



Designing and Implementing a Library Performance Measurement and Management System

Jon F. Mortensen

Principal

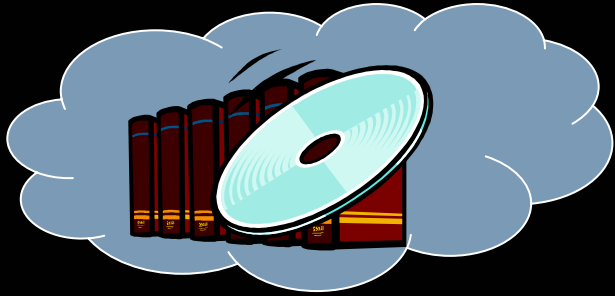
Infrastructure Resource Management Consulting



Who are we?

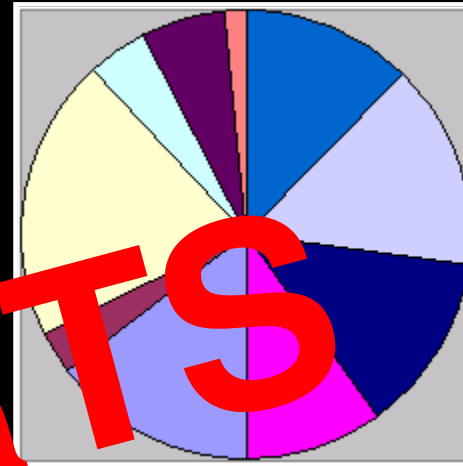
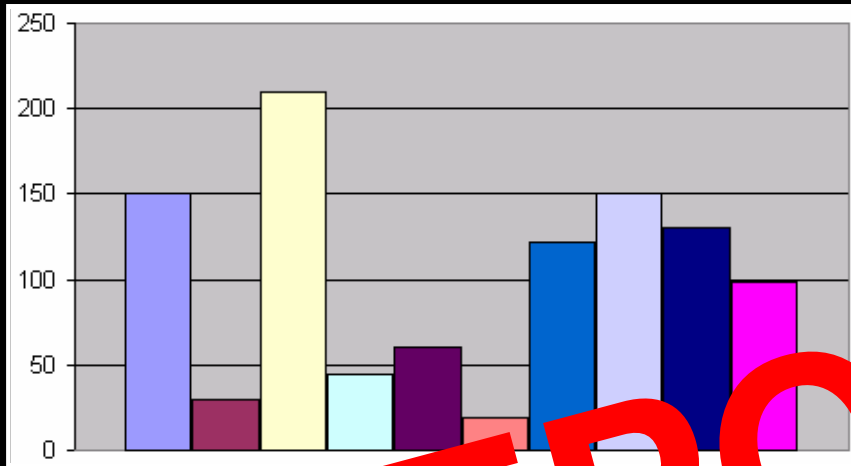
- Multi-disciplined organisation consulting in a range of business methodologies from ITIL Service Management to Balanced Scorecard
- Facilitate the transition from an ad-hoc organisation to a structured and well managed one
- Assist in the defining of requirements for automation of business processes

The Library of Today

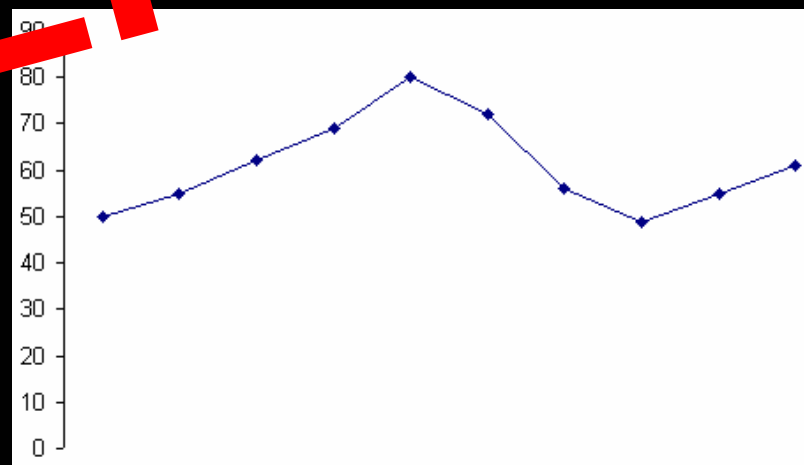




How do we assess how well we do?

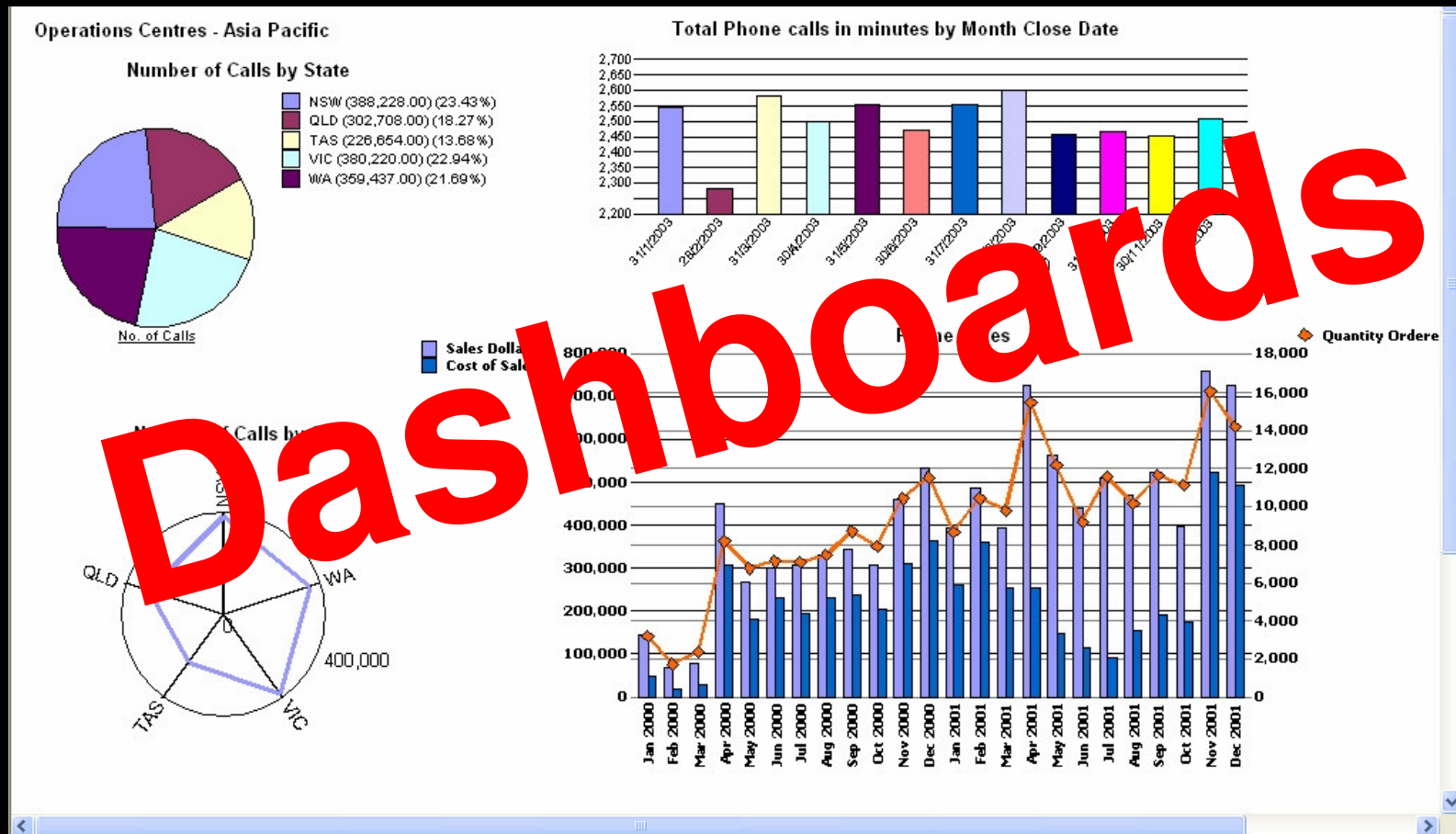


REPORTS





How do we assess how well we do?





But what does it mean in terms of reality?

The New York Times > Technology > Google Is Adding Major Libraries to Its Database - Microsoft Internet Explorer

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Google Is Adding Major Libraries to Its Database

By JOHN MARKOFF and EDWARD WYATT
Published: December 14, 2004

Google, the operator of the world's most popular Internet search service, plans to announce an agreement today with some of the nation's leading research libraries and Oxford University to begin converting their holdings into digital files that would be freely searchable over the Web.

It may be only a step on a long road toward the long-predicted global virtual library. But the collaboration of Google and research institutions that also include Harvard, the University of Michigan, Stanford and the New York Public Library is a major stride in an ambitious Internet effort by various parties. The goal is to expand the Web beyond its current valuable, if eclectic, body of material and create a digital card catalog and searchable library for the world's books, scholarly papers and special collections.

Google - newly wealthy from its stock offering last summer - has agreed to underwrite the projects being announced today while also

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Thor Swift

A book is scanned at Stanford University. Google's plans for digital files include the University of Michigan and the New York Public Library.

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Highs and lows



When assessing measures we need to go back to basics ...

- Whom do we serve and why?
- What information resources and services do we provide?
- Where are these resources and services delivered?
- How are these resources and services delivered?



One solution is the Balanced Scorecard

"To satisfy our shareholders, what financial objectives must we accomplish?"	Financial Perspective			
	Objectives	Measures	Targets	Initiatives
	Profitability			
	Growth			
	Shareholder Value			

Financial

"To achieve our financial objectives, what customer needs must we serve?"	Customer Perspective			
	Objectives	Measures	Targets	Initiatives
	Image			
	Service			
	Price/Cost			

Customer

"To satisfy our customers, and shareholders, in which internal business processes must we excel?"	Internal Perspective			
	Objectives	Measures	Targets	Initiatives
	Cycle Time			
	Quality			
	Productivity			

Internal

"To achieve our goals, how must our organization learn and innovate?"	Learning Perspective			
	Objectives	Measures	Targets	Initiatives
	Market Innovation			
	Continuous Learning			
	Intellectual Assets			

Learning
&
Growth

Adapted from the Balanced Scorecard
Kaplan & Norton 1997

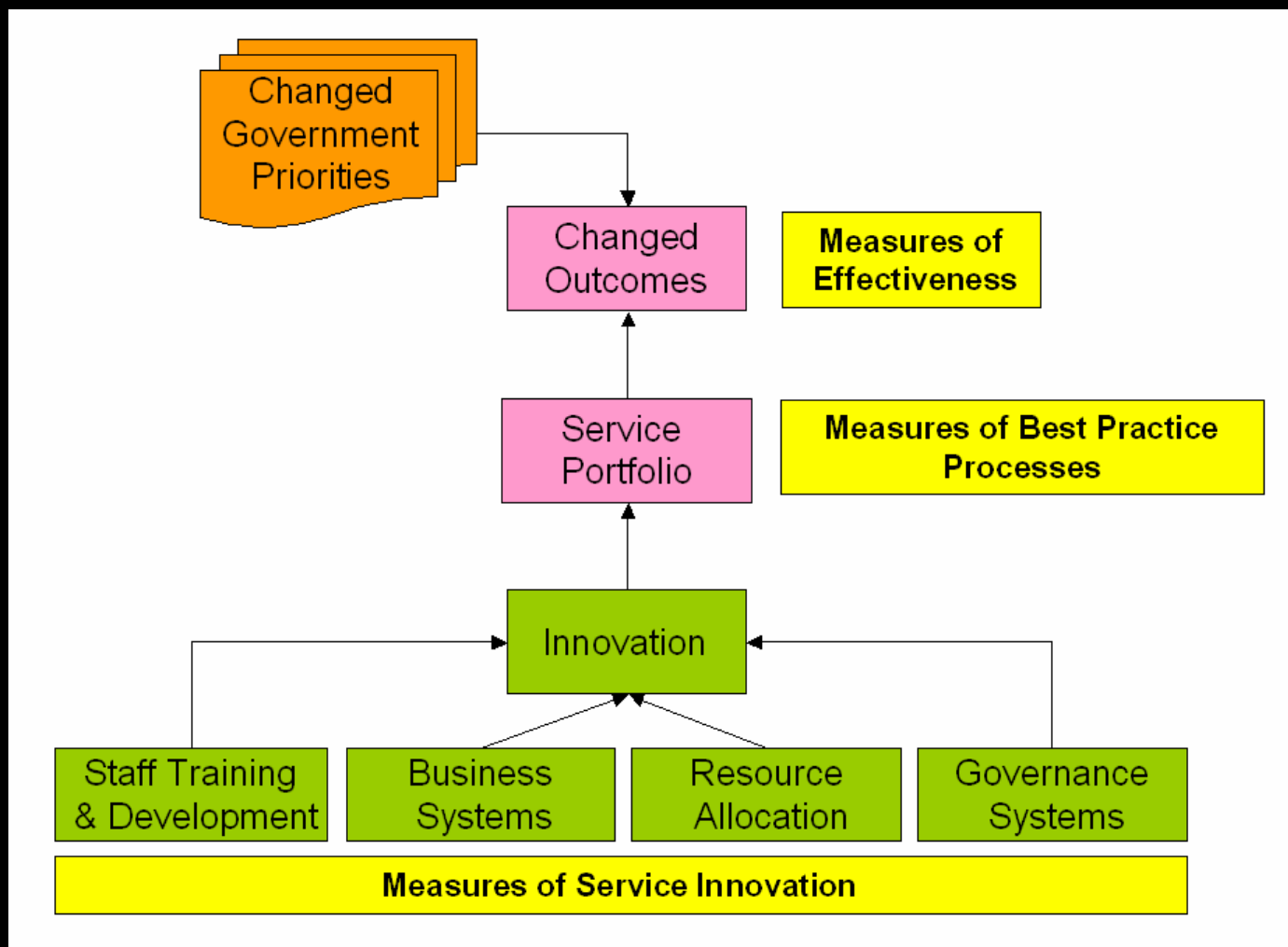


Let's rephrase the questions

- How do customers see the Library? (*customer perspective*)
- At what must the library excel? (*internal perspective*)
- Can the library continue to improve and create value?
(*innovation & learning*)
- How does the library look to stakeholders?
(*financial perspective*)

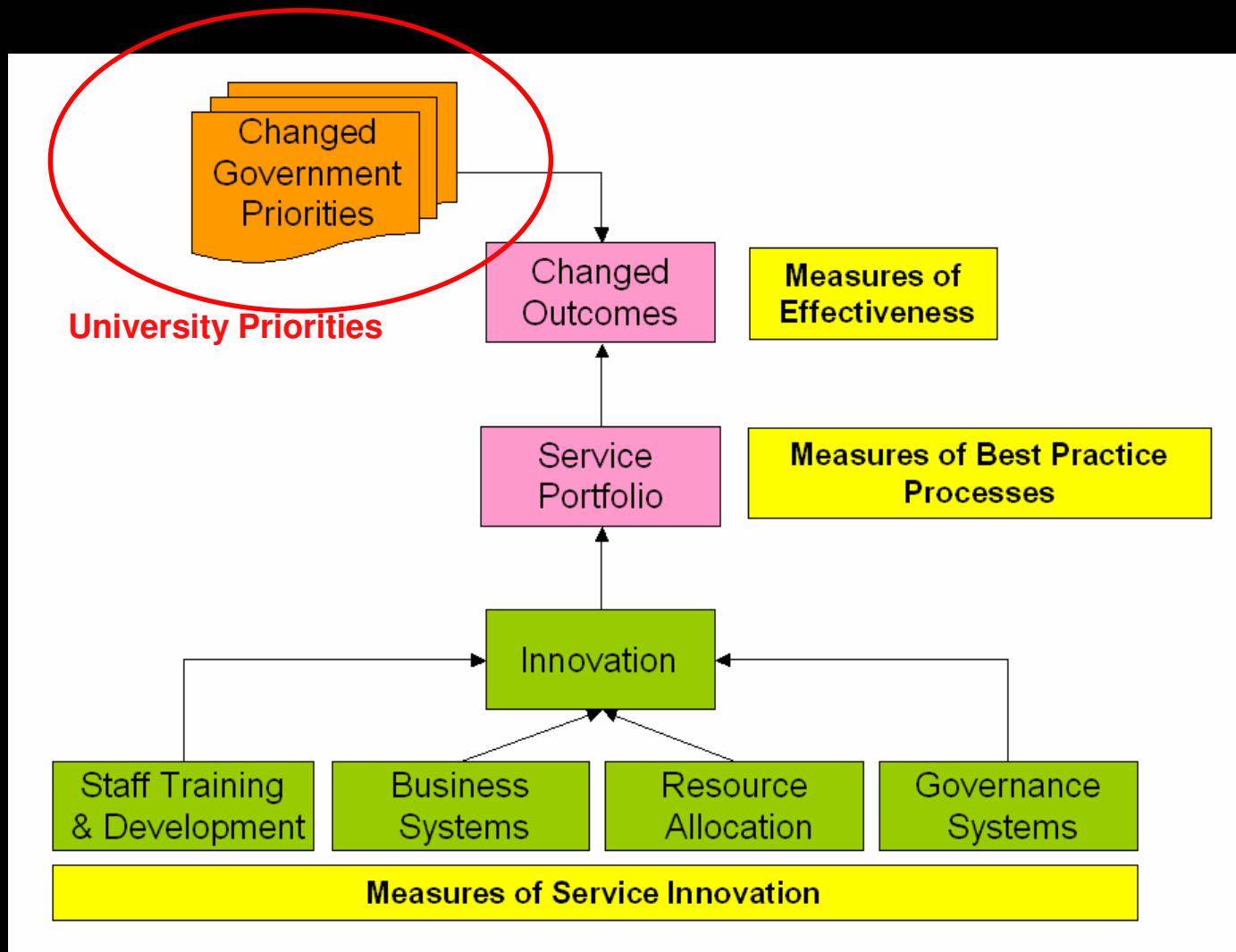


The Service Sector Scorecard (Agency)



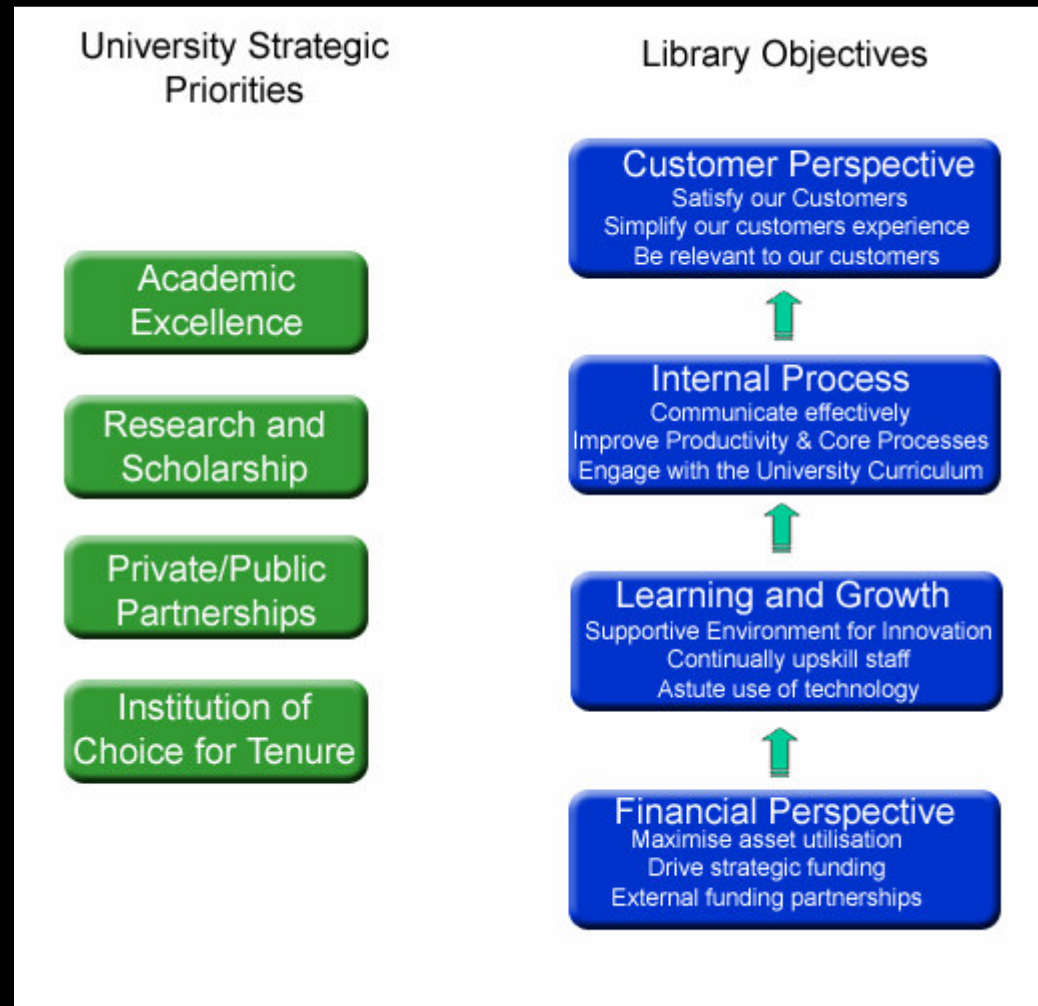


Example: The University Scorecard





Example: The University Scorecard





Customer Pain Points

e.g. Deakin University Library

For Students

- Out of date course materials
- Cost of materials
- Insufficient copies of the texts
- Cataloguing database hard to use
- Unsatisfactory photocopying and printing facilities
- Difficulty navigating online materials
- Course materials pitched inappropriate levels

For Academics

- Problems with timeframe
- Unwillingness to recognise and meet specific needs
- Inadequate collection in key areas



Measures support the Library's Objectives

University Strategic Priorities

Research and
Scholarship

Academic
Excellence

Private/Public
Partnerships

Institution of
Choice for Tenure

Strategic Measures



Library Objectives

Customer Perspective

Satisfy our Customers
Simplify our customers experience
Be relevant to our customers



Internal Process

Communicate effectively
Improve Productivity & Core Processes
Engage with the University Curriculum



Learning and Growth

Supportive Environment for Innovation
Continually upskill staff
Astute use of technology

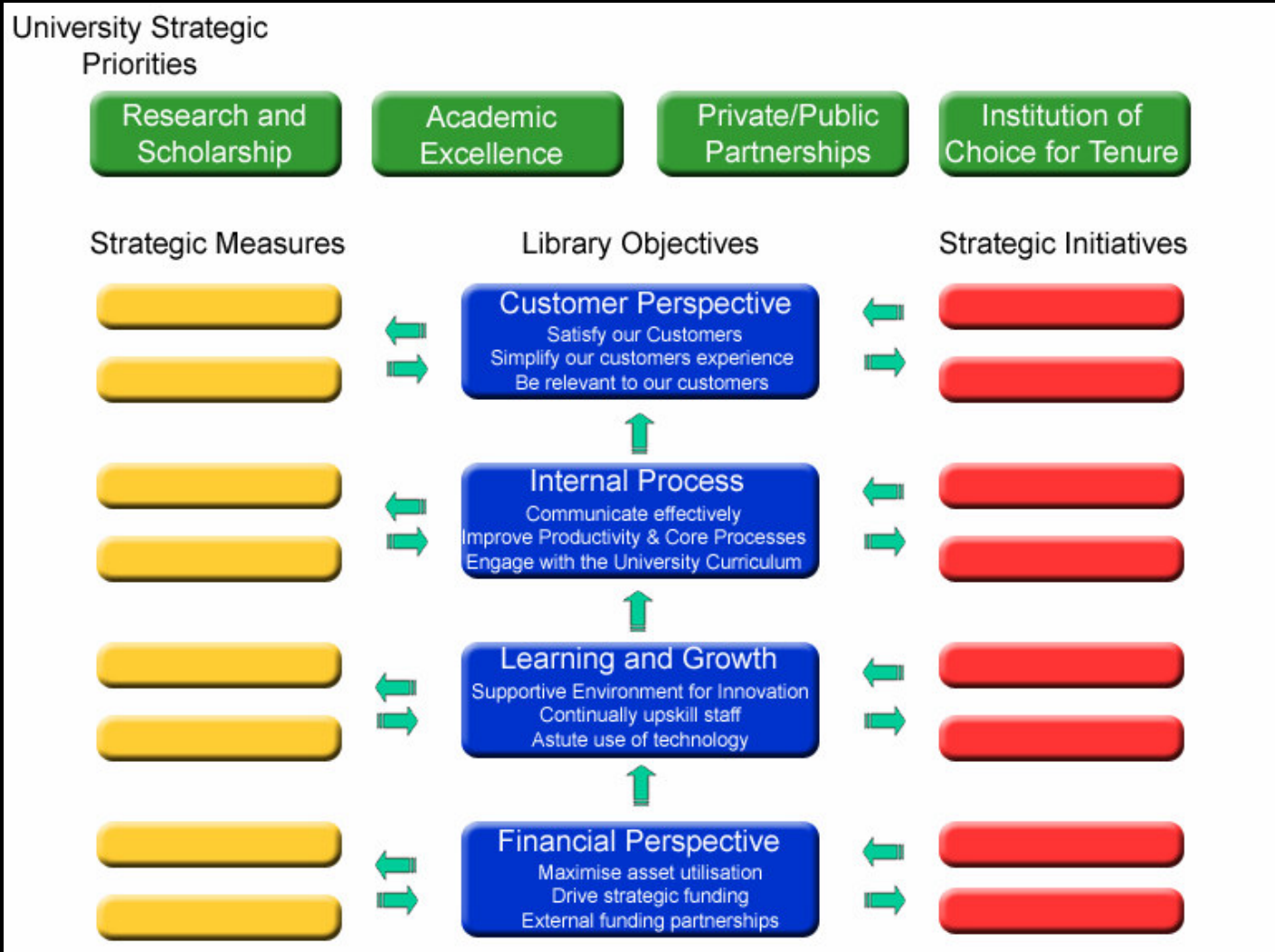


Financial Perspective

Maximise asset utilisation
Drive strategic funding
External funding partnerships

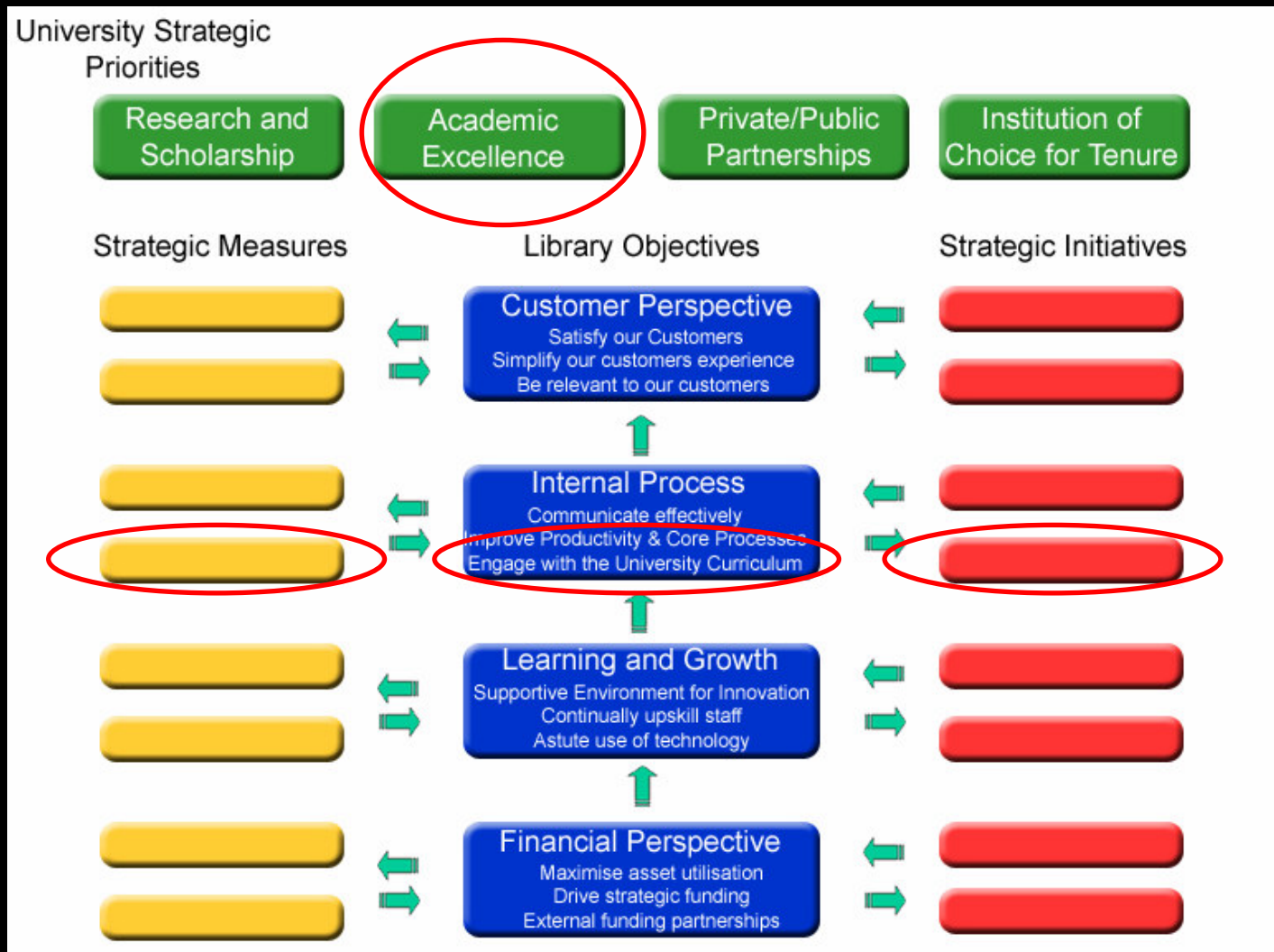


Initiative's improve Measure Outcomes





An example:





Our Example

- The University Priority: **Academic Excellence**
- Stakeholder Perspective: **Internal Processes**
- The Objective: **Engage with the University Curriculum**
- The Measure: **Number of meetings held with academics**



Our Example

- The University Priority: **Academic Excellence**
- Stakeholder Perspective: **Internal Processes**
- The Objective: **Engage with the University Curriculum**
- The Measure: **Number of meetings held with student groups**



Our Example

- The University Priority: Academic Excellence
- Stakeholder Perspective: Internal Processes
- The Objective: Engage with the University Curriculum
- The Measure: Percentage of courses which have provided recommended reading material to the Library



Our Example

- The University Priority: **Academic Excellence**
- Stakeholder Perspective: **Internal Processes**
- The Objective: **Engage with the University Curriculum**
- The Measure: **Percentage of courses which have provided recommended reading material to the Library**
- The Measure: **Percentage of recommended reading material procured before the commencement of session**



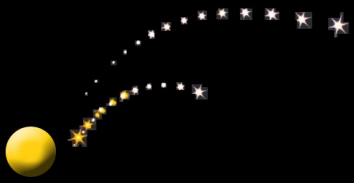
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- The Objective: **Engage with the University Curriculum**
- The Measure: **Percentage of courses which have provided recommended reading material to the Library**
- The Measure: **Percentage of recommended reading material procured before the commencement of session**
- The Initiative: **Hold strategic procurement meetings with Heads of School before the budget cycle starts**



To ponder over ...

- Measuring in itself doesn't improve business
- Assess why you are there and where you are going
- Establish a strategy to move there
- Examine your objectives
- Choose your measures to measure success rather than measuring for the sake of measuring
- Establish appropriate Initiatives to achieve Goals and improve measure results



Thank You

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