Library Assessment:
East, West and South
圖書館評估：東方、西方與南方

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1 Assessment of Library Performance

- Biennial user survey (Insync)
  - Library services
  - Library facilities
  - etc

2 Assessment of Library Staff

- Performance Review and Staff Development (PRSD)

1 Assessment of Library Performance: Biennial User Survey

- Australia, New Zealand, Singapore, HK, North America

- ServQual

- Importance vs Performance

- Likert Scale (1-7)

- Gap analysis (28 questions)

- Freeform comments

- Benchmarking tool

- Performance improvement tracking

insyncsurveys

Biennial User Survey

- Communication
- Service Delivery
- Facilities & Equipment
- Library Staff
- Information Resources

insyncsurveys

SECTION A: USER SATISFACTION

I. Service Quality

Please tell us how important the following are to you and how well do we perform:

Low		Moderate		High		N/A = Not applicable
1	2	3	4	5		

	Importance to me	Library Performance	N/A
	1 2 3 4 5	1 2 3 4 5	N/A
1. Opening hours meet my needs	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
2. Recommended materials are purchased and processed rapidly for inclusion in the collection	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
3. Heavily used materials are placed in the Reserve Collection in a timely manner	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
4. Books & journals are reshelved quickly	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
5. Prompt action is taken regarding missing books & journals	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
6. Interlibrary loan (e.g. HKALL, Triad) requests are found through a timely manner	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
7. Library staff are readily available to provide assistance and respond in a timely manner	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
8. Library staff are polite and friendly	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
9. Library staff are knowledgeable and answer enquiries accurately and clearly	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
10. Library orientation/ courses/ workshops meet my needs	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
11. Items from Hing Wai Storage and off campus branch libraries/Main Library are delivered in a timely manner	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○
12. Laptop loaning service meets my needs	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○

	1	2	3	4	5
Overall performance for Service Quality	○	○	○	○	○

Sample "Gap" Survey

The University of Hong Kong Library Client Survey Results, March 2013

Top 10 factors — All respondents

1691 responses

Most important factors	Mean	Highest performing factors	Mean	Lowest performing factors	Mean	Largest gaps (I - P)	Mean
I can get wireless access in the Library when I need to	6.49	Library staff treat me fairly and without discrimination	6.03	The items I'm looking for on the Library shelves are usually there	4.83	The items I'm looking for on the Library shelves are usually there	1.38
I can find a quiet place in the Library to study when I need to	6.41	Library staff are approachable and helpful	5.94	A computer is available when I need one	4.85	A computer is available when I need one	1.28
The Library is a good place to study	6.41	Library staff provide accurate answers to my enquiries	5.92	Laptop facilities (e.g. desks, power) in the Library meet my needs	5.18	I can find a quiet place in the Library to study when I need to	1.09
Online resources (e.g. ejournals, databases, ebooks) meet my learning and research needs	6.33	Library staff are readily available to assist me	5.84	I am informed about Library services	5.20	Printing, scanning and photocopying facilities in the Library meet my needs	0.94
Library staff provide accurate answers to my enquiries	6.29	I can get wireless access in the Library when I need to	5.77	Library workshops, classes and tutorials help me in my learning and research needs	5.23	Laptop facilities (e.g. desks, power) in the Library meet my needs	0.90
Library staff are approachable and helpful	6.27	Self Service e.g. self check loans, requests, renewals etc. meets my needs	5.75	The Library anticipates my learning and research needs	5.27	Online resources (e.g. ejournals, databases, ebooks) meet my learning and research needs	0.86
Printing, scanning and photocopying facilities in the Library meet my needs	6.25	The Library is a good place to study	5.69	I can find a place in the Library to work in a group when I need to	5.28	The Library catalogue is easy to use	0.84
Library staff are readily available to assist me	6.25	Books and articles I have requested from other libraries and campuses are delivered promptly	5.61	Course specific resources (including short loans) meet my learning needs	5.30	Opening hours meet my needs	0.84
Opening hours meet my needs	6.23	When I am away from campus I can access the Library resources and services I need	5.58	Library signage is clear	5.30	The Library website is easy to use	0.78
When I am away from campus I can access the Library resources and services I need	6.23	Information resources located in the Library (e.g. books, journals, DVDs) meet my learning and research needs	5.58	Printing, scanning and photocopying facilities in the Library meet my needs	5.32	I can find a place in the Library to work in a group when I need to	0.77

Factors rated top 10 in importance

The University of Hong Kong Library Client Survey Results, March 2013

Mean importance scores — All respondents

1691 responses

	Importance		Performance	
	Mean	Rank	Mean	Rank
I can get wireless access in the Library when I need to	6.49	1	5.77	5
I can find a quiet place in the Library to study when I need to	6.41	2	5.32	18
The Library is a good place to study	6.41	3	5.69	7
Online resources (e.g. ejournals, databases, ebooks) meet my learning and research needs	6.33	4	5.46	13
Library staff provide accurate answers to my enquiries	6.29	5	5.92	3
Library staff are approachable and helpful	6.27	6	5.94	2
Printing, scanning and photocopying facilities in the Library meet my needs	6.25	7	5.32	19
Library staff are readily available to assist me	6.25	8	5.84	4
Opening hours meet my needs	6.23		5.40	14
When I am away from campus I can access the Library resources and services I need			5.58	9
Library staff treat me fairly and without discrimination	6.23	11	6.03	1
The items I'm looking for on the Library shelves are usually there	6.20	12	4.83	28
Information resources in the Library (e.g. books, journals, DVDs) meet my learning and research needs	6.19	13	5.58	10
The Library catalogue is easy to use	6.18	14	5.34	17
The Library website is easy to use	6.17	15	5.39	16
A computer is available when I need one	6.12	16	4.85	27
Laptop facilities (e.g. desks, power) in the Library meet my needs	6.08	17	5.18	26
I can find a place in the Library to work in a group when I need to	6.05	18	5.28	22
Books and articles I have requested from other libraries and campuses are delivered promptly	6.02	19	5.61	8
Course specific resources (including short loans) meet my learning needs	5.99	20	5.30	21
The Library website provides useful information	5.99	21	5.40	15
Self Service (e.g. self check loans, requests, renewals, holds) meets my needs	5.98	22	5.75	6
Library signage is clear	5.80	23	5.30	20
The Library anticipates my learning and research needs	5.79	24	5.27	23
Face to face enquiry services meet my needs	5.78	25	5.55	11
Electronic enquiry services (e.g. email, Text a Librarian) meet my needs	5.70	26	5.50	12
I am informed about Library services	5.56	27	5.20	25
Library workshops, classes and tutorials help me with my learning and research needs	5.22	28	5.23	24

Ranked by "Importance"

The University of Hong Kong Library Client Survey Results, March 2013

Mean performance score — All respondents

1691 responses

	Performance Mean	Performance Rank	Importance Mean	Importance Rank
Library staff treat me fairly and without discrimination	6.03	1	6.23	11
Library staff are approachable and helpful	5.94	2	6.27	6
Library staff provide accurate answers to my enquiries	5.92	3	6.29	5
Library staff are readily available to assist me	5.84	4	6.25	8
I can get wireless access in the Library when I need to	5.77	5	6.49	1
Self Service (e.g. self check loans, requests, renewals, holds) meets my needs	5.75	6	5.98	22
The Library is a good place to study	5.69	7	6.41	3
Books and articles I have requested from other libraries and campuses are delivered promptly	5.61	8	6.02	19
When I am away from campus I can access the Library resources and services I need	5.59		6.23	10
Information resources located in the Library (e.g. books, journals, DVDs) meet my learning and research	5.58		6.19	13
Face to face enquiry services meet my needs	5.55	11	5.78	25
Electronic enquiry services (e.g. email, Text a Librarian) meet my needs	5.50	12	5.70	26
Online resources (e.g. e-journals, databases, e-books) meet my learning and research needs	5.46	13	6.33	4
Opening hours meet my needs	5.40	14	6.23	9
The Library website provides useful information	5.40	15	5.99	21
The Library website is easy to use	5.39	16	6.17	15
The Library catalogue is easy to use	5.34	17	6.18	14
I can find a quiet place in the Library to study when I need to	5.32	18	6.41	2
Printing, scanning and photocopying facilities in the Library meet my needs	5.32	19	6.25	7
Library signage is clear	5.30	20	5.80	23
Course specific resources (including short loans) meet my learning needs	5.30	21	5.99	20
I can find a place in the Library to work in a group when I need to	5.28	22	6.05	18
The Library anticipates my learning and research needs	5.27	23	5.79	24
Library workshops, classes and tutorials help me with my learning and research needs	5.23	24	5.22	28
I am informed about Library services	5.20	25	5.56	27
Laptop facilities (e.g. desks, power) in the Library meet my needs	5.18	26	6.08	17
A computer is available when I need one	4.85	27	6.12	16
The items I'm looking for on the Library shelves are usually there	4.83	28	6.20	12

Ranked by "Performance"

The University of Hong Kong Library Client Survey Results, March 2013

Mean gap scores — All respondents

1691 responses

	Gap		Importance	
	Mean	Rank	Mean	Rank
The items I'm looking for on the Library shelves are usually there	1.38	1	6.20	12
A computer is available when I need one	1.28	2	6.12	16
I can find a quiet place in the Library to study when I need to	1.09	3	6.41	2
Printing, scanning and photocopying facilities in the Library meet my needs	0.94	4	6.25	7
Laptop facilities (e.g. desks, power) in the Library meet my needs	0.90	5	6.08	17
Online resources (e.g. ejournals, databases, ebooks) meet my learning and research needs	0.86	6	6.33	4
The Library catalogue is easy to use	0.84	7	6.18	14
Opening hours meet my needs	0.84	8	6.23	9
The Library website is easy to use	0.78	9	6.17	15
I can find a place in the Library to work in a group when I need to	0.77	10	6.05	18
I can get wireless access in the Library when I need to	0.72	11	6.49	1
The Library is a good place to study	0.71	12	6.41	3
Course specific resources (e.g. course shelf books) meet my learning needs	0.69	13	5.99	20
When I am away from campus I can access the Library resources and services I need	0.66	14	6.23	10
Information resources located in the Library (e.g. books, journals, DVDs) meet my learning and research needs	0.61	15	6.19	13
The Library website provides useful information	0.60	16	5.99	21
The Library anticipates my learning and research needs	0.52	17	5.79	24
Library signage is clear	0.49	18	5.80	23
Library staff are readily available to assist me	0.40	19	6.25	8
Books and articles I have requested from other libraries and campuses are delivered promptly	0.40	20	6.02	19
Library staff provide accurate answers to my enquiries	0.38	21	6.29	5
I am informed about Library services	0.35	22	5.56	27
Library staff are approachable and helpful	0.33	23	6.27	6
Self Service (e.g. self check loans, requests, renewals, holds) meets my needs	0.23	24	5.98	22
Face to face enquiry services meet my needs	0.23	25	5.78	25
Library staff treat me fairly and without discrimination	0.21	26	6.23	11
Electronic enquiry services (e.g. email, Text a Librarian) meet my needs	0.20	27	5.70	26
Library workshops, classes and tutorials help me with my learning and research needs	-0.01	28	5.22	28

Ranked by "Gap"

The University of Hong Kong Library Client Survey, March 2013
Best practice categories graph

Performance tracking and benchmarking

The University of Hong Kong Library Client Survey, March 2013
Weighted performance index

	Communication	Service Delivery	Facilities & Equipment	Library Staff	Information Resources	Weighted Total
Weighting	15%	22%	18%	20%	25%	100%
March 2013	75.7%	77.0%	76.4%	84.7%	77.7%	78.4%
November 2011	74.6%	75.2%	71.0%	82.4%	76.0%	76.0%
November 2010	75.4%	75.6%	72.8%	82.0%	76.5%	76.6%
Highest performer in database	84.3%	84.3%	83.7%	94.5%	84.3%	86.2%
Median	76.1%	78.9%	74.0%	88.3%	79.4%	79.4%
Lowest performer in database	70.3%	71.5%	67.4%	82.2%	75.2%	74.4%

2 Assessment of Library Staff

- Performance Review and Staff Development (PRSD) (Annual)
- Self Appraisal
  - Major Responsibilities (rated)
  - Achievements
  - Institutional contributions
  - Professional contributions
  - Community services
  - Targets
  - New targets
  - Competencies/skills development

The word "Competencies" appears as a large red watermark overlaid across the center of the table.

	Collection Dev't	Customer Services	Ethics & Values	Information Services	Lending Services	Multimedia Services	Management and Administration										
							Strategic Planning	Budget & Funding	Community Relations	Lib Com & Friends	Marketing	Facilities, logistics & environment	Laws, Policies, Procedures	Organizat'l Leadership	Human Resources	SD & Training	Proj Com & Teamwork
Administrative Services		All	All					Designated staff	LA or above			All	All	Supervisors	Designated staff	Designated staff and supervisors	All
AV & Reserve	ALII or above	All	All		All	Designated staff		Designated staff	LA or above			All	All	Supervisors	Supervisors	Supervisors	All
Branch Libraries Services	ALII or above	All	All	All	LA or above	Designated staff		Designated staff	LA or above	Designated staff		All	All	Supervisors	Supervisors	Supervisors	All
Collection Development	ALII or above	All	All					Designated staff	LA or above			All	All	Supervisors	Supervisors	Supervisors	All
Information Services	ALII or above	All	All	All				Designated staff	LA or above	Designated staff		All	All	Supervisors	Supervisors	Supervisors	All
Lending Services		All	All	Designated staff	LA or above			Designated staff	LA or above	Designated staff		All	All	Supervisors	Supervisors	Supervisors	All
Preservation and Conservation		All	All					Designated staff	LA or above			All	All	Supervisors	Supervisors	Supervisors	All
Public Relations & Development		All	All					Designated staff	LA or above	All	All	All	All	Supervisors	Supervisors	Supervisors	All
Special Collections	ALII or above	All	All		Designated staff			Designated staff	LA or above			All	All	Supervisors	Supervisors	Supervisors	All
Technical Services	ALII or above	All	All					Designated staff	LA or above			All	All	Supervisors	Supervisors	Supervisors	All
Technology Support Services		All	All					Designated staff	LA or above			All	All	Supervisors	Supervisors	Supervisors	All
SMT		All	All				All	All	All	All	All	All	All	All	All	All	All
QAT		All	All				All	All	All	All	All	All	All	All	All	All	QAT
SC																All	All
Division Heads		All	All	Designated staff			All	All	All			All	All	All	All	All	All
Professionals		All	All	Designated staff					All			All	All	Supervisors	Supervisors	Supervisors	All

Staff Performance Outcomes

- Better communication/relations
- Performance improvement
- Skills/competencies development
- Reward steps
- Bonuses (?)
- Substantiation (tenure) vs Contract
- Position redefined/upgraded

Assessment at Otago

Howard Amos

The University of Otago

1. Assessment of Library Performance
   - What we used to do
   - What we are doing now
   - What we plan to do next

2. Assessment of staff performance
   - Performance and Development Review (PDR)

1. Assessment of Library Performance

What we did do
- Piecemeal, outdated and isolated
  - Reactive
  - Lacked cohesion

- What we could count not measuring or assessing
  - Collection centric
  - Rich data source

- Benchmarking 1999
  - Resource intensive
  - Limited operational focus
  - Lacked continuity and support

1. Assessment of Library Performance

- Libqual™ in 2007
  - Badly planned
  - Under resourced
  - In competition with university activity
  - Limited opportunities to use the data
  - Limited focus
  - Low response rate

- Ithaka S+R™ in 2010

- Study of information seeking behaviors post earthquake

Ithaka S+R™/Otago Survey

- **Context**
  - Lack of data in NZ
  - Value of repurposed/international survey
  - University buy-in
- **Methodology**
  - Online/mixed methods
  - PBRF eligible staff
  - Valid response

Ithaka S+R™/Otago Survey

- **Key findings around Library as**
  - Purchaser and repository
  - Place
  - Information resources and cost
  - Library support
  - PBRF support
  - Sharing research via online repositories

- **Preliminary data use:** Library
- policy, University decision-making, PBRF support

Otago Christchurch Medical Library User Survey

- **Context**
  - Cataclysmic events
  - Survey challenge
  - University buy-in
- **Methodology**
  - Survey population complexity
  - Online/mixed methods
  - Valid response

Otago Christchurch Medical Library User Survey

Preliminary findings around

- Library as place
- Library print resources
- E-Resources
- Library services

1. Assessment of Library Performance

Both reports are in OUR Archive

- Ithaka: http://otago.ourarchive.ac.nz/handle/10523/1907

- CML: http://otago.ourarchive.ac.nz/handle/10523/4386

1. Assessment of Library Performance

What are we doing now

- Allocation of resources
  - PP&E Librarian
  - Business Analyst

- Embedding assessment
  - University framework
  - Programme of reviews
  - Opportunity with Alma

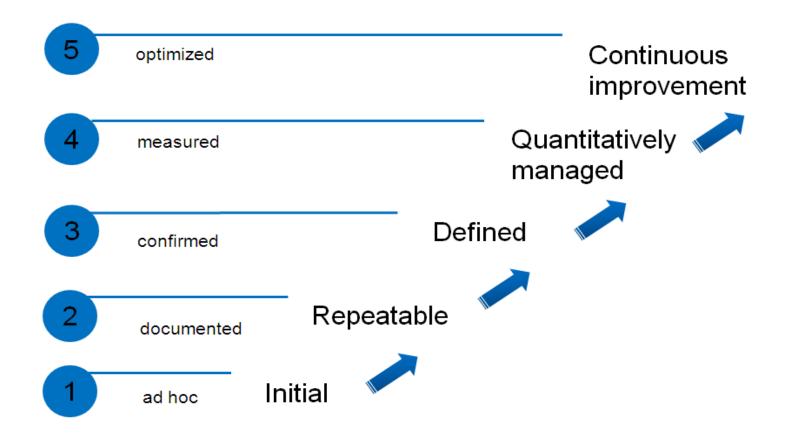# 1. Assessment of Library Performance

Internal reviews planned

- Serials Workflows
- Document delivery
- Print and Electronic amalgamation

- Effectiveness of service delivery model

- Information seeking behaviors of our users

1. Assessment of Library Performance

- International benchmarking
  - Tools and measures for first year support
  - Wider student engagement

  - Shared assessment tool

  - Measuring library CMM

Capability maturity model

5	optimized	Continuous improvement
4	measured	Quantitatively managed
3	confirmed	Defined
2	documented	Repeatable
1	ad hoc	Initial

Frankie Wilson, J. Stephen Town, (2006) "Benchmarking and library quality maturity", Performance Measurements and Metrics, Vol. 7 Iss: 2

Management of the organisation	Ad Hoc	Repeatable	Defined	Managed	Continuous
1.1 Strategic plan generation	There is no strategic plan or annual operating plan.	There is a limited strategic plan.	The strategic plan is derived from (mediated) environmental sensing.	The strategic plan is derived from environmental sensing (top down, bottom up and inside out).	Strategic plan derived from environmental sensing (top down, bottom up and inside out).
1.2 Management alignment (a)	Actions are solely reactive to events.	Strategic plan includes breakthrough improvement processes Many actions are unrelated to the strategic plan and are reactive to events.	Strategic plan includes breakthrough improvement processes. Some actions are still unrelated to the strategic plan.	Strategic plan includes breakthrough improvement processes.	All improvement processes, both incremental and breakthrough, flow from the strategic plan, and it is updated to reflect new developments.
1.2 Management alignment (b)	Goals for individuals, teams and the library are poorly defined, if present.	Goals for specific high-level managers are linked to the strategic plan. Goals for most staff are poorly defined, if present.	All senior staff have goals, some of which are related to the strategic plan.	Goals for achieving the strategic plan are cascaded down throughout the library to all appropriate staff.	Goals for achieving the strategic plan are cascaded down throughout the library. All staff have individual goals, which contain both improvement and "business as usual" targets.
1.3 Progress monitoring	There is no monitoring of progress in achieving goals.	There is no monitoring of progress in achieving goals.	There is infrequent monitoring of progress, but no corrective action taken.	There is monitoring of progress in achieving goals, and some corrective action is taken.	Progress in achieving goals is closely monitored and corrective action taken where necessary.
1.4 Performance measurement	Basic statistical measures may be collected, but are used for competitive analysis if at all.	Basic statistical measures are collected and used for competitive analysis. Customer feedback is also viewed as an indicator of performance.	Customer feedback and measures of internal processes are used to determine how the library is performing.	A range of performance indicators is used to determine how the Library is performing. KPIs, may exist, but are not necessarily fully aligned with metrics used or strategic aims of the library.	A range of balanced performance measures are used to monitor how well the library is achieving its aims. Metrics closely align with KPIs, which closely relate to strategic aims and mission. Performance measures

Wilson, F. (2012, October). The quality maturity model: Your roadmap to a culture of quality. Paper presented at the Library Assessment Conference, Charlottesville, VA

1. Assessment of Library Performance

What we are planning to do

- Operational plan theme for next year – "know our users"
- Library learning analytics (exploring what is possible)
- Review internal and external communication
- Build staff capacity

2. Assessment of Library staff

Performance and Development Review

- Annual process with quarterly progress meetings

Performance measures linked to operational planning activities and project outputs

Identify capability and skills requirements

Linked to staff development budget

Library Assessment at WUSTL Service Quality Survey-2013

what we learned

Responding to the changing needs of our users after the 2010 Survey

- – Longer hours
- – More seating in Olin
- – More electrical outlets
- – Better lighting in Whispers
- – Better WiFi coverage
- – Fewer missing books

…and much more

- **1-5 Scale** for Satisfaction and Importance

- **Gap Analysis**: comparing Satisfaction to Importance

- **Qualitative data**

How we analyzed the data

Customer Service Ratings
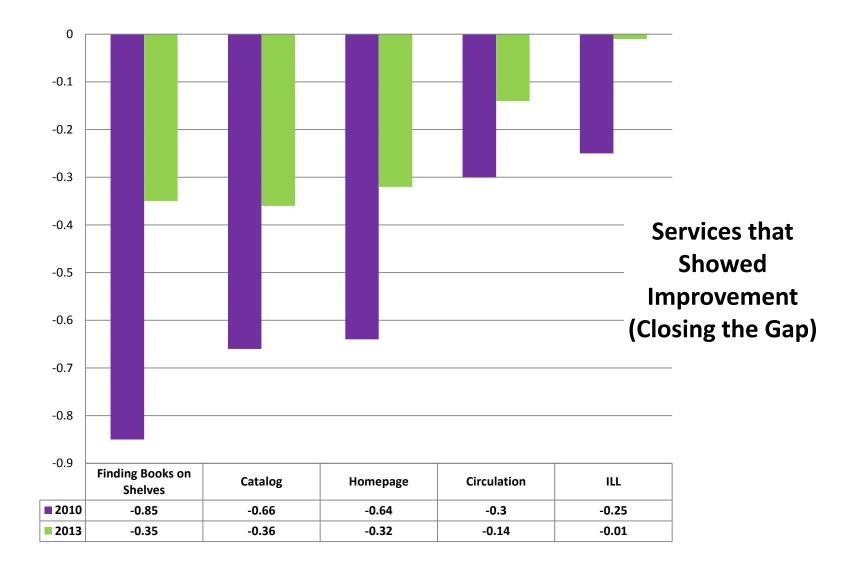# Continue Strong at all Library Locations
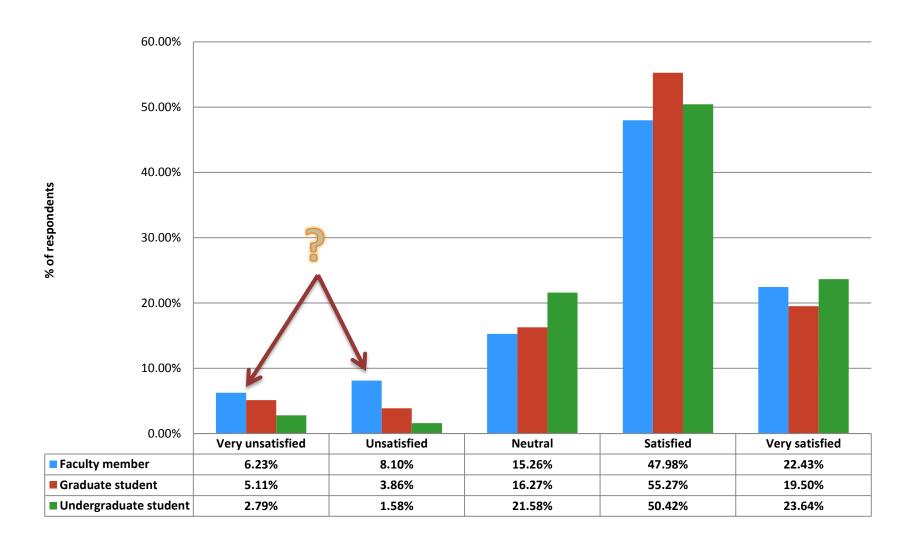
– Competence/ Knowledge of staff

– Courteous

– Speed of Service

– Quality of Service

Services that Showed Improvement (Closing the Gap)

GAP: Importance-Satisfaction

	Finding Books on Shelves	Catalog	Homepage	Circulation	ILL
2010	-0.85	-0.66	-0.64	-0.3	-0.25
2013	-0.35	-0.36	-0.32	-0.14	-0.01

Overall Satisfaction with Collections

	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
■ Faculty member	6.23%	8.10%	15.26%	47.98%	22.43%
■ Graduate student	5.11%	3.86%	16.27%	55.27%	19.50%
■ Undergraduate student	2.79%	1.58%	21.58%	50.42%	23.64%

Faculty	(1-5)	Graduate Students	(1-5)	Undergraduate Students	(1-5)
E-journals	4.71	E-journals	4.70	*Scanning and printing*	*4.75*
Databases	4.64	Databases	4.68	Databases	4.51
Off-campus access	4.61	Off-campus access	4.59	*Ease of login to library computers*	*4.46*
Library catalog	4.61	Finding books on shelves	4.36	E-journals	4.35
Print collections	4.59	Circulation services	4.36	*Availability of computers*	*4.31*
Interlibrary loan	4.52	Library catalog	4.31	Circulation services	4.29

Rankings by Importance of Service

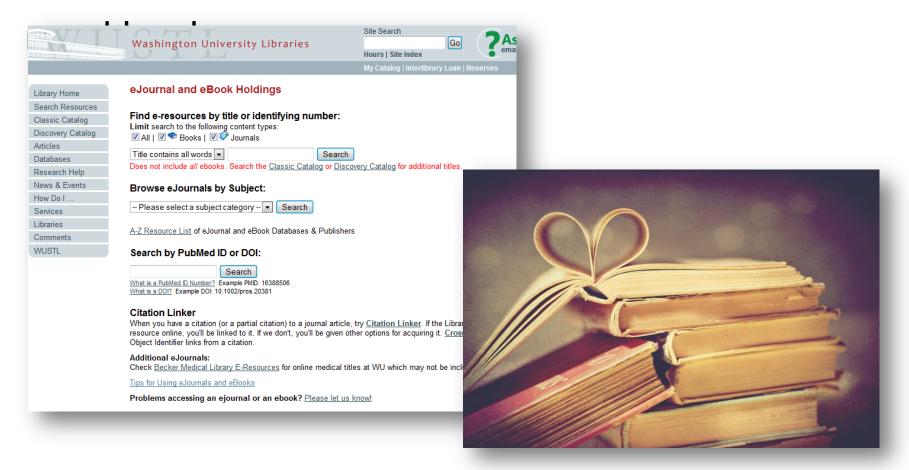# Library Service Quality Survey User Priorities
(after Collections)

Legend:
- Undergrad student %
- Grad student %
- Faculty %

Categories (x-axis):
Quiet study space, Support for online publications, Library catalog, Support for research data, Physical comfort, Support for Interlibrary Loan, Collaborative space, Support of mobile device environment, Library website, Support for digitizing, Assistance/instruction in using library resources, Support for course sites and web sites, Other, Support for textual analysis and encoding

Y-axis: 0.00% – 40.00%

Hot Spots

Service	Group	Gap
Ease of login	Undergraduates	-1.03
Print collections	Faculty	-.92
Availability of computers in the library	Undergraduates	-.88
Scanning and printing	Undergraduates Graduate students	-.82 -.77

Comments Themes: Staff

Comment Themes: Collections

More electronic resources... and we still

Comment Themes: Services

Shared Printing

is not always easy

Logging on can be slow

Comment Themes: Space

Stay open longer in the summer, and weekends, too!

Olin Opens Overnight

24/5   24/7

LEARN MORE

Sometimes it's hard to find a place to sit…

For more information…

Assessment Team LibGuide:

http://libguides.wustl.edu/assessment

- Service Quality Survey Final Report
- Updates on 'What you told us/What we're doing'
- Overview of Library Assessment Program

Other Library Assessment

Traditional

- Number of volumes held
- Number of current serial titles
- Budget
- Reference enquiries
- Presentations
- Gate counts

Desirable

- Impact on student enrollment, retention and success
- Impact on student learning
- Contribute to faculty productivity
- Impact on faculty grant applications
- Impact on teaching

Exercise

- Thinking about the "desirable" assessment areas:

  – How might the library measure these?

  – Are there other areas we should assess?

Thank You

Peter, Howard and Jeff