

# PERFORMANCE EVALUATION OF ACADEMIC LIBRARIES IMPLEMENTATION MODEL



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# Summary

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- Introduction
- Overview CAF, Balanced Scorecard (BSC) and Analytic Hierarchy Process (AHP)
- Proposed model and the implementation
- Results
- Conclusions

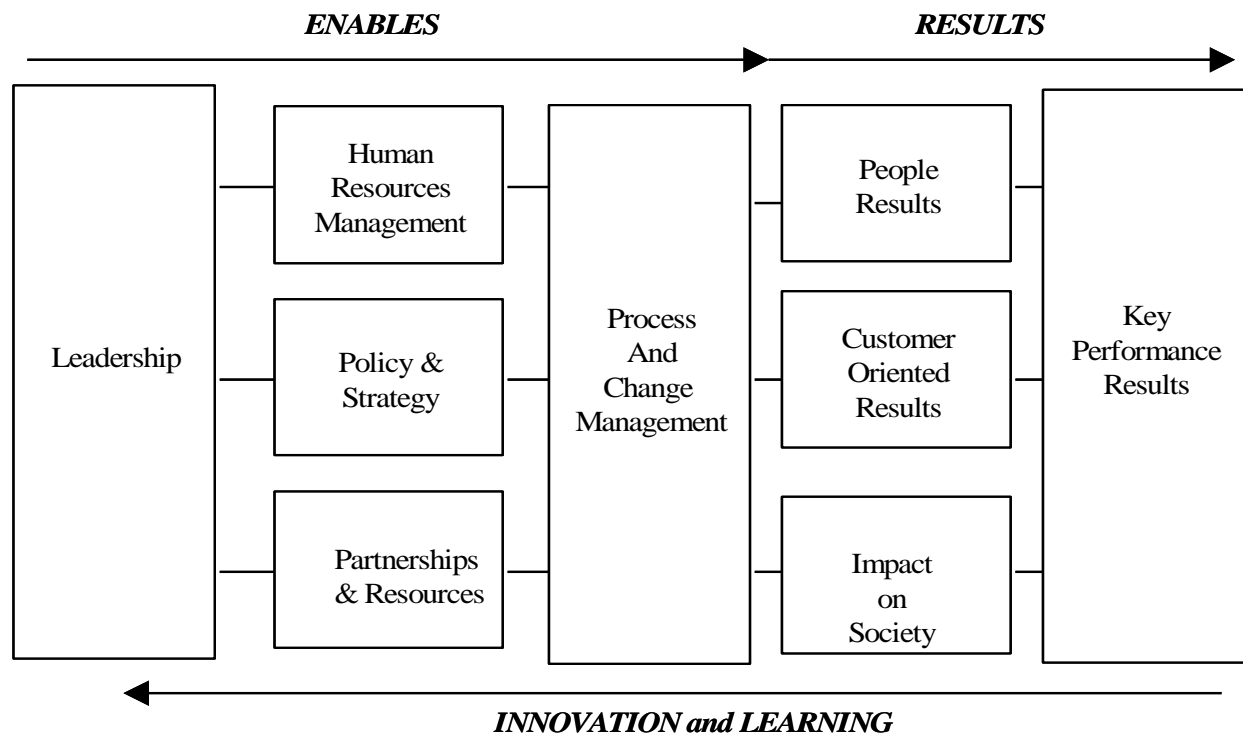


# Introduction

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- Model to measure the performance of libraries
- Based in the **CAF, Balanced Scorecard** and **Analytic Hierarchy Process (AHP)**
- Performance indicators based in **ISO 11620** and **ISO 2789**
- **Relative weights** for each performance measure calculate using **AHP**. They are computed in two steps:
  - Comparing (pairwise) the performance measures under each criterion
  - Comparing (pairwise) the major criteria of the proposed model

# CAF – Common Assessment Framework



**European Foundation for Quality Management Excellence Model**

(EIPA. 2006 *CAF - Common Assessment Framework*. Maastrich: EIPA)

Evaluation scale from 0 to 5

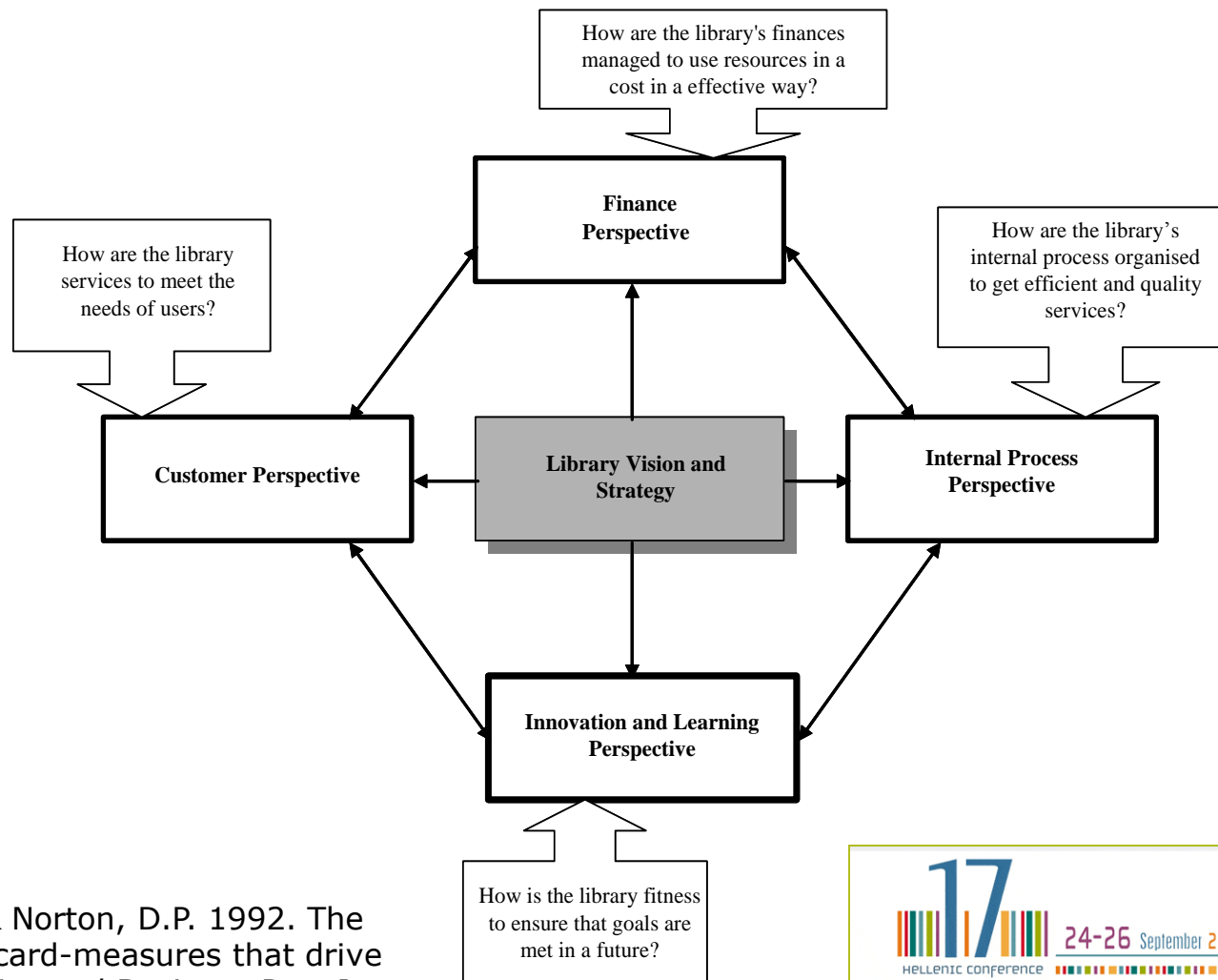
17  
HELLENIC conference  
of Academic Libraries

24-26 September 2008

“Academic Library Evaluation as a measure of Institutional Quality Assessment”

University of Ioannina Central Library & Information Center, Conference Center of the University of Ioannina

# Balanced Scorecard (BSC) an implementation in a library



(Kaplan, R.S. & Norton, D.P. 1992. The balanced scorecard-measures that drive performance. *Harvard Business Rev.*, Jan-Fev, pp. 71-79)

# Analytic Hierarchy Process (AHP)

## 1. Design a hierarchy structure

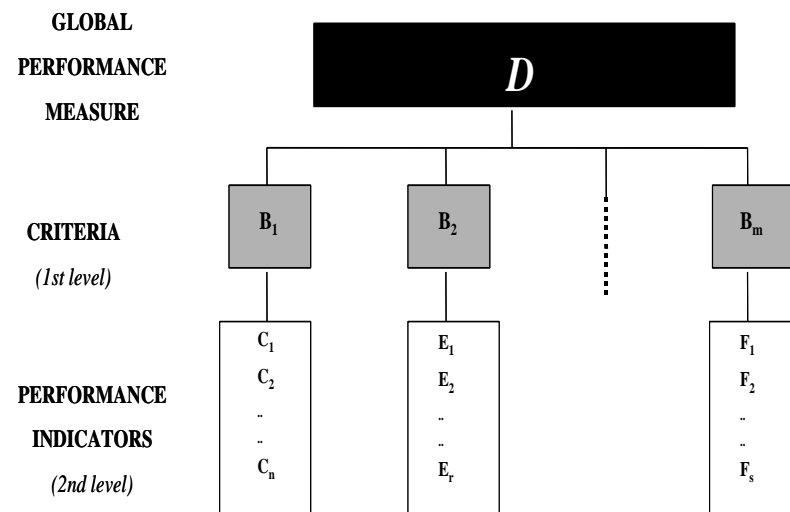
## 2. Determine the weights at each hierarchy level

### 2.1 Construction of pairwise comparison matrix

### 2.2 Synthesis

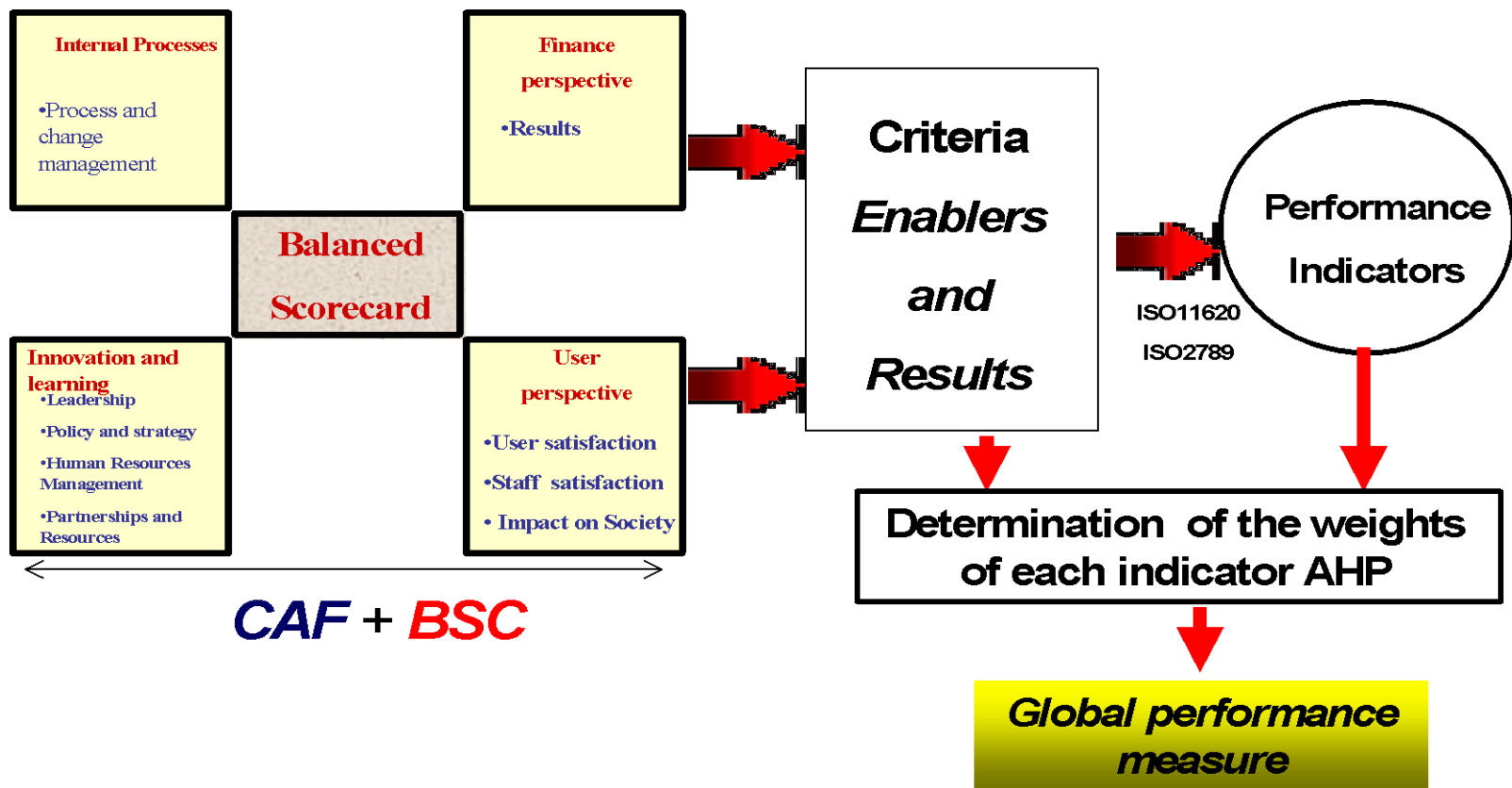
### 2.3 Consistency ratio estimation.

- Lower hierarchy level study – determining the weight of each indicator in a given criterion
- Upper hierarchy level study – determining the weight of each criterion in the *global performance measure (D)*



## Hierarchy Analyse of the problem D

# Mixed model CAF-BSC- AHP model implementation



(Melo, L.B. 2005. *Avaliação de desempenho das bibliotecas da Universidade do Porto*. Évora. Inf. Sc. Ms. Dissertation – Univ. Évora)

(Melo, L.B., Pires, C. & Taveira, A. 2008 Recognizing best practice in Portuguese Higher Education Libraries. *IFLA Journal*, **34**(1), pp. 34-54.)

# Proposed model and the implementation

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**To compute the *Global Performance Measure*:**

- ***Choose the set of criteria  $B_i$***

*(7 criteria)*

- ***Choose the set of performance indicators  $C_i$***

*(23 performance indicators)*

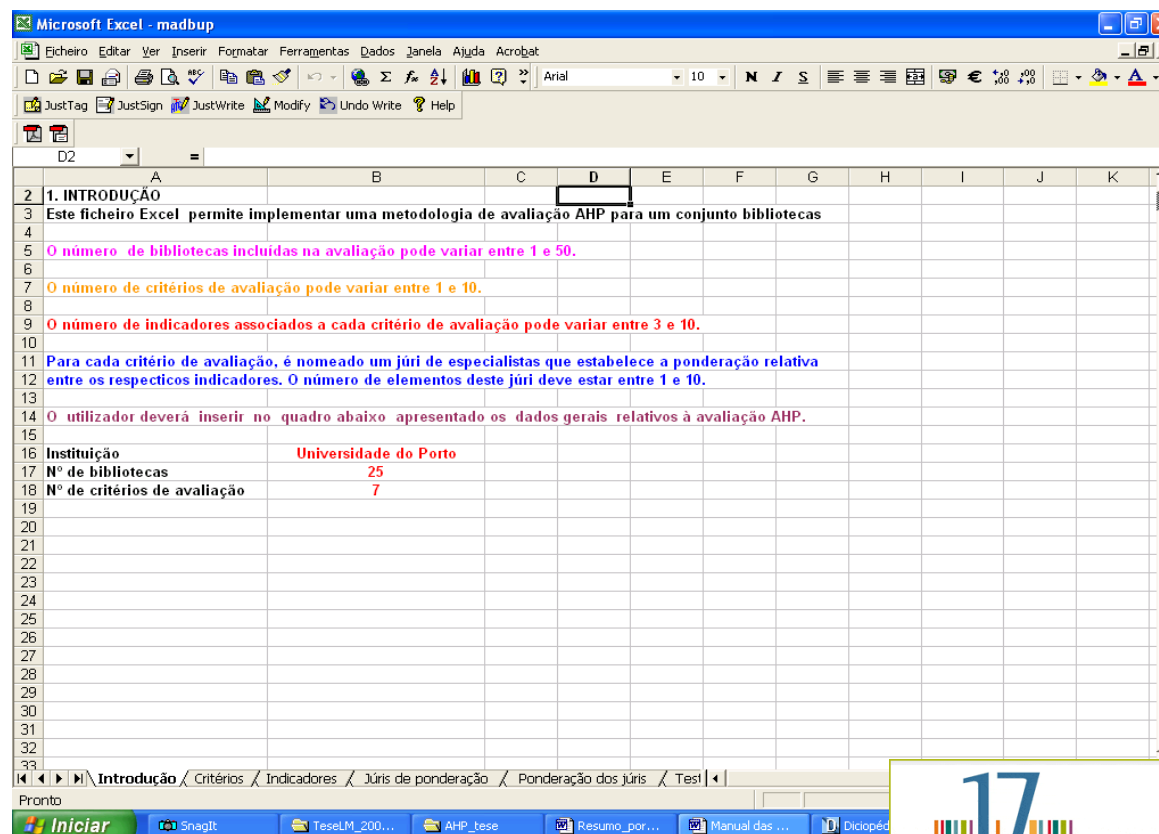
- ***Calculate their relative weights (AHP)***

*(using the opinion of 10 university librarians)*

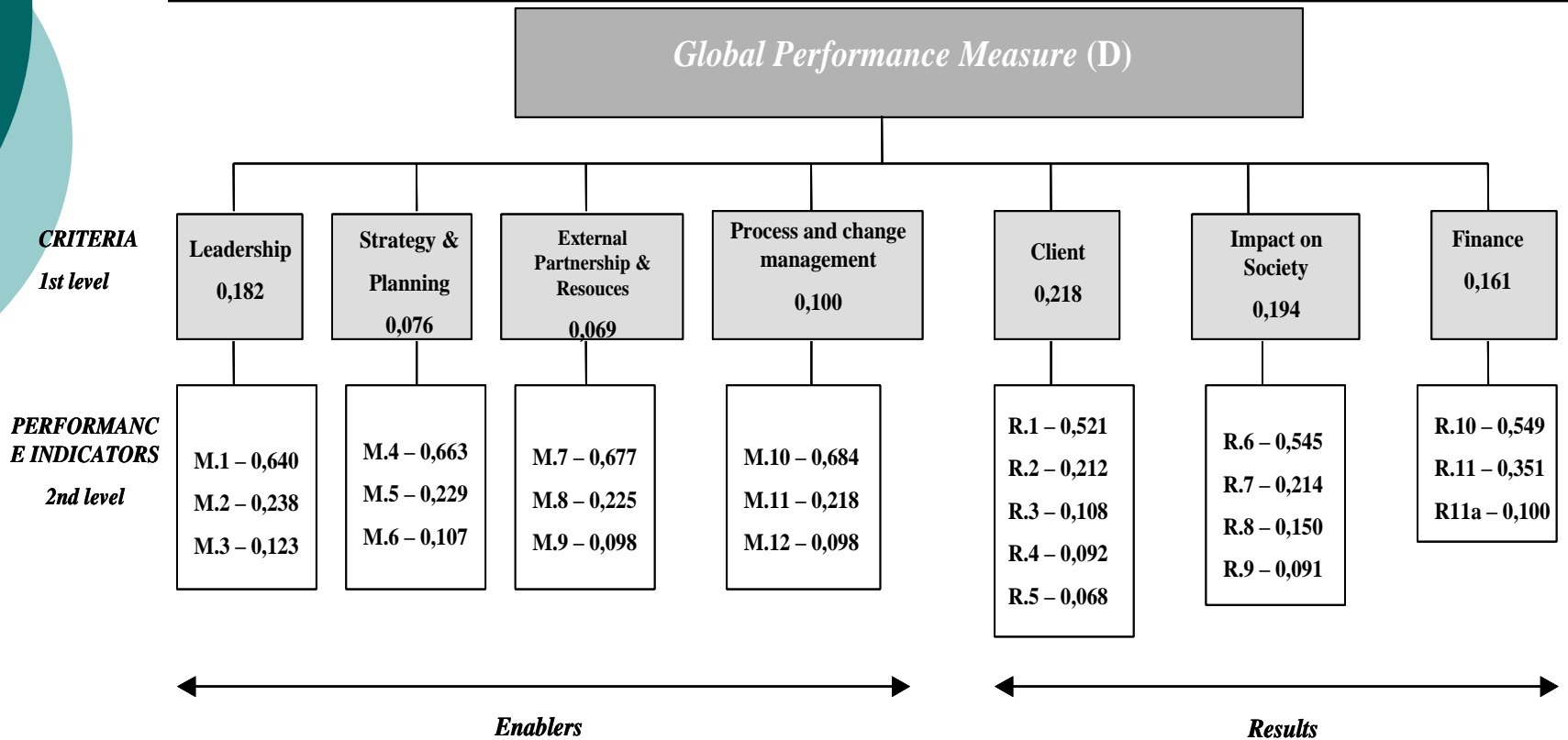


# Mixed model CAF-BSC- AHP model implementation

- Calculations were estimated with the software Excel for Windows.



# Results



Hierarchic structure of the AHP and results how, the inquired librarian, weight the different criteria used to computed the **gobal performance measure (D)**, and how they weight the various performance indicators used to evaluate each criterion

# RESULTS OF THE RELATIVE WEIGHT OF THE CRITERIA

Customer perspective - **0.218**

Impact on society - **0.194**

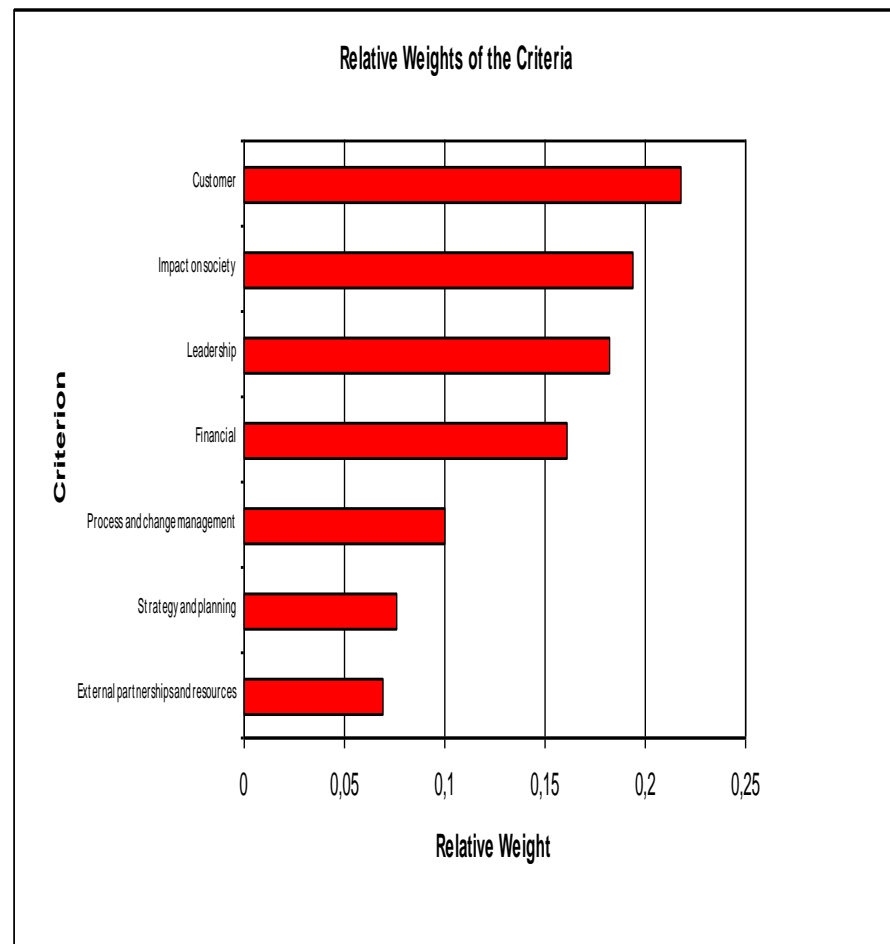
Leadership - **0.182**

Financial perspective - **0.161**

Process and change management - **0.1**

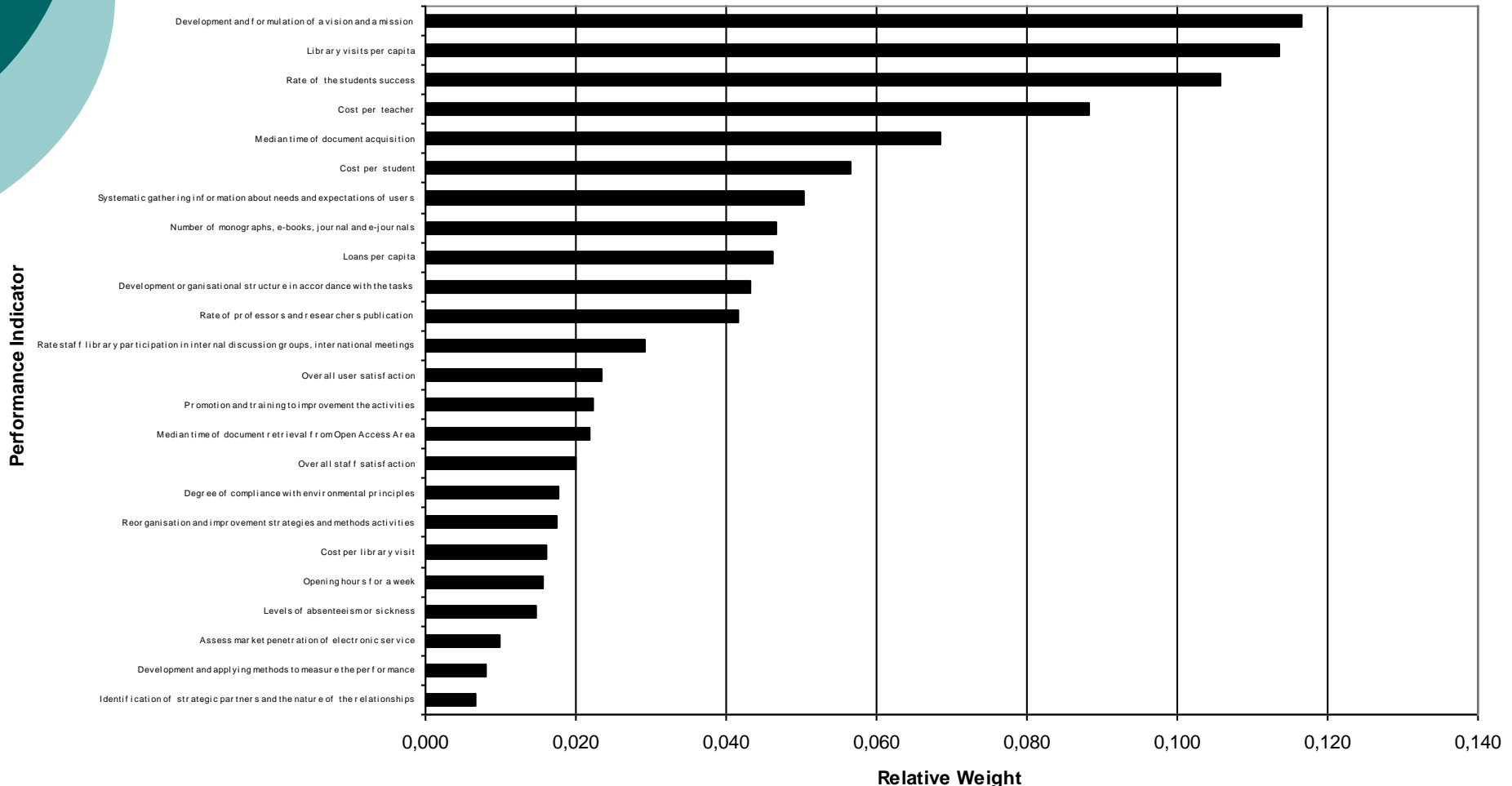
Strategy and planning - **0.076**

External partnership and resources - **0.069**



# Results of the relative weights of the PI in the Global Performance Measure D

Relative Weights of the Performance Indicators in the global performance measure



# Conclusions

- **The evaluation model proposed in this study is based on well-known instruments, CAF, BSC and AHP.**
- **Measuring academic libraries inputs, outputs, processes and outcomes is not an easy task and it is a great challenge.**
- **The discussion of these subjects among librarians is useful and allows us to obtain data for the evaluation of libraries and information services.**
- **It is possible to build partnerships between university libraries to share knowledge and evaluation results so as to improve the quality of university libraries.**

**Evaluation of quality is a process to be definitely incorporated in the activities of the information services**

**THANK YOU!**

**ΕΥΧΑΡΙΣΤΩ**