



LibQUAL+ at York

Stephen Town
Director of Information
University of York

LIBRARY

ARCHIVES

IT

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



- > 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



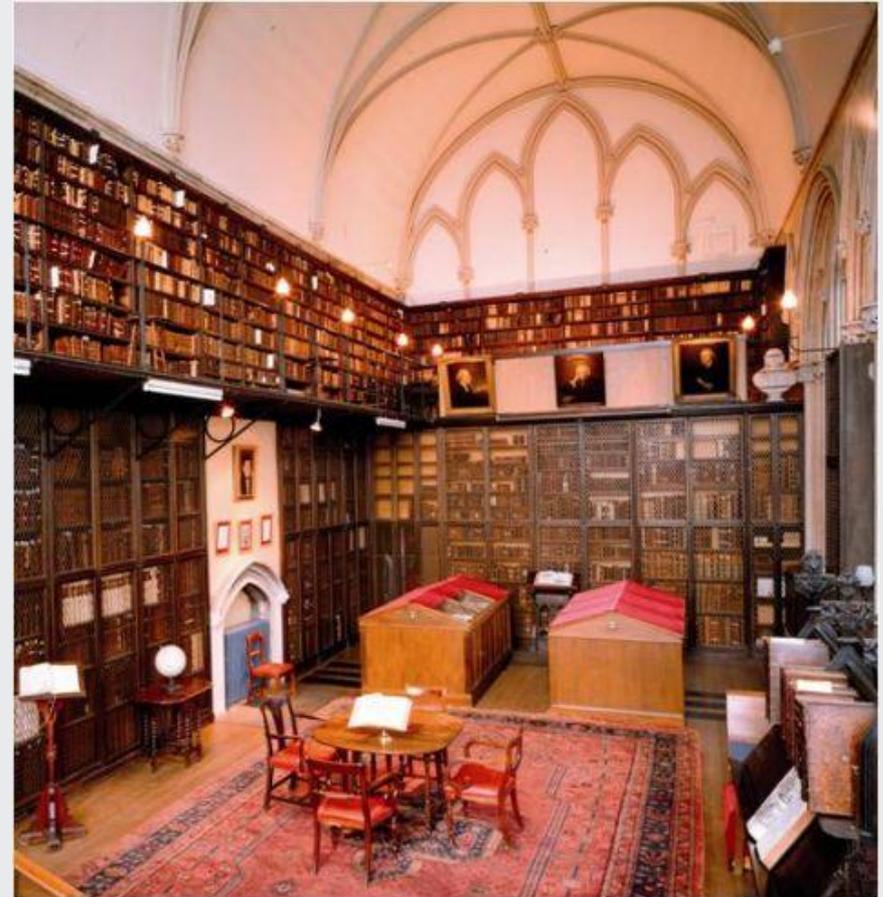
Borthwick & Burton

- 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

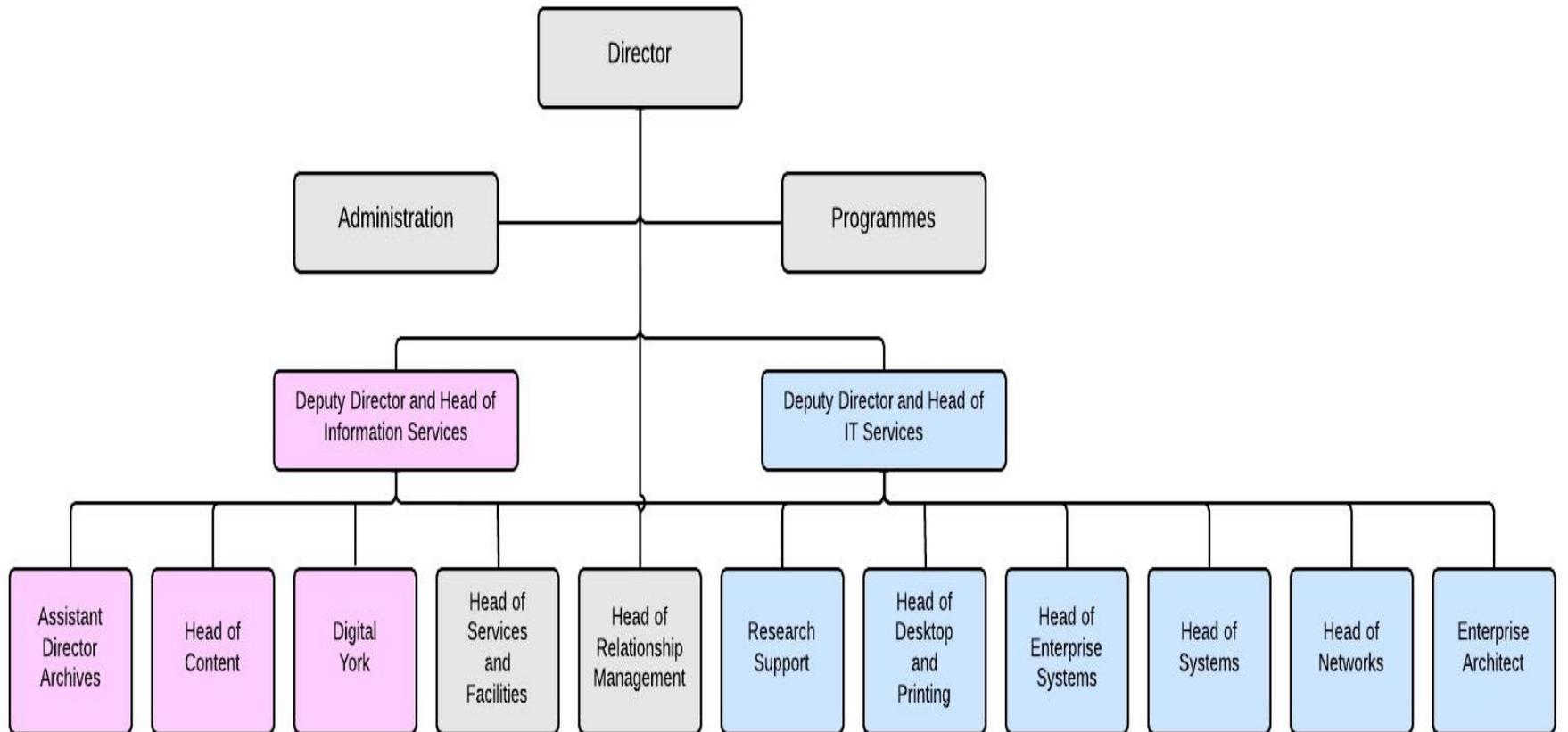


Information Directorate

- 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



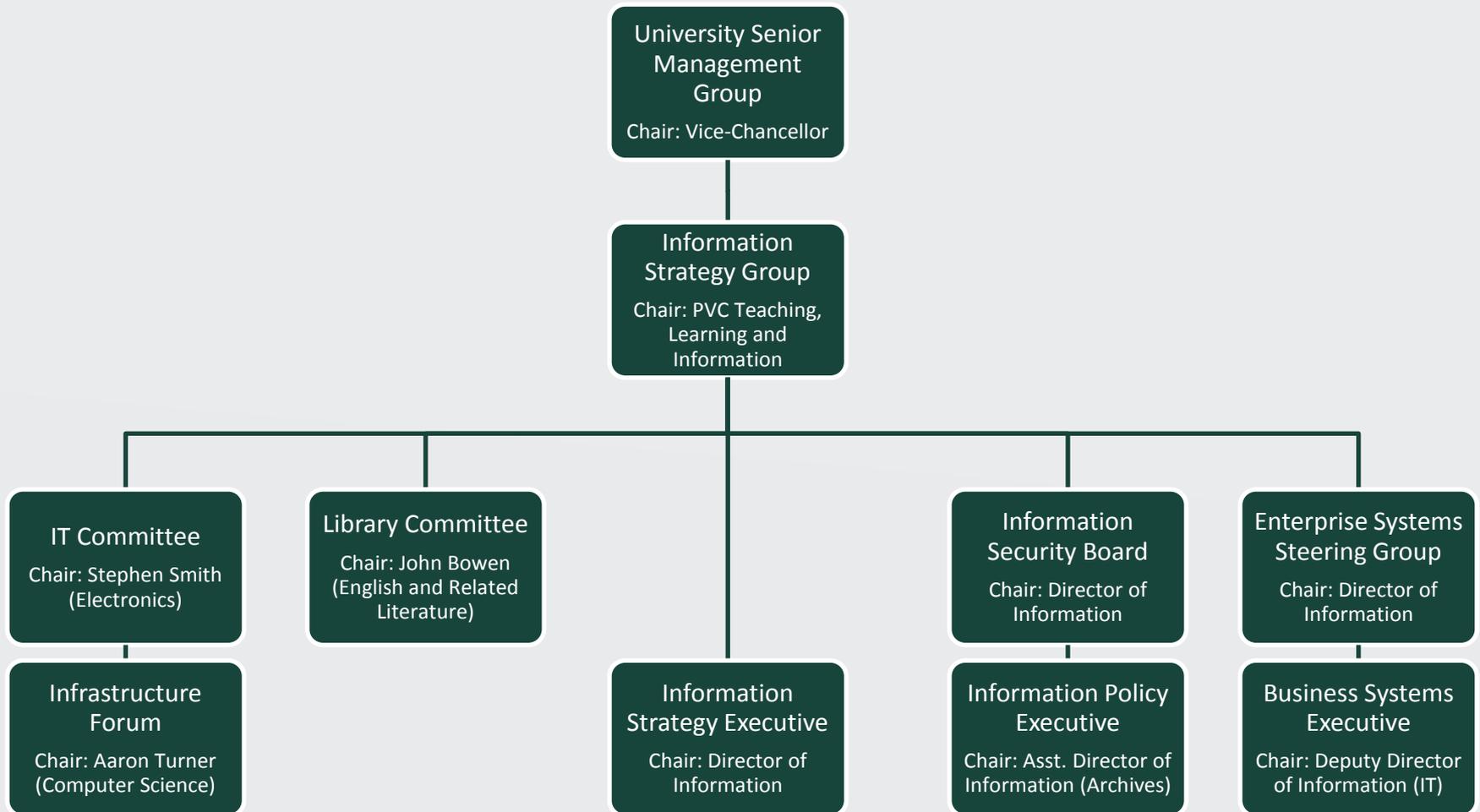
Management Structure



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+)

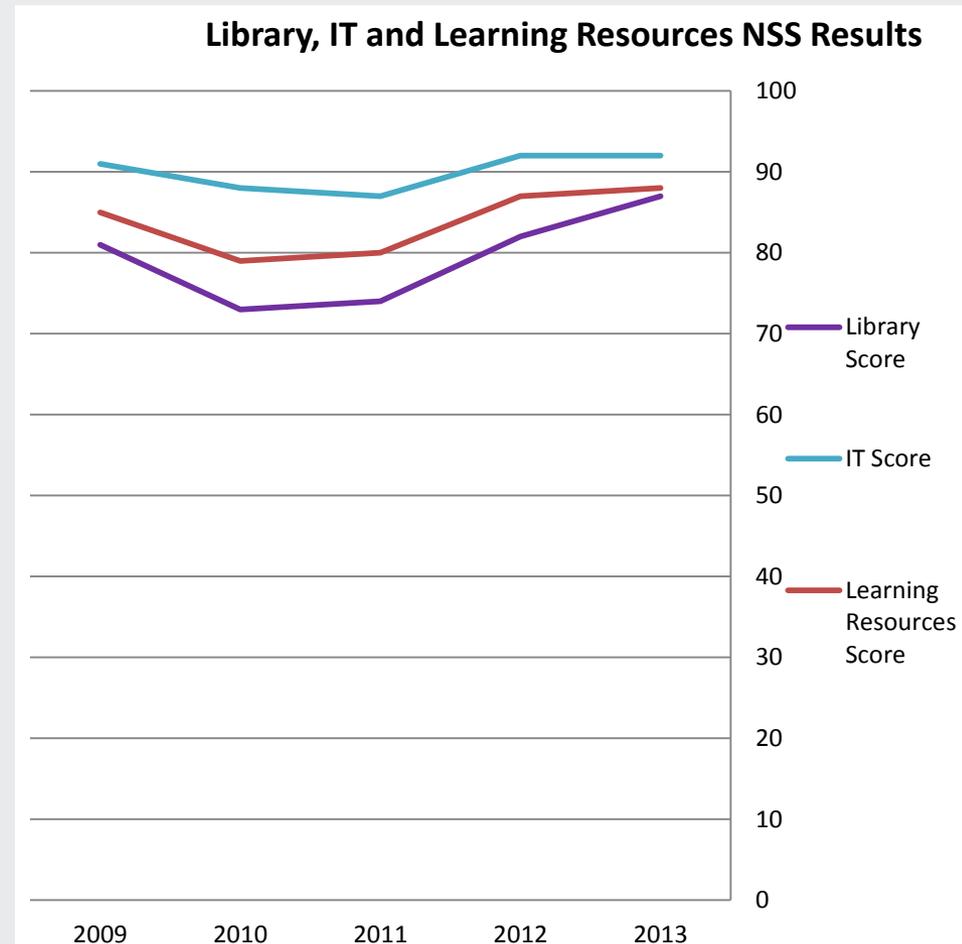


INFORMATION STRATEGY

“A world leader in the creation of knowledge...the sharing of knowledge ... and the application of knowledge”

“We are custodians of knowledge ...”

- 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



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**

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.



Photo by John Houltham

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 2011. The new homepage has received great feedback from users so far. However, this is only the beginning – further improvements to the homepage are planned over the next year that will bring in new features and more personalised content.



Read on for further information about developments completed this year and coming soon...

Achievements 2008-13



CAUSE PAPERS
in the Diocesan Courts of the
Archbishopric of York, 1300-1858

Homepage | Browse | Search | Contribute | Historical Background | The Project | Contact | Log in

Search the Cause Papers by Keyword:

Welcome to the Cause Papers

Welcome to the Cause Papers Database, a searchable catalogue of more than 14,000 cause papers relating to cases heard between 1300 and 1858 in the Church Courts of the diocese of York. The original records are held in the Borthwick Institute for Archives at the University of York, and are the most extensive records of their type in the United Kingdom. They offer an extremely valuable resource for family and local historians and scholars interested in social, ecclesiastical, economic and legal history.

The catalogue is designed to enhance access to the papers by presenting key information about each cause and by allowing users to search these details. The Basic and Advanced Search functions can be used to search for information about people and places involved in the cases and to refine searches by factors such as date and type of case. Alternatively, you can search quickly by using the keyword box at the top right of this page. The database can also be used to order copies of original documents.

By following the links at the top of the site, you can find out more about the cataloguing project and the historical background to the courts. You can also help us by contributing an abstract of the proceedings of a cause.

The project was managed by the Borthwick Institute for Archives and funded by the Andrew W. Mellon Foundation. Technical services were provided by HRI Digital at the Humanities Research Institute, University of Sheffield.

Created by
THE UNIVERSITY of York

Funded by
The Andrew W. Mellon Foundation

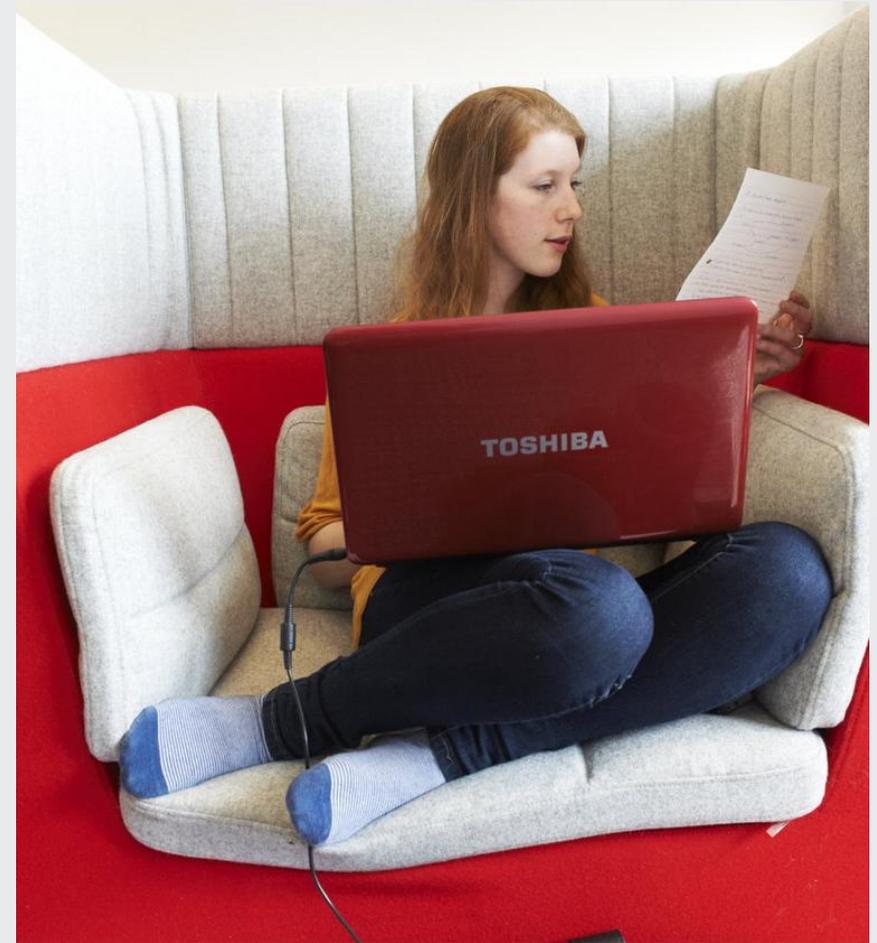
Published by
hri

The Cause Papers was developed by The Borthwick Institute for Archives at the University of York Library and Archives with technical development provided by The Humanities Research Institute at the University of Sheffield.

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Spaces for contemplation ...



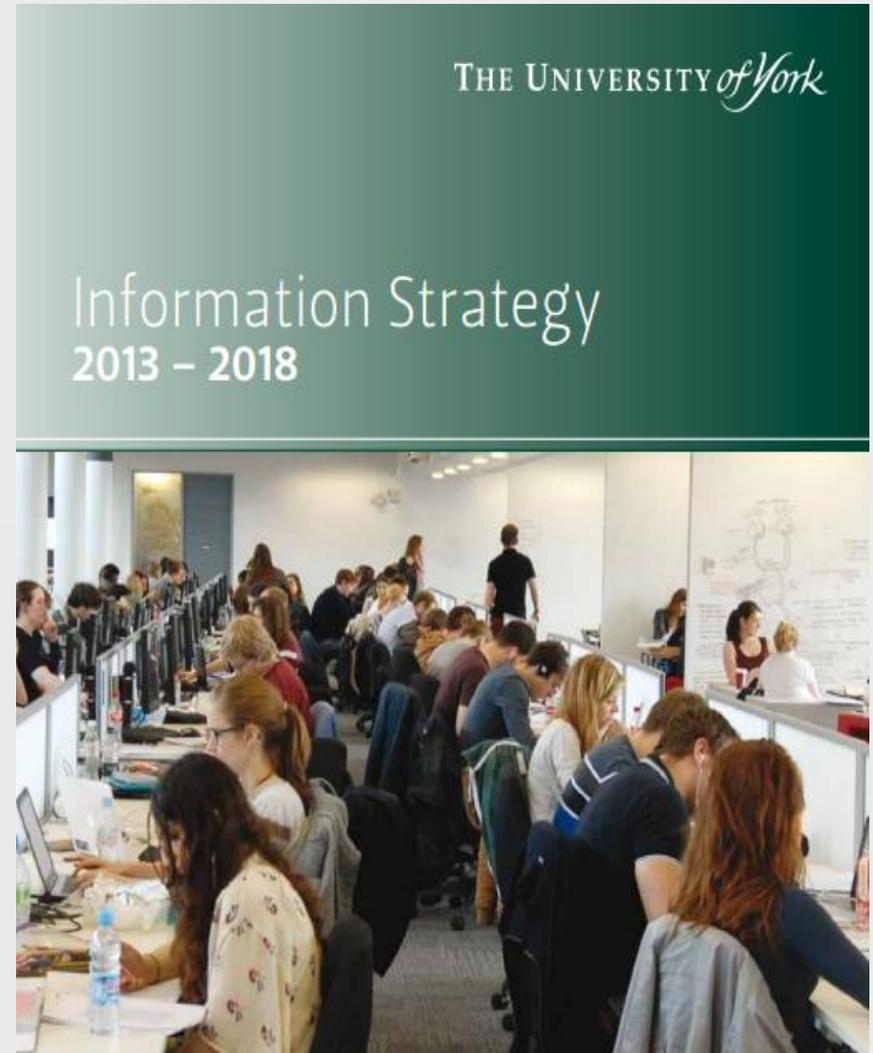
... for concentration ...

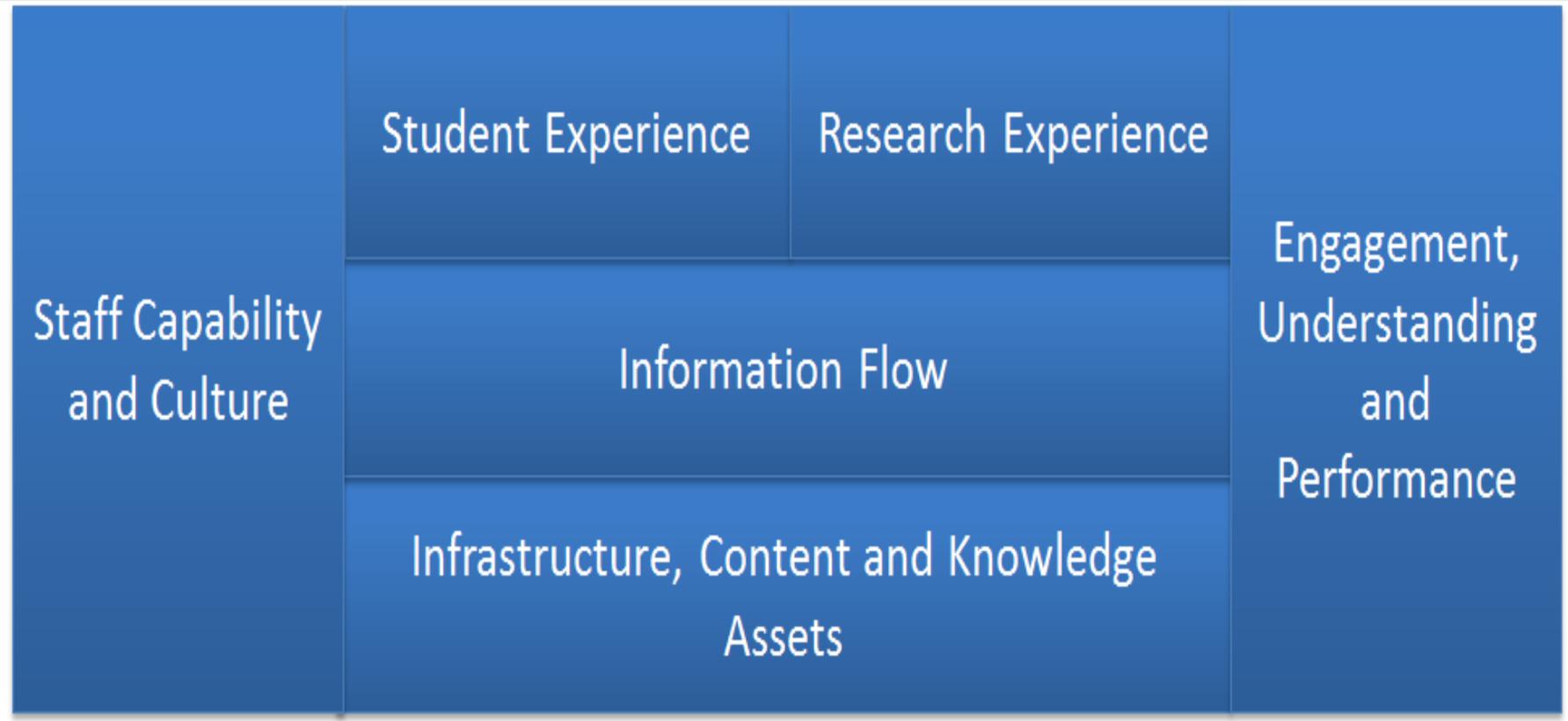


... and for collaboration



- Reviewed in three drafts at Information Strategy Group (ISG)
- Final strategy agreed in July 2013





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



Enabling students to reach their full potential

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



Excellent support for researchers

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



Facilitating and embedding the flow of information

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



A sustainable and reliable infrastructure

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



Excellent engagement, understanding and communication

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



Staff working as one for excellence and innovation

Programme F Staff Capability and Culture

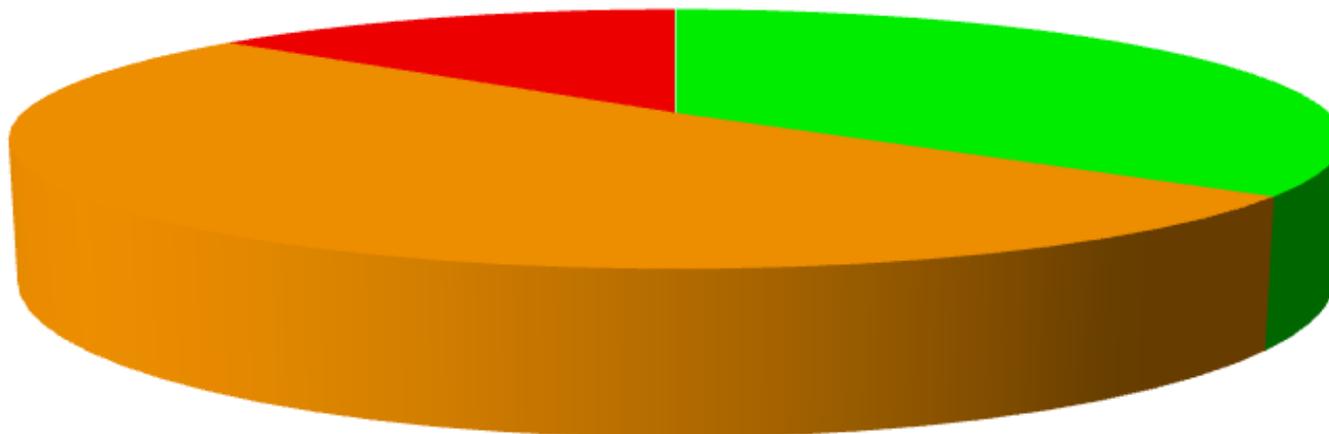
- F1 A planning and governance framework focused on strategy delivery
- F2 Motivated and flexible staff for excellent service

QUALITY & PERFORMANCE

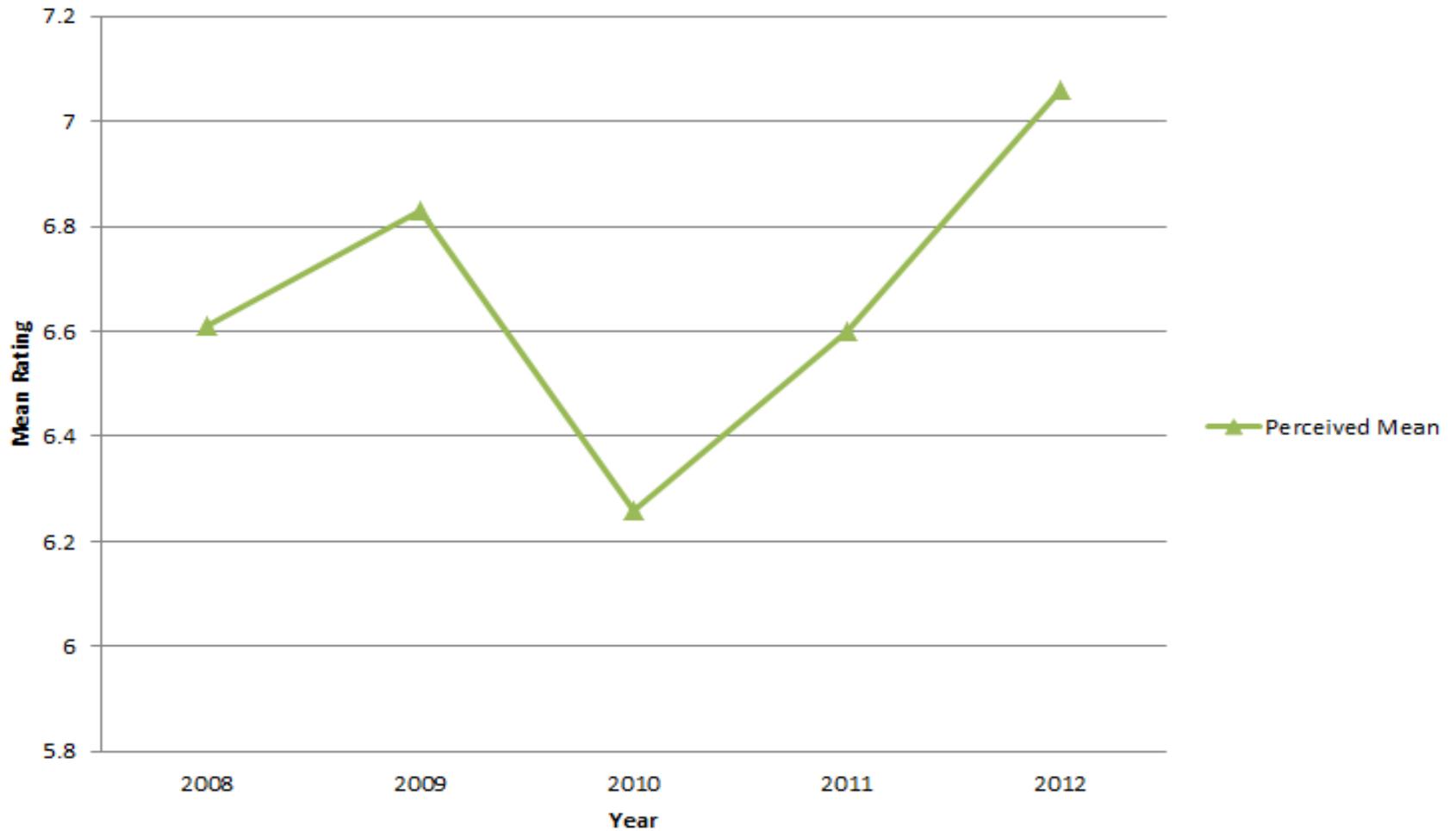
Performance & Data collection

- 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

Progress towards CSE 21/11/2013



University of York Library Survey Trends



- 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?

January 2012

Information Strategy Update

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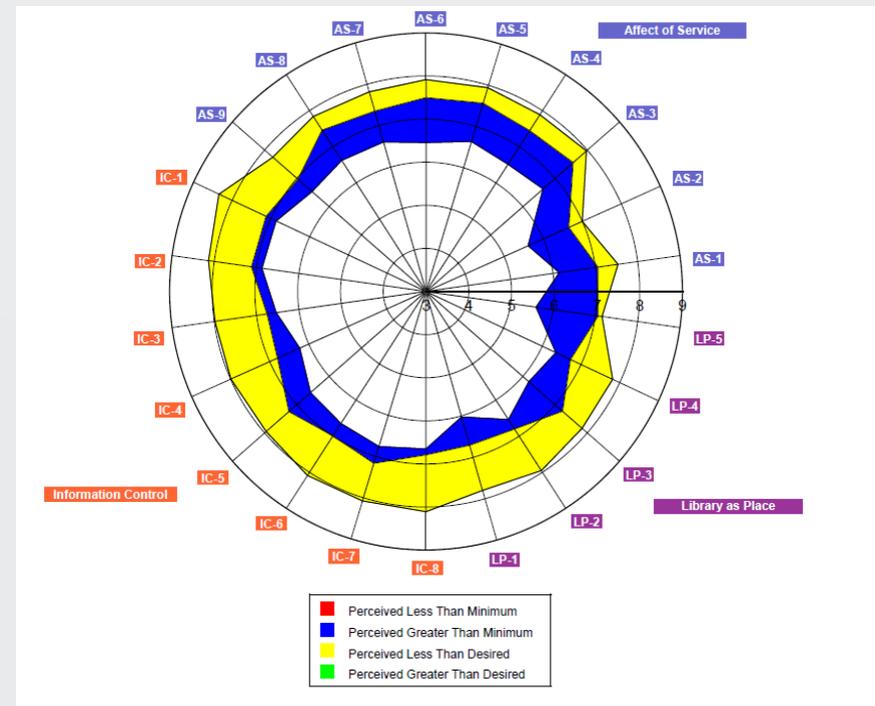
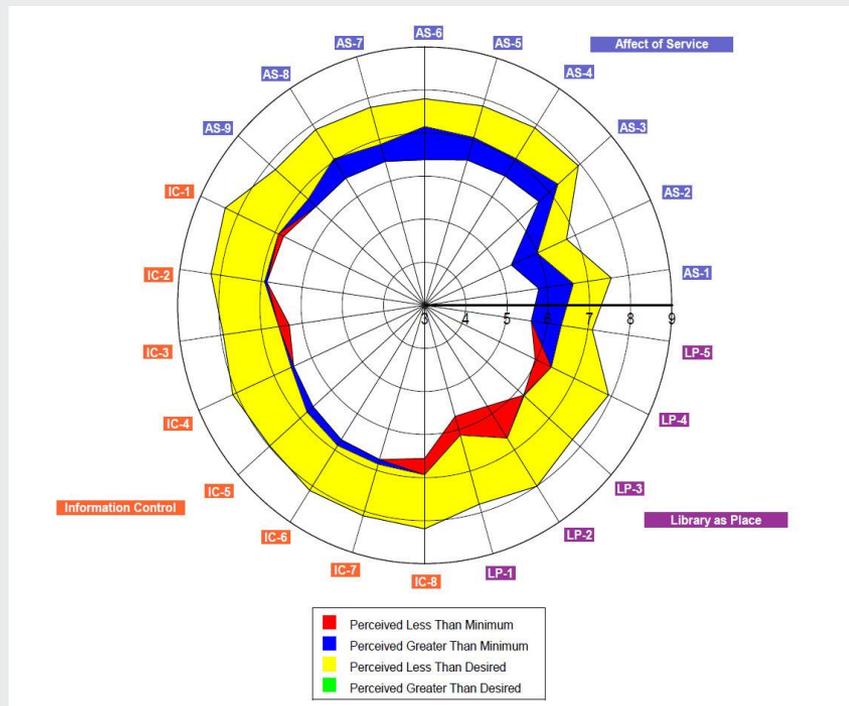


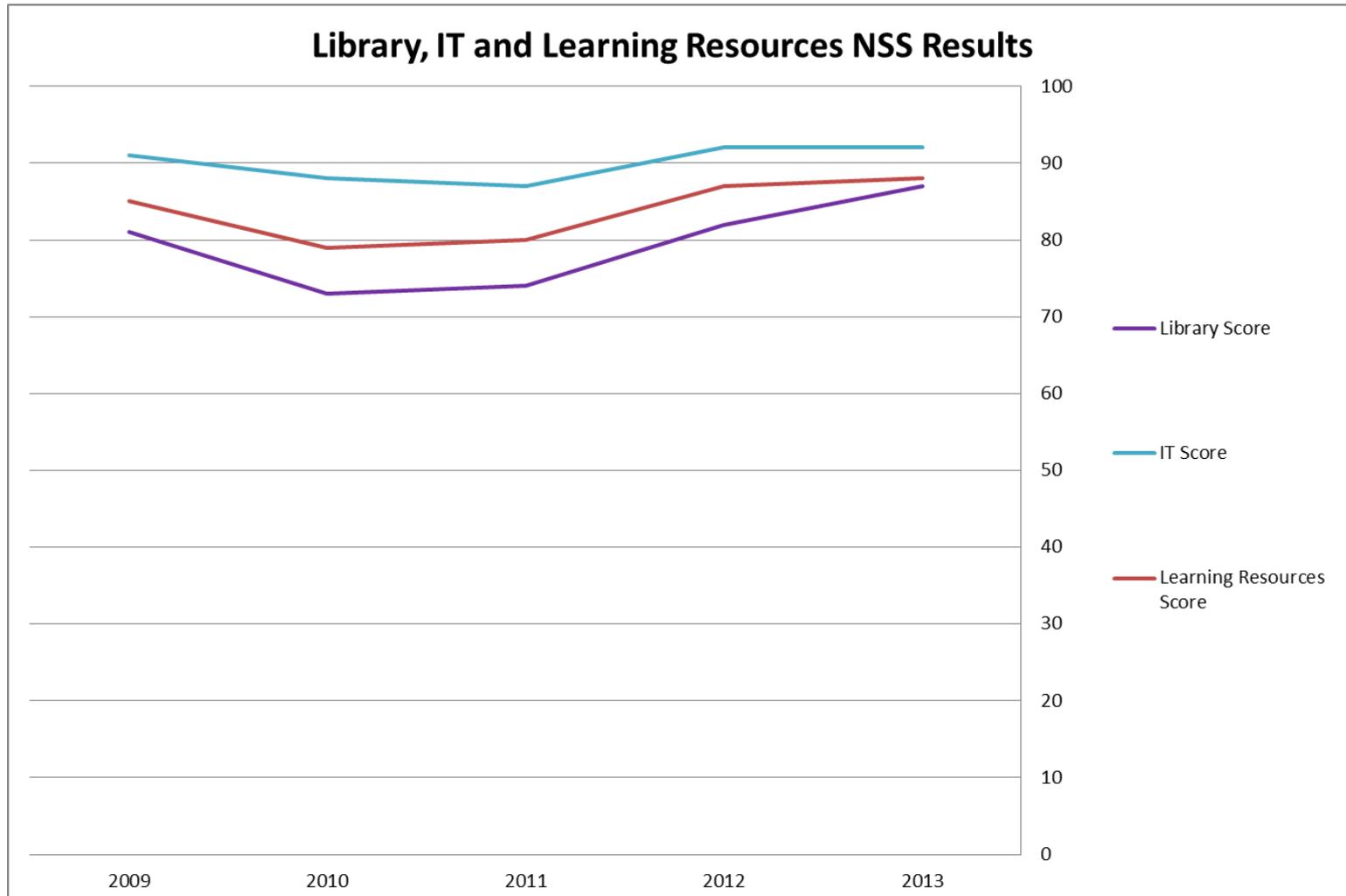
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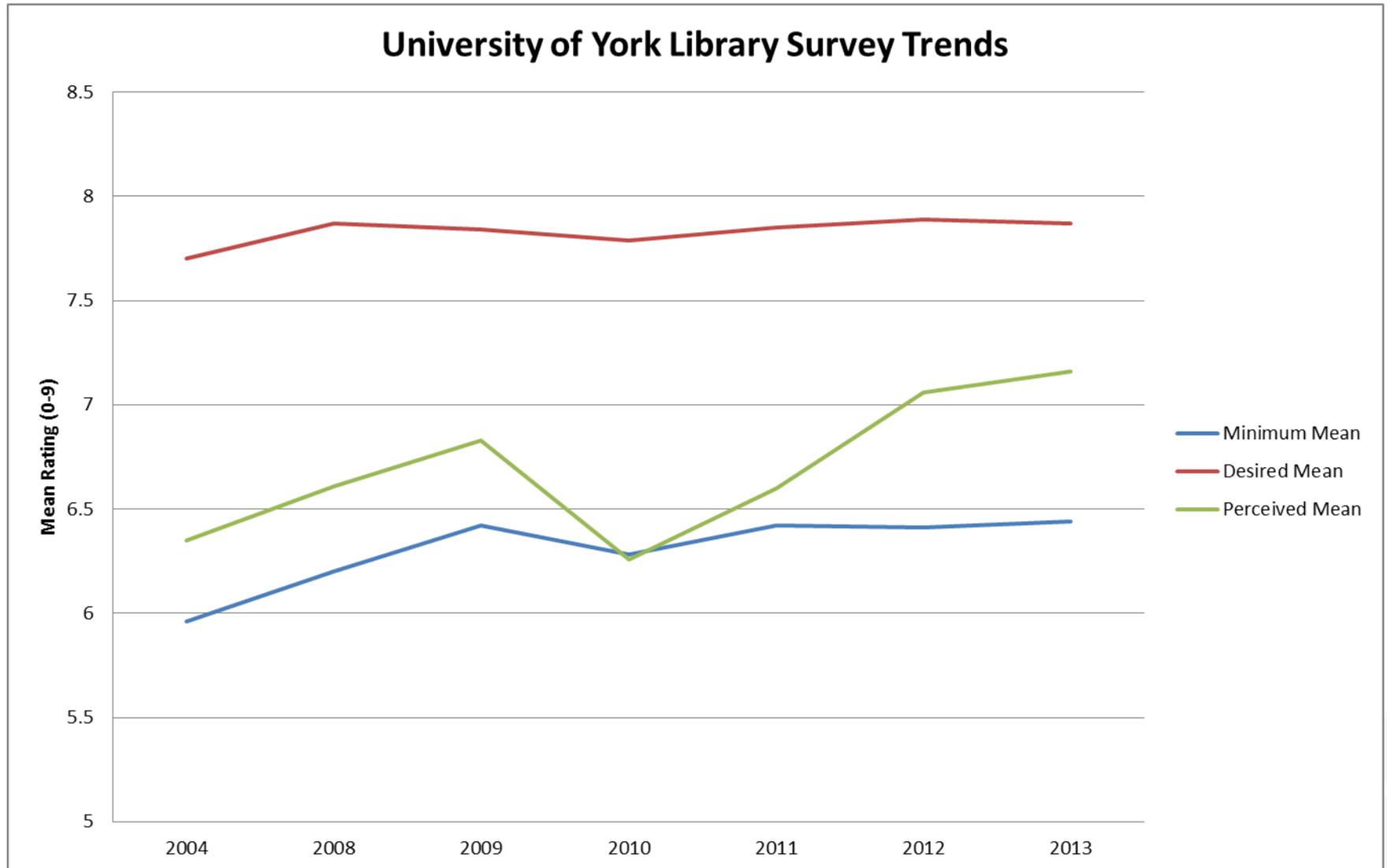


LibQUAL+ 2011-12: all users

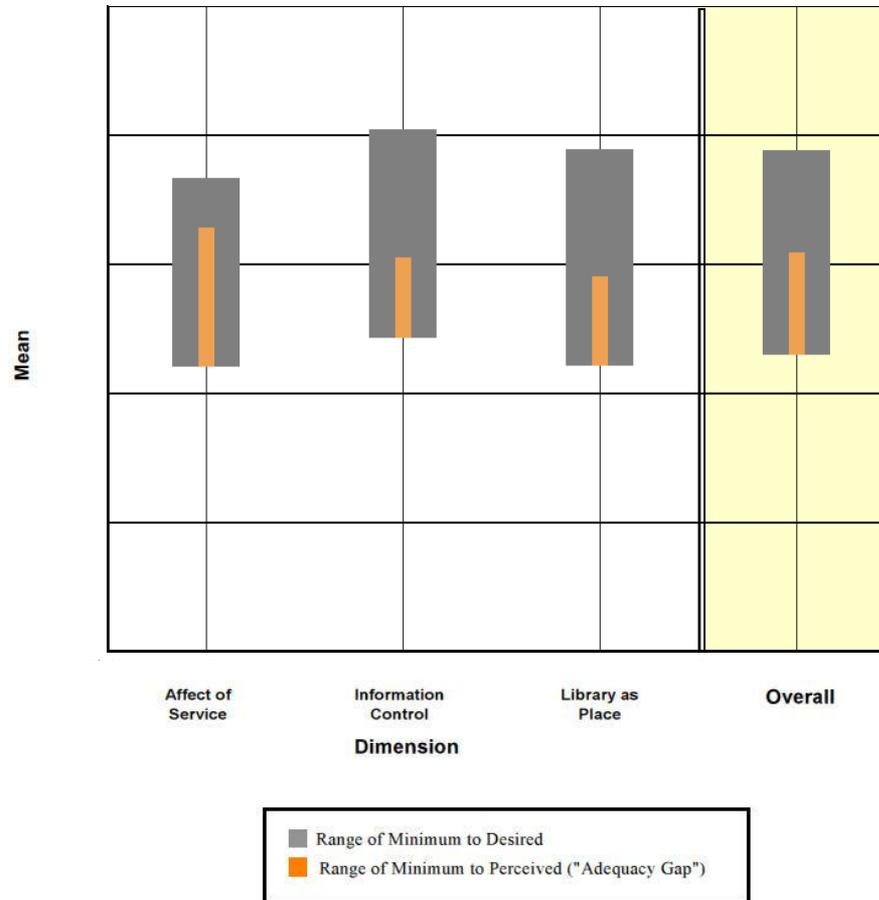




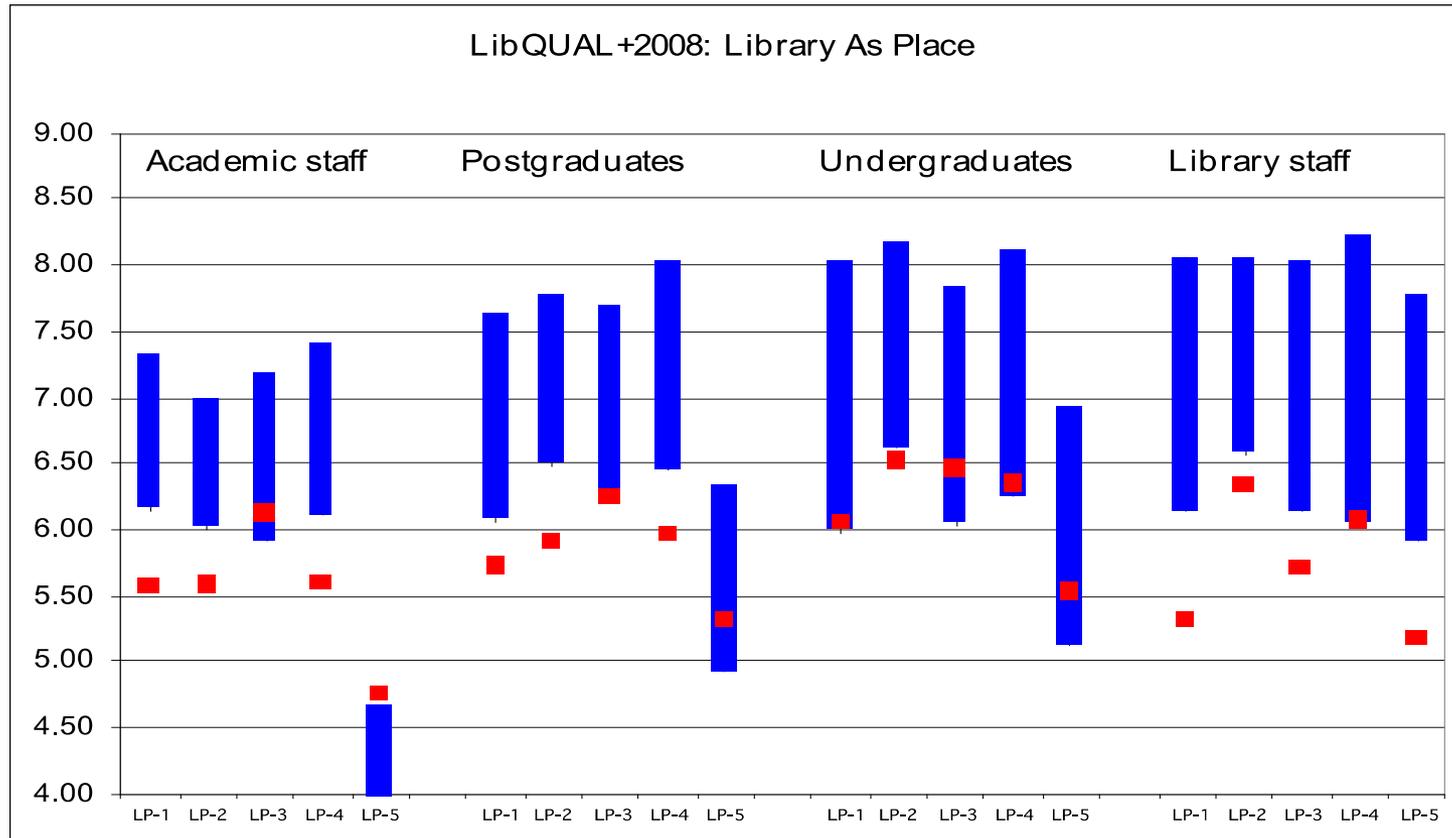
Percentage of people responding "mostly agree" or "definitely agree" to questions



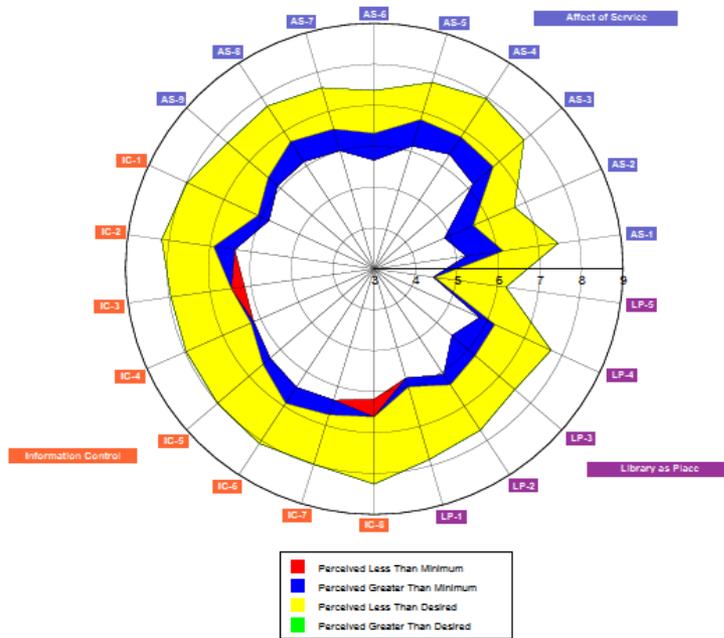
Zones of Tolerance: 2013



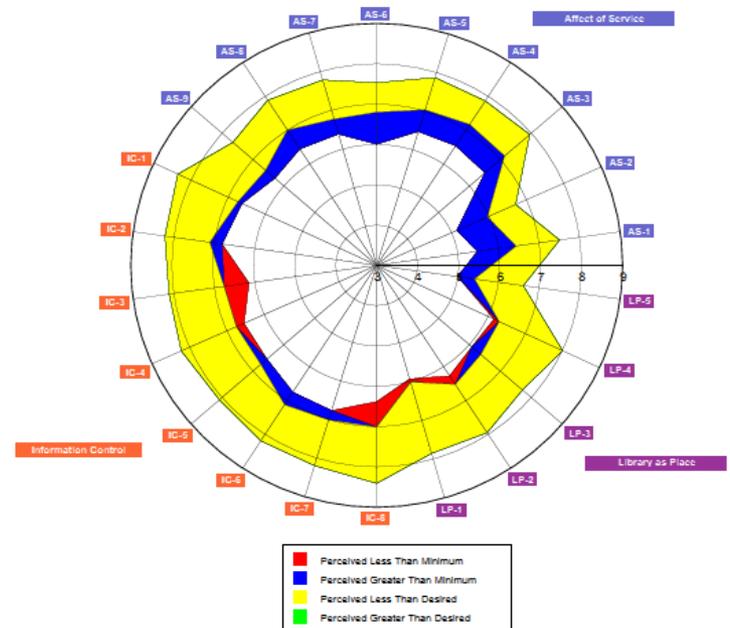
2008 Comparison across user groups



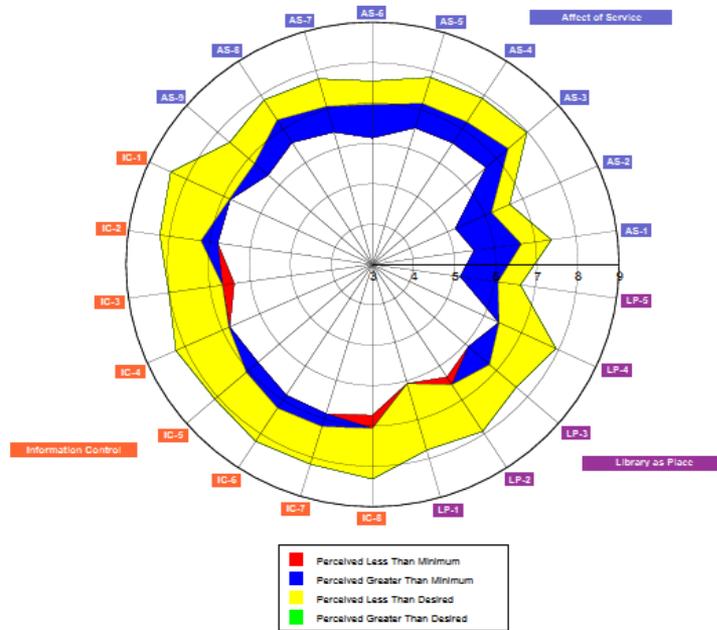
2004



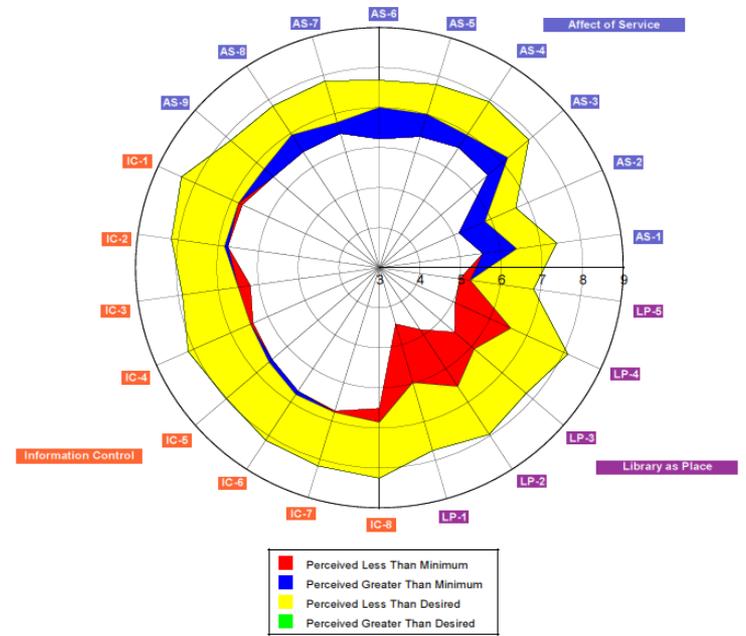
2008



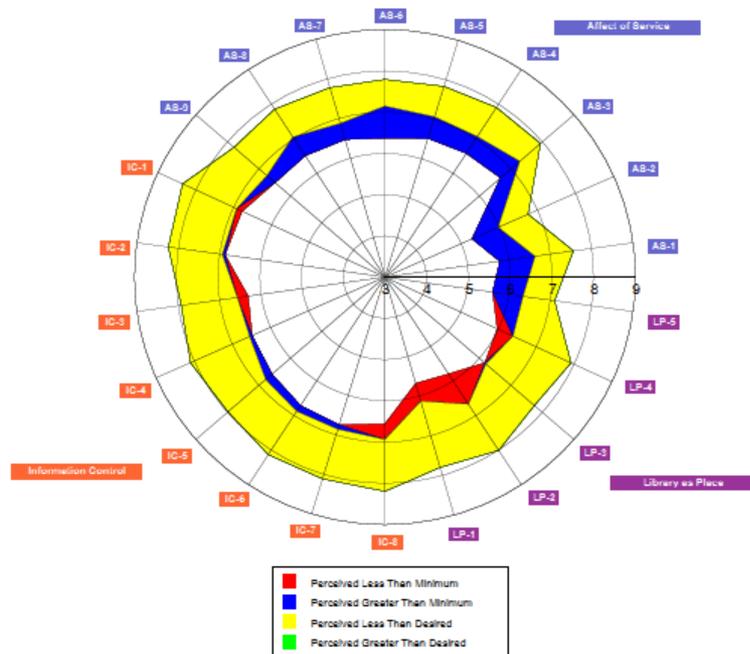
2009



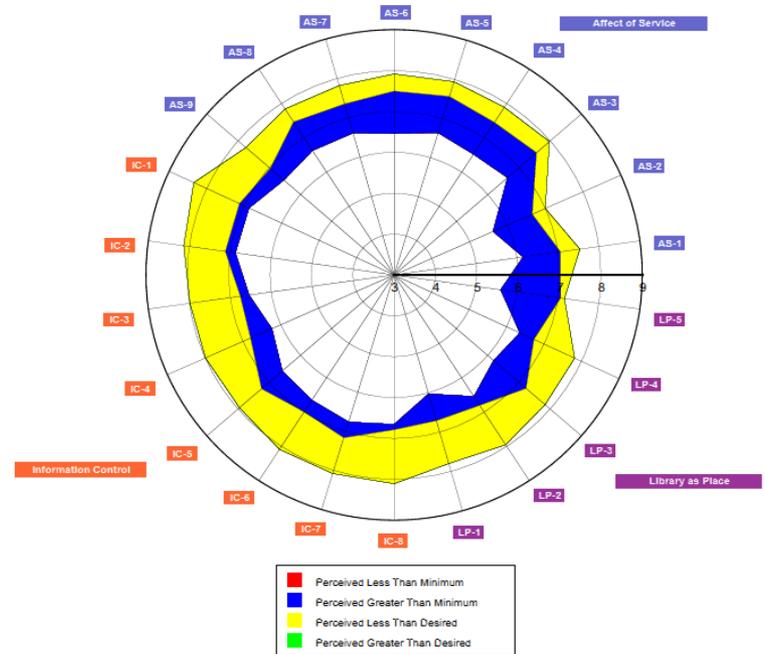
2010



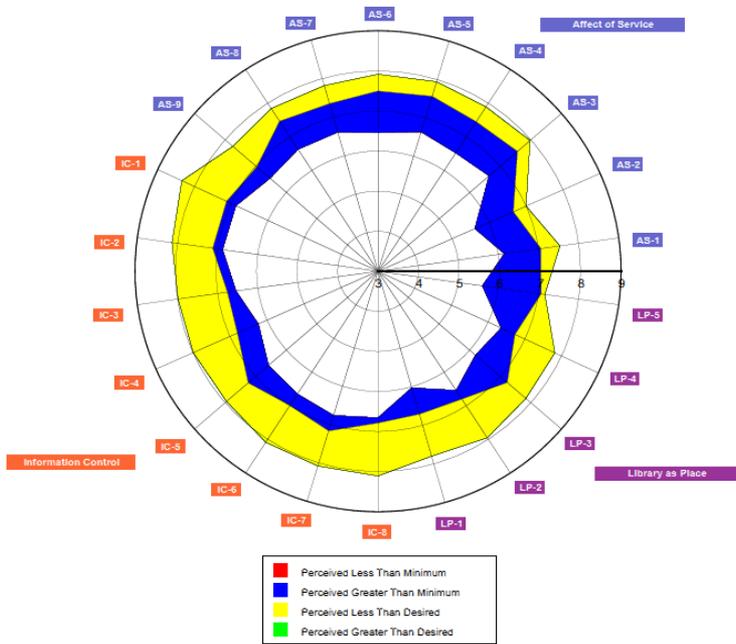
2011



2012

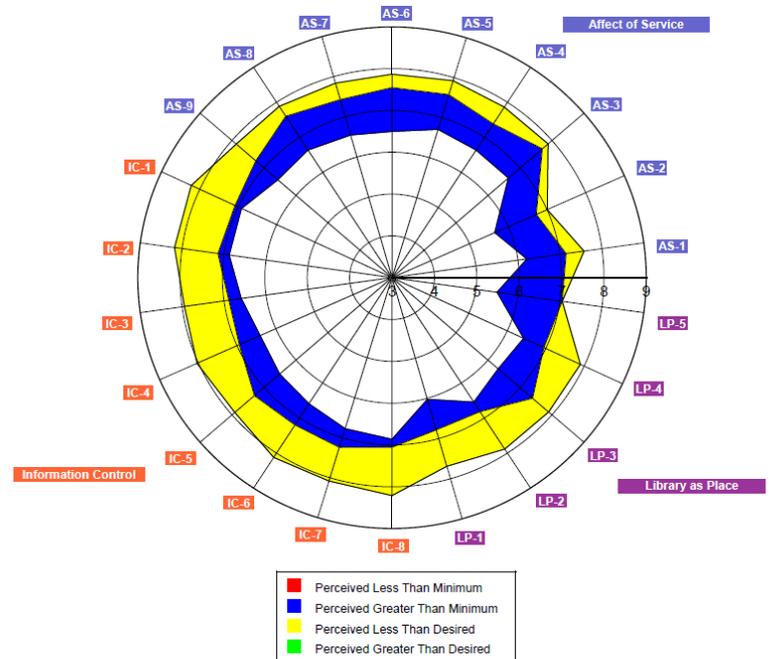


2012



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
Discipline: All (Excluding Library Staff)

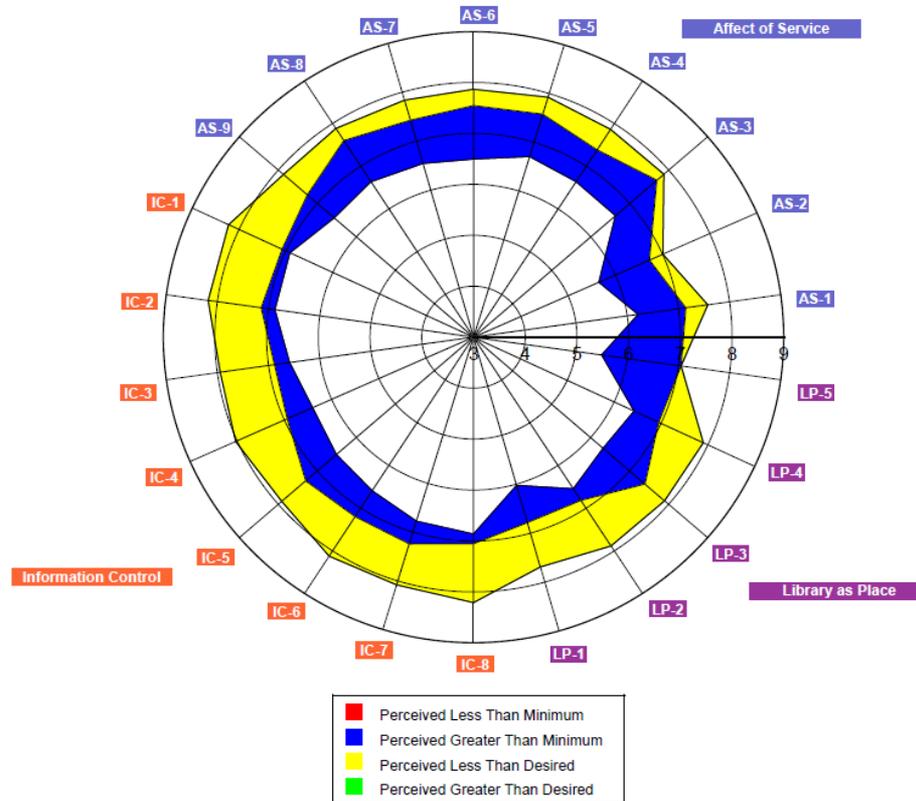
2013



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
User Group: All (Excluding Library Staff)



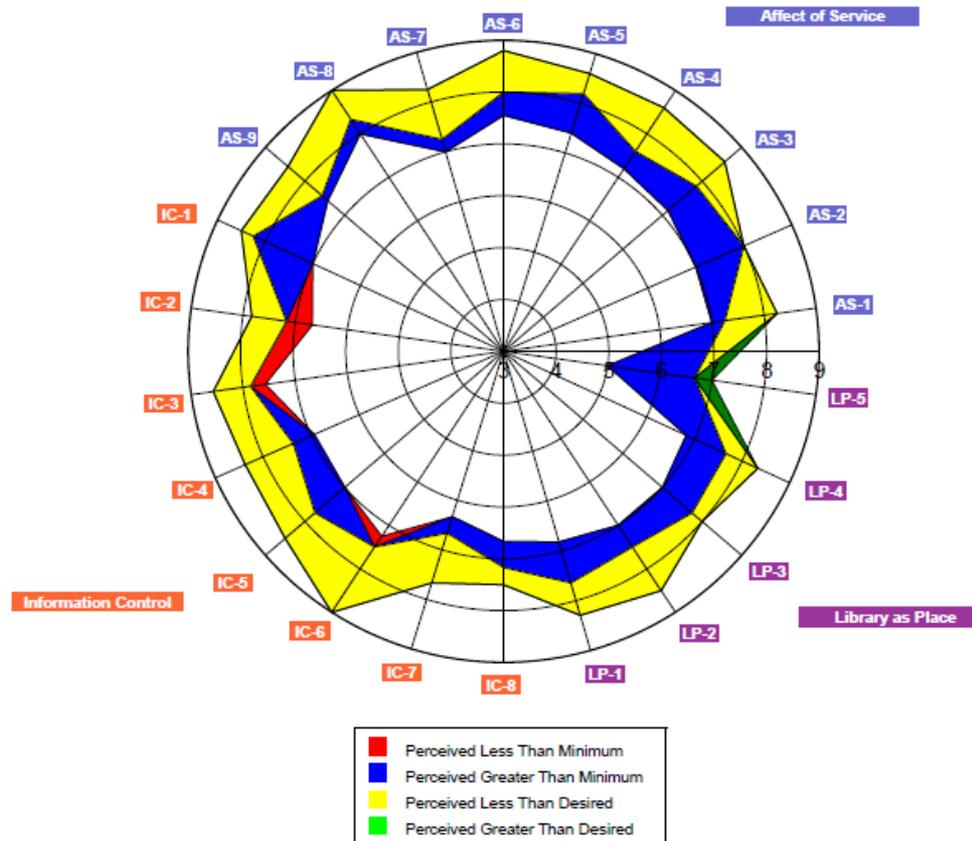
2013 - Overall



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
User Group: All (Excluding Library Staff)



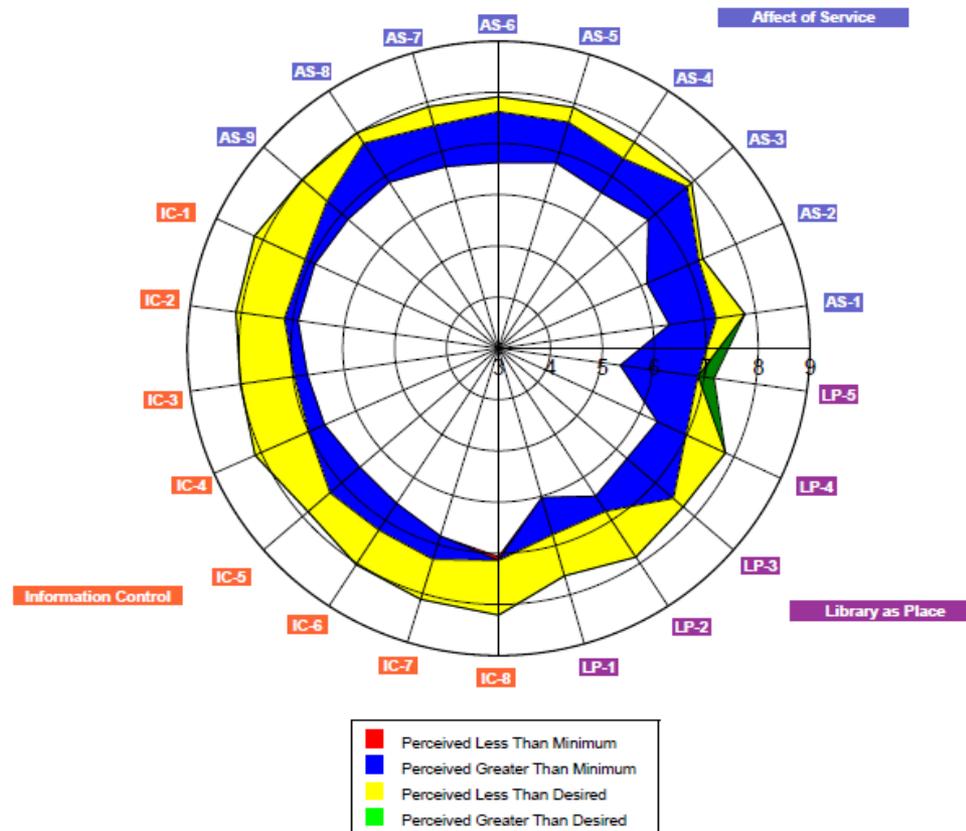
2013 - Library Staff



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
User Group: Library Staff



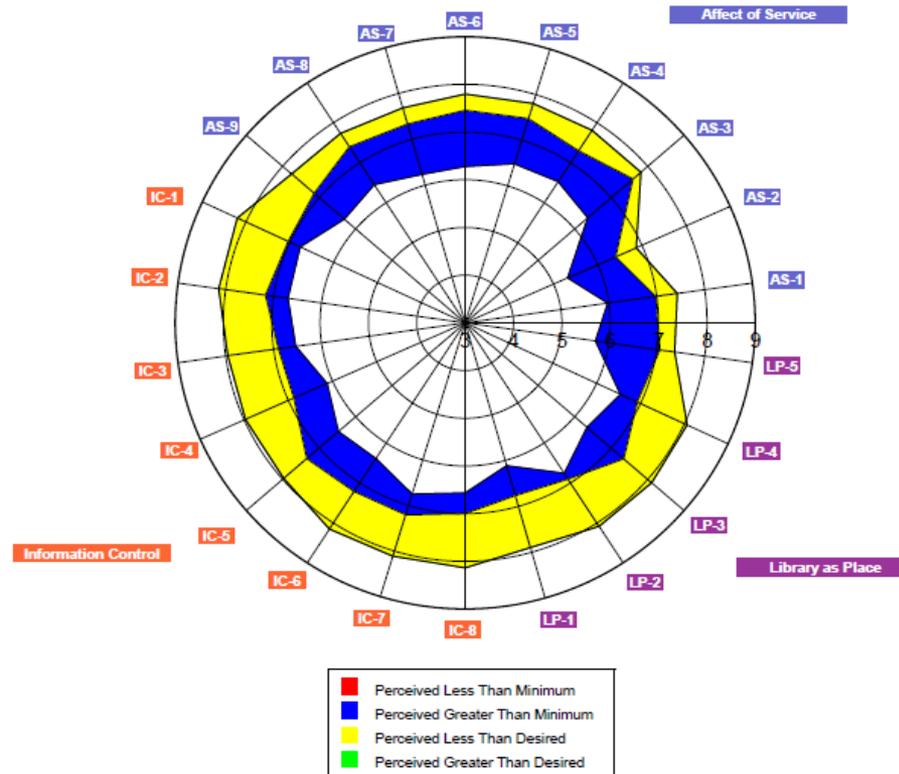
2013 - Postgraduates



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
User Group: Postgraduate

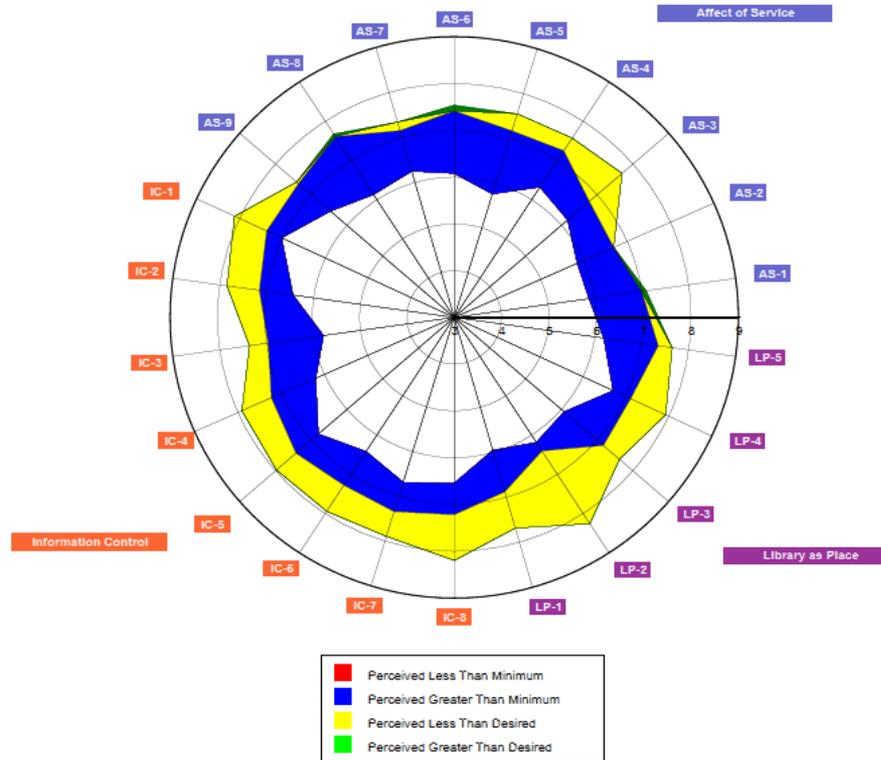


2013 - Undergraduates

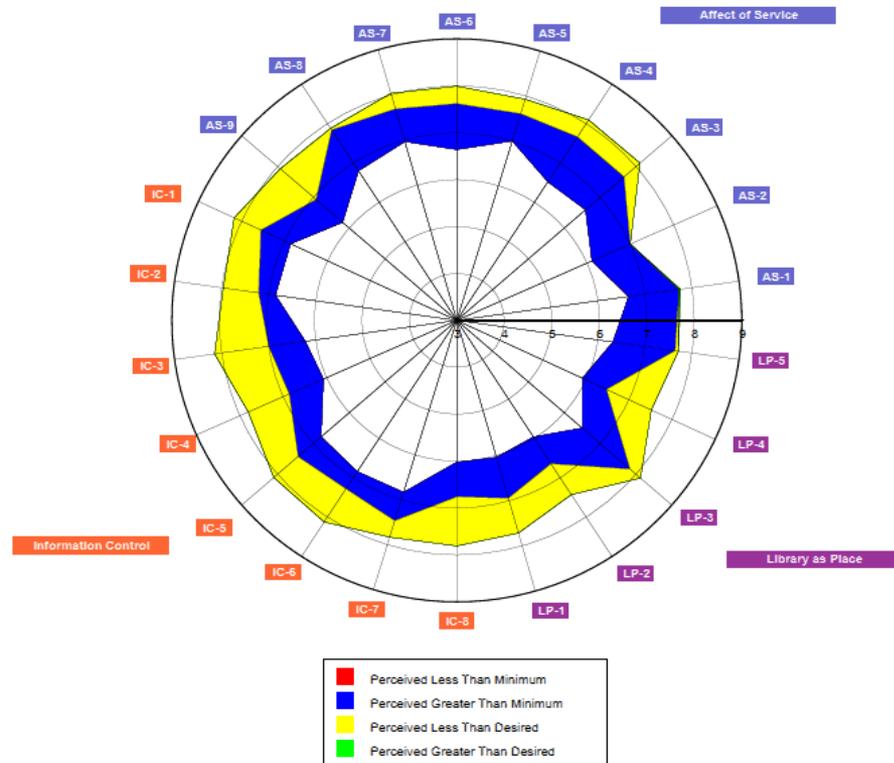


Language: English (British)
Institution Type: College or University
Consortium: SCONUL
User Group: Undergraduate

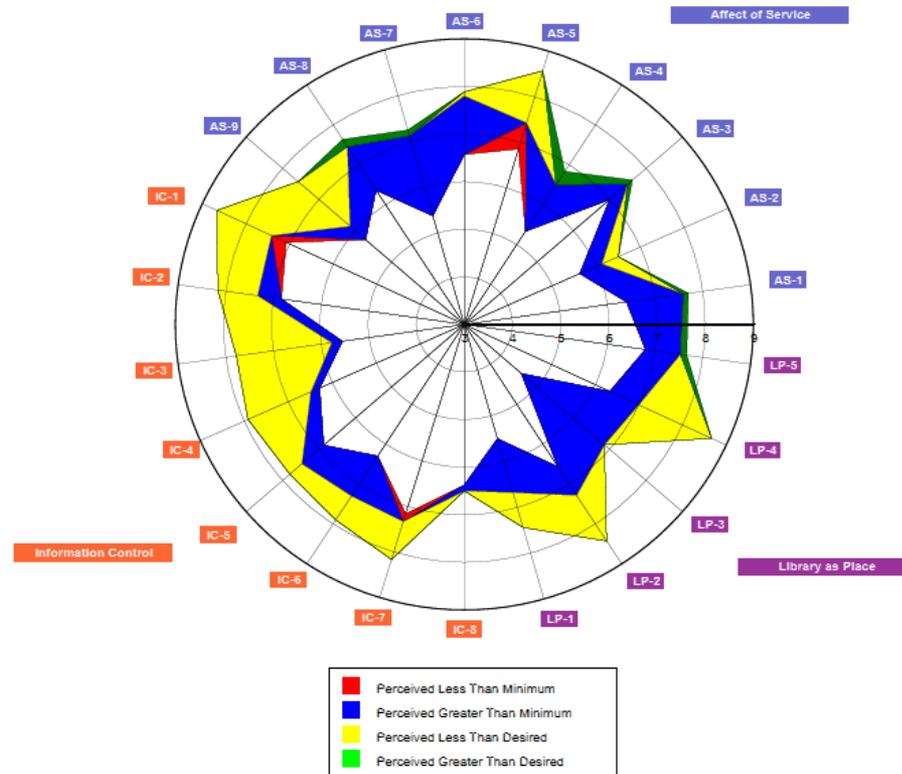




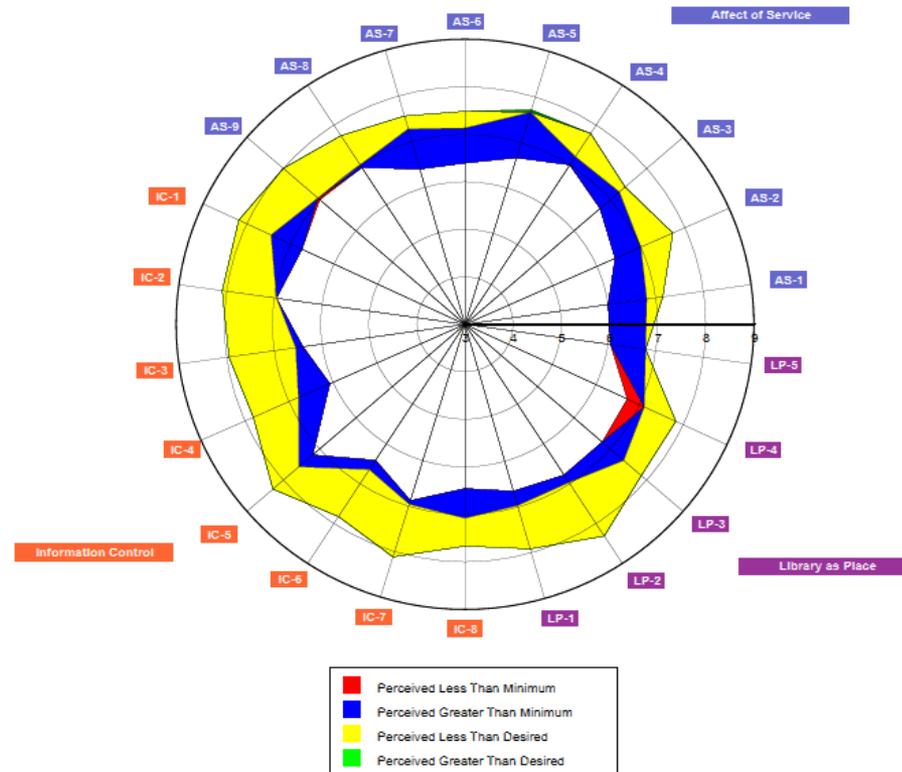
Language: English (British)
Institution Type: College or University
Consortium: SCONUL
Discipline: Economics



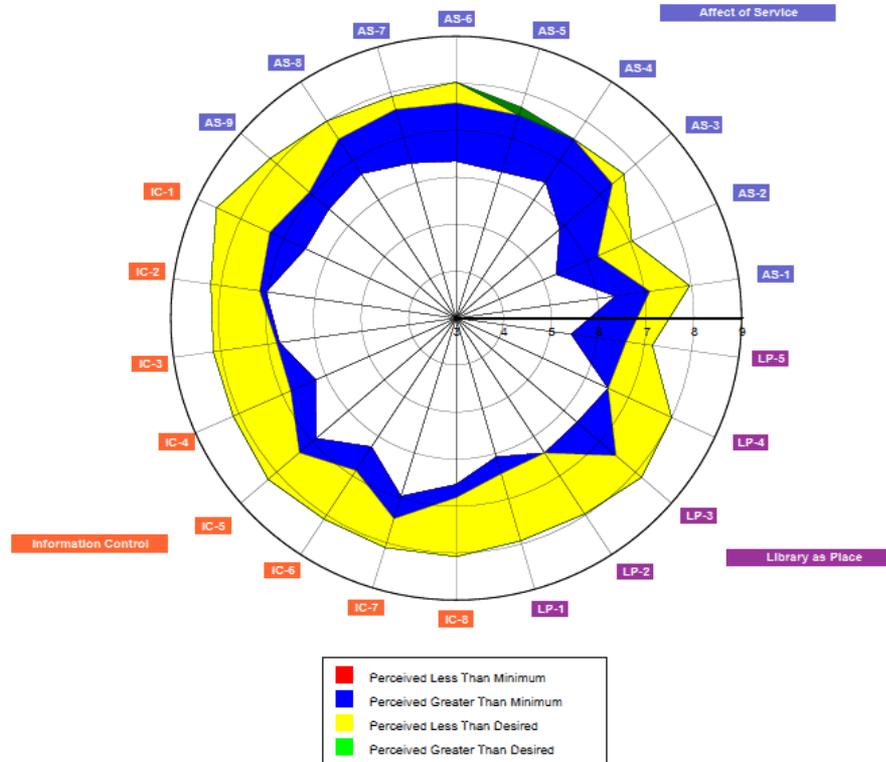
Language: English (British)
Institution Type: College or University
Consortium: SCOUNL
Discipline: Educational Studies



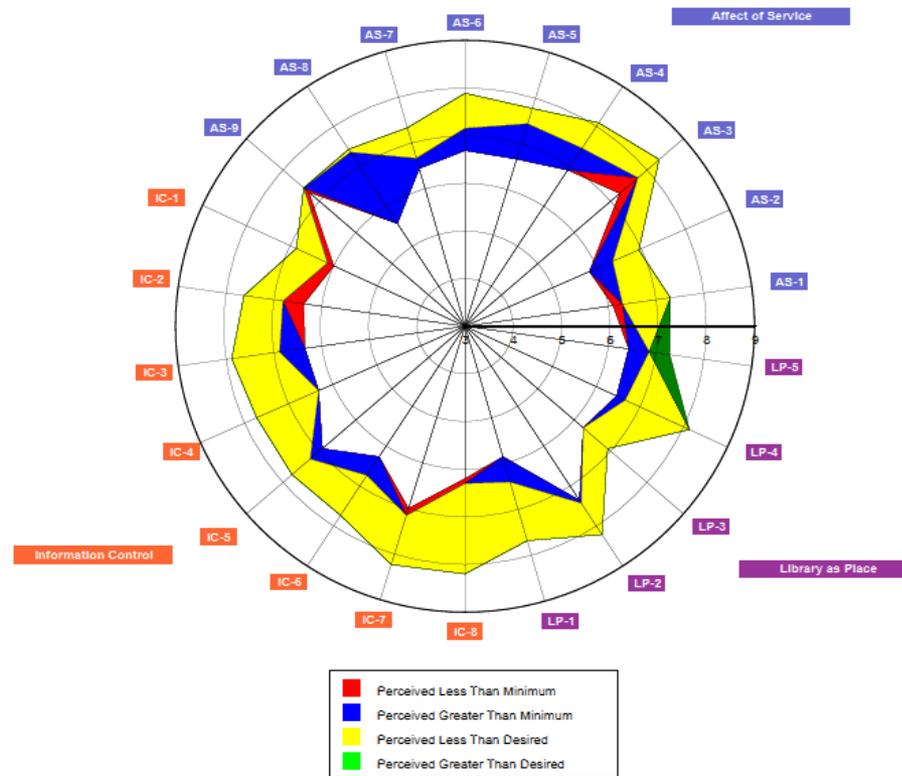
Language: English (British)
Institution Type: College or University
Consortium: SCOUNL
Discipline: Law



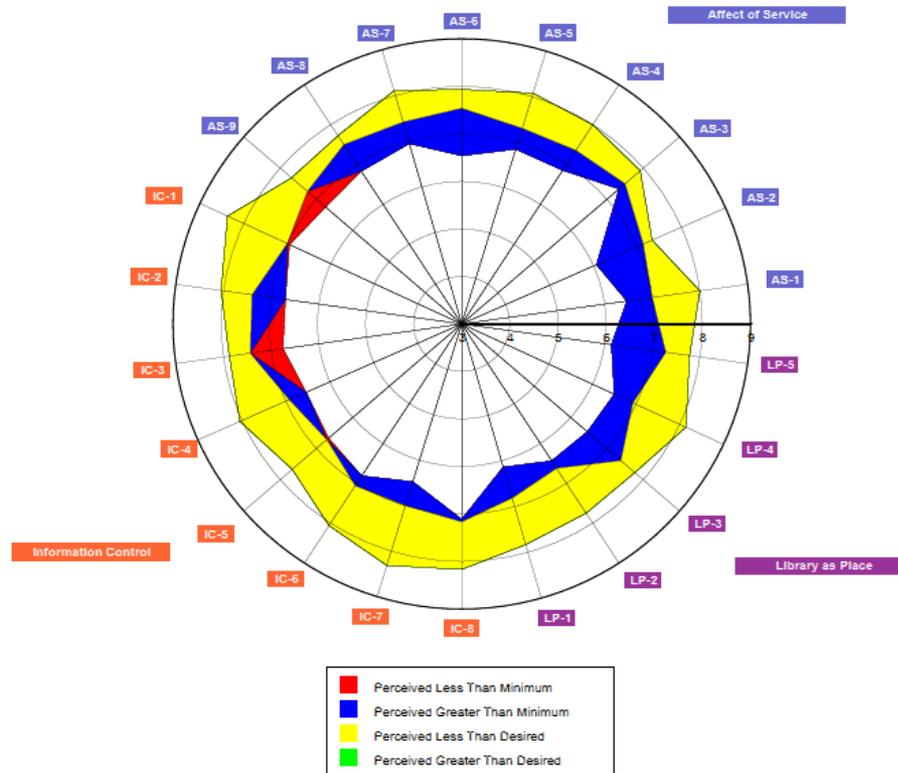
Language: English (British)
Institution Type: College or University
Consortium: SCONUL
Discipline: Management Studies



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
Discipline: Politics



Language: English (British)
Institution Type: College or University
Consortium: SCONUL
Discipline: Sociology

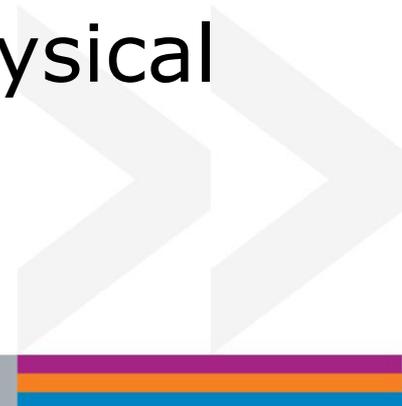


Language: English (British)
Institution Type: College or University
Consortium: SCOUNL
Discipline: Social Policy & Social Work

- Overall I think that the library service is excellent at York. I particularly enjoy how modern the Harry Fairhurst 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



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



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



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

**CUSTOMER
SERVICE
EXCELLENCE**



The Government Standard



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



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



- 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

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

- 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



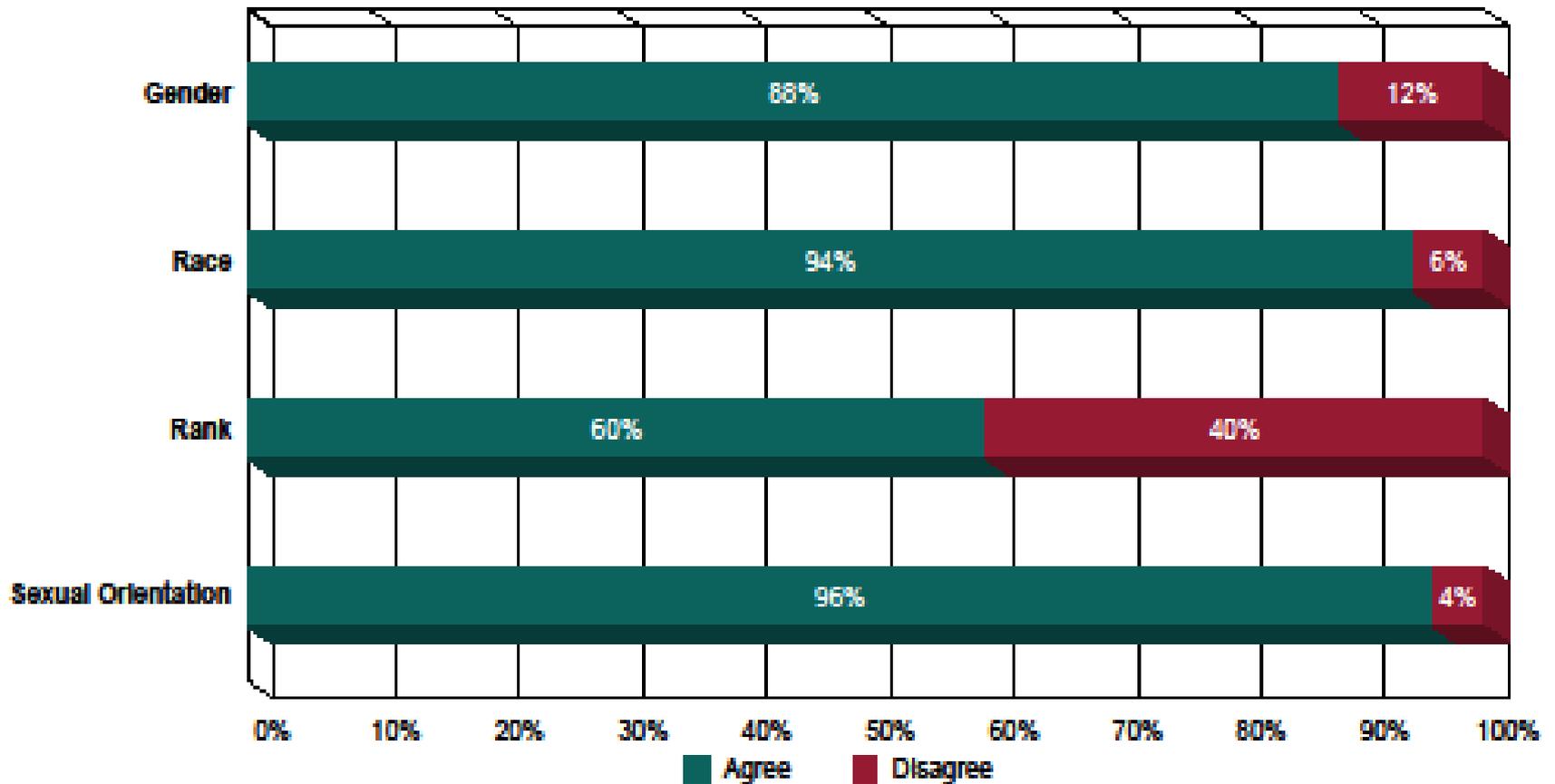
- Suggested every four years
 - Time for culture shift
- 30 North American libraries
 - Some now twice
- 4 Sconul libraries
 - Leicester
 - University of the West of England
 - Nottingham Trent



- 119 out of 125 Library and Archive Staff responded (95%)
- 47 comments received (40%)



Climate for Demographic Diversity



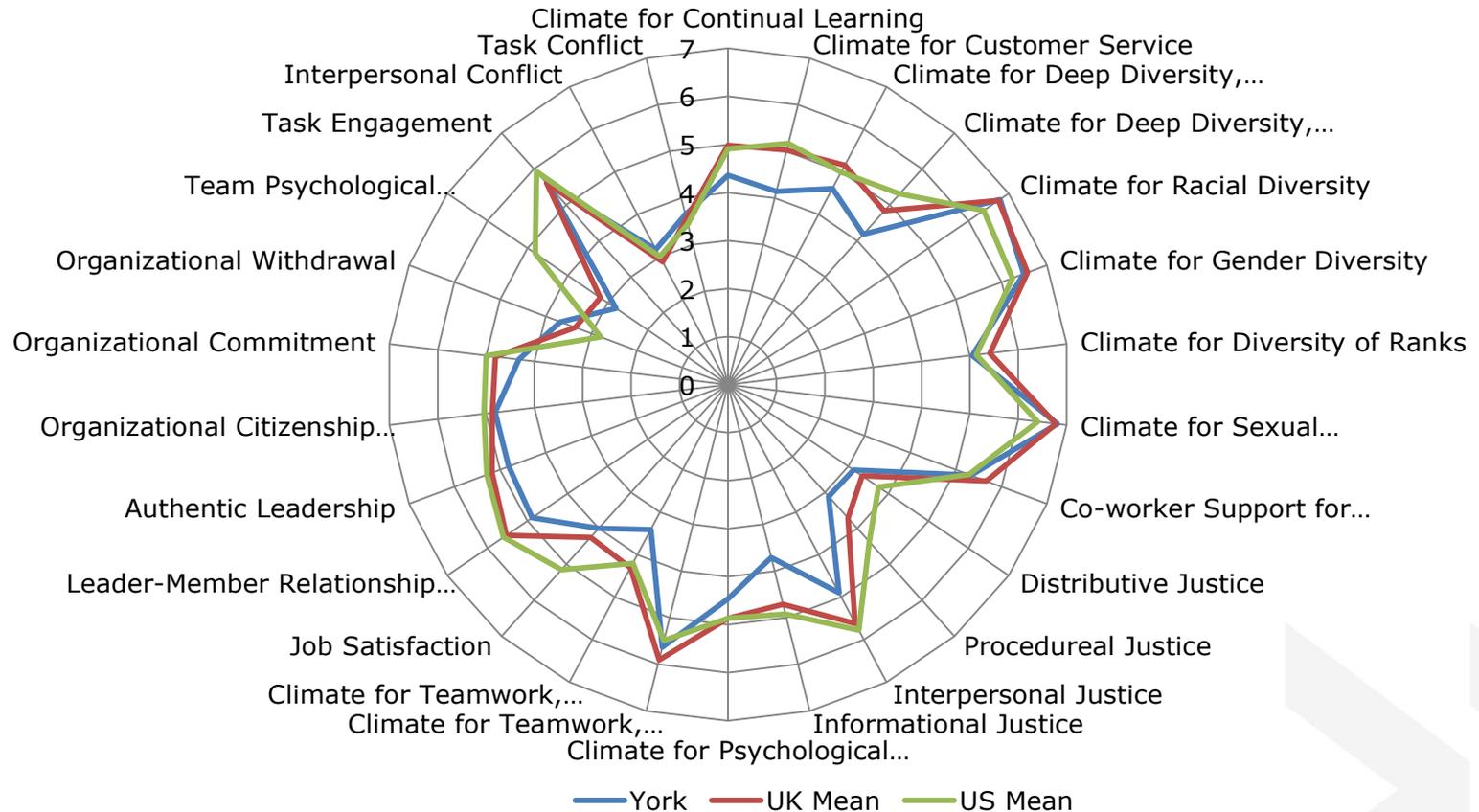
- Diversity
 - Demographic & Equality
- Justice
 - Reward fairness
- Leadership
 - Supervisory level
- Teamwork
- Continual learning
- Deep Diversity
 - values difference
 - standardisation
- Innovation
- Psychological safety
 - Free opinion sharing
- Customer Service



- Job satisfaction
- Commitment
- Citizenship
- Withdrawal
- Task engagement
- Empowerment
- Conflict
 - Task
 - Interpersonal



York Results vs UK and US Mean



Strengths (>75% agreement)

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



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”

