



Measuring the Wind

Metrics in Technical Services

Morgan O.H. McCune
Pittsburg State University, Pittsburg, Kansas
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Beaufort Scale

	0—Calm
	1—Light Air
	2—Light Breeze
	3—Gentle Breeze
	4—Moderate Breeze
	5—Fresh Breeze
	6—Strong Breeze
	7—Near Gale
	8—Fresh Gale
	9—Strong Gale
	10—Whole Gale
	11—Violent Storm
	12—Hurricane



The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.

--Abraham Lincoln, Dec. 1, 1862

<http://showcase.netins.net/web/creative/lincoln/speeches/congress.htm>

In a stormy present, how do we ...

- Measure performance?
- Define excellent service?
- Account for what we do?
- Record history?
- Chart our course into the future?
- Show how we count?

Educated guesses are not always correct.
Sometimes the storm clouds of change
(or emotion) hide our guiding stars.



Metrics give us real measures by which
to navigate.



Definition: Metric

A **metric** is a standard unit of measure ... or more generally, part of a system of parameters, or systems of measurement, or a set of ways of quantitatively/*qualitatively* and periodically measuring, assessing, controlling or selecting a person, process, event, or institution, *along with* the procedures to carry out measurements and the procedures for the interpretation of the assessment in the light of previous or comparable assessments.

<http://en.wikipedia.org/wiki/Metrics> 10/14/2008

Definition: Quantity/Quality

Quantitative—How many? How fast?

25 bibliographic records per day

25 authority records per month

Qualitative—How good?

25 copy bibliographic records per day

10 original records per day

25 Tables of Contents added

16 access points added per 100 records

2 errors per 100=2% error rate

Definition—Extent/Accuracy

More on quality--

“though it is often assumed and praised in the literature of bibliographic control, it doesn’t seem to be well delineated”—(Graham, 214)

25 TOC added/30 access points added (extent: how much information is provided in the record)

2 errors per 100=2% error rate (accuracy: the correctness of what is provided)

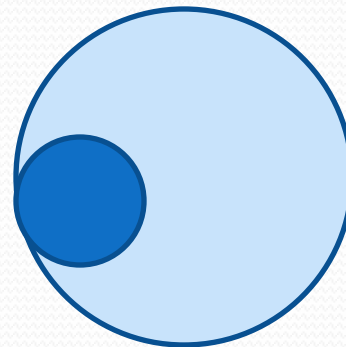
Individual Performance

- Paraprofessional
 - Professional
 - Tenure-track
-
- ✓ Annual reviews
 - ✓ Special recognitions/awards
 - ✓ Tenure documents



Department Performance

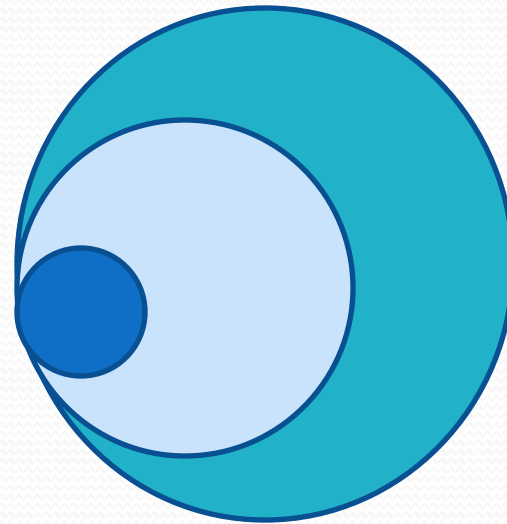
- Acquisitions
- Cataloging
- Physical processing



- ✓ Reports to Dean/Manager

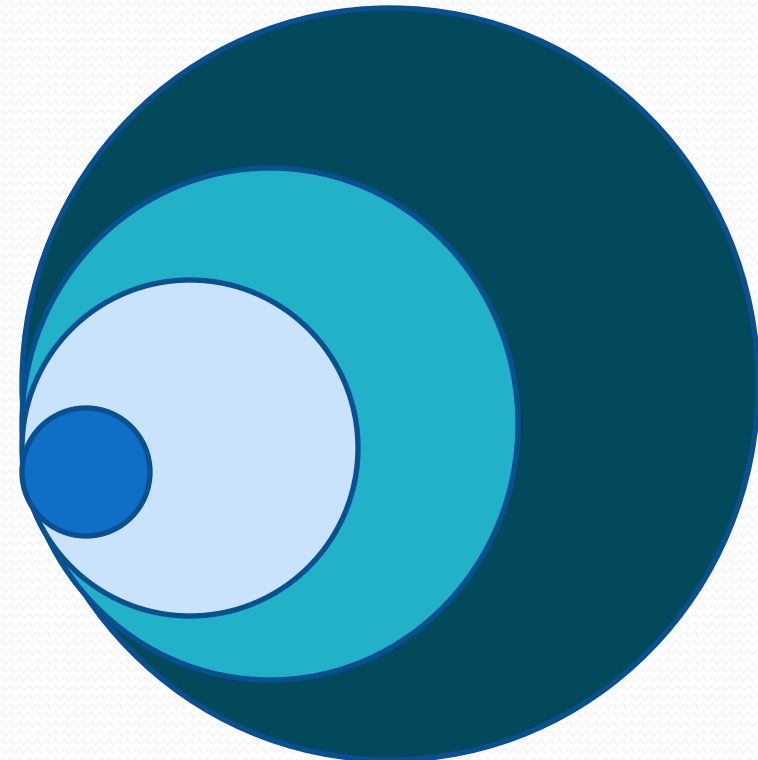
Library Performance

- Technical services
 - Reference
 - Circulation
 - etc.
- ✓ Reports to University
President



University Performance

- Learning Resources (Library)
 - Biology Dept.
 - Communications Dept.
 - etc.
-
- ✓ Reports to Regents, Boards, etc.



Individual Performance

- Training
- Performance evaluations/reviews
- Tenure



Training

New catalogers need:

- “Specific, measurable, and achievable” objectives (Charbonneau, 42)
- Evaluation based on real performance
- To be encouraged to set their own benchmarks and to participate in establishing unit benchmarks
- Standards that include both quantity and quality

Definition: Benchmark

noun

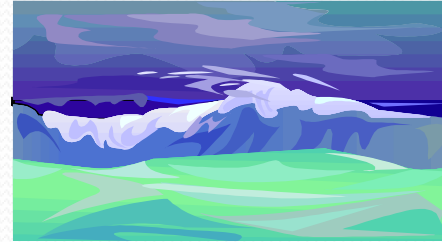
1. a standard of excellence, achievement, etc., against which similar things must be measured or judged
2. any standard of reference by which others can be measured or judged

adjective

of, pertaining to, or resulting in a benchmark: benchmark test, benchmark study

www.dictionary.com, viewed 10/30/2008

Benchmark



An internal study of my own work/the unit's work, using quality and quantity measures, might help me/us establish a benchmark for myself/the unit against which I/we can measure performance/s.

A less experienced employee might compare their performance against a benchmark of experience to know when they are “up to speed”

“Keeping stats”

Home Insert Page Layout Formulas Data Review View

Normal Page Layout Page Break Preview Custom Views Full Screen

Workbook Views

Ruler Formula Bar
 Gridlines Headings
 Message Bar

Show/Hide

Zoom 100% Zoom to Selection

New Window Arrange All Freeze Panes

Split Hide Unhide

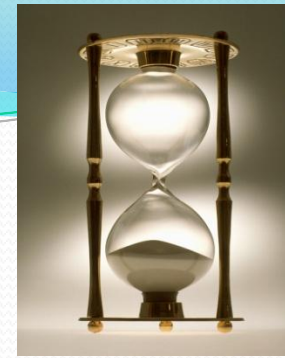
View Side by Side Synchronous Scrolling Reset Window Position Window

Save Workspace Switch Windows

Macros

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	January	15-Jan	17-Jan	23-Jan	25-Jan										
2												0			
3	Book copy		47	40								87			
4	Book orig	12										12			
5												0			
6	Serial copy	2										2			
7	Serial orig	5										5			
8												0			
9	Video copy				24							24			
10	Video orig	10										10			
11												0			
12	Score copy	2										2			
13	Score orig											0			
14												0			
15	SR copy	2										2			
16	SR orig											0			
17												0			
18	Other copy	1										1			
19	Other orig											0			
20												0			
21	TOTAL	34	47	40	24	0	0	0	0	0	0	145			
22															
23															

Time Analysis



- Allows for computation of cataloging speed (10 records per 2 hours) when job includes many duties
- Gives a clear picture of how much time a special project is taking “from” regular duties
- Useful in making decisions about reorganizations and staff levels
- Sometimes yields surprises!

Tracking Time

Click to add header

	1/5/2009	Monday	Tuesday	Wed.	Thurs	Friday	Saturday	Sunday	TOTALS	
1										
2	Cataloging		2	6					8	
3	Consortium					2			2	
4	DBM			2	4			2	8	
5	NACO		2						2	
6	Training						2		2	
7	Systems						3.5		3.5	
8	Mending		4		4		2.5		10.5	
9	Digital Library								0	
10	Research					6		3	9	
11	TOTALS		8	8	8	8	8	3	2	45
12										
13										

Ongoing Performance Evaluation

- Individual staff members
- Teams

Praise and “room for improvement” comments based on real data, along with specific goals and objectives.

In fact, all catalogers need what new catalogers need. The winds of change make this even more important. Metrics must change as the environment changes.



“Despite the negativity often leveled at production requirements, individual and departmental performance nearly always improves when the organization establishes specific expectations, tracks productivity, and rewards high volume, high quality throughput. Even professionals should be held accountable for the way they spend their time and for a measurable level of production.” (Fischer, Lugg, and Boese, 3)

Tenure

Core performance factors: Professional communication; Expertise and technical knowledge; Creativity/innovation; Planning and organization; Accountability; Resource management

The candidate seeking tenure or promotion will create a dossier documenting his or her effectiveness as a productive faculty member of the Library and the University.

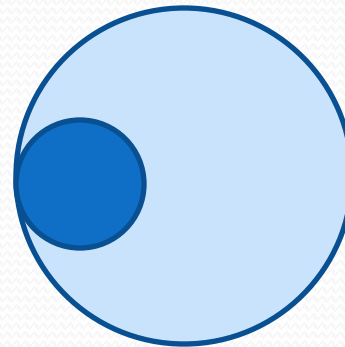
Excerpts from PSU Axe Library Faculty Promotion/Tenure Guidelines:
http://library.pittstate.edu/office/FacultyTenure_PromotionGuidelines.pdf , viewed 11/5/2008

My Tenure Portfolio

- Should demonstrate my understanding of my part of the institutional puzzle; my mission; department mission; the library mission; the university mission
- Will include metrics and time studies
- Must communicate my performance to non-library faculty

Department Performance

- Cost analysis
 - Workflow analysis
 - Benchmarking
-
- ✓ Planning
 - ✓ Decision making



Cost Analysis

- How much does it cost to catalog a resource?
- How much would it cost to catalog at a higher/lower level of quality? (extent)
- How much does it cost to deliver material to the customer? (including purchase price and all processing)

Definition: Input

Inputs or input measures

- Easiest to quantify
 - Typically grouped into five broad categories: budget, staff, collections, facilities, technology
- (Matthews, 20)

Input: 100 new books, 2 staff members, 2 workstations,
access to WorldCat

Definition: Output

Outputs or output measures

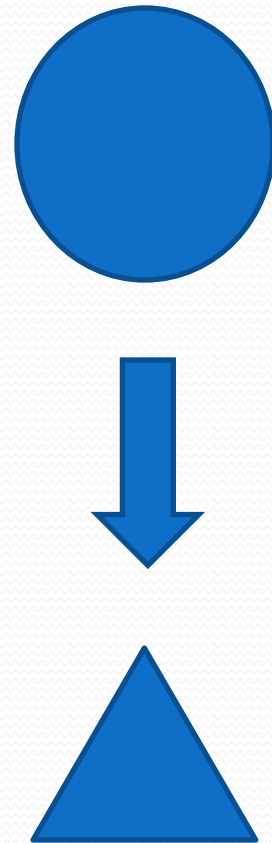
- Indicate the degree to which library and its services are utilized
 - More often than not, are simply counts to indicate volume of activity
- (Matthews, 20)

Output: 100 book records (10 original; 90 copy); 15 authority records; 25 books checked out in 5 weeks

Workflow Analysis

Process design/Flowcharting

- Time
- Identify bottlenecks
- Identify problems with space layout; movement between process areas
- Identify unnecessarily duplicated work
- Assign tasks most efficiently



Benchmarking a Department/Library

In the library literature, the term “benchmarking” is used most often in reference to comparing a library’s or unit’s performance against that of a peer agency or unit, in order to improve performance and identify best practices.

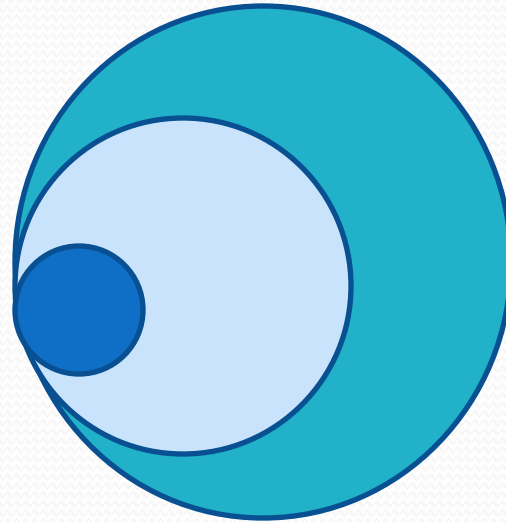
- Library A outputs more cataloging records per month than Library B. Why?
- How does our performance compare to a tech services dept with similar acquisitions, staff, and processes?

Planning/Decision Making

- Outsourcing, yes or no
- Request additional funds/positions
- Protect existing positions
- Special projects
- Eliminate backlogs without ceasing incoming work
- Reorganization of library departments
- Setting departmental standards

Library Performance

- Assessment



Assessment/Mission

“... assessment of library performance should be defined and shaped by its connections and contributions to institutional goals and desired education outcomes.” (Lindauer, 559)



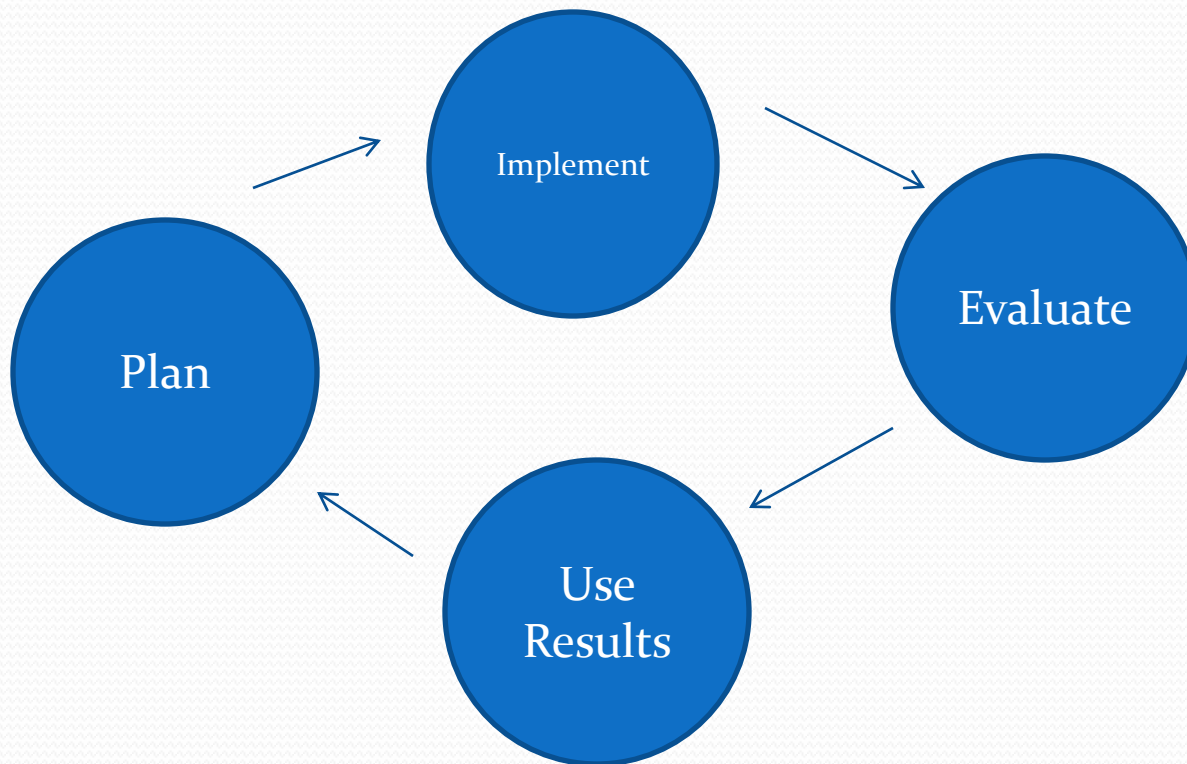
The Mission Statement

- provide materials and services that effectively enable members of the University community to attain their teaching and learning, discovery, and engagement goals
- creation and maintenance of collections
- efficient and effective services to all who use the Library
- strategic master planning ... links these goals, objectives, and strategies to the University budget

Excerpts from Axe Library mission statement: <http://library.pittstate.edu/office/>

The Assessment Loop

Reiterative, ongoing process; re-planning and continuous improvement



Definition: Culture of Assessment

“An organizational attitude that can be achieved by creating systems and structures that are based on continuous assessment and evaluation. A culture that is customer focused and uses assessment systematically” (Dudden, 20)

Balanced Scorecard (BSC)

Looking at more than just the bottom line

Kaplan, Robert, and David Norton. Balanced Scorecard: Translating Strategy Into Action. Boston: Harvard Business School Press, 1996.

“The system ... provides a method of aligning business activities to the vision and strategy of the organization, improving internal and external communications, and monitoring organization performance against strategic goals.”

Balanced Scorecard Institute www.balancedscorecard.org

Balanced Scorecard at UVa

- User;
- Finance;
- Internal processes; and,
- Learning and the future

Four to eight metrics are selected for each perspective, each metric with a specific target.

“At the end of the measurement period there should be no question as to whether the organization has successfully met the target.”

(Self, 57-58)

Internal processes

Acquire, create, organize, preserve and deliver information resources in a timely, efficient, and accurate manner

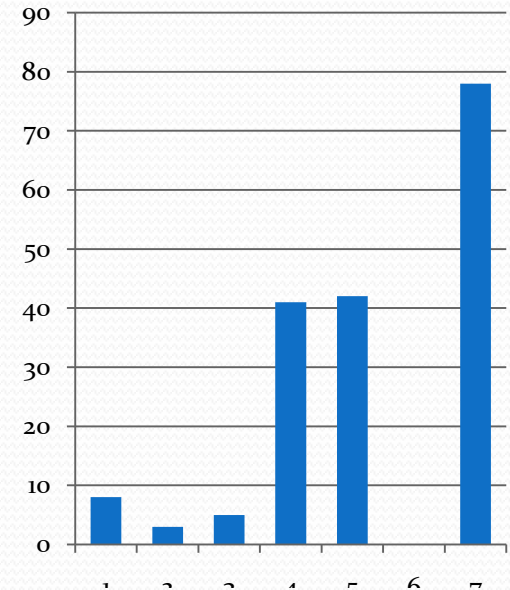
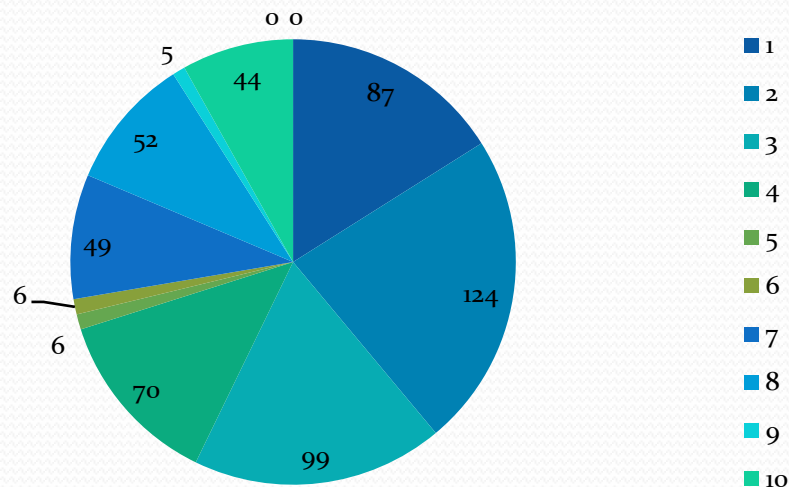
Metric—Processing time for routine acquisitions

Target 1—Process 90% of in-print books from North America within one month

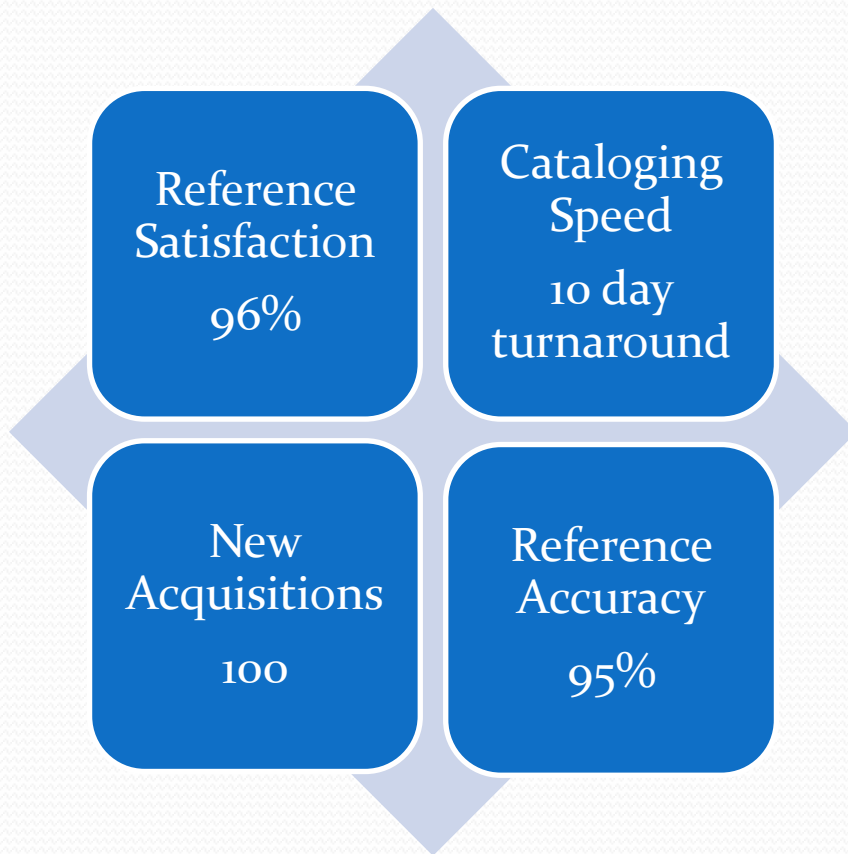
<http://www.lib.virginia.edu/bsc/metrics/allo708.html> viewed 11/5/2008

Definition: Dashboard

More than a picture



Dashboard



- Tied to real measurements
- Delivery in real time
- Intranet/Internet
- Visual picture of what's happening now

LibQUAL+™

www.libqual.org

“a suite of services that libraries use to solicit, track, understand, and act upon users’ opinions of service quality”

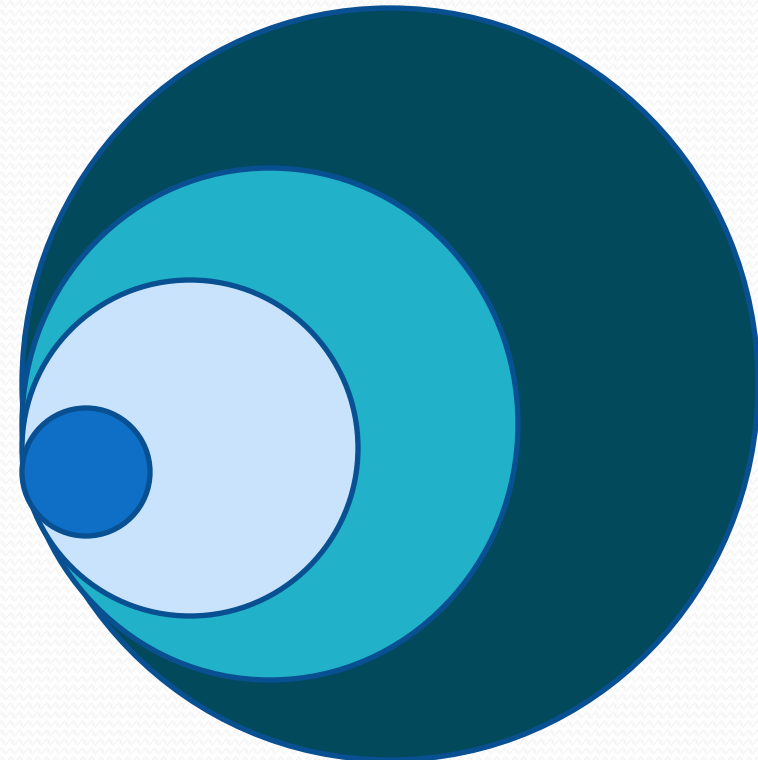
Cost: \$3,200.00 per institution (Website viewed 11/5/2008)

LibQUAL+™

- Survey instrument adapted from SERVQUAL (Parasuraman, Zeithaml, Berry)
- Library asks users to take the survey. Survey answers are sent to central database, analyzed and return to library in reports describing users experience of library service.
- Measures three dimensions of service quality: Information Control; Affect of Service; Library as Place.
- **USER FOCUSED!**

University Performance

Everything the library does should tie in with the University mission; the library is part of the performance of the entire University.



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graph LR; A[OUTPUTS] --> B[OUTCOMES]
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OUTPUTS

OUTCOMES

For academic libraries: educational outcomes

“In universities and other school settings, librarians are being asked not just whether they provided learning resources but also if their service contributed to the success of the student” (Dudden, 9)

Those of us working in technical services and cataloging in particular need to find ways to assess the impact of our work on the population served, and to communicate this information (Show how we count!)

- ✓ Catalog use studies
- ✓ Catalog accuracy studies
- ✓ Something new?
- ✓ Make sure to assess service to both Brick and Click patrons!

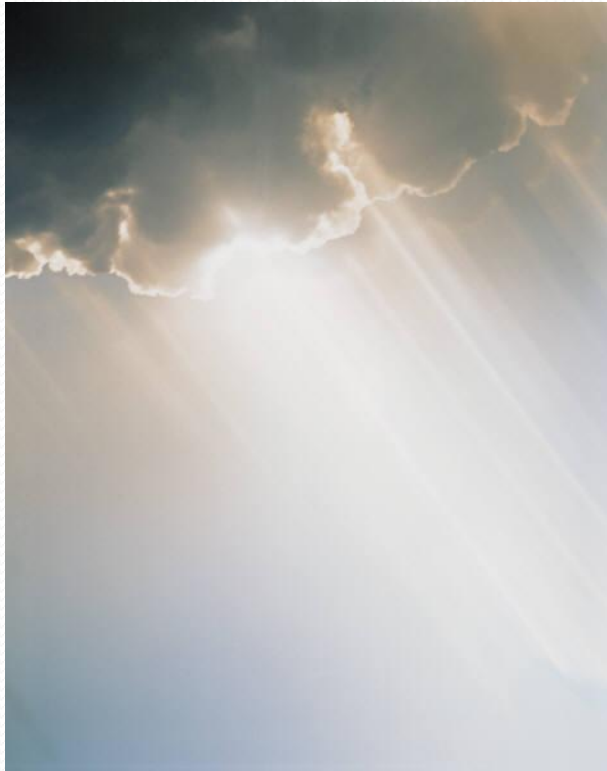
Questions to Ask About Metrics

- Do we have a “culture of assessment” that will enable ongoing measurement?
- How can we foster a “culture of assessment”?
- Are our plans based on our mission?
- What funding is available or can be made available for implementation of a long-term assessment project?

More questions ...

- Are we measuring something that is actionable? Is it something that can be changed?
- Are we measuring something that is relevant (fits the mission)?
- Is our process iterative? Are we using the results in re-planning?
- Are we seeing continuous improvement?
- Is the process fostering the culture of assessment?

Fair Winds!



mmccune@pittstate.edu

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<http://www.ebookmap.net/pages/Publications.php>

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