

Library Process Measures

*Cost * Errors * Time *

(Note that many of the measurements below can be measured over time. Usually the time period should be short—a day, week, or month—so that data can be accumulated in a rapid but systematic way.)

Accounting

Accuracy of forecasts
 Data entry errors
 Actual time compared to estimate
 Cost of customer complaints, by type
 Actual variance from plan in cost, time or percent
 Number of payments posted incorrectly
 Number of incorrect new account documents
 Days payable
 Days receivable
 Number of errors in fund transfers
 Number of reports delivered late
 Number of vendors

Acquisitions

Cost per item
 Percent orders received on time
 Percent orders where price varies from anticipated
 Percent unfilled/cancelled orders
 Time from order to receipt
 Delivery time
 Number of internal product complaints, by vendor
 Dollar purchases, by type
 Percent purchases to circulation
 Average processing time, by type
 Loading/unloading time
 Wrong shipments
 Percent of orders shipped most economical way
 Percent of on-time shipments
 Number of rejected shipments
 Value of rejected shipments
 Defects per order, per month

Broken items as percent of shipment
Time from receipt to shelf

Collection Management

Value of inventory
Percentage growth
Percentage unused
Percentage damaged
Percentage discarded
Value of damaged and discarded materials
Shelving errors detected, by type
Cataloging errors
Processing errors
Cost per use (Circulation, gate count, program attendant)
Cost per reference question.
Time from return to shelf
Value added time per item
Damaged items
Cost of damaged items
Items declared lost
Overdues
 Number per day
 Average time overdue
 Percent overdue
 Cost of handling overdues
 Percent returned before overdue notice received
 Percent disputed
 Dollars per day

Customer Service

Customer requests for wrong item
Variance from customer expectation or specification
Type and number of customer complaints
Gained and lost customer ratios
Complaints from downstream processes
Percent transaction errors
Calls not returned within X days
Number of customers served
Percent satisfied/dissatisfied
Average customer wait time
Number of calls not returned within ____ days

Number of requests not filled
 Customers, by type
 Usage, by customer type

Human Resources

Recruiting cost per recruit retained
 Cost per hire
 Number of suggestions for improvement submitted
 Number of employees in training
 Number of training hours
 Training cost per employee
 Time to obtain replacement
 Orientation cost per employee
 Percent new employees completing orientation within ____ days of hire
 Percent correct answers on library training tests
 Benefit cost per employee
 Number of benefit complaints
 Worker's compensation cost per employee
 Turnover rate
 Number of grievances
 Number of accidents
 Percent of late employees
 Average number of late minutes
 Time between accidents
 Percent absent employees

Instruction

Ratio of customers attending to those using after the session
 Instructional sessions per month
 Costs per session
 Number of customers/instructor

Information Technology

Minutes of system downtime per month
 Programmers per usage
 Programming backlog, in days
 User entry-response time, seconds
 Desktop equipment downtime, minutes/month
 Number of users/computer technician
 Service backlog, by type, in days

Preventive maintenance hours, by type
Program maintenance hours
Number of reports delivered on time
Number of reports actually used

Learning

Number of new skills implemented
Level of implementation of new skills, innovations
Number of ideas implemented
Dollars or time invested in researching options for the future
Employees promoted

Maintenance

Percent of time doing preventive maintenance
Cycle time from request to completion
Percent of jobs completed on schedule
Air flow, cubic feet/minute
Trouble calls/day
Temperature variation
Incidents of unscheduled maintenance - breakdowns

Marketing

Number of customer surveys sent, by type
Percentage of customer surveys returned
Number of competitor's customers interviewed
Time to return calls

Office Support

Number of items misfiled/missing
Percent returned mail
Number of data entry errors
Turnaround time
Supplies
 Inventory level
 Cost
 Times that supplies run out
 Value of material no longer used

Outcomes

Customer satisfaction
Percent community children reading at grade level by third grade

Invitations to participate in community and/or school initiatives
Number of individuals who found jobs with library assistance
Homework completed
Adults who learned to read
Objectives of collaborations met
Community skills developed
Dollars raised from all sources for the library
Number of sources of dollars for the library
Number of contributors

Planning

Percent utilization of facilities
Number of employees involved in strategic planning activities
Contributions to key success factors

Research & Development (Learning & Growth?)

New products or services developed
Value of products/services developed
Number of process improvements
Dollar value of process improvements
Estimated contribution of R&D costs
Number of projects more than ___ days old

Scheduling

Percent overtime attributed to scheduling
Minutes wasted at beginning and end of shift
Hours of overtime

Timeliness

Number of rings before phone is answered
Percent downtime, by machine
Elapsed time for processing insurance claims