

# Key Performance Indicators

## What are Key Performance Indicators?

"KPIs represent a set of measures focusing on those aspects of an organisational performance that are the most critical for the current and future success of the organization." David Parmeter - Key Performance Indicators: developing, implementing & using winning KPIs.

In his book, Key Performance Indicators: developing, implementing & using winning KPI's, David Parmeter identifies seven unique characteristics of KPIs:

1. Are non-financial measures? (e.g. Not expressed in pounds).
2. Are measured frequently? (e.g. 24/7 or weekly).
3. Are acted on by the CEO or senior management?
4. Clearly indicate what action is required by staff (e.g. Staff can understand the measure and know what to fix).
5. Are measures that tie responsibility down to a team or individual?
6. Have a significant impact (e.g. Affect one or more of the critical success factors).
7. They encourage appropriate action (e.g. have been tested to ensure they have a positive impact on performance).

## Key Performance Indicators in library services

Performance indicators are used by many in HEIs to evaluate and measure the quality and standard of library services. It is for the organisation itself to agree upon valid indicators, establish procedures for measuring and recording these and presenting them under the preferred framework.

## British Standards Institute (BSI) for libraries

The British Standards Institute (BSI)<sup>1</sup> has developed an international standard endorsing the use of performance indicators in libraries. BSI suggests that key performance indicators (KPIs) for libraries should be categorised under four areas of measurement:

- **Resources, Access and Infrastructure:** KPIs measuring the adequacy and availability of library resources and services (e.g. staff, service points, workstations)
- **Use:** KPIs that measure the usage of library resources and services (e.g. loans, electronic resource downloads, use of facilities, study space occupancy)
- **Efficiency:** KPIs measuring resource and service efficiency (e.g. time required to acquire or process requests)
- **Potentials and Development:** KPIs that measure library's input into emerging service and resource areas (e.g. attendance at training sessions, percentage of staff appraised annually)

The British Standard also gives a clear outline of how performance indicators should be presented.

Alternatively, the services operational plans might provide a framework which links more transparently to service objectives. For example, performance indicators could be categorised under headings such as:

- **Student experience:** e.g. availability of resources and services, staff development, user satisfaction surveys.
- **Services to research:** e.g. measuring research output available on institutional repository.
- **Spaces:** e.g. provision of study space per FTE; percentage occupancy of study spaces.
- **Collections:** e.g. expenditure on resources per FTE.

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<sup>1</sup> British Standard: Information and documentation – library performance indicators, BS ISO 11620:2008  
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## KPIs for HE libraries focusing on customer service:

These example KPIs have been listed under the British Standards Institute headings

### Resources, Access and Infrastructure

- Availability of resources (e.g. networking, online resources, ebooks) - “We will ensure that our online resources are available 95% of term time
- Availability of printing/equipment (e.g. printers, copiers, other ICT equipment) - “We will ensure that our printing and copying facilities are available 95% of the time during term time”
- Opening hours - “We will open 100% of advertised opening hours during term time”
- Availability of online chat - “We will ensure our online chat services are available for 100% of advertised hours”

### Use

- Availability of study/ICT spaces – “We will ensure that 95% availability of spaces during term time”
- Availability of library operational systems – “We will ensure 95% availability of Library Catalogue/printing services/self-services machines”.
- Availability of key services points - “Our key service points are available 100% of advertised opening times.”
- Waiting times - “95% of users will not wait more than 5 minutes at our service points”.<sup>2</sup>
- Returning books to shelves within a set timeframe – “We will return 95% of materials to shelves within 24 hours”

### Efficiency

- Time to respond to users enquiries – “We will acknowledge 100% of enquiries received within 1 working day and respond to 95% of enquiries within 3 working days”.
- Time to respond to online chat enquiries – “We will respond to 95% of enquiries within 1 working hour”.

### Potentials and Development

- Attendance at training sessions – “We will ensure staff will undertake a minimum of 10 hours CDP per year”.
- Percentage of staff appraised annually – “We will conduct 100% of annual staff appraise.)

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<sup>2</sup> SCONUL sample days

## How university library services report on their performance (KPIs)

### *Brunel Library – Key Performance Indicator*

The screenshot displays the Brunel University London website. The header features the university's logo and navigation links for Website, Courses, and a search bar. Below this is a main navigation bar with links for COURSES, CAMPUS LIFE, RESEARCH, BUSINESS, INTERNATIONAL, NEWS & EVENTS, and ABOUT BRUNEL. The Brunel Library section is highlighted, with sub-links for About us, Students, Academic staff, Researchers, Visitors, and Prospective students. The main content area is titled 'Key Performance Indicators' and includes a breadcrumb trail: Home » Services » Library » About us » Key Performance Indicators. A sidebar on the left lists various library services, with 'KPIs' selected. The main content area features a tweet from Christina Ross (@\_ChristinaRoss) dated 10:17am on 26 Oct 13, which reads: '@Brunel\_Library I like that there are approximately 8 billion ways to get help from a librarian!'. The tweet has 2 retweets and 1 favorite. To the right of the tweet, there is a text box explaining the importance of KPIs and providing a link to check them out.

Welcome

Home » Services » Library » About us » Key Performance Indicators

Key Performance Indicators

Meet the Team

Code of Conduct

E-Library

Subject Liaison Librarians

Filming and photography

KPIs

Feedback like this is fantastic and really important to us but we don't want to wait for responses like this in order to understand whether we are meeting your needs or not.

It is important to us to know that we are providing the service that you need. We keep a lot of statistical data about what we do and we use these to compare our performance as a service with other university libraries. It is very important though that we identify what aspects of the service mean most to you, identify a target to aim for that shows we are achieving the desired level of service and monitor our performance in reaching these targets. To help us achieve this we have created a number of Key Performance Indicators.

If you would like to see these, and check how we are performing against them then you can [check them out](#)

Website: <http://www.brunel.ac.uk/services/library/about/kpi>

KPI Report - [http://www.brunel.ac.uk/\\_data/assets/word\\_doc/0007/341899/KPI-template.docx](http://www.brunel.ac.uk/_data/assets/word_doc/0007/341899/KPI-template.docx)

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HOME | ABOUT | SKILLS@LIBRARY | SPECIAL COLLECTIONS | RESEARCHER@LIBRARY | DIGITAL SERVICES

You are here: Home > About the Library > Targets and service standards

See also

- Library survey results
- Customer Satisfaction action plan

## Targets and service standards

We have established a set of targets for our core services which we express in the form of Key Performance Indicators (KPIs).

Our targets relate to:

Customer satisfaction

- We will be open 99% of our advertised standard opening hours  
**Score 2012/13:** 99.7%
- The score for question 16 of the National Student Survey "The Library resources and services are good enough for my needs" will be 90% or more  
**Score 2012/13:** 92%
- The score from academic staff of the University of Leeds for the question in the LibQUAL survey relating to overall satisfaction with the quality of the service provided by the Library will be seven out of nine or more  
**Score 2012/13:** 7/9

+ Enquiries and feedback

+ Academic skills

+ Access to resources

+ Document Supply

+ Library systems

Search Library website

Go

[f](#) [t](#)

Library Catalogue ▶

Use the Library ▶

Subject support ▶

Find items ▶

Library record ▶

Opening hours ▶

Help ▶

Contact us

Website: [http://library.leeds.ac.uk/targets#activate-customer\\_satisfaction](http://library.leeds.ac.uk/targets#activate-customer_satisfaction)

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## KEY SERVICE AREAS FOR THE UNIVERSITY LIBRARY DURING 2011/12

**Person responsible:** Penny King, Customer Services Manager

During regular consultation, our customers have identified the following Key Service Areas as being the most important to them. We regularly measure our Key Service Areas using a number of Performance Indicators.

The Status column below provides a visual overview of our current performance. **Red** = Off Target, **Amber** = Satisfactory, **Green** = On Target

The terms "UP", "DOWN" or "NO CHANGE" refer to the direction of travel since the last consultation period. If the KSA had recently been introduced, then the term "NEW" is stated.

Key Service Area	Customer Impact Group	Status	Current Performance	Comments and Remedial Action (if required)
Collections	All customers	 NO CHANGE	We have improved our routines for shelving returned items & tidying and 100% of items are available within 2 hours of return	There is no change to performance on any of these items since we reported earlier in the year
Support	All customers	 NO CHANGE	Exceeding targets in response times to Ask Us contacts & 97% (target 90%) of individual consultations are made within 5 working days	
Space	All customers	 NO CHANGE	We are exceeding our agreed level of opening hours and closed for only 9 unscheduled hours during 2010/11	
Systems	All customers	 NO CHANGE	Exceeding targets monitoring printer faults & availability but have slipped on effective monitoring other IT equipment	
Last consultation period:				January - July 2012
Next planned review:				To be confirmed
Further details of all Key Service Areas and Performance Indicators are available at: <a href="http://www.anglia.ac.uk/excellence">www.anglia.ac.uk/excellence</a> We welcome feedback on all our services using the <b>Comments, Compliments or Concerns</b> scheme <a href="http://www.anglia.ac.uk/feedback">www.anglia.ac.uk/feedback</a>				

Website:

[http://www.anglia.ac.uk/ruskin/en/home/microsites/customer\\_service\\_excellence/cse\\_initiatives/key\\_service\\_areas.Maincontent.0028.file.tmp/University%20Library.pdf](http://www.anglia.ac.uk/ruskin/en/home/microsites/customer_service_excellence/cse_initiatives/key_service_areas.Maincontent.0028.file.tmp/University%20Library.pdf)

## Key Performance Indicators

	KPI	Purpose	Measure	Target	Goal
1.	NSS score for Library to show that we are in the upper quartile when compared to other '94 Group institutions	To ensure that we continue to perform effectively	94 Group	To be in upper quartile of 94 Group	
2.	Total Library spend per FTE	Assess University of Sussex expenditure versus other HE. Is budget sufficient/excessive?	SCONUL / 94 Group	Midpoint 1994 group	1, 2, 3
3.	Expenditure on Staffing per FTE	Assess University of Sussex expenditure versus other HE. Is budget sufficient/excessive?	SCONUL / 94 Group	Midpoint 1994 group	3, 5
4.	Expenditure on Information Provision per Student FTE	Assess University of Sussex expenditure versus other HE. Is budget sufficient/excessive?	SCONUL / 94 Group	Midpoint 1994 group	2, 3
5.	Percentage of resources budget committed to subscriptions	To ensure sustainable year-to-year operations	Year on year within Sussex	Not more than 80%	8
6.	Full text downloads of e-content per University FTE.	To ensure that expenditure on electronic provision provides value for money	Year on year within Sussex	Year on year decrease in cost per download	1, 3, 8
7.	Percentage occupancy of study areas (term time usage only)	To analyse different area types to ensure that we are making best use of the designated space	Year on year within Sussex	65% term time	1, 2, 3
8.	Percentage of loans transactions managed automatically	Ensure that we are obtaining best value from our investment and providing the Library with optimum staff time for other issues	Year on year within Sussex	90%	3, 8

	KPI	Purpose	Measure	Target	Goal
9.	Percentage of staff appraised annually	To ensure consistent performance management for all staff	Against Uni requirement for 100%	100%	5, 7
10.	Percentage of usage of stock	To ensure that the Library stock meets the needs of the full user community	Year on year within Sussex	Year on year increase in percentage of usage	1, 2, 3
11.	Number of contact hours of information skills instruction provided.	To ensure provision of this identified core library service is maintained	Year on year within Sussex	Not to fall below previous year's provision	1, 2, 3

NB: Consideration is being given to the best method for measuring our provision of enquiry services.

Website: <https://www.sussex.ac.uk/webteam/gateway/file.php?name=strategicplan.pdf&site=269>