This document outlines the Performance Framework used by the University Library to guide its collection, analysis and review of statistics and measures for the evaluation of the library’s performance.

The framework aims to outline for Library staff:
- What statistics and measures Library will collect
- Why, when and by whom the statistics and measures will be collected
- Who will analyse the statistics and measures
- Why, when and to whom the statistics and measures will be reported

The Performance Framework forms a part of the broader Library Quality Management Program. In particular the framework should be read in conjunction with the Library’s Planning and Benchmarking frameworks.

The framework is based on that used by the University adapted as necessary for the Library’s circumstances.

Responsibility for developing and maintaining the framework rests with the Corporate Services Unit under the leadership of the Associate Director.

The framework is reviewed at least once every three years by a meeting of the Library Management Team.

The Library’s Performance Framework can be depicted graphically as follows:
**APPROACH**

Library statistics and measures are seen as falling into the following groups:

- **LIBRARY SCORECARD**
  - Measure Library performance in critical/key areas as defined in the Library Plan.

- **OPERATIONAL STATISTICS FOR MONITORING BY LMT**
  - Provide all members of LMT with an overview of the current state of the Library and sufficient information during the year to identify operational issues and trends which may require attention.

- **CHARTER SERVICE STANDARDS**
  - Indicate whether or not the Library is performing at levels it has committed to in its Client Charter and, where relevant, provide “stretch targets” for improved performance levels.

- **STAKEHOLDER ASSESSMENTS AND SURVEYS**
  - Surveys the Library conducts or participates in, to gain feedback from stakeholder groups and assess its performance in particular areas.

- **OTHER DATA**
  - The other statistics collected by the Library and/or available from Library systems.

**Definitions**

- **LIBRARY SCORECARD**
  - Scorecard indicators are designed to assist the Library to track its progress toward targets in the Library Plan and in other key performance areas, and to enable the Library to benchmark its performance against that of other libraries.
  - Most, but not all, of these indicators, targets and measures are drawn directly from the Library Plan, where a target and measure is included for each strategic objective. Some Plan measures are omitted from the Scorecard because the target in the Plan is simply “Yes” or “Completed”; it is considered that progress toward these targets is better monitored as part of the annual monitoring of progress on the Plan. Library Plan targets which are to some extent subjective are also not included in the Scorecard. Conversely some indicators are included in the Scorecard for which there is no corresponding objective, target or measure in the Plan. These are areas where the Library did not feel the need to have a strategic objective or initiative, but where success is nevertheless vital.
  - The indicators are relatively few in number and include a combination of stakeholder assessments and objective data, and at least some outcome and impact measures.
Wherever possible they are derived from national and international surveys which have the potential for performance benchmarking. To achieve these ends there may sometimes be multiple measures for the same Scorecard indicator.

- The measures are primarily lag indicators, intended to be reviewed during the Library annual planning period to assess progress made during the past year and to identify areas requiring strategic attention during the forthcoming year.
- Annually, focus performance areas may be selected from within the Scorecard.

**OPERATIONAL STATISTICS FOR MONITORING BY LMT**

- These aim to provide all members of LMT with an overview of the current state of the Library and to provide LMT with sufficient information during the year to identify operational issues and trends which may require attention.
- They cover areas of Library operations which are of current interest to LMT. They do not necessarily have targets and may not run for the whole of the life of the Library Plan, i.e. some could be modified, some could drop out, others could be inserted, as LMT’s focus shifts.
- As “lead indicators”, they are intended to be reviewed on a number of occasions during the year so that necessary corrective action can be taken.
- Where relevant they have been aligned with the definitions used in the annual Council of Australian University Librarians (CAUL) statistics so that the latter can be readily derived from them.

**CHARTER SERVICE STANDARDS**

- These aim to confirm whether or not the Library is performing at levels it has committed to in its Client Charter and, where relevant, to provide “stretch targets” or levels of performance Library is working toward achieving.
- They are intended as measures that operational staff will engage with, and get a sense of satisfaction out of achieving/reporting success.
- In most cases they will be measured through “spot checks” (including “mystery shopper” exercises) once or twice per year, rather than collected year-round.

**STAKEHOLDER ASSESSMENTS AND SURVEYS**

- These are the surveys the Library conducts or participates in, to gain feedback from stakeholder groups (e.g. Curtin staff and students, Library staff) and assess its performance in particular areas (e.g. collections, facilities, services, website).
- As far as possible the Library prefers to participate in or conduct surveys which have been professionally developed, but will participate in other surveys if appropriate or develop its own surveys if required.
- As a member of the Australian library community, the Library is committed to contributing to the CAUL Annual Statistics Collection.
- Curtin University surveys of particular importance to the Library are the Curtin Annual Student Survey (CASS) and the Your Voice staff satisfaction/perception survey. Both are relatively wide-ranging, provide trend data over several years and provide useful results with relatively little expenditure of library resources. While comprehensive, the Your Voice survey is run only every two years so the Library runs a Real Time Quality Audit of staff views once per semester.
- For specifically library client satisfaction and quality surveys, the Library prefers national and international surveys the results of which can be used for performance benchmarking, i.e. the national InSync and international LibQual+ surveys.
- The CAUL Materials Availability Survey has been considered valuable in assessing the extent to which the Library holds and clients can find print books and journals in the Library. A survey which would provide insights into the availability and client use of electronic resources is being sought.
- Instruments which would assist in measuring the impact of the Library are considered highly desirable but not readily available.
The Facilities Utilisation Survey, developed by the Library, is conducted twice per semester. The aim is to measure the utilisation of Library facilities at the busiest times of the busiest weeks of semester, to measure the extent to which the Library is coping with demand.

**OTHER DATA**

- These are the other statistics collected by the Library and/or available from Library systems.
- They are included as part of the framework so that LMT is aware of what is available should it be required.
- They could be elevated to “Operational Statistics for LMT monitoring” if LMT wishes. Otherwise they will only be reported on to unit management and/or to the University Librarian via the unit’s quarterly report, and/or in annual CAUL returns.

**DEPLOYMENT**

**Timing**

The statistics and measures included in the Performance Framework are collected and reported according to a schedule, within and across a number of years (see Appendix A).

Key performance indicators, targets and measures are set every 3-5 years, when the Library Plan is prepared. Performance is summarised in a Scorecard an update of which is prepared annually.

Operational Statistics for LMT Monitoring, Charter Service Standards Checks and Facilities Utilisation Surveys are done each semester.

The timing of some Stakeholder Assessments and Surveys is determined externally e.g. CAUL Annual Statistics, CASS, Your Voice.

Stakeholder assessments conducted by the Library are staged so as not to “over survey” any group. An attempt is made to run surveys at approximately the same time in different years so as to facilitate comparisons and benchmarking over time. If possible the Insync or LibQual+ surveys are run in May, to avoid clashing with CASS, after students have settled into their semester but prior to examinations.

**Responsibilities**

Corporate Services has responsibility for:
- the collection of data for Charter Checks
- conducting Library Stakeholder Assessments and Surveys or liaising with agencies outside of Library who are conducting these

Exceptions are the data collection for the Facilities Utilisation Surveys which is the responsibility of the Associate Director FDLS. Operational Units are responsible for collecting the data required for the Operational Statistics for LMT Monitoring, the CAUL Annual Statistics and “Other Data”.

The collation, analysis and reporting of the statistics and measures included in this Performance Framework is the responsibility of the Corporate Services Unit. (Exception: “Other Data” which is the responsibility of Operational Units)
Review and Improvement

To ensure adequate time for reflection on the statistics and measures collected, three or four Special LMT Performance meetings are convened each year.

The timing of these meetings and the collection and reporting of operational statistics is aligned with the Curtin academic calendar, the Library’s quarterly reporting process and the availability of stakeholder assessment data and reports.

Agreed action is documented by Corporate Services and progress followed up at subsequent LMT meetings.

Information on Performance Framework results is made available to Library staff, clients, university stakeholders, and other libraries as appropriate. This is normally a Corporate Services responsibility, in accordance with the Library’s Communication Plan.

Karen Tang,
Associate Director, Corporate Services
February 2012
Appendix A  Performance Framework Schedule

A1  Timetable of statistics collected

<table>
<thead>
<tr>
<th>Month</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Operational Statistics, Semester 2 of previous year</td>
</tr>
<tr>
<td>February</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>Facilities Utilisation Survey Semester 1, #1</td>
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<tr>
<td></td>
<td>Real Time Quality Audit Semester 1</td>
</tr>
<tr>
<td>April</td>
<td>Facilities Utilisation Survey Semester 1, #2</td>
</tr>
<tr>
<td>May</td>
<td>Charter Checks, Semester 1</td>
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<tr>
<td></td>
<td>LibQual/Insync if applicable</td>
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<tr>
<td></td>
<td>CAUL statistics (as at 31 December of previous year)</td>
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<tr>
<td>June</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>Operational Statistics, Semester 1</td>
</tr>
<tr>
<td>August</td>
<td>Facilities Utilisation Survey Semester 2, #1</td>
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<tr>
<td></td>
<td>Real Time Quality Audit Semester 2</td>
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<tr>
<td></td>
<td>Your Voice (alternate years)</td>
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<tr>
<td>September</td>
<td>Facilities Utilisation Survey Semester 2, #2</td>
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<td></td>
<td>CASS</td>
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<tr>
<td>October</td>
<td>Charter Checks, Semester 2</td>
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<tr>
<td>November</td>
<td></td>
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<tr>
<td>December</td>
<td>Scorecard</td>
</tr>
</tbody>
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Approximate Special LMT Performance Meeting dates

March:  
Scorecard Update
Operational Statistics Semester 2 previous year
CAUL statistics (Curtin only)
CASS Final Reports

Early August:  
Operational Statistics Semester 1
Charter Checks Semester 1
LibQual, Insync if applicable

November:  
Scorecard Update
CAUL Statistics
Charter Checks Semester 2
FUS Highlights
CASS Preliminary Report
A2 Library Surveys Timetable

Every year:
Curtin Annual Student Satisfaction Survey
CAUL Statistics

2004
Rodski

2005
CAUL Materials Availability Survey
LibQual+

2006
Quality of Working Life Survey

2007
LibQual+

2008
CAUL Materials Availability Survey
Your Voice

2009
Insync

2010
CAUL Materials Availability Survey
Your Voice

2011
-

2012
LibQual+
Your Voice

2013
MINES??