitisation results, such as image quality or text outputs, and we also work with digital content and the building of personalised data sets. In cooperation with other institutions, we are making every effort to ensure that digital content is accessible to disabled citizens. We actively monitor technological developments. We prefer open-source tools and components in our solutions – but not unconditionally. Where a commercial solution is fully functional, more efficient, more operational, or more cost-effective, we are open to its use.
- We are digitising our internal agendas. We are developing the use of internal and external electronic signatures, eliminating the circulation of documents in both physical and electronic form, and actively seeking ways to reduce the bureaucratic burden on our professional staff through electronic data and intuitive tools. We continue to support the link to electronic identity validation, including procedures being developed within the European Union. We also want to be a mediator in introducing modern e-government services and the computerisation of state administration into library services, including introducing cyber security principles and appropriate behaviour on the internet.

BIBLIOTHECA  
PUBLICA  
UNIVERSITARIA  
ET NATIONALIS



# The Central Position of the National Library in the Czech Library System

The National Library of the Czech Republic is the beating heart of Czech librarianship. However, it is also aware that its development is only possible in cooperation with other institutions, associations, schools, and experts. Let's improve the reputation of Czech libraries – together! actively! – for the new generation of Czech librarians.

## Current Status

We operate multiple central systems and services for the library system in the Czech Republic, which are provided for directly by the Library Act No. 257/2001, as amended, or are enshrined in the founding charter of the NLCR. These include catalogues and bibliographies, especially the Union Catalogue of the Czech Republic, the Czech National Bibliography, the agenda of legal deposit copies with international document numbering systems, National Authorities, interlibrary services, digital libraries and related registers and applications. We also offer various services in protecting and

preserving library collections, publishing production statistics, the agenda of book export permits, and more.

We are an active participant in national projects, such as Knihovny.cz, ZÍSKEJ (GET IT), Obálky knih (Book Covers), the development of the Kramerius system, the Czech Digital Library, the system for opening accessibility to works unavailable on the market, and others. We promote the interests of libraries in the political and decision-making sphere.

We are significantly involved in evaluating libraries and their best staff, including organising major industry awards. The professional staff of the NLCR are also active in working groups across various areas of librarianship and related fields and associations. They participate in elaborating key normative documents, including the concepts of Czech librarianship, and are members of the main sectoral councils, including the Central Library Council.

Other main activities of the NLCR include methodological and advisory services. We develop and guarantee standards and strategic documents, conduct analyses and surveys for the library system, and provide



From its earliest days, the library was a public, university, and national institution, as the inscription on the door of the Klementinum states.



information for the library and information science field. In some cases, we provide methodological activities in cooperation with professional associations, especially in subject education, reading, information, media and digital literacy, protection of library collections, and services. Some areas of methodological work are provided by the professional associations independently of the NLCR, such as children's literacy, work with the elderly, university and museum libraries, and others.

We cooperate with the Methodological Centre for Library Construction and Reconstruction of the Moravian Library in Brno, with the National Pedagogical Library of J. A. Comenius in the field of methodology for school libraries and with the National Pedagogical Institute of the Czech Republic (updating the conditions for the National Register of Qualifications retraining course for the librarian profession). We have recently become involved in supporting Czech libraries abroad and the activities of Czech Centres. We also act as a backbone training institution for library staff by implementing various training activities, including retraining studies and innovative courses.

The above systems, projects, and activities have historically taken shape at different times, have been supported by different funding sources, and are currently being implemented to varying degrees and quality. Some of these are of fundamental importance for our library's and other libraries' activities; others focus on sub-issues and develop the stated objectives.

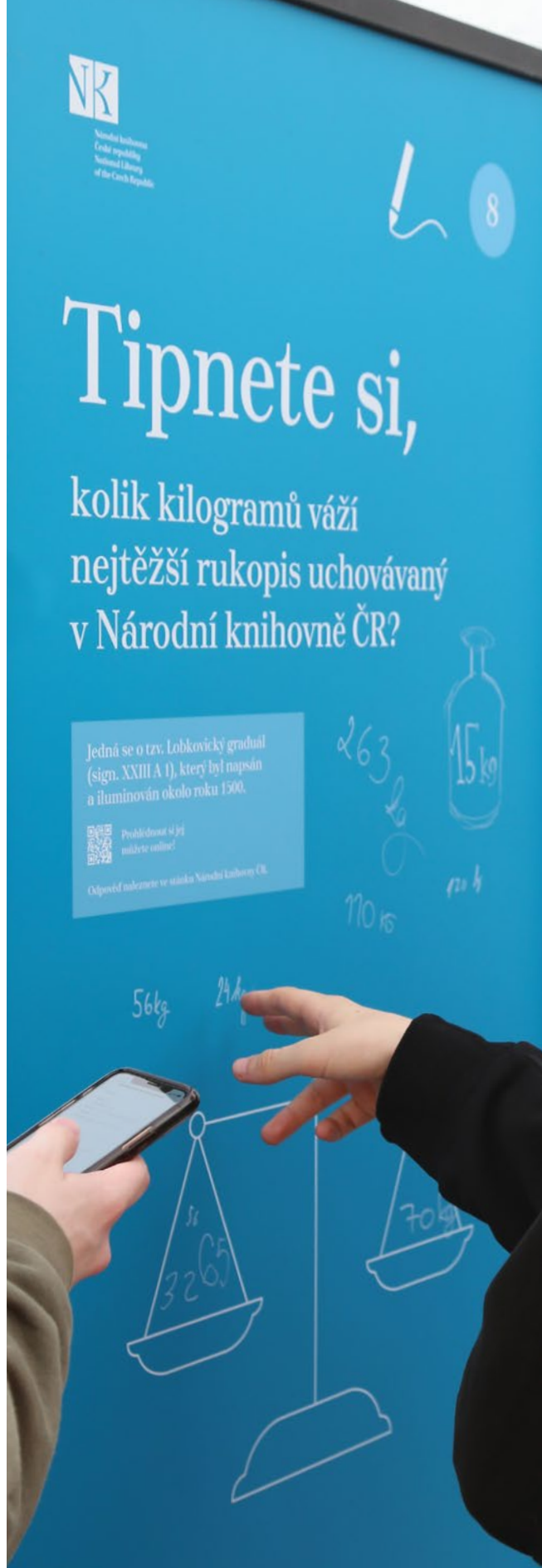


## Vision for 2027

- In recent years, we have significantly strengthened our role as the primary professional and methodological guarantor towards other libraries in the system. The Librarianship Institute played a crucial role in this process, deepening its coordination with other institutions and individual professional departments of the National Library of the Czech Republic. The Librarianship Institute methodically guides and instructs these departments, which can fully transfer their knowledge and competencies at national and international levels. The support focuses on information transfer methods, their transposition into key documents at the ministerial and inter-ministerial level, and on appropriate participation in all major sectoral and inter-sectoral groups, associations, and working groups.
- We fully fulfil our role as the central institution of Czech librarianship and continuously operate a wide range of backbone systems to support culture, education, and subject development. We are continuously upgrading these systems. At the same time, we cooperate effectively with other libraries which have other essential tools of national importance under their responsibility. We support an effective division of responsibilities, provide them with the necessary

methodological support, strengthen the knowledge of their staff, help in their promotion, and build a strong brand of central library systems in their interconnection while protecting these services and systems with our status as a national cultural institution.

- We actively promote the interests of libraries in the political and decision-making spheres through our upper-level managers. Under our leadership, libraries have become a respected partner of the public administration at all levels, from national to municipal, and a key element in educating and assisting the population in digitalising state agencies and e-government. We naturally motivate library operators, the non-profit sector, and the corporate sector to actively support the development of public library and information services and to expand the functions of libraries as educational, community, cultural, and creative centres. With these goals in mind, we actively and regularly communicate with the Ministry of Culture and political representation at all levels of government to amend relevant legislative standards to reflect current and future trends and societal expectations. We work together to update statistical reports and library evaluations in line with developing new activities and services.



- We have expanded our cooperation with existing professional associations, archives, museums, and various cultural and educational institutions in the Czech Republic and abroad. We develop the activities of our own advisory bodies and participate in the methodological activities of domestic and international interdisciplinary organisations.
- Our position as a central disciplinary training centre is the institution's primary asset and highly respected role. We have successfully modernised the training system for our own staff and staff from other libraries and partner institutions in line with the requirements of new working practices and activities. At the same time, we have strengthened our role in lifelong learning and retraining courses. Under the systematic guidance of the Librarianship Institute, we have become involved in high school and university subject education – the library staff are active in many courses and support, in particular practical subjects and student internships, thanks to which they strengthen the positive relationship of the young generation to the field. We independently organise or support in-person and online professional events, including awards for outstanding activities of libraries and individuals.
- Although we are still aware of the need for printed methodological guides and recommendations for all sections of librarianship, we are working to transform them into a modern form using the latest IT technologies to make them quickly and efficiently available. Full-text searchable expert texts, chats with experts, and an AI-supported online question-and-answer service linked to a long-established information portal for libraries and librarians have become a natural part of the communication facilitating the external action of the organisation.
- We are a reliable and respected partner for all libraries in the Czech Republic.





# International Status

## of the National Library of the Czech Republic

What is the connection between the British Library, Bibliothèque nationale de France, Koninklijke Bibliotheek Den Haag, and the National Library of the Czech Republic? These are renowned, internationally recognised institutions active in librarianship and as actors in international cooperation and cultural promotion.

### Current Status

The strong international position of a respected cultural and educational institution is always the result of its long-term activities. Success is not only directly proportional to the number of memorandums concluded or participation in transnational associations and projects but is also linked to the organisation's influence in the field of cultural diplomacy, presentation of itself and its field abroad, as well as its general perception, i.e. activities that are not easy to evaluate statistically. The NLCR has long been

considered an internationally respected institution in the community of other libraries and research institutions, and we are active in a wide range of projects and key disciplinary and interdisciplinary global organisations. In particular, thanks to our broad scientific research activities, we are constantly approached to establish partnerships and implement projects, which we often initiate directly. Another significant asset of the organisation is that we are represented in all major national and international associations in our field (such as IFLA and CENL). However, due to our broad scope and diverse activities, we are also involved in related areas (such as ICOM and EUROPEANA).

The professional staff of the NLCR has long maintained a high international standard – other organisations respect them, and their reputation helps the library to strengthen its position at the international level – but unfortunately, only in the areas of its main activities, with minimal overlap into cultural diplomacy. Yet we have something to offer here, too. In addition to the already mentioned professional erudition of the staff and their linguistic



Visit of a delegation from the National Central Library in Taipei.

skills, we have at our disposal the unique premises of the Klementinum and its rich collections, whose selection and subsequent presentation can always be adapted to a specific purpose, and digital content. Although we have gradually gained visibility in this area in recent years, awareness of our capabilities is still very limited in diplomatic, political, and state-building circles, and we stand in the shadow of other organisations, such as the National Museum or the Czech Philharmonic.



## Vision for 2027

- The fundamental parameter for successfully implementing the organisation's strategic goals in its international activities must be strengthening the general reputation of the NLCR as a prestigious and globally respected memory and educational institution.
- The public is already aware of the NLCR's activities, and, through active marketing and deepening of public relations, we have spread information about our long-term general activities and systematically raised the profile of our new achievements. This potential is also perceived by the "decision-making sphere", which regularly uses the NLCR to promote Czech culture, art, education, science and research in the Czech Republic and abroad. The NLCR is thus fully included in the international activities of the Czech Government, both chambers of Parliament, the Ministries of Culture, Foreign Affairs, Education and Science and Research and the President's Office. The staff of the NLCR also assist with the creation and execution of programmes for foreign guests in the Czech Republic and participate in the presentation of the Czech Republic on a global scale.
- During the period under review, we expanded the team of staff implementing these activities. Standard management skills include knowledge of social and diplomatic protocol, political advocacy, and presentation and language skills. These people are also active players in the organisation's marketing activities as they can represent the National Library naturally. Thanks to set standards, NLCR employees are sought-after leaders of international work teams. They are also active in multinational disciplinary associations where they hold leading positions, thus strengthening extra-budgetary funding, especially for research activities.
- We organise prestigious, popular, and well-attended international professional events – exhibitions, conferences, symposia, and workshops – in physical, virtual, or hybrid form. The events are of interest to the professional community, the broader public, and the commercial sector.
- We can properly present our history and tradition. The celebration of the 100th anniversary of the Slavonic Library and the 250th anniversary of the establishment of the present-day National Library of the Czech Republic as a public university library was an important cultural event even beyond the Czech borders.



# Human Resources

The largest and most important capital of the National Library of the Czech Republic was, is, and will be its people. They turn spaces and collections into a functioning organic whole. Active and satisfied library staff are at your service!

## Current Status

We have an employee base comprising highly qualified, primarily university-educated employees. The average age is very high – employees over 65 comprise more than 10% of the workforce.

Higher education and older age are key factors affecting the salary conditions of these employees. As in other public and state administration institutions, the principle is applied whereby the salary step in the grade in which the employee is classified increases as experience increases, i.e. salary increases with experience, which is usually supplemented by a personal allowance. This principle

largely limits our options when offering starting salaries, especially to young employees – recent school graduates with limited experience but promising potential. Retirement-age employees often stay in their positions and do not retire, and age turnover is challenging. On the other hand, the library still values the active and engaged senior staff – they guarantee continuity and stability. The library is looking for ways to address human resources management issues and move towards a socially empathetic but needed and necessary generational change, such as part-time jobs, further cooperation of older staff based on short-term contracts, or their involvement in mentoring new employees.

The necessary number of employees (determined by limits established by the Ministry of Culture of the Czech Republic) is hired through selection processes. The recruitment and selection policy is based on standardised, open, transparent, gender-neutral procedures adapted to the type of position to be filled. The most suitable candidate is selected using the evaluation criteria “quality” and “ability”



The staff of the NLCR presents its work at the Hostivař Central Depository Open Day.

and considering equal opportunities. However, due to insufficient financial resources, filling positions for specialised professionals (such as in IT and marketing) is proving to be time-consuming and of uncertain success. Currently, we cannot reach potential employees, and we rely mainly on advertisements for recruitment – an insufficient strategy. We do not take advantage of other hiring options, such as working with trade schools or participating in job fairs. We cannot sufficiently attract and enthuse new employees who join us to work in the library.

The benefit programme is currently very unbalanced. It contains specific contributions with different focuses rather than an offer for employees' personal and professional development. We want to change this and, based on the employee survey results, select the areas of training

and programmes, including management programmes, that are most in demand. Where the workload permits, we allow for remote working arrangements and would like to continue to do so, subject, however, to achieving the same level of efficiency in the work carried out. We opened a childcare centre for the children of library employees in 2023 and hope that this service will also help us compete among employers and make working in the library more attractive to employees.

We have basic internal documents relevant to managing human resources agendas, including, for example, an employee code of ethics, normative documents on the elements of fire protection or occupational health and safety, or an internal policy on gender balance. We regularly update these and other documents and add to the list as needed.



## Vision for 2027

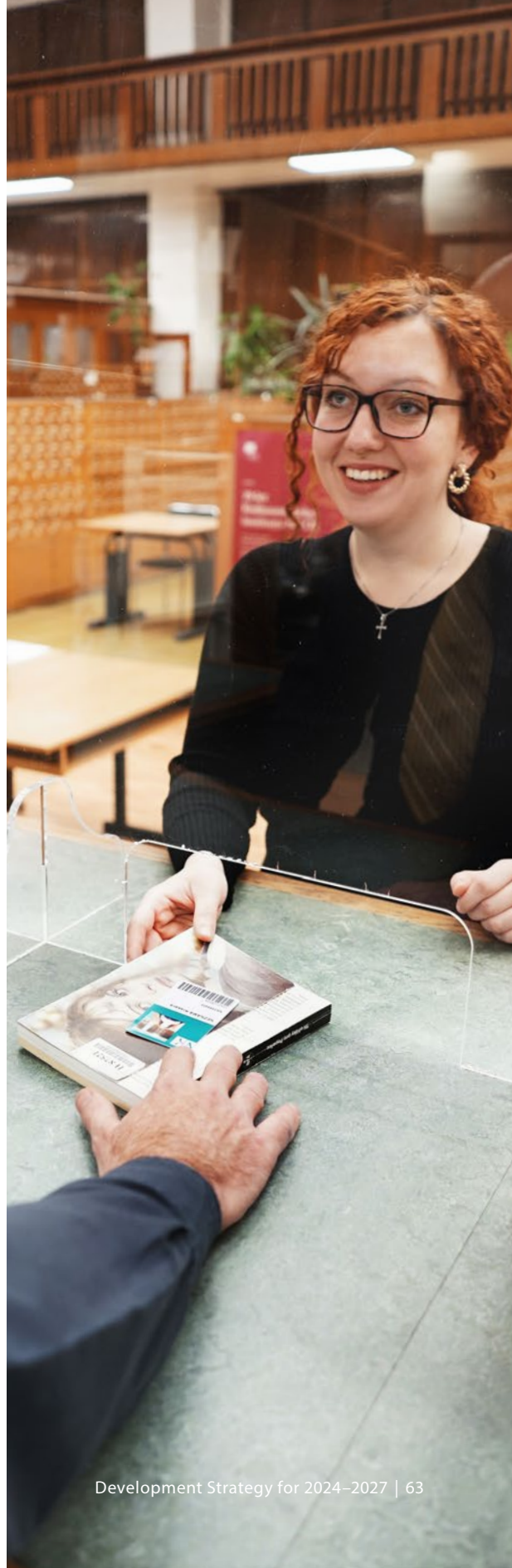
- As an employer, we focus on harmonising work and personal life for our employees – for us, this is not just a phrase in modern HR manuals. We take concrete steps to create a favourable environment for existing employees and an attractive environment for new employees. Investing in people is one of our top priorities.
- We focus on flexible work schedules with an emphasis on the results of work performance. We support a remote working regime for all employees where the work permits, provided that productivity is maintained and communication is well established.
- Our younger employees, including those with young children, are important to us. Not only do we allow them to work part-time, but we also continue to run the childcare centre, operate a summer day camp, and look for other ways to help them balance family and work life.
- At the library, we take the health of our employees seriously, in particular their physical and mental fitness, and we are open to providing initial intervention, support programmes, and healthy lifestyles, including support for healthy eating and wellbeing.

- We are open to employing people with disabilities wherever possible.
- Library management at all levels is open to questions, feedback, and constructive criticism from their colleagues through meetings, retreats, staff/management meetings, and other communication tools.
- We support teamwork, including across NLCR departments. The gradual shift towards introducing participative management methods also emphasises the responsibility that this entails and the natural development of the competencies of managerial staff.
- The manager's role must not be merely formal; instead, it is about natural leaders of the work team, capable of insight, communication, and empathy, but also setting a vision for the development of their department and consistently insisting on the results of their work.
- Senior employees share the vision of the institution's development and ideas for the development of their departments with their subordinates, and it is desirable and standard that employees give them professional objective feedback.





- We ensure open communication when holding meetings and departmental retreats. We also use informal and non-work activities to bring the team together, we support business trips to other libraries or similar workplaces, and we like to be inspired by practices in foreign institutions.
- We are actively building awareness of the library's activities among our staff, and we care about representing the library in a positive light.
- Staff from different departments have a basic idea of how to carry out agendas across the library, using internal internships at other departments for this purpose. We also support meetups of groups of employees in the framework of community events.
- Staff mentoring is ongoing, emphasising mentoring potential successors to senior staff. The mentoring programme involves existing employees, managers, and retiring employees.
- We make it easy for new employees to get started with a virtual induction package, where we welcome them and provide them with essential information and contacts in an interesting way to get them off to a good start.



- We can cope with economic realities and can reward our employees adequately in terms of motivation and financial compensation within the limits of the legal possibilities. The fixed component of the salary is determined by the statutory provisions binding on the Library. However, managers are proactive in differentiating the variable remuneration component for their subordinates; objective, unbiased justification of the specific amount is always part of the allocation decision. The same is true for outstanding performance awards.
- In addition to financial compensation, we support our employees by providing further training in both professional and soft skills, ideally using external funding sources.
- We work with the allocated FTE in the library – a static arrangement is not desirable; on the contrary, we consider and implement the necessary reorganisation of activities, teams, and organisational units the institution needs for its internal growth. We communicate these changes in the institution appropriately.
- Systematisation is evaluated both by the close management of the library and by an independent internal committee so that, on the one hand, the new needs, technologies and processes that we are continuously introducing are reflected and, on the other hand, variously motivated excesses are avoided.
- We are constantly creating or amending internal documents necessary for internal awareness of the organisation's operations – be it elements of ethics, security, cybersecurity, financial accountability to the institution, or other relevant documents.
- We are committed to creating a safe and friendly working environment. We maintain a zero-tolerance policy for any type of discrimination, harassment, or inappropriate behaviour between employees or between employees and users of our services. Employees in direct service positions can seek help at any time in the event of verbal or physical assault by users.
- We support training in security, crisis communication, and soft target protection elements, in which the institution's security director plays a crucial role in cooperation with the communications department.

## **We're Creating a Library. The National Library! Together!**

The National Library of the Czech Republic  
Development Strategy for 2024–2027

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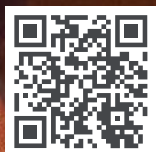
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