Managing the post-digital change of the academic libraries – quality management as a tool for evidence based service development

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The digital culture of the documents

- Newspapers and journals, have been published digitally from 1990's
- At the same time the mass digitization of older printed resources started
- New books are published mainly both in printed and e-versions – Finland is more printed book oriented here
- During the same time the amount of publications has exploded:
  - There has been published about 130 million books (Nosowitz 2010)
  - There is being published about a million scientific articles in about 100 000 journals yearly (Niiniluoto 2005), currently the estimate is 2 millions
  - The amount of digital data has been estimated to be between 1 and 2 zettabytes (10^{21})
- A lot of new types of making and disseminating documents have evolved that utilize digital technologies and that have sped up the dissemination of data and documents

The greatest challenge for the library patrons and libraries: how to manage and find the published information

- It is not possible to manage this amount of published data manually
- Digitization opens new possibilities for the users
- Digitization opens the publication process for the public
- Digitization opens new possibilities for the libraries
- Printed culture is still going on strong
- What institution takes care of the long-time preservation of our documented cultural heritage?

From printed towards post-digital

Printed	Digital	Post-digital
• printed documents	• e-journal supplier/printed book warehousing	• born digital
• independence	• dependence	• co-operation
• storing and warehousing documents and collections	• digitization of the printed	• joint-operation
• local	• national	• pathway to digital media
• postal services	• using knowledge	• global
• storing knowledge	• e-mail and attachments	• creating knowledge
• buying separate documents	• buying services	• digital workplace
• reading rooms	• web-pages and reading rooms	• co-creating services
		• digital and physical meeting places for knowledge creation

QM at the UEF Library

- Documentation (quality manual, intra- and internet documentation)

- Reorganizing ways of working (team-based organisation)

- Management involvement

- Evidence-based leadership

- Service and customer oriented planning and production of library services

University of Eastern Finland – A University of the Future

- The Universities of Joensuu and Kuopio were merged to constitute the University of Eastern Finland, effective from 1st January 2010.

- The University of Eastern Finland is an international and multidisciplinary university with a firm status among the leading universities in Finland.

- The University operates on three campuses: in Joensuu, Kuopio and Savonlinna.

- Distances between campuses from 130 to 160 kilometres

KUOPIO •   JOENSUU •

SAVONLINNA •

Tools for developing a learning organization

Level of actions	Methods used
Between organizations	• Benchmarking • Working visits • Networking and workgroups
Organizational level	• Strategic management • Management system • Information system, including the documentation of work • Involvement in the University's workgroups
Team level	• Development of the working methods • Methods for the self-direction of the teams • Reporting and planning
Personal level	• Mapping of the field of know-how • Management training • Internal training • Performance review discussions

UEF service development via feedback

Gathering feedback

| Feedback via the library web-pages. | Spoken feedback at the service desks is documented. |

Processing the feedback with the staff

| All the given feedback is analysed in the meetings. | The ideas for the serice improvements based on the feedback is disussed. | Decisions are made and the quality documentation is updated. |

Reporting and follow-up in the yearly management rewiev

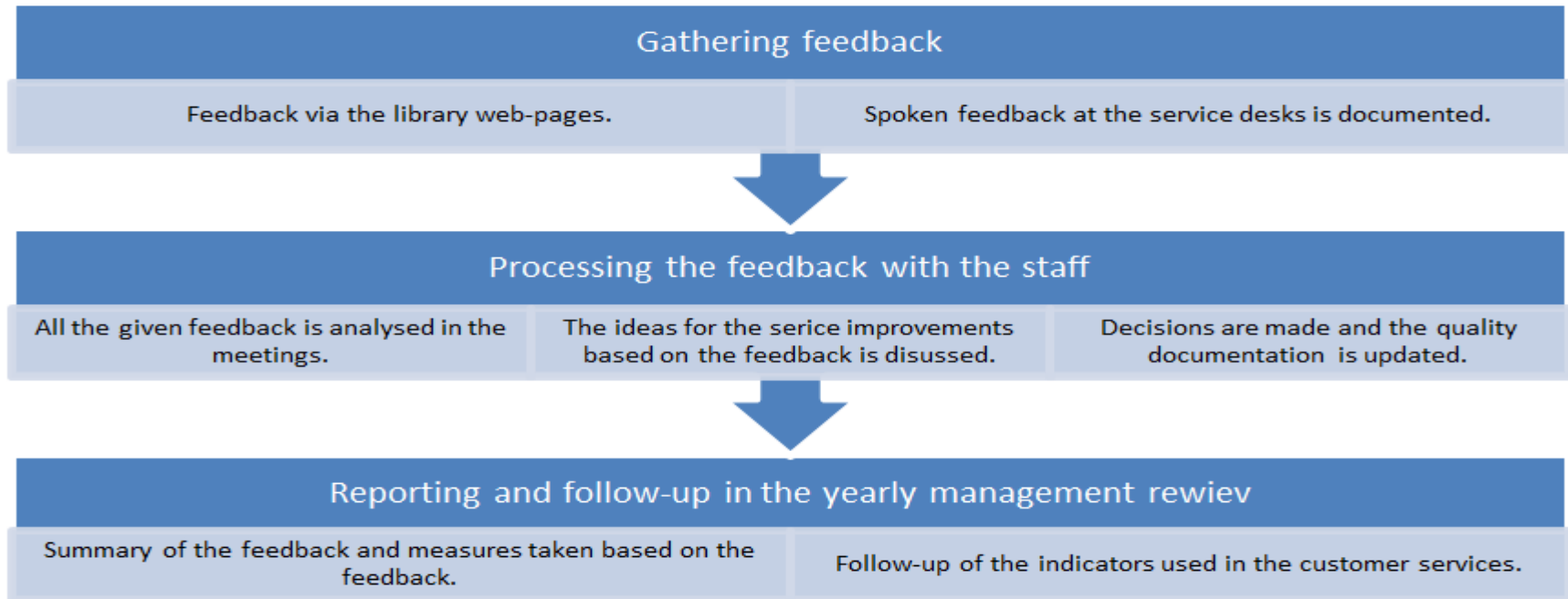| Summary of the feedback and measures taken based on the feedback. | Follow-up of the indicators used in the customer services. |

Fig. 1. From customer feedback to actions: integrating users into continuing development of the services

Evidence based librarianship

- EBL seeks to improve library practice by utilizing the best-available evidence combined with a pragmatic perspective developed from working experiences in librarianship;

- EBL applies the best-available evidence, whether based upon either quantitative or qualitative research methods;

- EBL encourages the pursuit of increasingly rigorous research strategies to support decisions affecting library practice;

- EBL values research in all its diverse forms and encourages its communication, preferably through peer-reviewed or other forms of authoritative dissemination;

- EBL represents a global approach to information seeking and knowledge development, involving research but not restricted to research alone;

- EBL supports the adoption of practice guidelines and standards developed by expert committees based upon the best-available evidence, but not as an endorsement of adhering to rigid protocols; and

- In the absence of compelling reasons to pursue another course, EBL adheres to the hierarchy (or levels) in for using the best-available evidence, lending priority to higher levels of evidence from the research.

  – Eldredge 2000, http://www.ncbi.nlm.nih.gov/pmc/articles/PMC35250/

Indicator based approach an a tool for the management

•To market or inform to the staff about the most important results that the library and its services must accomplish
•To tell to the staff how the success in this task will be measured
•To market to the university about the library and its basic tasks
•To change and harmonize the organizational cultures of the previous university libraries
•To change and harmonize the service production of the library toward a more unified one

Service promise of the UEF library's customer services

- The aim of the process: to disseminate documented scientific information to students, academics and other users.
- Most important sub-processes: dissemination of documents, guidance and marketing, provision of multi-purpose premises.
- The quality aims of the process: customer service will be competent and friendly and it supports the self-directive use of the library.
- The document delivery is fast enough to support studying and research.

Service indicators of the UEF library's customer services, part 1

1. All of the customers are treated in a friendly way; their needs are clarified and answered.
The mean value in the customer survey for staff competence, availability and willingness to be of service is at least 4.5 on a scale from 1 to 5.
 2. The customers know the library's basic services and can use them when needed. The customers are given basic guidance and consulting during the opening hours of the library.
The turnout of the library start for the new and international students is 100 per cent.
The mean value in the customer survey for informing and enabling self-directed information search is at least 4.5 on a scale from 1 to 5.
The proportion of the self-service loans is 70 per cent.

Service indicators of the UEF library's customer services, part 2

3. The customers will receive at least 98 per cent of the documents requested from the library's own collections (including reading room titles and e-resources) within at least a month.
 4. Of all the resources disseminated via the inter-library loans at least 80 per cent will be available within two weeks; if the document requested via ILL is not available, this will be notified to the customer within at least one month.
5. The library offers practical working spaces for the library users: the premises are open as designated and the devices and computers function with a 99 per cent certainty. The mean value in the customer survey for opening hours, functionality and tranquility of the premises as well as about the sufficiency of working spaces and computers will be at least 4.5 on a scale from 1 to 5.

What is the role of the libraries in the post-digital world of documents

- Enabling access to all to the pay-walled digital resources and e-collection building
- Promoting open access and open publishing in a sustainable way
- Networking and creating new types of services jointly
- IL efforts in teaching the patrons the ethical use of information and documents
- Marketing library resources and creating discovery services
- Creating physical and virtual spaces for patrons

Thank you for your attention!

*Students at the Kuopio Campus Library,
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