

INTERNATIONAL FEDERATION OF LIBRARY ASSOCIATIONS AND INSTITUTIONS
FEDERATION INTERNATIONALE DES ASSOCIATIONS DE BIBLIOTHECAIRES ET DES BIBLIOTHEQUES
INTERNATIONALER VERBAND DER BIBLIOTHEKARISCHEN VEREINE UND INSTITUTIONEN
FEDERACIÓN INTERNACIONAL DE ASOCIACIONES DE BIBLIOTECARIOS Y BIBLIOTECAS
МЕЖДУНАРОДНАЯ ФЕДЕРАЦИЯ БИБЛИОТЕЧНЫХ АССОЦИАЦИЙ И УЧРЕЖДЕНИЙ



STATISTICS AND
EVALUATION SECTION
NEWSLETTER

December 2003

ISSN 1022-9906

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1 Berlin Section Meetings



A total of eighteen members of the Standing Committee attended the first of the two Section meetings held in

Berlin. At the first meeting, on 2 August, the Section also welcomed the guests Abdel Moula El Hamdouchi (School of Information Science, Rabat, Morocco), Marina Zaluzhshaya (Russian National Library of Science and Technology), and Andre Zemskov (Russian National Library of Science and Technology). Fifteen members attended the second Standing Committee meeting on 8 August, with guest Eric Davies (LISU, UK).

The following Actions were updated. Action 1.2, Collaborated with the Northumbria Performance Measures Conference to sponsor Northumbria Lite Workshop at Glasgow IFLA (August 2002) and 5th Northumbria Conference on Performance Measures (July 2003). Action 1.3, Mike Heaney will compile a bibliography. Action 1.4, Henrik Aslund will look into maintenance of the Webography of sites for national library statistics compiled by Melita Ambrožič. Action 1.5.1, The Section will continue to work with the National Libraries Section as a follow-up to the joint program at the Berlin IFLA (August 2003). Action 2.1, The Section co-sponsored the 5th Northumbria conference devoted to Outcome Measures, July 2003. Roswitha Poll reported that only she and Ellen Hoffman remain of the group working created in August 2002 to identify qualitative measures). She will chair a new working group composed of Ellen Hoffman, Colleen Cook and Eric Davies. Developments will be posted on the Web page of her library ([\[muenster.de/ULB/outcome/index.html\]\(http://muenster.de/ULB/outcome/index.html\)\) with a link from Section's Web page on IFLANET. Action 3.1, the Section co-sponsored a preconference on training for statistics at Loughborough University, August 2002. Action 3.2, Melita Ambrožič's Webography of statistics sites. Action 4.2, the Section worked with LISU to sponsor a preconference in August 2002 and with the Management and Marketing Section to sponsor a post-conference in August 2003.](http://www.uni-</p></div><div data-bbox=)

The new committee

New members joining the Standing Committee in 2003 were: Colleen Cook (Texas A & M University, USA); Brinley Franklin (University of Connecticut, USA); Sue Henczel (CAVAL, Australia); Elisabeth Lemau (University of Rennes 2, France), and Erland Ra (Norwegian Archive, Library and Museum Authority).

Officers

The three officers of the Standing Committee: Wanda Dole (Chair), Cecile Arnaud (Secretary) and Melita Ambrožič (Information Co-ordinator) all stood down. The new officers are introduced below.



Michael Heaney, the new Chair, is Head of Service Assessment and Planning in Oxford University Library Services, UK. He is responsible for

statistics, surveys and management information in Oxford University's libraries. He joined the Statistics Section Committee in 2001, and in 2002 led the working group which redefined the scope of the Section and recommended the change of its name

to the present form, 'Statistics and Evaluation'. He is currently working within Oxford on a major cost analysis exercise, bringing together traditional library collection statistics, users surveys, financial information and the analysis of working practices. His hobbies are English traditional music and dance and he edits the publication *Folk Music Journal*.



Roswitha Poll, the new Secretary, is chief librarian of the University and Regional Library of Münster (Germany) and has been working in IFLA since

1989, first as member of the University and other General Research Libraries Section. Together with the working group of that section, she edited the handbook *Measuring quality*. She joined the Statistics Section Committee in 2001, where she now chairs a working group on qualitative measures. Roswitha's special interest is quality management in libraries, from statistics and evaluation, cost analysis and benchmarking to integrated management systems and outcome measures. She chairs the ISO working group for the international standard on library statistics. Her hobbies are Victorian literature, collecting girls' books of the nineteenth century, sports and the big Maine Coon cat that always appears on the last slide of her presentations.



Henrik Aslund, the Information Coordinator, works on statistics and quality issues in BIBSAM, the Department for National Co-ordination and

Development of the Royal Library in Sweden.

2 Berlin Programme

On 3 August there was a start-up meeting of the Quality Issues in Libraries Discussion Group. The Discussion Group was proposed by Division I (National Libraries, University and Other General Research Libraries, Library and Research Services for Parliamentary Libraries) with support from Statistics and Evaluation and Library Theory and Research. Over 120 people attended the meeting. The audience heard introductory papers on Indicators for Staff Performance, by Roswitha Poll, and Continuous Quality Improvement, by Sue McKnight. These were followed by a discussion of the Identification of National Quality Frameworks and other issues.

The main event sponsored by the Section was the Open Program on 'Benchmarking and Performance Measurements: Developing Quality Services at National Libraries' on 5 August, sponsored by National Libraries and Statistics and Evaluation. 141 delegates attended the program. The first presentation was 'Setting benchmarks with BIX - the German Library Index', by Petra Klug of the Bertelsmann Foundation. She examined the strengths and weaknesses of libraries, and how to compare them nationally. The Library Index (Bibliotheksindex, BIX) has been looking at these questions for four years. In a co-operative project of the Bertelsmann Foundation and the German Library Federation (DBV), libraries can annually measure their achievements against others. More than 200 libraries participate in comparing equipment, economy as well as customer and staff relations. Until this year only public libraries had participated; starting from 2004 academic libraries will also take part.

There was a general presentation 'Benchmarking: overview and context', by Rowena Cullen from the Victoria University of Wellington, Wellington,

New Zealand. She provided a very useful analysis of the issues related to benchmarking, and its successful implementation, in academic, public and special libraries, for quality management. She discussed the need for benchmarking and peer review processes to cover the measurement and analysis of outcomes, as well as the more traditional inputs, processes and outputs, along with the importance of social context. She outlined the relevance of benchmarking to national libraries, and some ways in which benchmarking and peer review activities could be applied to improve quality performance. She discussed ways to take into account the special nature of national libraries, and their difficulty in finding partners with whom to benchmark; and defined elements of 'best practice' in benchmarking in this sector.

The National Libraries Section had arranged to conduct a survey of national library benchmarking in two different regions, Europe and Asia/Oceania. Melita Ambrožič, Vilenka Jakac-Bizjak and Helena Pečko Mlekuš spoke about 'Performance evaluation in European national libraries'

They said that, although evaluation and measurement of services has become more developed in the last decade, and methodologies for the measurement of efficiency, effectiveness and quality of the services have been developed (especially those measuring satisfaction of the users with library services as the whole), national libraries lag behind in this area, as they have the most privileged and somehow untouchable position in their respective countries. The authors pointed out that also national, as well as other libraries quickly adapt to changes in local and international environment and that many of them have clearly defined strategic goals and strategies for their attainment while their organization and operation

follow the principles of modern management; they should therefore use these methodologies..

The authors carried out a study for CENL (Conference of European National libraries) to prepare a list of suitable performance indicators and prepare collective recommendations for performance measurement. They prepared a questionnaire the goal of which was to find out the state-of-the-art of performance measurement in national libraries and to ask about their propositions and preferences. The authors of the paper analysed the results of the questionnaire which could turn out to be useful for further work on the project of identification of performance indicators appropriate for European national libraries.

Zawiya Baba and Rosham Abdul Shukor of the National Library of Malaysia, Kuala Lumpur, Malaysia, reported on their survey, 'Performance indicators for national libraries in Asia/Oceania: preliminary proposals based on a survey of Asia/Oceania libraries'. Their paper discussed the need for national libraries to evaluate their performance and measure their effectiveness. They hoped that the findings of their survey will provide a useful contribution towards the development of performance indicators for the national library and add to the corpus of published literature on national libraries in the Asia/Oceania region. . The questionnaire used in the study of performance indicators used by European national libraries was adapted for this study. The availability of comparative data in Europe and Asia/Oceania will provide a basis for comparative study of the management of national libraries in these two regions. The authors hoped that the data from the survey will enable a generic set of performance indicators to be developed, which can be used as a tool for evaluating the performance of National Libraries in Asia/Oceania and Europe.

3 Performance Measurement Conference

Over 100 participants from more than 25 countries attended the 5th Northumbria International Conference on Performance Measures in Durham, England, 28-31 July. The event was an IFLA satellite meeting sponsored by the Statistics & Evaluation Section. Emerald Press will publish the conference proceedings.

Keynote Speakers included A Parasuraman, Professor & Holder of The James W McLamore Chair University of Miami, who spoke on 'Assessing and Improving Service Performance for Maximum Impact: Insights from a two-decade-long research journey'; Peter Heron, Simmons College Graduate School of Library and Information Science, with Peter Shephard, *Project Director COUNTER*, on 'Measuring Library Electronic Services: Issues, Strategies and Recommendations'; Roswitha Poll, University of Muenster and John Bertot, School of Information Studies, Florida State University, Tallahassee.

4 Vienna conference

A small group of about twenty-five participants took part in 'Leadership and Risk Taking in Library and Information Management', a post-IFLA Satellite Meeting held in Vienna, Austria, 10 - 12 August 2003, sponsored by the IFLA Sections Management and Marketing, and of Statistics and Evaluation, and co-sponsored by the Austrian Librarians' Association (Vereinigung Österreichischer Bibliothekarinnen und Bibliothekare - VÖB) and Vienna University Library.

During this two-part IFLA post-conference workshop, participants engaged the subject of leadership from both a theoretical and a practical perspective. Using lecture and a variety of interactive activities, the

presenters guided participants in the exploration of the meaning of effective leadership. Important information on factors that lead to career derailment for leaders were included. Participants had the opportunity to learn more about their own leadership perspectives through the Campbell Leadership Descriptor, an instrument created to reveal individual opinion on issues related to effective leadership behaviors and characteristics.

Papers were given by Tom Wilding, Director of Libraries, University of Texas at Arlington on 'Practical leadership as a management issue'; Peter te Boekhorst, Universitäts- und Landesbibliothek Münster, Germany on 'Practical leadership based on data and assessment', and Michael Heaney, Head of Service Assessment and Planning, Oxford University Library Services, on 'Do users get what they pay for?'. There was an extended workshop on 'Developing and Sustaining Leadership' facilitated by Kathryn J. Deiss, Director, Strategic Learning Center, Chicago Library System, U.S.A.

5 Annual report

The Section's *Annual Report* is available on the IFLA web site, at <http://www.ifla.org/VII/s22/annual/ann03.htm>, or from the Chair.

6 Plans for Buenos Aires



Pierre Meunier is leading the working group formed by members from the Statistics and Evaluation and Public Library Section members to hold a joint Open Program in Buenos Aires. The session will review current statistics and key performance measures that public libraries use today, to evaluate the effectiveness of each for added-value. It will

recommend to public libraries a set of key performance indicators that they can adopt for their libraries, both in the physical and digital library services; and study the use of these indicators to secure more support from the community and funding.

The Statistics and Evaluation Section's Open Session will have the topic 'Cost of information access'. Roswitha Poll will take responsibility for this. It will include presentations on the management of electronic collections with cost-per-use data, and on library management with cost data, which would cover all library services.

7 Oslo 2005



We are already planning events for the Oslo meeting in 2005. We hope that, as in this year, the Performance Measurement conference will be associated with IFLA,

this time held in Tilburg, The Netherlands, after the main conference.

8 Strategic Plan of the IFLA Statistics and Evaluation Section 2003-2005

Mission

The Section aims to promote the collection and use of statistics and performance indicators both for the successful management and operation of libraries and for the demonstration of the value of libraries to their users, parent institutions and funding agencies.

Goals

1. Promote the use of measurement and evaluation in the management, operation and promotion of libraries and library services.

(Professional priorities: (a) Supporting the role of libraries in society; (h) Developing library professionals)

1.1. Hold meetings and sessions at IFLA conferences in furtherance of the goal.

(Status: Ongoing)

1.2 Publicise case studies utilising statistics to improve the management of libraries on IFLANET and in the Statistics Section Newsletter and other IFLA publications.

(Status: Ongoing. Web pages to be developed during 2003-04)

1.3. Maintain the list of web sites for national statistics on IFLANET.

(Status: Ongoing)

2. Advocate the use of quantitative and qualitative evaluation methods and tools.

(Professional priorities: (h) Developing library professionals; (k) Representing libraries in the technological marketplace)

2.1 Encourage schools of library and information science to include instruction in the use and interpretation of statistics, performance measures, etc., and explore methods of promoting this through national and international associations.

(Status: Ongoing)

2.2 Create a working group to identify qualitative indicators and measures.

(Status: Ongoing. Created Summer 2002).

3. Promote the development and use of standardised measures

(Professional priorities: (i) Promoting standards, guidelines and best practice)

3.1 Work with other organisations to promote the development and use of recognised standards for benchmarking and comparative analysis.
(Status: Ongoing)

4. Promote the development and use of best practice.

(Professional priorities: (i) Promoting standards, guidelines and best practice)

4.1 Hold meetings and sessions at IFLA congresses promoting the use of best practice, and encourage publication of the results.
(Status: Ongoing)

5. Co-operate with, assist and advise other IFLA sections in the use of measurement and evaluation in their fields.

(Professional priorities: (a) Supporting the role of libraries in society; (f) Promoting resource sharing; (h) Developing library professionals)

5.1 Continue to co-operate with other IFLA groups involved in the study of performance measures.
(Status: Ongoing. Co-operated with National Libraries Section to present a program on benchmarking at WLIC (IFLA) 2003, and continuing this work. Co-operating with Public Libraries Section to present a session at WLIC (IFLA) 2004. Co-operated with University and Research Libraries section in start-up discussion group on Quality Measures at WLIC (IFLA) 2003. Co-operating with University and Research Libraries section on cost measures.

5.2. Work with other IFLA groups, library associations and relevant

bodies to develop workshops and projects.
(Status: Ongoing. Collaboration with University of Northumbria in nominating the Performance Measurement Conference as an IFLA pre-conference; and with bodies such as LISU and ARL.)

5.3. Work with other IFLA groups, library associations and relevant bodies to develop workshops and projects based on best practice.
(Status: Ongoing)

6. Take an interest in international benchmark comparisons.

(Professional priorities: (f) Promoting resource sharing ; (i) Promoting standards, guidelines and best practice)

6.1 Work with ISO, Unesco and other international organisations to promote the development and use of recognised standards for benchmarking and comparative analysis.
(Status: Ongoing. Canadian members are encouraged to develop local contacts with Unesco in Montreal)

7. Support collaboration with international agencies.

(Professional priorities: (a) Supporting the role of libraries in society; (f) Promoting resource sharing ; (i) Promoting standards, guidelines and best practice)

7.1 Liaise with ISO and other standards organisations over the revision of standards for library statistics and performance measures
(Status: Ongoing)

'La statistique est moins une science qu'un art. Elle est la poésie des nombres. Chacun y trouve ce qu'il y met.'
—Albert Brie (*Le mot du silencieux (L'hiver nous fait suer)*, Le Devoir)