

Quality and quality systems in libraries

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What is meant by „Quality“ ?

Definitions

- Fitness for purpose
- **The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs (ISO 8402)**
- Quality is meaningful only in relation to the purpose and end use of the product.
- Meeting or exceeding customer expectations at a cost that represents value to them.

Purpose, Requirements, Needs, Expectations

Quality = Highest possible grade ?

“Fitness for purpose”

“A product of a simple grade may be a very high quality product.”

(P.Brophy)

- **Quality is not absolute, but depends on the requirements of the specific product or service.**

Quality = Highest possible grade ?

Example: Bicycles

For the normal cyclist:

- ◆ solidly built,
- ◆ durable,
- ◆ easy to use,
- ◆ cheap

For the racing cyclist:

- ◆ extremely strong,
- ◆ highest durability,
- ◆ light weight,
- ◆ may be expensive

"...quality for one person is not necessarily quality for another"

(Brophy)

Quality Criteria or Attributes

adapted from Brophy 2004

Example

Performance	A library service meets its most basic purpose	Making key information resources available on demand
Features	Secondary characteristics which add to the service but are beyond the essential core	Alerting services
Reliability	Consistency of the service's performance in use	No broken Web links
Conformance	The service meets the agreed standard	Dublin Core
Durability	Sustainability of the service over a period of time	Document delivery within 2 days
Currency	Up-to-dateness of information	OPAC

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Quality Criteria or Attributes

adapted from Brophy 2004

Example

Serviceability	Level of help available to users	Complaint service
Aesthetics	Visual attractiveness	Physical library, Website
Usability/Accessibility	Ease of access and use	Opening hours, Website structure
Assurance/ Competence/Credibility	Good experience with staff's knowledgability	Correct reference answers
Courtesy/ Responsiveness/ Empathy	Accessibility, flexibility and friendliness of staff	Reference service
Communication	Clear explanation of services and options in language free of jargon	Website, sign-posting
Perceived quality	The user's view of the service	Satisfaction surveys

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Quality Criteria or Attributes

We might add:

Example

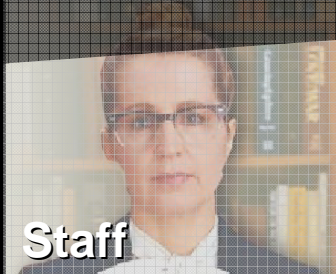
Speed	Quick delivery of services	ILL
Variety of services offered	May clash with quality, if resources are not sufficient for maintaining quality in all services offered	Broad collection, Reference service in walk-in, mail and chat form

Quality: Stakeholder views

Not all of these issues may be aspects of quality, but they are important for maintaining quality



Users



Staff

- ◆ Access to information worldwide
- ◆ Delivery of information to the desktop
- ◆ Speed of delivery
- ◆ Good in-library working conditions
- ◆ Responsiveness of staff
- ◆ Reliability of services
- ◆ Cost-effectiveness
- ◆ Clear planning, straight processes
- ◆ Positive outcome on users
- ◆ Effectiveness of staff
- ◆ High reputation of the library
- ◆ Good working conditions
- ◆ Clear planning, straight processes
- ◆ High reputation of the library
- ◆ Systematic staff development

Quality management

Model of quality management



Mission of academic libraries

The library orients its range of services consequently according to ...

- the needs of its clientele and
- the strategic goals of the institution and
- actively brings the services to the users.



Procuring information

- collection
- document delivery
- portals



Producing information

- publishing
- archiving
- cataloguing



Support for teaching and learning

- workplaces
- support for remote teaching and learning and multimedia
- teaching information literacy



Management

- innovative technology
- adequate management methods
- staff development
- cooperation

Performance measures



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Criteria for performance indicators

- Integrated view
- "Hybrid" library
- Comparability
- Validity
- Informative content
- **Practicability** (national library statistics)

Performance

Effectiveness
of offering library services
and
Efficiency
of allocating and using resources
for the services

- good
- cheap

Typical indicators for traditional services

visits

- Library visits per capita (of the primary user group)

collection

- Required titles availability
- Document use rate

use

- Loans per capita
- Shelving accuracy
- Speed of interlibrary lending

Indicators for electronic services

use

- Number of content units downloaded per capita
- Percentage of information requests submitted electronically
- Workstation use rate

collection

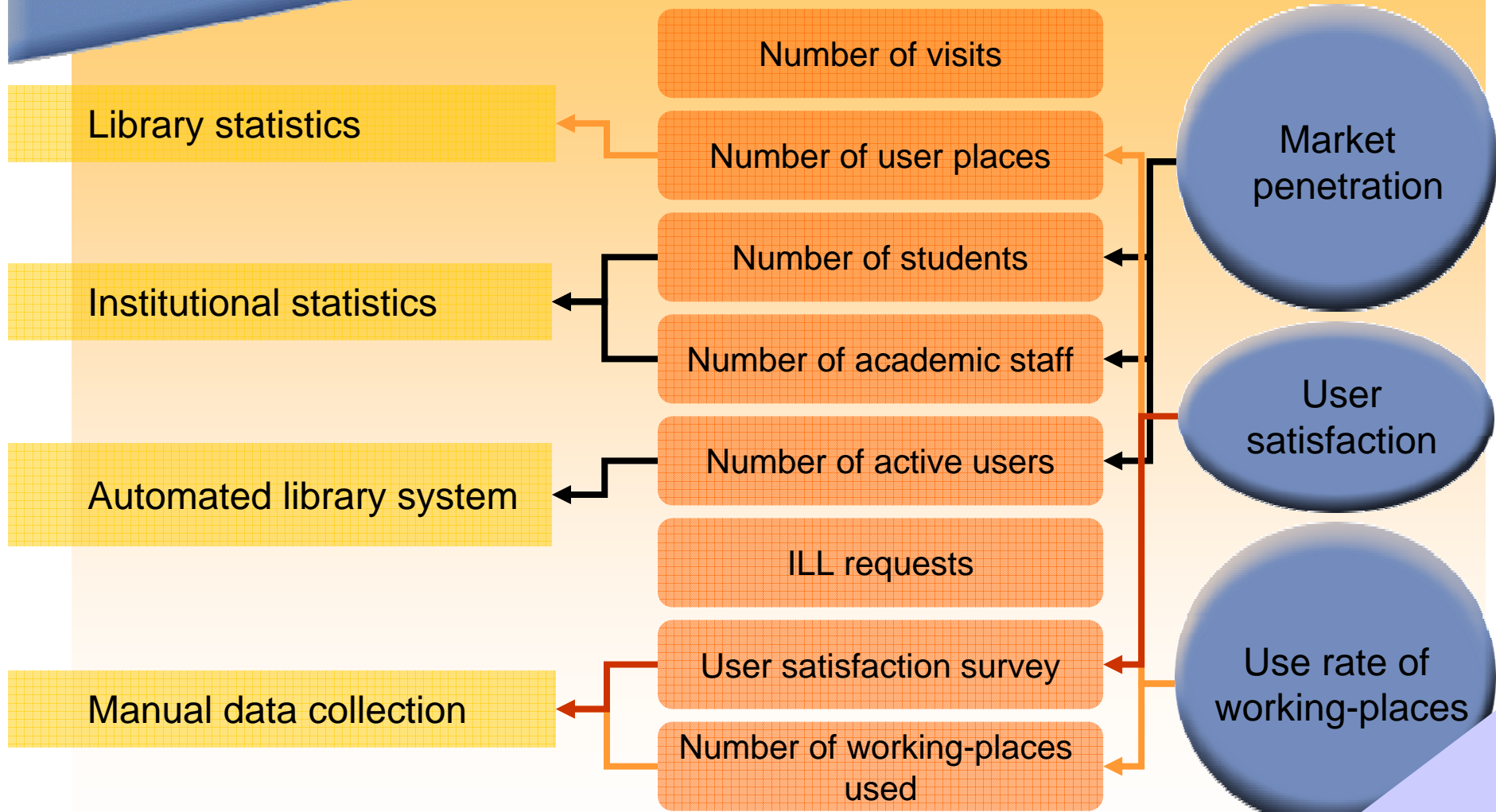
- Percentage of expenditures on information provision spent on the electronic collection

costs

- Costs
 - per database session
 - per document downloaded

Methods

How to get the data?



ISO standards

Technical committee 46:

Information and documentation

Subcommittee 8: Quality, statistics and performance evaluation

WG 2: International library statistics

- ISO 2789 (2003) International library statistics
3rd revision ongoing

WG 4: Performance indicators for libraries

- ISO 11620 (1998) Library performance indicators
Amendment 1 (2003)
- ISO TR 20983 (2003) Performance indicators for electronic library services
- Revision / integration ongoing

Standardization necessary for comparison

Assessing user / customer needs



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Method	Advantages	Problems
Print questionnaire in the library	High recall	Only active users
Questionnaire by mail to a sample of potential users	Non-users are included	Less recall
Telephone survey	High recall by direct contact	Time-consuming; may be influenced by the interviewer
Online survey (e.g. in connection with OPAC use)	No distribution needed	Bias on users who frequently use E-services

Assessing user needs

SERVQUAL model

Adapted to libraries
by ARL (Association
of Research Libraries)
as **LibQual**

Asking for:

- minimum expectation
- perceived levels
- desired levels

- 240 libraries

**Gaps
model**

<http://www.libqual.org>

Assessing user needs: Internal customer

The internal customer

Every library department is the customer of other departments or external suppliers

Examples

Subject librarian

Acquisitions

Bookseller

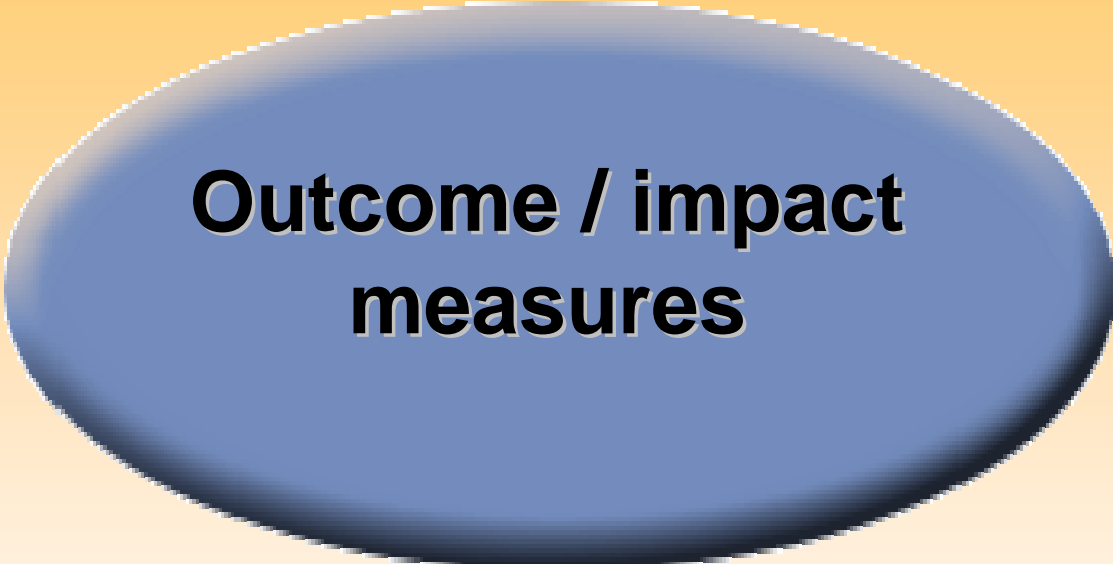
Cataloguing

Circulation



each depends on the quality of what the other does (quality chain)

Internal satisfaction surveys



**Outcome / impact
measures**



<http://www.uni-muenster.de/ULB/outcome>

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Outcome of libraries

"Outcomes are the results of library use as affecting the individual user." Don Revill

"Outcomes are the ways in which library users are changed as a result of their contact with the library's resources and programs." ACRL

"... any effect of a service (or other 'event') on an individual or group." Peter Brophy

Possible indicators for assessing impact/outcome

Information literacy

- Skills /competences improved after training
- Correlation of library teaching attendances to retention rate

Surveys
Test

Survey

Importance of the local library for research

- Estimation of the importance
- Percentage of citations in publications in the local library collection

Survey

Manual counts / survey

Financial value of library services

- Estimation of time saved
- Willingness-to-pay

Survey

Survey

Academic success

- Correlation of library services use to success
- Correlation of library services use to number/ citation of publications

Use counts / Success data

Use counts / Citation index

Quality management models



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Quality management models

ISO 9000 standards

Quality assessment system, comprises all procedures relevant for the **product** quality. Criticized for its industrial and technical bias and its product-orientation

Issues:

- **Quality manual and procedure manual with documented procedures and goals**
- **In the beginning of the 90ies, application in libraries**
- **Special libraries implemented ISO 9000, if their institutions used it**
- **Medical libraries among the first**
- **Quality coordinator**
- **Certification possible**

Quality management models

TQM = Total quality management

Quality system trying to change the whole organizational culture

Many issues similar to ISO 9000, again the origin is industry, but the system is more **user-oriented**

Issues:

- **First time right**
- **Continuous quality improvement (CQI)**
- **Total commitment of management and staff**
- **Implementation in libraries in the beginning of the 90ies**
- **Again: Many special libraries**

Quality management models

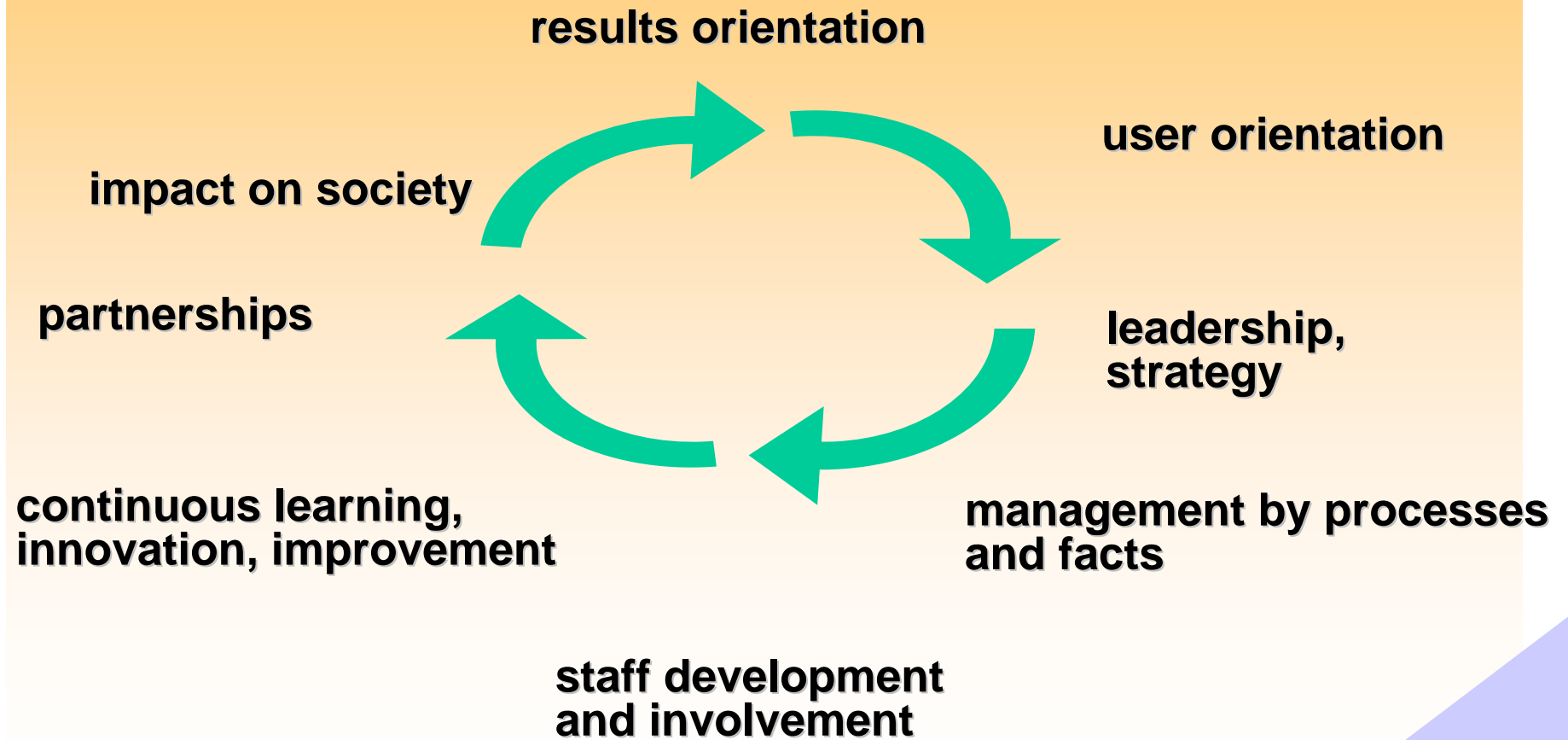
EFQM (European Foundation for Quality Management)

EFQM was founded in 1998 by 14 European institutions
Partnership with national organizations
Goal: Sustainable excellence
European Quality Award (EQA)
Self-assessment (90 questions)

Implemented:

- **Public libraries in the Netherlands**
- **Academic libraries in Andalusia**
- **CAF (Common Assessment Framework)**

EFQM concept



Systematic use of performance indicators

Sweden

Quality Evaluation Handbook for university libraries

12 indicators

Norway

Set of indicators for all types of libraries

Developed by the Norwegian Archive, Library and Museum Authority

Netherlands

Benchmarking of university libraries

about 36 indicators

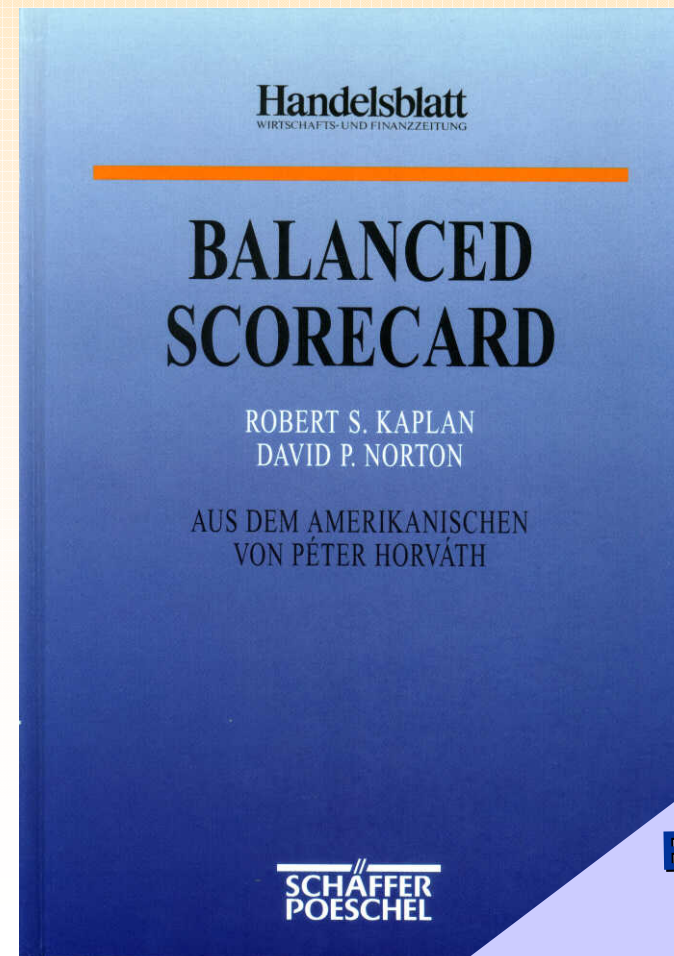
**BIX-WB: German
Benchmarking Project for
Academic Libraries**



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Balanced scorecard

- **Kaplan, R.S./Norton, D.P.:**
The Balanced Scorecard:
Translating Strategy into
Action. Boston 1996



Balanced scorecard

Original model : 4 perspectives

- Users
- Finances
- Processes
- Learning and development

Adapted perspectives for BIX-WB

- Resources / infrastructure
- Use
- Efficiency
- Development (potentials)

Which infrastructure does the library offer for use?

- 1** Square metres of user area
 - 2** Library employees
 - 3** Expenditure on literature and information
 - 4** Percentage of that expenditure spent on the electronic collection
 - 5** Opening hours per week
- per 1000 members of the population

How are the offered services used?

- 6** Library visits per capita
(physical + virtual visits counted separately)
- 7** Market penetration
(Percentage of active borrowers in the population)
- 8** User training attendances per 1000 members of the population
- 9** Immediate availability
(Immediate loans as a percentage of total loans including reservations and ILL)
- 10** User satisfaction rate
(Identical online survey in all libraries)

Are services offered cost-effectively?

- 11** Library expenditure per capita
(acquisitions, material costs, staff)
- 12** Ratio of acquisitions expenditure to staff costs
- 13** Employee productivity
(Example: Media processing. Processed media per FTE)

*Is sufficient potential available
for the necessary developments?*

- 14** Hours of training per staff member
- 15** Percentage of university budget allocated to the library
- 16** Percentage of library means received through third-party funds, special funds and income generation
- 17** Percentage of library staff providing and developing electronic services

How to start: A practical way



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How to start: A practical way

Mission and goals must be defined before

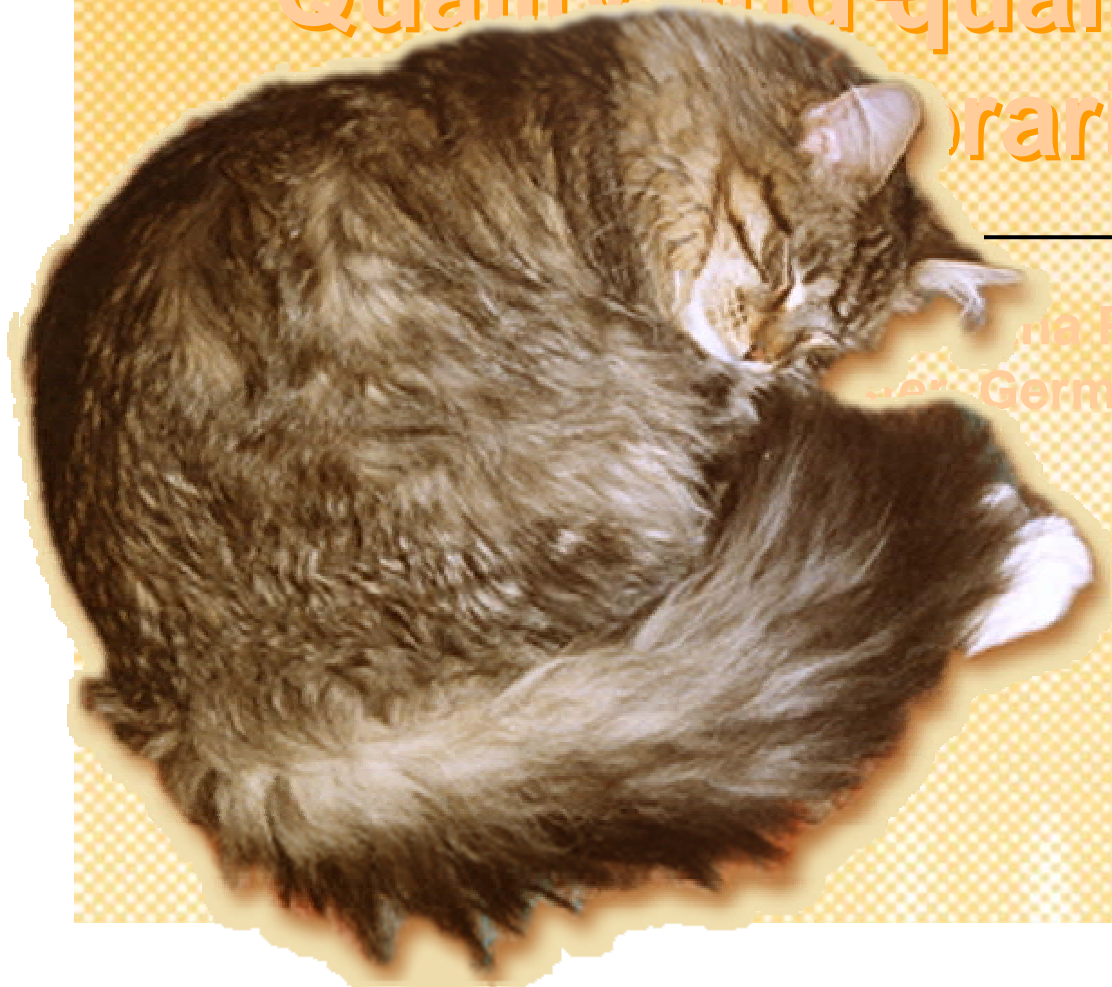
- assess user needs (survey)
- use EFQM or SWOT analysis for self-assessment
- use adequate performance indicators
- compare with other libraries (benchmarking)
- define problems, failures, possible improvements
- define processes and resource allocation



**now:
start again**



Thank you
for your patience
Quality and quality systems
libraries



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