



Establishing a Framework for Library Management Excellence

Agenda

- Need for Excellence in Library Management Excellence Framework
- Existing Business Excellence Frameworks
- Proposed Excellence in Library Management Framework
- Self Assessments
- Proposed Timeline
- Going Forward

Need for Library Management Excellence Framework

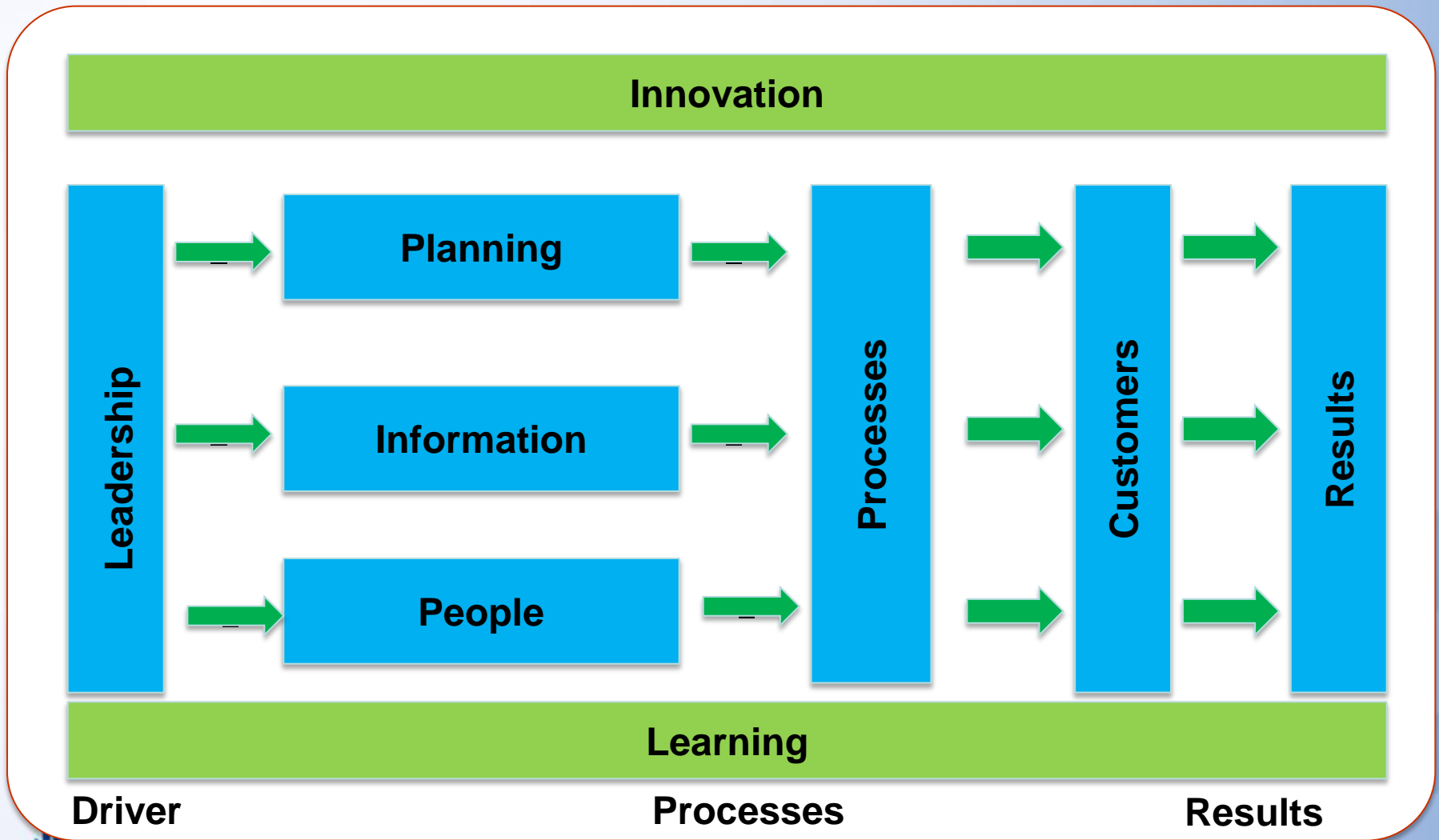
- Existing standards deal with specific areas in library operations and processes. Useful to have overarching framework that establishes best practices in library management
- Libraries in Australia and Singapore use their national Business Excellence standards to assess levels of business excellence. *e.g. University Wollongong Library, Australia, National Library Board, Singapore*
- These do not cater to unique service offerings and nature of libraries

Existing Business Excellence Frameworks

- Examples include
 - *Malcolm Baldrige National Quality Award*
 - *The European Foundation for Quality Award Management*
 - *Australian Business Excellence Award*
 - *The Singapore Quality Award*
- Proposed framework for library management excellence is modelled on these to recognise business excellence in libraries

Existing Business Excellence Frameworks

e.g. Business Excellence Framework used in Singapore



Proposed Excellence in Library Management Framework

Framework will have the following basic elements that provide a holistic standard required for library excellence

- **DRIVERS** – How a library's senior leadership sets the organisational directions and seeks future opportunities for the library
- **PROCESSES** - How the library's processes enable and exceed performance requirements
- **RESULTS** - How the results deliver ever-improving customer value and organisational performance

Proposed Excellence in Library Management Framework

It will assess key attributes that define a well-managed and high performing library such as:

- Strong Leadership & Planning
- Effective Information & Knowledge Management
- Proactive Staff Development & Management
- Continuing Innovation & Improvements
- Excellent Customer, Partner & Stakeholder Relations
- High Performing Results in All Areas

Libraries will assess themselves in the above areas through a jointly developed template

About the proposed Framework

- The proposed framework will apply to all kinds of libraries
- Framework will be reviewed on a regular basis based on two key concepts of management & measurement. It can be adapted by libraries to suit their needs
- Framework comes with a Self Assessment tool to be developed in a subsequent phase
- It is envisioned that case studies, library performance measures & processes improvement will also be developed and documented

Self Assessment

- A library can rate itself based on a series of questions/statements related to the categories of the framework.
- Each answer will score points and these will add to the final score for the category.
- For example, a library will assess itself in the 'leadership category', and decide on where it is in terms of development and then score itself a set number of points. These points are then totalled for each category
- The sum total of all the categories will then be added and the final score will be assessed against the maximum number of points in the framework

Self Assessment

The self assessment is normally used as a precursor to an actual awards application to the administrators of these Business Excellence Frameworks

Eg:

- Singapore Quality Class : 400 - 549 points
- Singapore Quality Class Star : 550 - 699 points
- Singapore Quality Award : 700 - 799 points
- Singapore Quality Award : 800 - 1000 points
(With Special Commendation)

Self Assessment

SAMPLE

An example of what the self assessment tool may look like :

Area of Assessment	Approach (Plan)	Deployment	Results
Eg. Category 1: Library Leadership and Planning			
<i>Senior leaders have developed a clear mission and vision, which is easily understood and which drives the library forward</i>	Does Library have a clearly defined Mission and Vision? Are the Mission and Vision translated clearly into the organisation's strategies and plans?	Are all staff aware of the Mission and Vision? Are the strategic plans deployed clearly and translated directly into departmental level plans?	Are the department's KPIs monitored and linked directly upwards to the organisation's overall Strategic Plan, Mission and Vision?

Proposed Timeline

Library Excellence Framework	2012	2013	2014	2015 ~
First draft	◆ Sep			
Consultation	◆ Oct - Dec			
Launch of Framework at IFLA WLIC 2013		◆ Jan- Aug		
Development of Self Assessment Tool		◆ Aug- Dec		
Pilot study, testing of framework			◆ Jan- Jun	
Launch of Self Assessment Tool IFLA 2014			◆ Aug- onwards	

Going Forward

- NLB will prepare the first draft of the excellence framework, thereafter it will be sent to partners for inputs via email
- Libraries keen in co-developing the framework may email NLB representatives: Kwang Kok Lim or Gabriel Tan for more information :
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Thank You!