Designing and Implementing a Library Performance Measurement and Management System

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Principal

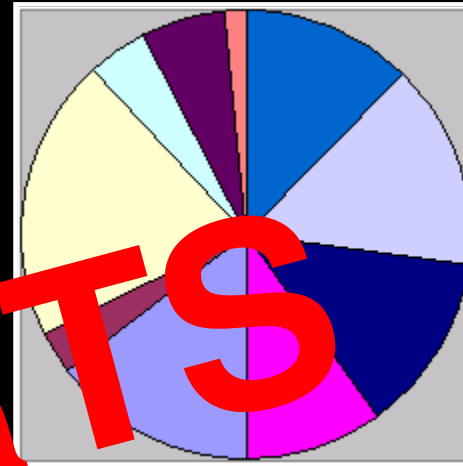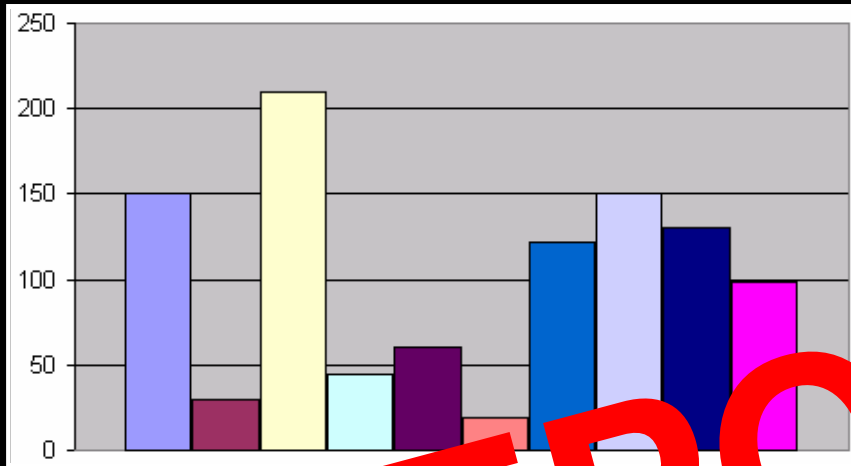Infrastructure Resource Management Consulting

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
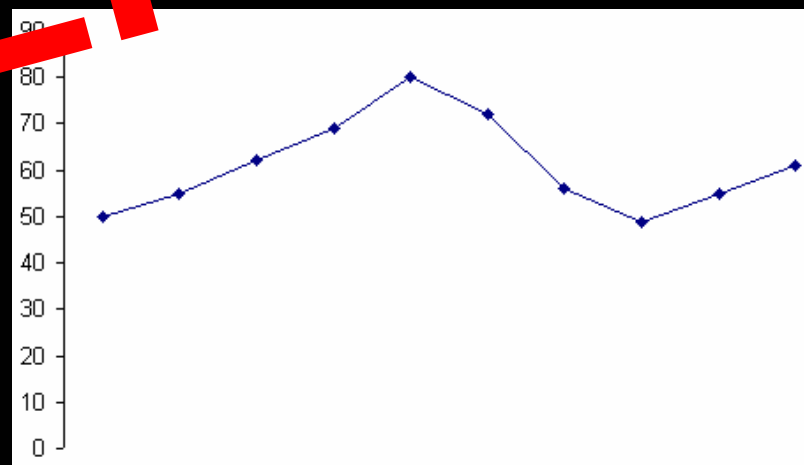
The Library of Today
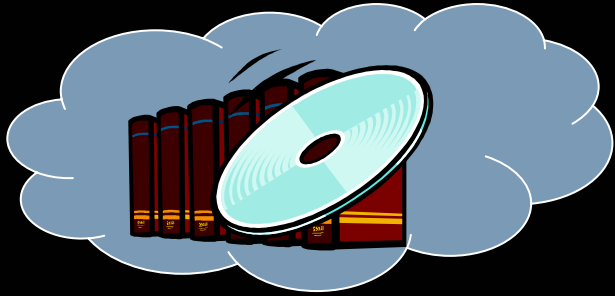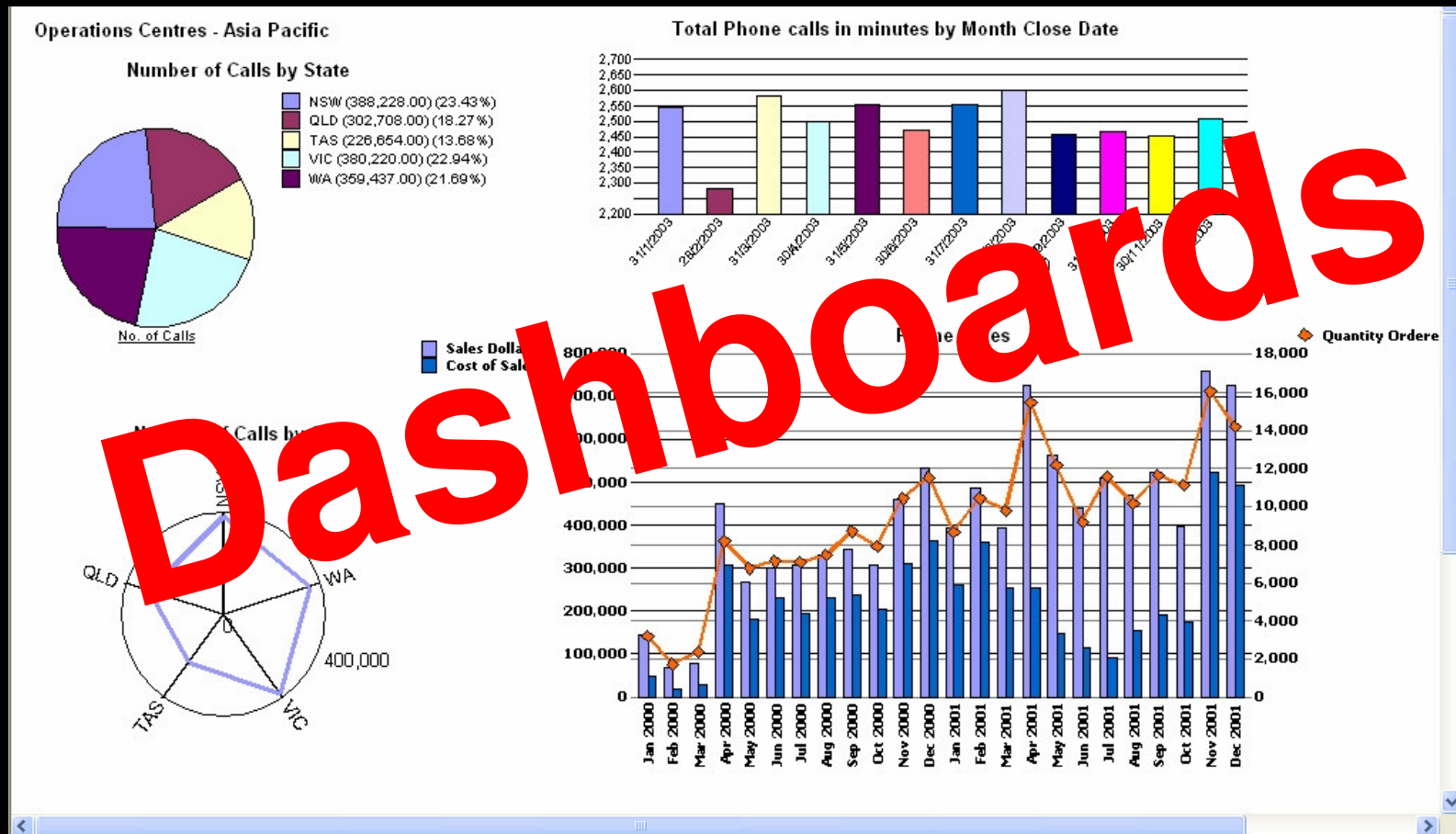
How do we assess how well we do?

REPORTS

How do we assess how well we do?

But what does it mean in terms of reality?

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

Financial

"To satisfy our shareholders, what financial objectives must we accomplish?"	Financial Perspective			
	Objectives	Measures	Targets	Initiatives
	Profit-ability			
	Growth			
	Share-holder Value			

Customer

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

Internal

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

Learning & Growth

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

Adapted from the Balanced Scorecard
Kaplan & Norton 1997

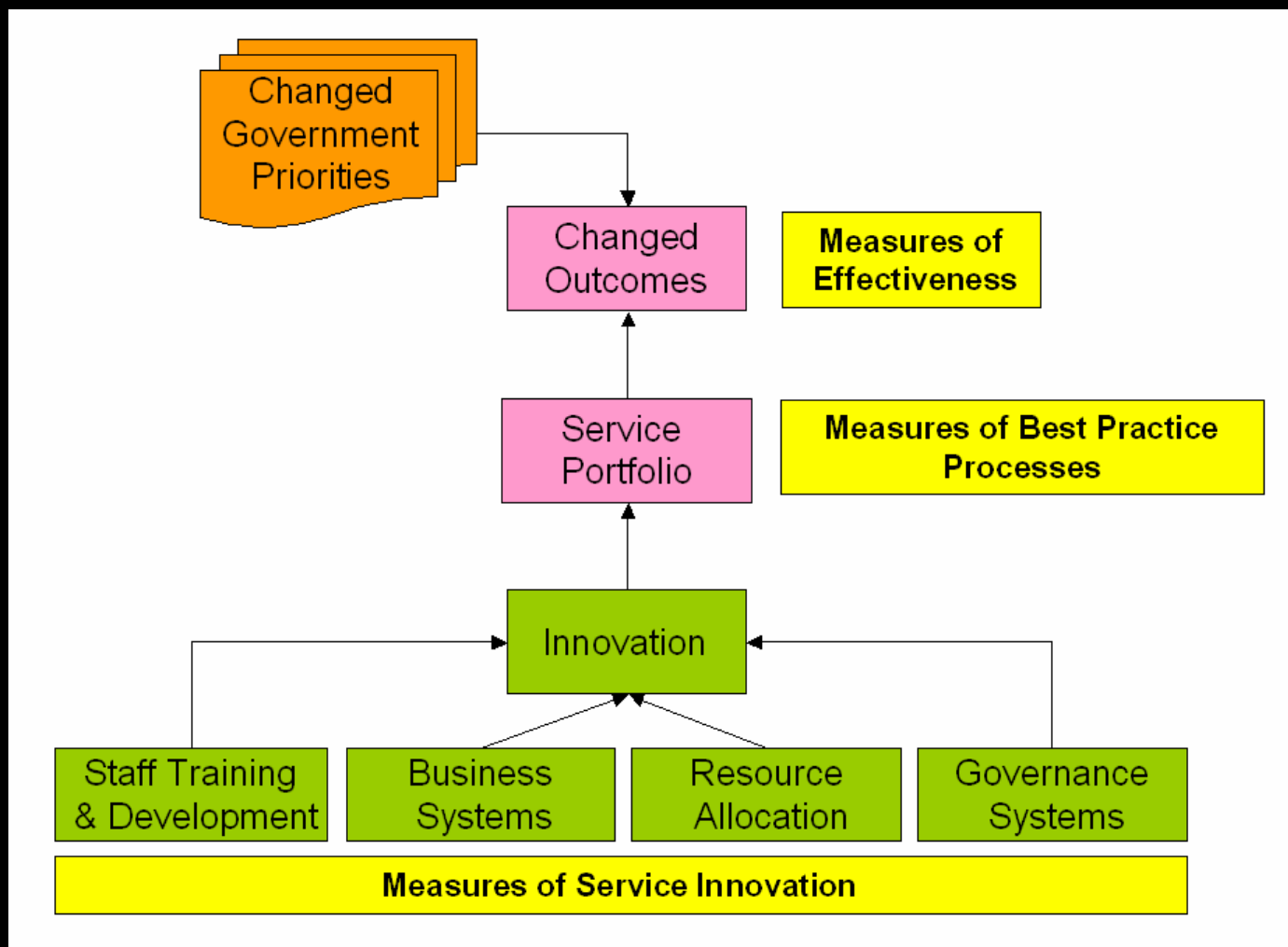# Let's rephrase the questions

➢ 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

University Strategic Priorities

- Academic Excellence
- Research and Scholarship
- Private/Public Partnerships
- Institution of Choice for Tenure

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

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

Initiative's improve Measure Outcomes
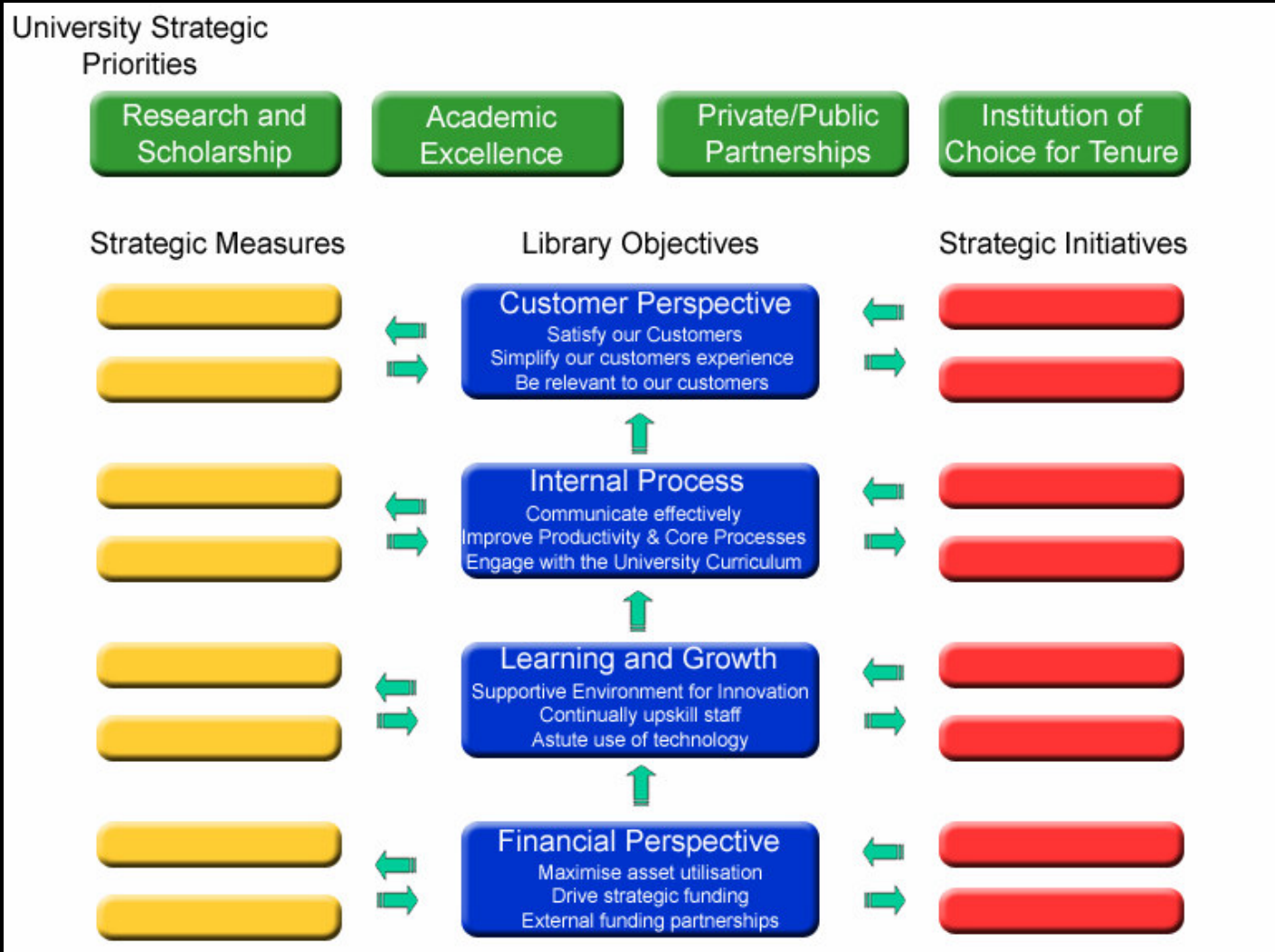
An example:
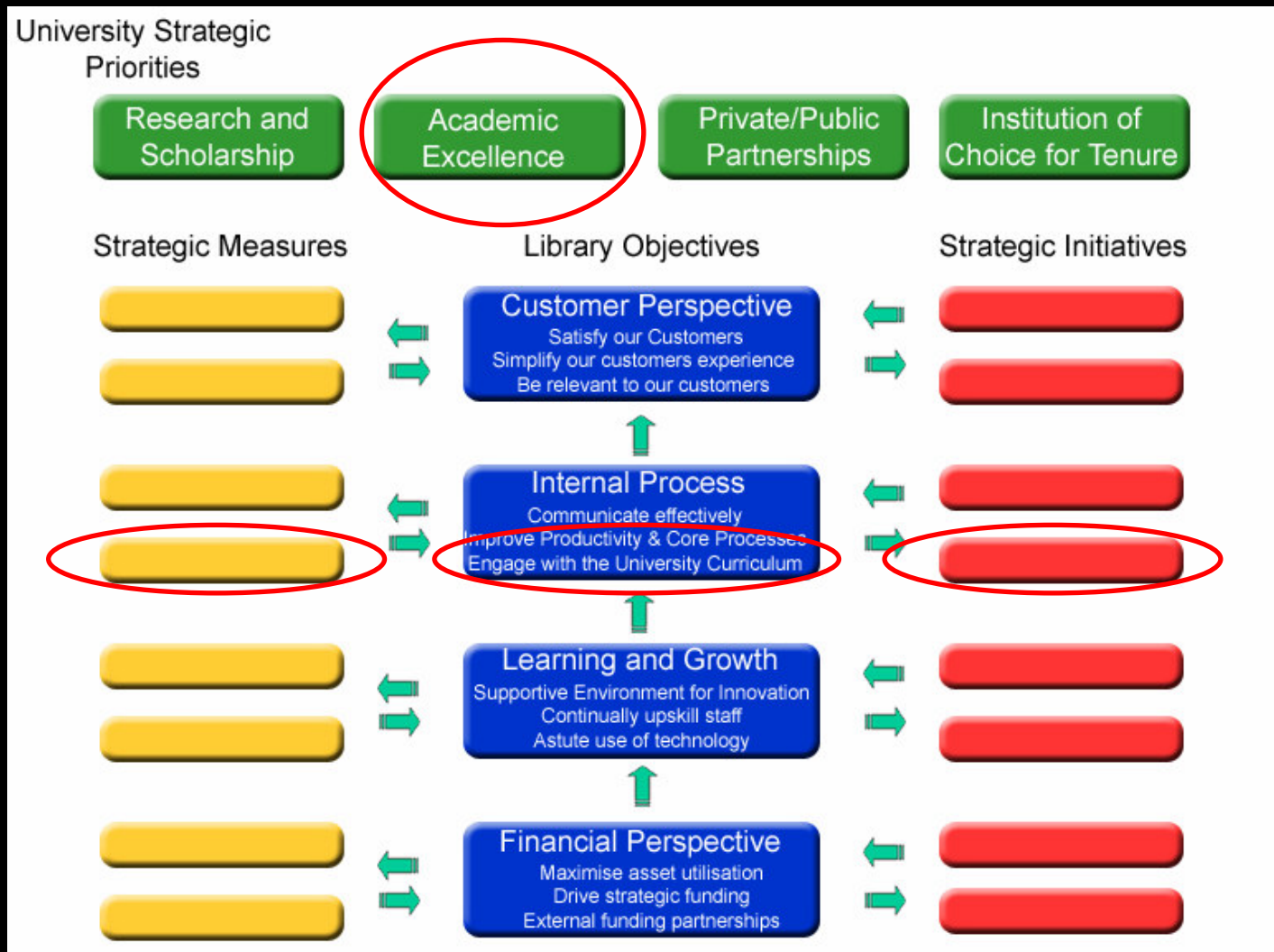
Our Example

- 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

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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

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

➢ 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
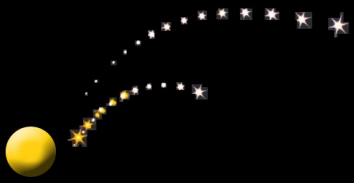
Thank You

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