MEETING USERS NEEDS

A CHECKLIST FOR BEST PRACTICE PRODUCED BY SECTION 8 – PUBLIC LIBRARIES SECTION OF IFLA

First produced August 2005 – Updated: July 2008

Objective

To provide practical guidance for public libraries in understanding their users (and potential users) needs through consultation, survey and feedback.
This objective follows on from the general guidance provided in chapter 3 of The Public Library Service IFLA/Unesco Guidelines for Development published in 2001 and available on IFLANET at
http://www.ifla.org/VII/s8/news/pg01.htm

Targets

1.   To organise a relevant programme at the IFLA World Congress in Buenos Aires. This was held as Session 131 in association with Section 22 Statistics and Evaluation and the papers are available in English, Spanish and French on IFLANET at http://www.ifla.org/IV/ifla70/prog04.htm

2.   To publish a good practice guide and offer this on the IFLA website with links to libraries with exemplary practices in user and staff consultation. This is the guide and will be updated as when new exemplars are identified.

Overview of Contents

1. Surveys – in house and external production including national survey schemes and use of external consultants.
    ➢ Surveying existing users
    ➢ Surveying potential users
    ➢ Use of ICT through electronic/web based interactive surveys

2. Statistical analysis of trends

3. Friends and user groups

4. Focus groups

5. Suggestions and comments schemes

6. Staff groups – including pooling verbal feedback from users

Participants in creating this checklist:
Assumpta Bailac, Fundació La Caixa, Catalonia, Spain.
Elena Boretti, Biblioteca Comunale A. Lazzerini, Prato, Italy.
John Lake, Barbican Library, Corporation of London Libraries, UK
Mònica Medina-Blanes, Biblioteca Sagrada Família, Barcelona Libraries, Catalonia, Spain.

1. Surveys

1.1 Malmgren, Pema.
Surviving – not Living: A Study of a Library and its Users in Northern Tanzania.
1999.

http://dspace.bib.hb.se:8080/dspace/bitstream/2320/1661/1/00-33.pdf

1.2 *City services satisfaction survey: final report, prepared for City of Arlington* by Decision Analyst Inc. December 2002.

http://www.ci.arlington.tx.us/special_reports/2002/2002_citizen_survey_presentation.ppt

1.3 Albany Public Library. Citizens Library Advisory Committee. Final report. December 2004.

http://www.albanypubliclibrary.org/documents/clac_final_20050103.pdf

1.4 *Finite spaces, infinite demands: an evaluation of the Mitchell Library.*
Mitchell Library, Australia. April 2003.

http://www.sl.nsw.gov.au/staff/finite/1.cfm

1.5 Gildas Illien
Measuring and Mapping the invisible :Alternative procedures to understand users' approach to Information in a University Library.
Paris 8 University Library, Saint-Denis, France. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
This paper aims at describing the most recent and promising procedures which

have been tested in Saint-Denis to measure qualitative use of the library by its patrons. Through a combination of various survey protocols, we have been trying to understand :

- Why the people come to the library, and what they're looking for.
- Where they actually go, which services they use, and what they find in the library.
- How their representation of knowledge and information confronts and challenges the spatial and intellectual organisation of the library space, catalogue and classification system. This paper also intends to show how such procedures can affect decision-making and, more broadly, library management regarding the following service-oriented issues.· students' education in the field of information and documentation.
- Ways of organising communications, mediation and assistance with library patrons.
- Changes in space organisation, signals and signboards.
- The implementation of a new information system.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#26

1.6 McKnight, Sue
*Customer Value Research***.** Libraries & Knowledge Resources**,** The Boots Library**,** Nottingham Trent University. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
This research, based on focus groups with key customer segments, seeks to identify: what aspects of the library service cause irritation; what services are most valued by the customer segment - the value propositions; and a rating of current performance against those value propositions. It is much more useful than 'Customer Satisfaction' methodologies for evaluating performance. The methodology used is provided by Enzyme International, a facilitation company/consultants.
The process is very effective for a number of reasons: the customers are not asked to comment on a given list of services; they create their own hierarchy of value (and irritation) so it is valid from the customer perspective. Information is gained on the priority or importance of the value propositions, so as to aid decision making - reduce the irritations and maximise value. A gap analysis is gained on relative importance and current performance. Library staff are observers in the focus group sessions and are involved in anticipating how they believe the customers are going to rank the value propositions - so a gap analysis is generated on perceptions between library staff and the customers task groups from across the library then work with the data from the consolidated focus groups to work out what needs to be done to improve value and reduce irritation, so it is an effective 'cultural change' mechanism.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#26

1.7 National Library of Singapore.

NLB measures and monitors customer satisfaction through their Customer Survey nation-wide. This annual survey allows NLB to determine customer's satisfaction with its services, as well as their perceived needs of its services. Priority for Action Across Areas are identified to enable improvements to be made.

Their Reference Point Service is a centralised remote enquiry service and each enquiry has an online survey feedback form attached so that progress and performance can be continuously monitored and adjusted. Service Quality Feedback forms are readily available at all Library Customer Service Counters. Online feedback forms are available via the NLB website or the elibrary hub website.

http://www.nlb.gov.sg/
http://www.nlb.gov.sg/CPMS.portal?_nfpb=true&_pageLabel=CPMS_page_RL_LKC_Services_enquiry
http://www.elibraryhub.com/libraryServices/recommendTitleForm.asp

1.9 Pasadena Public Library, USA.

From Nov. 12 to Dec. 12, 2002, the staff of the Pasadena Public Library conducted a survey of library patrons as they visited a Library service site or their website.

 http://www.cityofpasadena.net/library/

The survey was designed to discover what materials library patrons are expecting and using in the Library material collection. The survey was also designed to collect patron perception and rating of five collection areas identified for emphasis in the 1998 Collection Development Plan.

http://www.cityofpasadena.net/library/collectionSurvey_summary.asp

1.10 Pinto, Leonor Gaspar & Ochôa, Paula
A new model for public library and information services evaluation: an integrated approach - SIADAP+B
INCITE, the Portuguese Association for Information Management. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Abstract
The aim of this paper is to present the model developed specifically for
the evaluation of Portuguese public library and information services as a result of a research project carried out by INCITE, The Portuguese Association for Information Management (2004). The model is based on four action-oriented pillars:

- Common Assessment Framework (CAF) – the self-evaluation framework recommended for European Public Administration Services.

- Balanced Scorecard – Kaplan and Norton's strategical tool for organizational management and performance improvement.
- Library standards on performance measures and indicators (ISO 2789, ISO 11620 and ISO/TR 20983).
- The Portuguese system for evaluating Public Administration organizational and individual performance – Sistema Integrado de Avaliação de Desempenho da Administração Pública – SIADAP.

The balanced integration of all these components focused on a library perspective is an innovative tool, which can push librarians towards a new social impact, since it is the first professional group to have a self-evaluation performance tailored-made tool. The model is described and the integration links are mapped in detail. The dissemination of SIADAP+B among the library and information community, together with a (inter)national growing tendency towards quality assessment led to several marketing initiatives within libraries. These initiatives and projects carried out by INCITE or, individually, by INCITE members are analysed. Finally, after reflecting on the difficulties of changing the traditional performance evaluation behaviour of librarians, the advantages of using an integrated model for performance evaluation are emphasized, especially in terms of INCITE's marketing policy.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#26

1.11 Poissenot, Claude
*The Public Library's Attractiveness : A Quantitative Study***.** IUT Nancy-Charlemagne, Université Nancy2**,** Lyon1. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
How can we understand that people frequent public libraries or not ? The author has tried to show for many years that the frequentation of libraries depends not only on external factors like reading practices, watching television, etc. He claims that it depends on internal factors : the way the libraries offer their services to users partly determines the number and the type of users who come there. But how can we know what the determining factors are? A first solution consists in doing a study of the frequentation of a library before and after a service change. That's a good method because the observation of users is done in the same context (neighborhood, staff, etc.). On the other hand, the results come from specific cases and we can't be sure that they are valuable in all the cases. Faced with such limits, a second solution is possible. We can observe a large number of libraries and compare them according to different criteria.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#26

1.12 *Public Library User Survey (PLUS).*

An annual survey of user satisfaction with services provided by every local authority public library service in England, Wales and Northern Ireland is carried

through the Chartered Institute of Public, Finance and Accounting (CIPFA). The web page link is attached for the CIPFA site along with a number of links to individual Library Services reports.

http://www.ipfmarketresearch.net
http://www.birmingham.gov.uk/Media/Plus2003.PDF?MEDIA_ID=60711&FILENAME=Plus2003.PDF
http://www.eastsussex.gov.uk/yourcouncil/consultation/2004/usersurvey/default.htm

1.13 *Surveytools.* Site sponsored by UNESCO Libraries Portal
and maintained by John R. Whitman, Surveytools Corporation
276 Oakland Street, Wellesley, Massachusetts 02481, U.S.A. August 2004.

http://www.surveytools.com/

1.14 The Genoese Public Libraries Citizen's Charter

Quality's measurement and improvements processes of library services have been regarding since long time in a very particular way both in Italy and abroad. That is the reason because IFLA - International Federation of Library Association - asked the Sistema Bibliotecario Urbano of the Municipality of Genoa for the following document, in order to testify the steps already taken on different fronts in such a complicated way: at first, the Citizen's Charter and the following services of "customer care"; then, in 2004, the important attainment of ISO 9001 : 2000 Certification for the Berio Public Library.

Italy, as second to Great Britain, committed itself to boost the use of the Citizen's Charter in Europe. If United Kingdom by this way faced public funds problems in the early 90s, Italy's concerns featured two standards: the common feeling that performing facilities in a way didn't fit in with citizens' needs and the expeditures paid to cover the range of services. The Citizen's Charter was used therefore as a 'gear' to introduce and/or strengthen the idea of "quality" in the heart of the public, half-public or private sectors rendering services to citizens.

In this context, the Municipality of Genoa played a performing role by many points of view. Assumed to be quite efficient the supply of some services for citizens, the choice was to certify its excellencies by using the Charter as a way to optimize these services and to bring them to light among citizens. At the same time, the Charter was used to link user expectations with achievements.

http://qualita.comune.genova.it/qualita/in_comune/qualita_biblioteca_GB.php

1.15 *Welcome to Your Library Project.* Developing public library services for asylum seekers and refugees. Final report 2004. Project Co-ordinator – Helen Carpenter of the London Libraries Development Agency.

Welcome To Your Library (WTYL) is a pilot project that aimed to identify and overcome barriers to use of public library and information services by asylum

seekers and refugees. The project ran from May 2003 to June 2004. Public library services in five London boroughs participated: Brent, Camden, Enfield, Merton and Newham. The Paul Hamlyn Foundation funded WTYL with a grant of £119,000 and the London Libraries Development Agency coordinated the project. The staff team was recruited from a range of backgrounds and comprised a dedicated part-time Project Officer in each borough's public library service and a part-time Project Co-ordinator.

The project drew on pioneering work with refugees and asylum seekers in the London Borough of Merton's Library & Heritage Service, for which they were awarded the Libraries Change Lives Award in 2001. It was also able to benefit from work of The Network and of library authorities outside London, including Birmingham City Council, Kent County Council and Norfolk County Council.

http://www.idea.gov.uk/idk/aio/1452930

1.16 *Campaña de telemárqueting = Telemarketing Campaign. Biblioteca Pública de Tarragona = Tarragona Public Library.* (Tarragona, Catalonia, Spain)

The Public Library of Tarragona has been making for years surveys of evaluation with the purpose of knowing the degree of satisfaction of the users on the library services, products and programs.

Telemarketing campaign goes to the local community, considering the opinion of the non users ones. They were until now a unknown sector, and its study can give the key to correctly focus planning and future services towards a demand of the non well-known community nor explicitly asked.

http://cultura.gencat.net/bpt/cs/actual/telemar.htm (available only in Spanish)
http://cultura.gencat.net/bpt/cs/actual/docs/telema.pdf (available only in Catalan)

2   Statistical analysis of trends

2.1 Adrial, Christina Jönsson & Edgren, Johan
Together we shape better libraries. The Swedish Quality Handbook Project.
Paper for IFLA World Congress. August 2004.

Abstract:
Quality management is a necessity in a changing world. There is a demand for increased services and changed offers from the customers. There are also demands for efficiency and value for money from our funding bodies. One way to meet these demands is to increase the knowledge about the library's activities and to obtain tools for improvement. The Swedish Quality Handbook Project supports the library in this. The aim of the "Quality Evaluation Handbook" project is to help Swedish libraries in all parts of the public sector to start conducting systematic quality management, by utilising performance indicators. The project is intended to serve as a springboard for libraries interested in engaging in quality development. The co-operation is based on the collection of data for the twelve indicators over a period of three years and a comparison of the results over time and with those of other libraries. The most important outcome from the project is that it has led 50 Swedish libraries
to start performing systematic quality management. The project is run by The Special Interest Group for Quality Management and Statistics within the Swedish Library Association who plays an active role in encouraging Swedish libraries to engage in quality development and evaluation.

http://www.ifla.org/IV/ifla70/papers/152e-Adrial_Edgren.pdf

2.2 Canibano, Analia & Bargero, Patricia
The Never People: reaching out to non-users in our communities.
(Public Library 'Domingo F. Sarmiento', General Villegas, Buenos Aires, Argentina) E-Mail: acanibano @servicoopsa.com.ar
Paper for IFLA World Congress. August 2004.

Abstract
This paper tries to show the development of a network of a Popular Public Library in a rural area as the small town of General Villegas in the province of Buenos Aires, in Argentina is. Although it was founded in 1935, it was not until the eighties that it started its strategy of reaching out to new users such as children. Now at the beginning of XXI century it continues working with different publics, a new building is being built to satisfy its increasing activities and to conceive the library as a permanent learning site equipped with the latest technology. Also this new stage is led by the total quality philosophy. And for the challenge of contributing to achieve equity, taking into account different publics and sustaining a social policy which allows the access to modern technology to those users deprived of these benefits.

http://www.ifla.org/IV/ifla70/papers/163e_trans-Canibano_Bargero.pdf

2.3 Davies, J. Eric and Creaser, Claire
Taking a Measured Approach to Library Management: Performance Evidence Applications and Culture. LISU, Research School of Infromatics, Loughborough University, Loughborough, Leics. England, LE11 3TU. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
Performance evidence plays an important role in the management of modern information and library services. Managers seek to achieve an array of objectives and undertake a whole range of activities. How well they manage is influenced by access to appropriate and reliable supporting evidence and their capacity to utilise it intelligently. This paper outlines the general context of managing through performance evidence and draws on experience acquired by LISU, firstly to discuss how a culture of managing with performance evidence may be developed in an organisation and, secondly to describe, with examples from different organisations, the scope for applying performance evidence to service development.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#11

2.4 Feliu, Toni and Permanyer, Jordi
How statistics and indicators can help improve the libraries: the case of the libraries network of the province of Barcelona
Diputació de Barcelona. Libraries Service, Spain. Paper for IFLA World Congress. August 2004.

Summary
The use of statistics and performance indicators are presented as amongst the basic techniques for the evaluation and subsequent implementation of library services in the municipal library network of the province of Barcelona (Spain), both at the local and the supramunicipal levels. The role of the Diputació de Barcelona Library Service in the production of statistics and indicators, and in evaluation and implementation of library services is described.

http://www.ifla.org/IV/ifla70/papers/076e_trans-Feliu_Permanyer.pdf

2.5 Fuegi, David
Recent developments in the application of statistics, standards and performance indicators in public libraries in England.
MDR Partners, Colchester, UK. Paper for IFLA World Congress. August 2004.

Abstract
This paper makes a case for the use of performance indicators in public libraries and argues that they are required by various stakeholders and at various levels of aggregation. Library managers should have regard to the substantial body of work accomplished already to provide them with effective tools for performance management. The paper draws attention to recent work in the UK on public

library plans and public library standards and to recent work on impact assessment in the UK and elsewhere. It goes on to draw attention to relevant EU funded recent work by the projects LIBECON, CALIMERA, PULMAN and LEARNEAST, including a statistical framework for benchmarking public libraries internationally.

http://www.ifla.org/IV/ifla70/papers/120e-Fuegi.pdf

2.6 Hoivik, Tord
Comparing libraries. From official statistics to effective strategies. Faculty of Journalism, Library and Information Science
Oslo University College. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
The countries of Europe are turning from industrial to knowledge based societies. In that process the social role of public libraries is changing. Their main services continue as before. Libraries still lend books, answer questions and provide space for a great variety of social and cultural activities. But the interpretation of the services changes. In industrial societies, culture and education are seconday sectors, somewhat divorced from "real work". Our children were educated before they started working - and adults enjoyed culture as a form of recreation **outside** working hours. A skilled worker was skilled for the rest of his life. In knowledge societies, production is based on constant learning and continuous innovation. Technologies and markets change rapidly and need organizations - as well as individuals - that are able to adapt, learn and develop. Culture and leisure are becoming major economic sectors in their own right. Highly educated people try to fill their lives with rich, intense, and meaningful experiences - both at work and in their spare time. This is a challenge to public libraries

http://brgbib.bergen.folkebibl.no/ifla/papers.html#18

2.7 Koontz, Dr. Christie
Using Geographic and Library Use Data for Improved Strategic Planning and Decision-making
GeoLib Program**,** Florida State University. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
Awareness of and access to geographic data is complex and new to many professions, including librarianship. Geographic data is best described as information such as the geographic boundaries of the neighborhood the library serves, characteristics of the people who live there (age, language spoken, level of income and education), and how far library users and potential library users live from the library. Library research indicates all these factors which are geographic in nature, affect library use.
Public agencies such as school, police and fire departments access geographic

data with the support of local government through local planning offices or in-house expertise. Local funders consider these agencies critical to all citizens, and support comes readily. By contrast, sometimes the perception of the public library as a customer-selected agency rather than one that addresses the needs of all citizens often casts the library in a not-so-critical role. Yet the public library's mission remains centered on equitable information provision to all people in a community, and has continued for the past century to be an exemplary public provider.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#22

2.8 Library Information and Statistics Unit
LISU is an internationally renowned research and information centre for library and information services, based in the Department of Information Science at Loughborough University. They collect, analyse, interpret and publish statistical information for and about the library domain in the UK, on behalf of the Museums, Archives and Libraries Council (MLA).

http://www.lboro.ac.uk/departments/dils/lisu/pages/about.html

2.9 Huang, Michael B. Senior Assistant Librarian, Health Sciences Center Library and Ellen Maleszewski Professor School of Health Technology and Management**,** Stony Brook University
Library Statistics without Fear. Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
Many librarians who don't have a mathematical or statistical background are often intimidated by a wide spectrum of statistics. A basic understanding of statistics would help librarians answer reference inquiries, write successful proposals for funding of libraries, and to conduct research. This paper will address the following topics: (1) what are basic descriptive statistical methods and how they can be utilized; (2) how to understand "statistically significant" and how to stretch the truth using graphs and charts; and (3) how to understand, interpret, and utilize statistics and a variety of professional research literature to help manage your library.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#17

2.10 Meunier, Pierre.
Recent developments in Quebec concerning the normalization and performance measure of public library services. Planning and development Department Montreal Public Library Montreal, Quebec (Canada). Paper for IFLA World Congress. August 2004.

Abstract
Recent developments in the public libraries of Quebec, particularly in the merged municipalities, are presented as examples. The analysis on the state of this library system revealed an imbalance between the service offer and the demand. Compared to the Standards of Quebec" and other urban library systems in Canada, certain borough libraries of Montreal demonstrate marked deficiencies to the spaces and documents. Concerning the current library service, major disparities from the point of view of socio-demographic characteristics demand. Re-evaluation of the location of certain points of service and the possible implementation of auxiliary services. The consolidation envisaged for the new library System of Montreal will realized by creating new minimum service standards favouring levels of service offers and groupings of families of libraries, as well as introducing performance indicators. These two types of intervention will be defined according to a strategic plan of five axes or strategic objectives, 17 specific objectives and a little more than 40 management concerns. A first phase of the project is already underway to determine normative and performance indicators for 14 fields of standardization considered to be priorities. The new standards will be determined for each group or family of libraries in reference to an integrated analysis (simulation) by quartiles and comparative study of socio-demographic characteristics, resources and anticipated degrees of use of the resources and the services. Finally, this presentation of initiatives by the new library System of Montreal, resulting from the amalgamation of 28 municipalities localized on Montreal Island, illustrates inescapable, common and preliminary principles in the selection of information management, as well as of normative and performance indicators.

http://www.ifla.org/IV/ifla70/papers/189e_trans-Meunier.pdf

2.11 Montón, Milagros Ortells & Zacarés, Ignacio Latorre
General del Libro y Bibliotecas de la Generalitat Valenciana (Comunidad Valenciana – España). Dirección General del Libro y Bibliotecas. Servicio del Libro.
Statistics to Plan: Statistical Development In A Regional System Of Public Libraries (Valencian Community – Spain.) Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Abstract
Since 2000, the coordinating agency of library policies in the Valencian Community (Spain) started a process of improvement in the statistical system of the Valencian Library System that has allowed a better knowledge of the present condition of the regional library net and that acts as a tool for the taking of decisions in library policies. The paper analyses the improvements brought about in the statistical management and its practical applications in library policies and in research on public libraries.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#24

2.12 Rosenfeldt, Debra
*Libraries Building Communities: the vital contribution of Victoria's public libraries :
a report on a major research project of the Library Board of Victoria and the
Victorian public library network.* Employing organization: State Library of Victoria.
Paper presented at the IFLA Management and Marketing Section Satellite
Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
Libraries Building Communities is a research project that evaluates the
contribution of public libraries to community strengthening in the Australian State
of Victoria and provides recommendations that will help drive the strategic
direction of the State's public library services for the next several years. Victoria
has a population of approximately 5 million people. It has 43 public library
services and a network of 238 branch libraries and 30 mobile libraries.

http://brgbib.bergen.folkebibl.no/ifla/papers.html#24

2.13 Projecte Tibidabo = Tibidabo Project

Summary
The Tibidabo Project is a platform that makes contact between various Public
Library Networks of all the world, contributing a synthetic vision of each one and
establishing a series of indicators that allow the comparison and evaluation
between them. Tibidabo Project collects facts and figures about the Public
Library Networks of the cities and regions, grouped under three headings:
Resources, Collections and Services.

• RESOURCES to evaluate the efficiency of the management of the resources
  and find out if they are sufficient and adequate.

• COLLECTIONS with the aim of evaluating the suitability of the offer of the
  collection compared with the demand and the need.

• SERVICES so as to evaluate the efficiency of the services offered by the
  Public Libraries and find out how the citizens make use of these.

The Tibidabo Project aims to get a comparison and co-operation of the library
networks so as to establish connections between similar centres and to find new
lines of work.

The Tibidabo project is an initiative of the Libraries Consortium of Barcelona and
the Library Service of the Provincial Council of Barcelona.

http://tibidabo-project.gesem.net

2.14 Wimmer, Ulla
The strategic dimensions of performance measurement
Kompetenznetzwerk für Bibliotheken beim Deutschen Bibliotheksverband e.V.

Paper presented at the IFLA Management and Marketing Section Satellite Meeting 9 – 11 August, 2005 in Bergen, Oslo.

Summary
The paper looks at performance measurement (PM) and statistics from a rather sociological point of view. The tools used are taken from systems theory, history of science and cultural studies. Four theses are at the centre of the work. They are just plainly stated here and will be illustrated and explained by examples during the presentation:

http://brgbib.bergen.folkebibl.no/ifla/papers.html#39

3. Friends and user groups

3.1 Friends of Libraries U.S.A.

A nationwide membership organization of local friends groups, libraries and individuals. Its mission is to motivate and support local Friends groups across the country in their efforts to preserve and strengthen libraries, and to create awareness and appreciation of library services by:

- Assisting in developing Friends of the Library groups in order to generate local and state support
- Providing guidance, education, and counsel throughout the Friends network
- Promoting the development of strong library advocacy programs
- Serving as a clearinghouse of information and expertise.

Organises workshops, lectures, author events, exhibits, **publications: *News Update*** (bi-monthly newsletter), Fact Sheets, educational videos for Friends, occasional special publications, and online toolkits to help libraries and Friends groups maximize support for libraries. Provides awards, idea of the week and a network which includes an electronic discussion group.

http://www.folusa.com

3.2 Libdex – The Library Index

Exist to assist libraries in fulfilling their mandates by fundraising, promotion, and support. Libdex compiles a geographical index of Friends of Libraries pages around the world.

http://www.libdex.com/fol.html

3.3 Friends of Canadian Libraries

The objects of the Corporation are:
(a) To encourage and assist the formation and development of Friends of Library groups in Canada for all types of libraries
(b) To promote the development of excellent library service for all residents of Canada
(c) To provide Friends of Libraries groups access to information and ideas that will prove useful to them in the operation of their organizations; and
(d) To make the public aware of the existence of Friends of Libraries groups and of the services they perform.
(e) Provides support, advice, information, awards, maintains a listserv, good ideas.

http://www.friendsoflibraries.ca

3.4 Friends of Libraries Australia

Mission:
- The establishment, promotion and support of Friends of Library groups throughout Australia.
- To provide a representative voice for FOL groups and Library users.
- To encourage the use of library and information services.

Aims to:
- Support the important work being achieved by Friends groups nationally on behalf of libraries and the service they provide, recognising that libraries have obligations to administrative and funding authorities as well as to their user community.

Goals are:
- To encourage and assist the formation and development of Friends of Library groups in Australia.
- To promote the development of excellence for all people residing in Australian states and territories.
- To provide a means for Friends of Library groups to have access to information and ideas that will prove useful to them in the operation of their organisations.
- To promote public awareness of the existence of Friends of Library groups, and of the services they support and provide.
- To liase with bodies with similar aims to achieve goals

http://www.fola.org.au/

3.5 Friends of Mississippi Libraries

Formed in the 1980's The Friends of Mississippi Libraries has twice received national recognition from the Friends of Libraries U. S. A. (FOLUSA) for its efforts to strengthen grassroots support for Friends advocates. In 1987, the Friends received the Baker and Taylor Award for its publication, Handbook for Local Friends Groups (1986). Again, in 1992, the Friends of Mississippi Libraries were honored with the Baker and Taylor Award for overall activity of Friends groups in the state.

http://www.mlc.lib.ms.us/ServicesToLibraries/LibraryAdvocacyFriendsLib.htm

3.6 Friends of Christchurch Libraries, New Zealand

Friends of the Library value, support and promote the Christchurch City Libraries. The Christchurch City Libraries enhances and strengthens the knowledge bases available for all Christchurch citizens.

Who are Friends of the Library?

- Friends of the library is a non-profit organisation dedicated to supporting the public library system.

- Friends of the library are people who know that a community with a first rate library is a better place to live.
- Friends of the library bring together involved, caring people who are willing to work for excellent libraries.

How do friends enrich the library?
- By focusing public attention on library needs, services and facilities.
- By broadening community awareness and use of library services and resources.
- By supporting and promoting one of our community's great assets.
- By supporting the freedom to read and access to information for all.

Rewards for being a friend:
- The good feeling that comes from knowing you are helping to spread the joy of reading and the love of books.
- A preview evening at the annual library booksale, which is staffed voluntarily by the friends.
- Regular lunchtime speakers with popular introductions to a range of subjects.
- A regular newsletter with information of coming events, library services, book notes and other interesting material.
- Discounts on selected books.

The purpose of the friends is:
- To maintain an association of people interested in books and libraries.
- To promote public use of the Christchurch City Libraries and appreciation of its value as an asset to the community.
- To encourage the extension and improvement of library services.
- To advocate and encourage strong library support to make a positive difference.
- To assist in maintaining the Christchurch City Libraries as a free public library service.

http://library.christchurch.org.nz/Friends/

3.7 South Dakota Libraries Network

SDLN User Groups Various user groups have been established, each representing a different functional area or membership type within SDLN. From the user groups come ideas, suggestions, and concerns for training and improvement. Each user group elects a chair. User groups occasionally convene for in-person meetings but the bulk of their work and discussion is conducted by conference call, discussion list, and electronic mail.

The active participation by SDLN members and staff in all user groups work toward ensuring that all SDLN member library staff are informed and moving in the same direction. All user groups are advisory to the SDLN Executive Committee that, in turn, makes its final recommendations on enhancements and development of SDLN to the SDLN Advisory Council.

First produced August 2005

http://www.sdln.net/?mode=about&page=userGroups.php

3.8 National Library Board Singapore. Friends of the Library.

http://vms.nlb.gov.sg/public/index.jsp

4. Focus Groups

4.1 Aerni, Sarah. User perceptions of the library's Web pages: a focus group study at Texas A&M University. A Fascinating online Powerpoint presentation which will be of use to any Library.

http://www.lib.whu.edu.cn/dzpx/files/5Focus_Groups.ppt

4.2 Fairfield Library, USA. Long Range Plan 2001 – 2006.

In November and December, 2000, Fairfield Public Library invited residents from various segments of the population to participate in one of six focus groups in order to share their views about the town today and its future. The groups were comprised of teens, parents of young children, senior citizens, elected officials, the general public and library staff members. A total of 104 people participated. They were asked to comment on the strengths of the community as well as its weaknesses and the opportunities and obstacles they see for the future. This information has been used to plan appropriate library facilities and services which will have a meaningful impact and will be valued. Following is a summary of their observations and concerns about the town as it exists today.

http://www.fairfieldpubliclibrary.org/focus.htm

4.3 Figurski, Jan. Getting in Focus: A focus group primer for libraries. Presented at the OLA Conference 2005.

A useful Powerpoint presentation.

http://www.accessola2.com/superconference2005/sat/docs/905/figurski.ppt

4.4 McNamara, Carter PhD
Basics of Conducting Focus Groups

Useful short checklist for holding focus groups in your library
including; Preparing for Session; Developing Questions; Planning
the Session; Facilitating the Session and Follow Up.

http://www.mapnp.org/library/evaluatn/focusgrp.htm#anchor913016

4.5 Strategic Plan for the Future of Library Service in Massachusetts

http://mblc.state.ma.us/grants/lsta/plan/ch03s03.php

Staff of the Library Development Unit chose to use professionally moderated focus groups as the primary needs assessment tool for this planning effort. This was done in part to move beyond the library community through focus groups with users and non-users and, in part, to check with the library community on programs offered and directions they would like to see for the next five years. To this end, City Square Associates of Brookline, MA was engaged to run a series of eight focus groups for library users and non-users

and report the findings. The groups were conducted in March 2002. City Square held an additional series of 8 focus groups for library professionals in May 2002.

Following the focus groups, the moderator prepared a written report based on a review of the audiotapes of the sessions. Focus group input was presented to the Long-Range Plan Steering Committee. The executive summary of the City Square Research is presented on the website in its entirety.

4.6 Focus Groups & Libraries: A Selected Bibliography

Peter Z. McKay, Business Librarian, University of Florida
Leticia Camacho, Business Librarian, Brigham Young University.
Prepared for the BRASS Discussion Group. ALA. Boston. January 2005.

Introduction: This bibliography is divided into three sections: Library Literature; Books & Handbooks; and Web sites. The databases and URLs for articles that are available in full-text are listed. These sources require that your institution has a license. The article by Shoaf contains an excellent review of the literature on the use of focus groups in libraries. Many of the citations in this bibliography are discussed in his article. The article by Von Seggern and Young features a good annotated bibliography on focus groups including their use in libraries.

http://www.ala.org/ala/rusa/rusaourassoc/rusasections/brass/brassprotools/brasspres/miscellaneous/FocusGroupsBib.pdf

4.7 Library@orchard and Library@esplanade.. National Library Board Singapore.

Library@orchard and library@esplanade were launched in 1999 and 2002 respectively. They were used as test beds for NLB to introduce new services and products which could then be adapted for future projects. Before embarking on an innovative service, NLB will review the needs of the wider community. In fact, library@orchard was created based on feedback in the National Reading Survey.

Initially, the librarians had concerns about setting up a library that catered only to young adults as they were used to libraries that served everyone — from children to senior citizens. This uncertainty was assuaged after the development team discussed the concept with focus groups made up of our target customers — young adults.

As it turned out, library@orchard was a big hit with young adults. Its success paved the way for more innovations, such as the music@orchard series of programmes that saw rap artistes and rock bands entertaining huge crowds. Another innovation was comics@orchard where comics went on loan in Singapore's   public   libraries   for   the   first   time.

The success of the first niche library developed for a specific audience led NLB to set up Singapore's first public performing arts library — the ibrary@esplanade. NLB engaged the arts community to provide ideas for the look and feel of the library, as well as for the materials that have gone onto the shelves. The NLB team also gained ideas from state-of-the-art libraries overseas. When library@esplanade opened a month ahead of the Esplanade, its mix of dance,

music, film and theatre materials, as well as its smorgasbord of programmes such as a drum clinic, an evening of songs with local personalities and Open Mic — an opportunity for daring members of the public to perform on stage, quickly drew the crowds

www.nlb.gov.sg/

5 Suggestions and comments schemes

5.1 National Library of Singapore.
Customers cam submit their feedback to the Quality Services Manager (QSM) via telephone, fax, email, mail.

http://www.nlb.gov.sg/

6 Staff groups – including pooling verbal feedback from users

6.1 Bernardi, John. Omaha Public Library Staff Day, 2004

Omaha Public Library held its tenth annual Staff Day in the Swanson Room of the Durham Western Heritage Museum. All public library branches and departments were closed so that staff may attend. Full time staff were required to attend; attendance was optional for part-timers. A breakfast, buffet lunch, and afternoon snack were catered. During breaks, staff were allowed to tour the museum at no charge.

The responsibility for planning and organizing Staff Day rotates among the different branches and departments from year to year. Theresa Jehlik of the library's Training and Development Office coordinates the event and advises those planning it. The Friends of the Omaha Public Library funds the event. Planning Staff Day starts a year in advance.

The theme of the 2004 Staff Day was "You Are Special!" It sought to recognize the accomplishments of the hard-working and special library staff and give some attention to some of the special populations that come into their libraries. They also included programs pertaining to staff morale and management issues. All presenters and panellists were local people. Not only did this save them the costs of transportation, lodging, and food for out-of-towners, but it also emphasized the important resources right in their own community.

http://www.nebraskalibraries.org/nlaquarterly/2004-2-Bernardi.htm