How are we doing?
Measuring performance
at the
National University of Singapore Libraries

by
Ng Kim Leong
Introduction

- NUS Libraries
- QAFU

Methods of Measuring Performance used by NUS Libraries

- Input measures
- Surveys, Accreditation Reports and Benchmarking
  - Strategic Planning
  - Performance Indicators
  - Balanced Scorecard
  - Staff Performance Management System

Outcomes

Conclusion
NUS Statistical Highlights

- **31346 Students** (as at 30 September 2004)
- **6631 Faculty and Staff** (as at 31 August 2004)
- **10 Faculties**
- **58 Teaching Departments**

NUS Libraries Statistical Highlights

**Annual Statistics** (as at June 2004)

- **Collections**: 1,228,130 unique titles
- **Membership**: 62,345 registered members
- **Loans**: over 1.22 million loans
Methods of Measuring Performance used by NUS Libraries

- Input measures
- Surveys, Accreditation Reports and Benchmarking

  - Strategic Planning
  - Performance Indicators
  - Balanced Scorecard
  - Staff Performance Management System
Input Measures

Examples:

- The no. of projects completed
- Collection growth
- Volume of loan transactions
- No. of queries handled
- No. of tutorials conducted
- Volume of work done in cataloguing, indexing, acquisitions, serials processing, binding
- Database usage
- No. of visits to library websites
Surveys, Accreditation Reports and Benchmarking

- **Students Perception Survey 2004**
  Conducted jointly by the Offices of Student Affairs and Quality Management

- **NUS Faculties Perception Survey 2004**
  Commissioned by the NUS Corporate Cluster

- **NUS Libraries User Perception Survey on Library Services and Collection**

March 2005

NUS Libraries
NUS Libraries User Perception Survey on Library Services and Collection

Queries in the FEEDBACK form

1. How would you rate the resources of the Library?
2. How would you rate the accessibility of our books and journals?
3. How would you rate the accessibility of our electronic resources?
   (to be answered by NUS staff and students only)
4. How would you rate the service of our staff?
5. Overall, how would you rate the NUS Libraries?

Rating

<table>
<thead>
<tr>
<th></th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tr>
<td></td>
<td>Very Poor</td>
<td>Poor</td>
<td>Satisfactory</td>
<td>Good</td>
<td>Very Good</td>
<td>Excellent</td>
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</table>

If you’ve circled 1 or 2, please tell us why: __________________________________________________________

Other comments/suggestions: ______________________________________________________________

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NUS Libraries
New Tools Adopted between 2002 - 2004

- Strategic Planning
- Performance Indicators
- Balanced Scorecard
- Staff Performance Management System
Strategic Planning

VISION
To be a premier knowledge hub that promotes the University’s global knowledge enterprise vision

MISSION
To deliver just-in-time information with passion and a smile
The strategic goals

Access:
Timely, user friendly access to relevant information

Service:
Proactive, customer focused, value added services to faculty and students

User Education:
Imparting information seeking skills to students

Innovative Library:
Use latest technology to provide customer-focused services

HR Management:
Adopt best practices to recruit, develop and retain staff of high caliber

Alliances:
Forge alliances with academic and research institutions for mutual benefit

Conducive Environment:
Facilitate learning and research
Performance Indicators

QAFU indicators:

Availability
- of the collection, facilities and automated systems

Service
- document delivery, acquisitions, general loans, reference, cataloguing and physical processing, current journals

Resource utilization rate
- facilities, loans, electronic resources
Balanced Scorecard

4 perspectives:

Innovative initiatives

Timely & Quality services

Positive customer experience

Resources to facilitate teaching, research & learning
VISION:
To be a premier knowledge hub that promotes the University's global enterprise vision

Resources to facilitate teaching, research & learning

Positive customer experience

Timely & Quality services

Innovative initiatives

New revenue

Image, Reputation (Goal 11)
KPI 16

Maximizing resources

High-touch services

Ambience (physical) (Goal 9)
KPI 13

Alignment

Accessibility (Goal 10)
KPI 14, KPI 15

Entrepreneurial services

Provide proactive / value added services (Goal 4)
KPI 4, KPI 5

Acquire Info assets (Goal 5)
KPI 6, KPI 7

Organise Info assets (Goal 6)
KPI 8

Deliver Info assets (Goal 7)
KPI 9, KPI 10, KPI 11

Provide effective User education (Goal 8)
KPI 12

Leverage collaboration / consortia (Goal 3)
KPI 3

Staff initiated Changes

Highly skilled & innovative staff (Goal 2)
KPI 2

Empowered staff

Happy staff

Supportive Environment

Staff development (Goal 1)
KPI 1

Best HR practices

7 Jan 2004
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<td><strong>1. Innovative initiatives</strong></td>
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<td><strong>2. Timely &amp; Quality services</strong></td>
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<tr>
<td><strong>Goal 7</strong> Deliver Info Assets</td>
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<tr>
<td><strong>KPI 9</strong> Median time of delivery of articles (not in library collection) received electronically -- 3 working days</td>
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<tr>
<td><strong>KPI 10</strong> Median queuing time at the information desk – 3 minutes</td>
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<tr>
<td><strong>KPI 11</strong> Median queuing time at counter for general loans – 5 minutes</td>
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<td><strong>3. Positive customer experience</strong></td>
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<td><strong>4. Resources to facilitate teaching, research &amp; learning</strong></td>
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### Performance Objectives

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### Core Competencies

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### Managerial Competencies

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**Over all Score:** 71.6  
**Over all Grade:** B
Outcomes

- Goals achieved
- Positive survey results
- Rich learning experience for staff
- Bonding and teamwork
- Greater acceptance of goals & unity of purpose
- Plans & goals integrated into daily work

March 2005

NUS Libraries
Conclusion

- Culture of assessment
- Greater accountability
- Use new approaches more effectively
Thank You!

March 2005

Vanda Miss Joaquim

NUS Libraries