# Evaluating Library & Research Services: Meaningful Measures & Measuring Impact

Library & Research Services for Parliaments
Management Workshop
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## Agenda

- Meaningful measures
- Why the struggle to define & capture  measures?
- Successful measurers
- Types of measures
- Measure frameworks
- Communicating impact
- Resources
- Challenges/exercises

# Why Is It a Struggle?

1. Libraries do not set targets for their measures.

2. Not enough understanding of stakeholders' value measures.

3. Measures not an integral element of services or programs.

4. Value measures are not differentiated from operating measures; outcomes are confused with outputs, which confuses everyone.

5. No clear responsibility for managing measures.

- http://www.infotoday.com/cilmag/jun13/Hosseini-Ara_Jones--Overcoming-Our-Habits-and-Learning-to-Measure-Impact.shtml

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Are clear on:

- their purpose
- the culture in which they operate
- what's important & of value to their stakeholders
- not what the people in their communities or campuses or companies need, but rather what they need to do
- how library services expedite or enhance people's ability to do what they want to or need to do

# Successful measurers

# Three types of measures

# Operational/Usage Measures

- We've long tracked "how much"
- We also need to look at differences:
    - Peaks? Dips? Switches?
- What are these statistics really telling us? Or, not?
- Who needs to see these statistics?
- Are they telling a story that you want to tell?

# Customer Satisfaction Measures

- Tends to focus on existing products and/or services
- Usually measured through surveys
- Are we also measuring importance?
- Survey burnout, plus the expectation is to score all "excellent" or "10 out of 10"

# The VALUE proposition...Measures?

- Are we adding value?
- What difference are we making?
- What is the impact of our services and/or programs?
- How are we contributing
  to the success of....?

# Meaningful measures

- Matter to you AND your stakeholders
- Are conveyed in the stakeholders' language
- More effective when defined using all three types of measures
- Demonstrate that your programs and services add value
- Focus attention on what is most important for the organization
- Are critical for managing, planning & decision-making
- Are organization-dependent

if our presence can't add **value** to their **lives** our absence will make no difference

# It's logical that:

| INPUT | OUTPUT | OUTCOME | IMPACT |
|---|---|---|---|
| resource perspective | operational perspective | user perspective | stakeholder perspective |

# Communicating Impact

- Language of stakeholders
- Data visualization
- Infographics
  - http://ebookfriendly.com/libraries-matter-library-infographics/?utm_content=bufferdba27&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer
  - European Parliament website has infographics at http://www.europarl.europa.eu/news/en/news-room/infographics

# LIBRARIES PROVIDE AN ESSENTIAL LINK BETWEEN GOVERNMENT AND CITIZENS

**88.8%**
Libraries help people understand and use government websites

**78.7%**
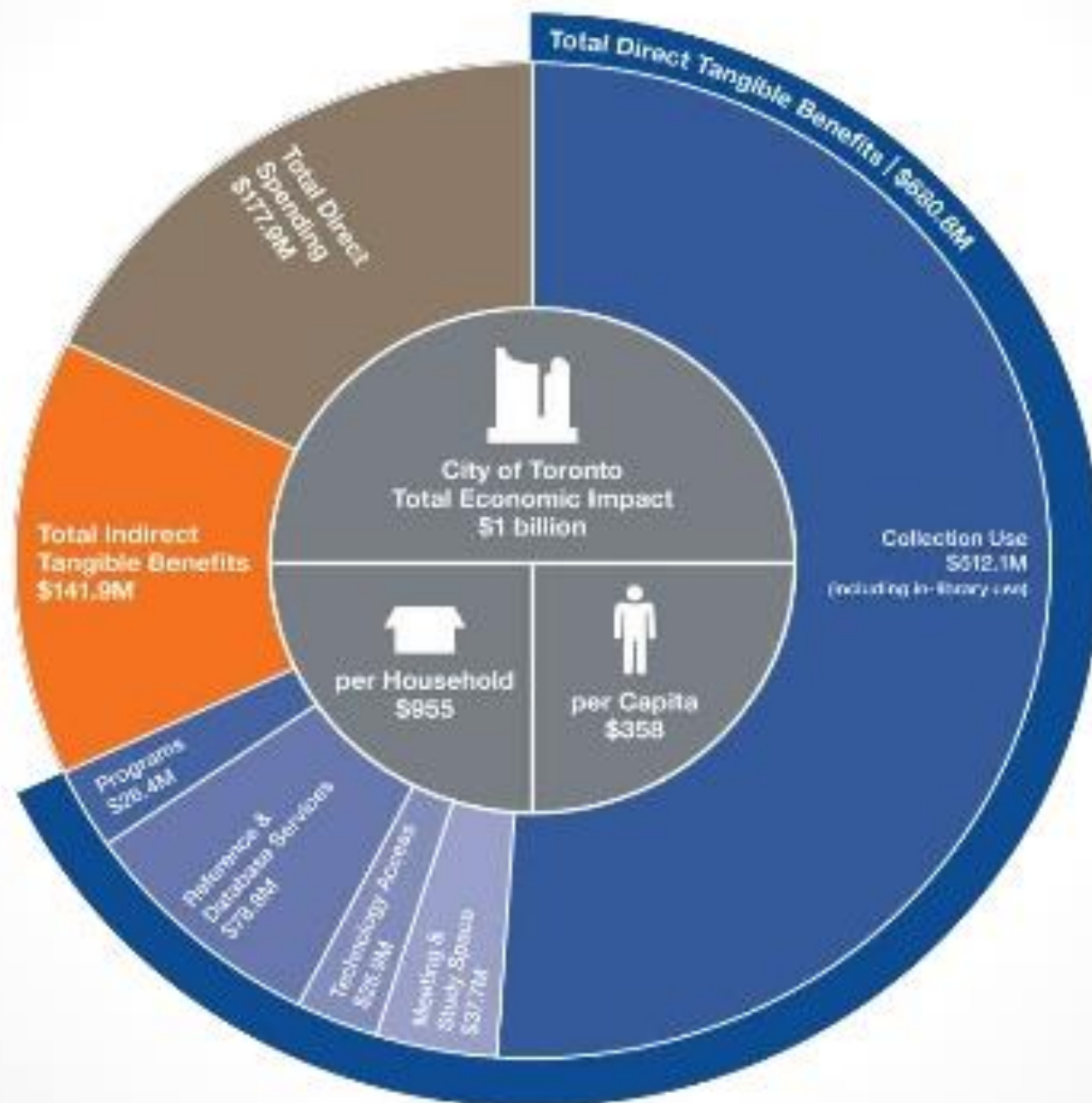Libraries help people apply for E-government services

**APPLY**

**63.3%**
Libraries help people complete E-government forms

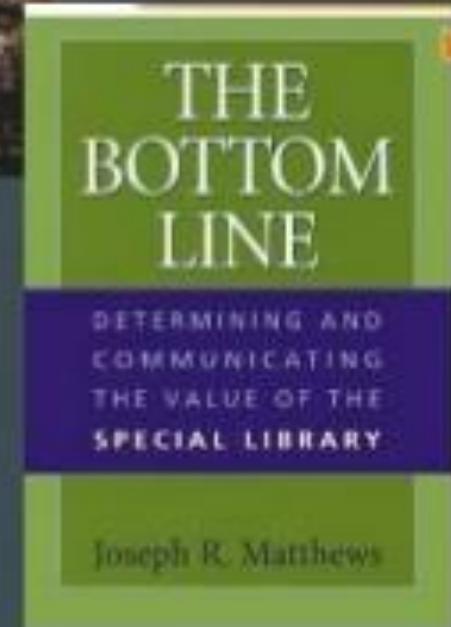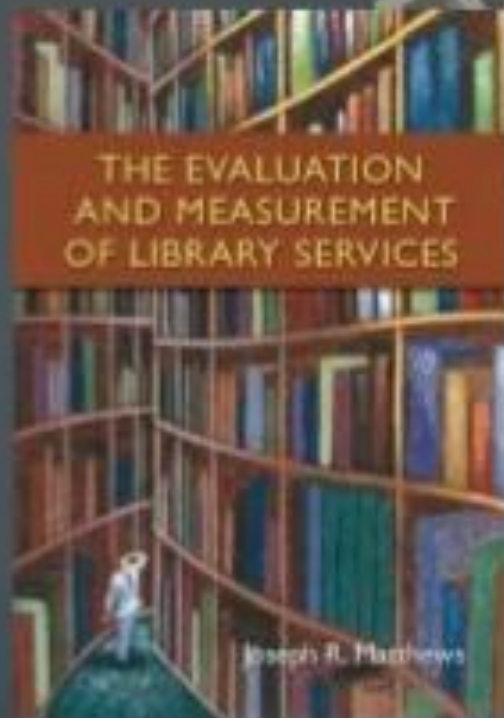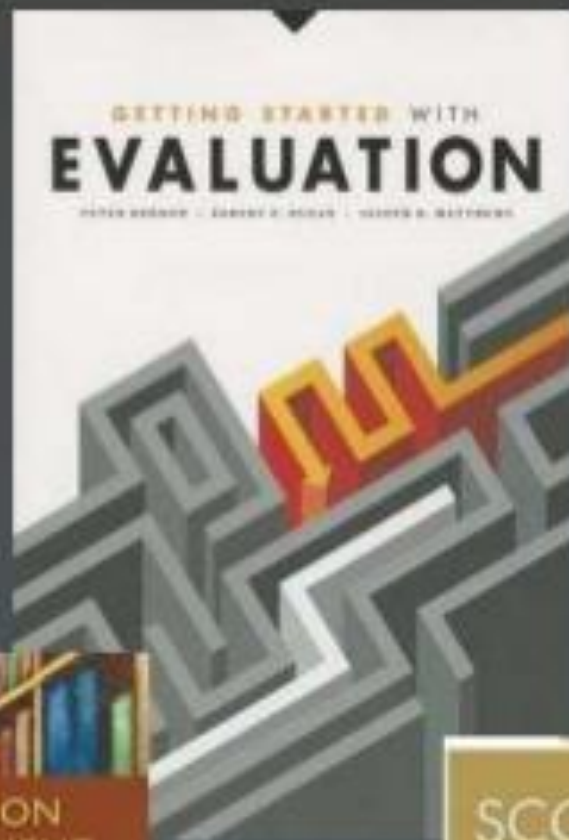**82.4%** Libraries report it is very important to provide access to government information

# Message 1: The Economic Impact of TPL



$1 invested = $5.63 of economic impact

# Resources

- [http://dysartjones.com/category/performance-measurement/](http://dysartjones.com/category/performance-measurement/)

- **Overcoming our habits & learning to measure impact, Rebecca Jones & Moe Hosseini-Ara**

- **Measuring what matters, Bonnie Gratch Lindauer**

- **Impact: A practical guide to evaluating community information projects**

- **Joe Matthews : The Bottom Line: Determining & Communicating the Value of the Special Library; Score Cards for Results; Evaluation & Measurement of Library Services**

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GETTING STARTED WITH
**EVALUATION**

Measuring
for Results

THE EVALUATION
AND MEASUREMENT
OF LIBRARY SERVICES

Joseph R. Matthews

SCORECARDS
FOR RESULTS

A GUIDE FOR
DEVELOPING A
LIBRARY BALANCED
SCORECARD

THE
BOTTOM
LINE

DETERMINING AND
COMMUNICATING
THE VALUE OF THE
**SPECIAL LIBRARY**

Joseph R. Matthews

# IMPACT: A Practical Guide to Evaluating Community Information Projects

February 2011

Step 1:
Describe Your Project and Identify Your Target Audience
Step 2:
Identify the Evaluation's Purpose and Key Questions
Step 3:
Design the Evaluation Using Effective Methods
  Website Analytics
  Social Media Analysis
  Surveys
  Interviews
Step 4:
Communicate & Report the Evaluation Findings

http://www.knightfoundation.org/media/uploads/publication_pdfs/Impact-a-guide-to-Evaluating_Community_Info_Projects.pdf

# It's logical that:

| INPUT | OUTPUT | OUTCOME | IMPACT |
|-------|--------|---------|--------|

| resource perspective | operational perspective | user perspective | stakeholder perspective |
|----------------------|-------------------------|-------------------|---------------------------|

# Framework for Influencing Stakeholders

**UNDERSTAND THE CONTEXT:** IN YOUR ENVIRONMENT, HOW IS VALUE DEFINED, MEASURED AND COMMUNICATED?

Key stakeholders who need to understand our value are:

| Name | Position/Title/Role | Indicators used to measure *their* progress | Their goals & objectives | What do we know about them? What type of stakeholder are they? (Financial, operational, support, influencer, etc.) | What do they know about us/our services? |
|---|---|---|---|---|---|
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Adapted from *Measuring What Matters: A Library/LRC Outcomes Assessment Manual*
by Bonnie Gratch Lindauer, Learning Resources Association, 2000

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- What problems do people face? What are their pains?
- What pain relievers can we best provide?

- What are the desired outcomes & impacts?
- How well are we allocating our resources to achieve those?

# The real questions

**Questions? Comments?
Other things to explore?**

Slides at www.dysartjones.com

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**THANKS!**

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