LibQUAL+ at York

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UNIVERSITY CONTEXT
The University

- Founded 1963
- UK top twelve; RAE 8th; World 100th; Russell Group; White Rose; WUN
- 15,265 students
- >30 Departments in humanities, social sciences, science
- Campus growth
  - Heslington East
- Collegiate and inclusive
The University Library

- > 1m items
- >100 staff
- Archives extensive & unique
- Developing digital library expertise
- Director of Library & Archives 2007; Director of Information 2009
- Part of a broader Information Directorate
• Borthwick Institute for Archives founded in 1952 as a forerunner of the University
• Raymond Burton Library for Humanities Research opened in 2003
• Archives moves from its city centre location to an extension to the Raymond Burton Library in 2005 and incorporated as Library & Archives
Branch Libraries & beyond

• York Minster: the oldest and largest Cathedral Library in the country
  – Operated under a unique partnership between the Dean & Chapter and the University of York

• King’s Manor Library
  – Both Grade One listed locations

• Associations with
  – The Railway Museum
  – Yorkshire Country House Partnership
  – York Museums Trust
• Directorate reorganised in 2013
• Aims:
  – Structured for new information strategy fulfilment
  – Increased ability to offer excellent and joined up services, better relationships, and support for research
  – Better structured for staff climate and culture
Library Finance (2011-12)

- **Staff (49%)**
  - Numbers: 150; 100+ fte
  - Cost: £3.8m

- **Content (41%)**
  - Books etc: £0.7m
  - Serials etc: £2.5m

- **Other expenditure (10%)** £0.7m

*Income (£0.4m), capital (£25m+)*
INFORMATION STRATEGY
“A world leader in the creation of knowledge...the sharing of knowledge ... and the application of knowledge”

“We are custodians of knowledge ...”
Previous Strategy 2008-2013

- 58 lines of action, across the following core programmes:
  - Information and Communication Systems
  - Portals & Access Systems
  - Content and Knowledge Assets
  - IT Infrastructure
  - Information Policies
  - Spaces
- NSS Scores now highest ever for Library, IT and Learning Resources

![Library, IT and Learning Resources NSS Results](image)
Key Achievements

• Library refurbishment & 24/7
• Google for email and calendaring
• York Digital Library
• York Print Plus
• Portal developments
• Investments in library content
• Improvements in business systems
• Improvements in security and compliance
• Heslington East campus infrastructure & support
• Better relationships and communication
Achievements 2008-13
Spaces for contemplation ...
... for concentration ...
... and for collaboration
• Reviewed in three drafts at Information Strategy Group (ISG)
• Final strategy agreed in July 2013
Strategy Programmes

Staff Capability and Culture

- Student Experience
- Information Flow
- Infrastructure, Content and Knowledge Assets
- Research Experience

Engagement, Understanding and Performance
Programme detail

The six programmes of the 2013–2018 University Information Strategy are outlined below.

**Programme A: Student Experience**
- A1: Satisfying student needs in a way which fits patterns of life and study
- A2: Simplifying e-processes and making them engaging
- A3: Service which is excellent, empathic and tailored
- A4: A variety of space for learning and research

**Programme B: Research Excellence**
- B1: Support for a coherent research life cycle
- B2: A partnership for research publication
- B3: Research Data Management and exploitation
- B4: A high performance computing service

**Programme C: Information Flow**
- C1: Inclusive and simple access to services
- C2: Delivery of digital content to the point of relevance
- C3: Competitive discovery and web site services
- C4: Raising service awareness and usage
- C5: Removing barriers to service development and improvement
- C6: Increasing integration and interoperability
- C7: Consistent and equitable services for all

**Programme D: Infrastructure, Content and Knowledge Assets**
- D1: Increasing exploitation of knowledge assets
- D2: Special and unique collections
- D3: Commitment towards a Digital York
- D4: Commoditisation of core IT services
- D5: A unified network with sufficient capacity
- D6: Technology architecture fit for the whole enterprise
- D7: A sustainable physical infrastructure

**Programme E: Engagement, Understanding and Performance**
- E1: User engagement for understanding and service design
- E2: Effective education, training and communication
- E3: Improving service through performance measurement

**Programme F: Staff Capability and Culture**
- F1: A planning and governance framework focused on strategy delivery
- F2: Motivated and flexible staff for excellent service
QUALITY & PERFORMANCE
Performance & Data collection

• Quality culture & Quality assurance
  – Customer Service Excellence
    • Processes, standards, timeliness
  – LibQUAL+
  – ClimateQUAL
    • Flatter, less silos, contribution & development, team scale

• Peer review & benchmarking (international)

• Performance indicators
  – New Directorate KPIs
  – Internal: Balanced & value scorecard template

• Value, impact, advocacy & transcendence
CSE criteria achievement

Progress towards CSE  21/11/2013
LibQUAL+: all core items trends

University of York Library Survey Trends

Mean Rating

Year

Perceived Mean

2008 2009 2010 2011 2012
Some current issues

• Importance of internal relationships and external partnerships
• Extension of traditional role
  – Research publication and research data
• Sustaining our academic role in planning
• Digital media, services and curation
• Capability, capacity and critical mass
• Library as reputational enhancer ...
A Value Scorecard

• Relationship & reputation capital
• Organisational capital
  – Tangible assets and resources
  – Intangible and meta-assets
• Library virtue
  – Impact and social capital
• Library momentum
A narrative of momentum?

Information Strategy Update

Key achievements

Google Apps launched

Google Apps

The University is going Google! We are now rolling out Google Apps for Education to staff and students at the University. Students can sign up now from the student homepage. Google Apps provides:

- 25Gb of email quota
- An improved webmail and calendar interface
- Online collaborative software for documents, spreadsheets, presentations and other types of files
- Text and video chat, sites, groups, Google+ and other apps.

Harry Fairhurst Building open

The Harry Fairhurst Building opened in April 2011, offering:

- 550 new study spaces for students
- Collaborative and group study areas with flexible, modern furniture
- Specialist area for research postgraduates
- IT facilities and IT support.

Library refurbishment: complete February 2012

The £20m University Library refurbishment will be completed in February 2012, featuring:

- Improved study areas, IT classrooms and collaborative suites
- New entrance, opened October 2011
- New Library Café.

New student homepage launched

A new student homepage with access to personalised news, links, timetables, library account and other key student systems was launched in October.
NSS trends 2008-2013

Library, IT and Learning Resources NSS Results

Percentage of people responding “mostly agree” or “definitely agree” to questions
LibQUAL+ Trends

University of York Library Survey Trends

- Minimum Mean
- Desired Mean
- Perceived Mean

Mean Rating (0-9)

Year:
- 2004
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
Zones of Tolerance: 2013

![Chart showing zones of tolerance for different dimensions. The chart includes a legend explaining the meanings of the colors: grey for range of minimum to desired, and orange for range of minimum to perceived ("adequacy gap").]
2008 Comparison across user groups

LibQUAL+2008: Library As Place

Academic staff  Postgraduates  Undergraduates  Library staff

LP-1  LP-2  LP-3  LP-4  LP-5  LP-1  LP-2  LP-3  LP-4  LP-5  LP-1  LP-2  LP-3  LP-4  LP-5
2013 - Postgraduates
2012 - Education
2012 - Management

[Diagram with various metrics and color codes indicating perceived satisfaction levels]
2012 - Politics
Overall I think that the library service is excellent at York. I particularly enjoy how modern the Harry Fairhust building is and the high availability of plug sockets for laptop users. I also enjoy the many different seating options from upright to more relaxed. And I think the difference in environment between the JB Morrel and Harry Fairhurst provides an enjoyable variety of study options for students.
• Electronic books: whilst on the one hand, I know that electronic books are convenient, it would be helpful if the library had physical copies of books it currently only stores in electronic form. I find it hard to focus on a computer screen for the length of time necessary to read an electronic book so would appreciate it if the library had physical copies of books too.
• The York Uni library is really good (especially in comparison to other similarly ranked universities) but there is always room for improvement! (e.g. more study spaces in Harry Fairhurst).

• There needs to be more space for students to sit and work. During busy periods, it is very very difficult to find a place to work.
• The post-renovation library feels more like a shopping mall than a research environment: it's great for undergrads who want to play and talk on their mobile phones but not much else.

• I am totally satisfied with the library.

• Sometimes I am confused about the location of the books I want to find. I think if the library web can show the exact location of the books, not just the full map of the library, it will be better.
The one thing that really bothers me, and its only a small thing - but none-the-less is there, is the speed at which you can buy a coffee from the library cafe! The staff are possibly the slowest servers of coffee that I have ever seen! I can quite easily lose 20-30mins in the cafe just trying to get a coffee to go........!!
• A longer period to return recalled books would be appreciated. As a part time student not based in York the current time period is a little restrictive.

• Personally I do not need this, but I strongly feel that the library should be open later at night for undergraduates who need space to study.
• Although the library itself has sufficient services, the 'studious buzz' areas are sometimes misunderstood by students as a free bed or cafe. Simply: some people are far too loud and obnoxious and perhaps need to be reminded of the limits between chatter and shouting. Otherwise, good job.

• The people in the grey shirts are always VERY helpful and friendly. I couldn't ask for more help from them.
• The more books available electronically, the better, though being able to make copies of key texts at a reasonable price is a decent alternative.

• For York Science Park residents it would be ideal if we could offer them access to all Library services and electronic journals. It would be fantastic if this could be offered as part of the value of being on the science park and involved with the University of York.
• The personal service is great, however I would like to see more electronic sources (especially key texts) and a more consistent web-search service.

• The system of accessing online journals and electronic resources from the library website is too long and complicated. I don't want the library website to be opening several tabs to reach one page, it would be good if this could be made neater.
• The library has a great service, I just wish sometimes there were more places to sit and work. (Female UG)
• There is hardly room for improvement after the refurbishment. The extra space and staff are ideally suited to a wide range of needs. (Female UG)
• Wider range and depth of books required. (Male UG)
• Very happy with the way the library is run, although needs more study space, especially noticeable during the exam period. (Female UG)
The flexible loans system is not working for library users. I am finding it very difficult to access the resources I need for the length of time required. (Female UG)

The new system of book loans/returns works very well. It would be good to get more than one reminder to return the book, especially if it's past the time it's supposed to be returned by. (Female UG)
• The library is a haven for study for me. If I need to focus on my work away from any distractions then the library is where I go. (Male UG)

• Thank you very much for your excellent service. (Female Academic)
Please put CS texts on a lower floor, replace with a subject that has a more physically fit cohort!
(Male UG, Computer Science)
LibQUAL+  TechQUAL, ClimateQUAL

STRATEGIC CONTRIBUTION
Recent initiatives

- Process review
- 24/7/362
- Loans review & fines
- Induction & marketing
- Collection profiling
- Student experience & morebooks
- Staff surveys and culture
- Programme office & assessment librarian
Key staff agenda issues

• Customer service climate
  – Policy and orientation
• Teamwork & leadership
  – Job design, method and behaviours
• Empowerment & innovation
  – Permission and practice
• Recognition and communication
  – Up, down, sideways
Customer Service Excellence

- UK standard for Customer Service (formerly Charter Mark)
- Embedding in 2013
- All activities of the Directorate to be included
CLIMATEQUAL
A distinctive resource?

“the most valuable resource of any organization is its staff”

“Human capital walks out the door each evening”
The basic assumption

"... staff perceptions have been identified through Capita’s research as being linked directly to the quality of services provided by staff within organisations."

*University of York Staff Survey*, 2008
A people value scorecard

Enablers (4 ‘C’s)

- Capacity
  - Minus confounders
    - Absence, turnover
- Capability
  - Raw & growth
  - Critical mass
- Climate of Affect
  - Engagement
  - Empowerment
- Culture of momentum
  - Programme capability
  - Maturity

Outcome proofs

- Market fit
  - Sustainability
  - Market related impact
- Strategic fit (over time)
  - Quality & Improvement
  - New product development
- Contribution to
  - Productivity
  - Creativity
- Competitive impact
  - Service development
  - Reputational investment
Employee’s perceptions on “climate”

“recurring patterns of behaviour, attitudes and feelings that characterize life in the organization”

(Bessant and Tidd, 2009)

Measurement of affect and opinion about culture
THE SURVEY

- All staff encouraged and allowed time to complete web-based survey during their working day
- Confidentiality is of paramount concern
- Approximately 150 questions about the library as a whole, teams and individuals
- Plus free text comment box
- 30 – 60 minutes long
- Available for 3 weeks
## Survey Question Categories

<table>
<thead>
<tr>
<th>Question Categories</th>
<th>Sample Question</th>
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<tbody>
<tr>
<td>Diversity</td>
<td>“The race of a team member does NOT affect how much attention is paid to their opinions”</td>
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<tr>
<td>Customer Service</td>
<td>“Library employees have the job knowledge and skills required to deliver superior quality work and service”</td>
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<tr>
<td>Teamwork</td>
<td>“This organisation provides a clear understanding of the purpose of teams”</td>
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<tr>
<td>Continual Learning</td>
<td>“Co-workers are able to provide reliable information about ways to improve job performance”</td>
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<tr>
<td>Leadership</td>
<td>“My immediate supervisor has excellent interpersonal skills”</td>
</tr>
<tr>
<td>Innovation</td>
<td>“Co-workers tell each other about other new information that can be used to increase job performance”</td>
</tr>
<tr>
<td>Justice</td>
<td>“Do the rewards in your division reflect the effort that division members put into their work”</td>
</tr>
<tr>
<td>Psychological Safety</td>
<td>“As an employee in this library one is able to bring up problems and tough issues”</td>
</tr>
</tbody>
</table>
SURVEY RESULTS

• Results are reported back to institutions without compromising respondent identity

• An overview report is given to the Library which includes respondent’s comments

• Range of breakdowns by various categories
Participation

• Suggested every four years
  – Time for culture shift
• 30 North American libraries
  – Some now twice
• 4 Sconul libraries
  – Leicester
  – University of the West of England
  – Nottingham Trent
• 119 out of 125 Library and Archive Staff responded (95%)

• 47 comments received (40%)
Climate for Demographic Diversity

- Gender: 88% agree, 12% disagree
- Race: 94% agree, 6% disagree
- Rank: 60% agree, 40% disagree
- Sexual Orientation: 96% agree, 4% disagree
Climates (9)

- Diversity
  - Demographic & Equality
- Justice
  - Reward fairness
- Leadership
  - Supervisory level
- Teamwork
- Continual learning

- Deep Diversity
  - values difference
  - standardisation
- Innovation
- Psychological safety
  - Free opinion sharing
- Customer Service
Attitudes (7)

- Job satisfaction
- Commitment
- Citizenship
- Withdrawal
- Task engagement
- Empowerment
- Conflict
  - Task
  - Interpersonal
York Results vs UK and US Mean

- Climate for Continual Learning
- Climate for Customer Service
- Climate for Deep Diversity...
- Climate for Racial Diversity
- Climate for Gender Diversity
- Climate for Diversity of Ranks
- Climate for Sexual...
- Co-worker Support for...
- Distributive Justice
- Procedural Justice
- Interpersonal Justice
- Informational Justice
- Climate for Psychological...
- Climate for Teamwork,...
- Task Engagement
- Interpersonal Conflict
- Team Psychological...
- Organizational Withdrawal
- Organizational Commitment
- Organizational Citizenship...
- Authentic Leadership
- Leader-Member Relationship...
- Job Satisfaction
- Climate for Teamwork,...
- Climate for Psychological...
Results by area

Strengths (>75% agreement)

- Demographic Diversity (89-96%)
- Team benefit (83%)
- Task engagement (80%)
- Innovation (79%)
- Absence of interpersonal conflict (79%)
Results by area

Concerns

• Customer Service (38%)
• Facilitation of Teamwork (30%)
• Psychological Empowerment (23%)
• Justice (20-32%)
“... the library is a great place to work ... supportive of personal development. It is one of the best organisations I have worked for in terms of support, fairness and working conditions”

“I feel that the recent award won by the library was a hollow victory ... we speak of excellence and values ... I believe this has been earned at the expense of staff”
“There is no consultation ...”

“sorry for the rant ... there are many good things happening too ...”

“I have a problem with the changes that have taken place”

“gimmicks ... such as allowing students to eat, drink and talk in more areas ...”

“ the [book-sorting] machine was a complete waste of money”