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Information and documentation — Library performance indicators

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National foreword

This British Standard is the UK implementation of ISO 11620:2023. It supersedes BS ISO 11620:2014, which is withdrawn.

The UK participation in its preparation was entrusted to Technical Committee IDT/2, Information and documentation.

A list of organizations represented on this committee can be obtained on request to its committee manager.

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INTERNATIONAL STANDARD

ISO 11620

Fourth edition
2023-06-01

Information and documentation — Library performance indicators

Information et documentation — Indicateurs de performance des bibliothèques

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 46, *Information and documentation*, Subcommittee SC 8, *Quality — Statistics and performance evaluation*.

This fourth edition cancels and replaces the third edition (ISO 11620:2014), which has been technically revised.

The main changes are as follows:

— addition of library training participation indicators aligned with relevant UN Sustainable Development Goals (UN SDGs);

— addition of library awareness, impact related indicators;

— addition of staff research and research support related indicators; and

— deletion of several indicators no longer relevant or feasible.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

This document is concerned with the evaluation of libraries of all types.

The main purpose of this document is to endorse the use of performance indicators regarding the quality of library services in libraries and to spread knowledge about how to conduct performance measurement.

Performance indicators can be used for comparison over time within the same library. Comparisons between libraries can also be made, but only with caution. Comparisons between libraries will need to consider any differences in the constituencies of the libraries and library attributes, with a good understanding of the indicators used, limitations to comparisons, and careful interpretation of the data.

There are other limitations to the performance indicators in this document that depend on local factors, such as the community the library serves, service mandates, and the technological and financial infrastructure. Results from the use of performance indicators in this document are intended to be interpreted with regard to these factors.

Performance indicators are not specified for all services, activities, and types of use of the library, either because such indicators have not been proposed and tested at the time of formulation of this document, or because they did not fulfil the criteria specified (see 5.2).

The performance indicators included in this document do not reflect all possible measures or evaluation techniques. It offers accepted, tested, and publicly accessible (i.e. non-proprietary) methodologies and approaches to measuring a range of library service performance.

The quality of library services is related to the broader topic of quality management and quality assurance. This document acknowledges and supports the International Standards prepared by ISO/TC 176.

Every indicator in this document is given a unique name. This name sometimes differs from the literature upon which its description is based. Such differences are documented in the descriptions of the indicators.

The performance indicators included in this document are either in widespread use, well documented in the literature, or sufficiently field-tested. Additional indicators have been developed by the working group in analogy to existing ones in order to cover as far as possible all library services and activities.

Library services will continue to develop and evolve, and such evolution will require monitoring as related to the indicators in this document. The library and information community is encouraged to establish mechanisms and to give high priority to developing relevant indicators for existing and emerging library services and resources.

This document will be maintained by a working group that will monitor developments and incorporate additional indicators as they are tested and validated.

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Information and documentation — Library performance indicators

1 Scope

This document specifies the requirements of a performance indicator for libraries and establishes a set of indicators to be used by libraries of all types. It also provides guidance on how to implement performance indicators in libraries where such indicators are not already in use.

This document is applicable to all types of libraries in all countries. However, not all performance indicators apply to all libraries. Limitations on the applicability of individual performance indicators are listed in the scope clause of the description of each indicator (see Annex A).

This document provides a standardized terminology and concise definitions of the performance indicators. Furthermore, it contains detailed descriptions of the indicators and of the collection and the analysis of data needed.

This document is not intended to exclude the use of performance indicators not specified in it.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1
access
<virtual> successful request of a library-provided online service

[SOURCE: ISO 2789:2022, 3.2.1]

3.2
access
<physical> right, opportunity, means of finding, using or retrieving information, of using a service; or entering a building

[SOURCE: ISO 15489-1:2016, 3.1, modified — “of using a service; or entering a building” has been added.]

3.3
accessibility
ease of reaching and using a service or facility

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3.4
active borrower
registered user who has borrowed at least one item during the reporting period

Note 1 to entry: This count underrates the number of active users, but is still for many libraries the only manageable measure.

[SOURCE: ISO 2789:2022, 3.2.3]

3.5
active user
registered user who has visited or made use of library facilities or services during the reporting period

Note 1 to entry: This includes active borrowers.

Note 2 to entry: This can include the use of digital library services, if it is possible, to identify digital use and virtual visits of the individual user, or if data can be obtained by means of surveys.

Note 3 to entry: If a library identifies non-registered active users, e.g. by surveys, these should be counted separately.

[SOURCE: ISO 2789:2022, 3.2.4]

3.6
appropriateness
suitability of any given indicator for evaluating a specific activity

3.7
availability
degree to which content, documents, facilities, or services are actually provided by the library at the time required by users

3.8
capital expenditure
expenditure which results in the acquisition of, or addition to, fixed assets

Note 1 to entry: This includes expenditure on building sites, new buildings and extensions, furnishings and equipment for new and expanded buildings, computer systems (hardware and software), etc. When applicable, local and national sales/purchase taxes [e.g. Value Added Tax (VAT)] are included.

[SOURCE: ISO 2789:2022, 3.6.1]

3.9
closed stacks
stacks that are not accessible to users

[SOURCE: ISO/TR 11219:2012, 2.19, modified — Note 1 to entry has been deleted.]

3.10
conservation
preservation measures and actions applied to prevent, arrest or delay deterioration of a document or other material object

[SOURCE: ISO 5127:2017, 3.12.1.01]

3.11
content unit
original or a digest of other published work

Note 1 to entry: This includes documents or parts of documents (e.g. articles, abstracts, content tables, images) and descriptive records.

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Note 2 to entry: PDF, Postscript, HTML and other formats of the same content unit will be counted as separate items.

[SOURCE: ISO 2789:2022, 3.3.9]

3.12
database
collection of electronically stored descriptive records or content units (including facts, texts, pictures, and sound) with a common user interface and software for the retrieval and manipulation of the data

Note 1 to entry: The units or records are usually collected with a particular intent and are related to a defined topic. A database can be issued on CD-ROM, diskette, or other direct-access method, or as a computer file accessed via dial-up methods or via the Internet.

Note 2 to entry: Licensed databases are counted separately even if access to several licensed database products is affected through the same interface.

Note 3 to entry: A common interface providing access to a packet of serials or digital documents, usually offered by a publisher or vendor, is also to be counted as database. Additionally, the single serials or digital documents should be counted as serials or digital documents.

[SOURCE: ISO 2789:2022, 3.3.10]

3.13
descriptive record
computer-processed bibliographic or other individual record in a standard format that references and/or describes a document in any physical form or a content unit

Note 1 to entry: A collection of descriptive records is usually published in the form of a database.

Note 2 to entry: The record can include elements such as title, author, subject, abstract, date of origin.

[SOURCE: ISO 2789:2022, 3.3.12]

3.14
digital collection
all resources in digital form in the library collection, whether born digital or digitized

Note 1 to entry: The digital collection includes databases, electronic serials, and digital documents.

Note 2 to entry: Free Internet resources which have been catalogued by the library in its online catalogue or a database are counted separately.

Note 3 to entry: The resources can be networked, installed on stand-alone workstations or stored on physical carriers.

[SOURCE: ISO 2789:2022, 3.3.13]

3.15
digital document
information unit with a defined content, born digital, or digitized, that has been created or digitized by the library or acquired in digital form as part of the library collection

Note 1 to entry: This includes eBooks, electronic patents, networked audiovisual documents, and other digital documents, e.g. reports, cartographic and music documents, preprints, etc. Databases and electronic serials are excluded.

Note 2 to entry: Items incorporated in databases are covered by 3.12.

Note 3 to entry: A digital document can be structured into one or more files.

Note 4 to entry: A digital document consists of one or more content units. Before digitization, the library should decide which content units should be searchable afterwards, e.g. articles in serials or songs on records.

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[SOURCE: ISO 2789:2022, 3.3.14]

3.16
digital service
library service delivered digitally, whether from local servers or provided via networks

Note 1 to entry: Digital library services include the online catalogue, the library website, the digital collection, electronic lending, electronic document delivery (mediated), digital reference service, digitally delivered user training, services for mobile devices, services for interactive use (including services on social networks), and Internet access offered via the library.

Note 2 to entry: This does not include booking physical services (e.g. rooms or library tours) digitally.

[SOURCE: ISO 2789:2022, 3.2.10]

3.17
digitization
process of converting analogue materials into digital form

Note 1 to entry: Digitization for document supply from the library collection to a user or institution is excluded.

Note 2 to entry: Digitization for preservation purposes is included.

Note 3 to entry: Mass digitization is included.

Note 4 to entry: Purchase of electronic copies for replacing print copies is excluded.

[SOURCE: ISO 2789:2022, 3.3.17]

3.18
document
recorded information or material object, which can be treated as a unit in a documentation process

Note 1 to entry: Documents can differ in form and characteristics.

[SOURCE: ISO 5127:2017, 3.1.1.38, modified — Notes to entry have been deleted and replaced.]

3.19
download
successful request of a content unit from a library-provided online service or other Internet service

[SOURCE: ISO 2789:2022, 3.2.12]

3.20
eBook
electronic book
non-serial digital document, licensed or not, where searchable text is prevalent, and which can be seen in analogy to a print book (monograph)

Note 1 to entry: The use of eBooks is, in many cases, dependent on a dedicated device and/or a special reader or viewing software.

Note 2 to entry: eBooks can be lent to users either on portable devices (eBook readers) or by transmitting the contents to the user's PC or other device for a limited time period.

Note 3 to entry: Doctoral dissertations in electronic format are included.

Note 4 to entry: Documents digitized by the library are included.

[SOURCE: ISO 2789:2022, 3.3.22]

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3.21
educational services
learning sessions and learning materials and programmes in all formats for children and adults for the purpose of enhancing skills in library and information use

Note 1 to entry: This includes the provision of services for schools and the cooperation with other libraries in preparing and offering educational services.

Note 2 to entry: Education of librarians is excluded.

[SOURCE: ISO 21248: 2019, 3.22]

3.22
effectiveness
measure of the degree to which given objectives are achieved

Note 1 to entry: An activity is effective if it maximizes the results it was established to produce.

3.23
efficiency
measure of the utilization of resources to realize a given objective

Note 1 to entry: An activity is efficient if it minimizes the use of resources or produces better performance with the same resources.

3.24
electronic document delivery, mediated
electronic transmission of a document or part of a document from the library collection to a user, mediated by library staff, not necessarily via another library

Note 1 to entry: Electronic transmission of documents to members of the population to be served is included. Fax transmission is excluded.

Note 2 to entry: Can be split up as to transmission with or without charge to the user.

Note 3 to entry: Unmediated downloading by users from the electronic collection of the library is excluded.

[SOURCE: ISO 2789:2022, 3.2.14]

3.25
evaluation
process of estimating the effectiveness, efficiency, utility, and relevance of a service or facility

3.26
event
pre-arranged activity with cultural, educational, social, political, scholarly, or other intent

EXAMPLE Exhibitions, author visits, literary discussions, workshops

Note 1 to entry: Only events arranged by the library on its own or in partnership with other institutions are included, whether inside or outside the library premises. Events inside the library premises organized by institutions outside the library without the library's cooperation are excluded.

Note 2 to entry: User training lessons and library tours are excluded.

Note 3 to entry: Ongoing programs are included. Each session of a program is counted as one event.

Note 4 to entry: Virtual events are included.

[SOURCE: ISO 2789:2022 3.2.16]

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3.27
external user
user of a library who does not belong to that library's population to be served

[SOURCE: ISO 2789:2022, 3.2.19]

3.28
facilities
equipment, study places, etc. provided for library users

Note 1 to entry: Includes photocopiers, online terminals, CD-ROM workstations, seats for reading, and study carrels, but excludes toilets, cafes, and public telephones.

3.29
fixed level of proficiency
FLP
minimum benchmark of basic knowledge in a domain (literacy or numeracy) measured through learning assessments

[SOURCE: UNESCO SGD indicator metadata – Indicator 4.4.1 (Harmonized metadata template - format version 1.0)]

3.30
free Internet resource
internet resource with unrestricted (open) access for which no payment is required

[SOURCE: ISO 2789:2022, 3.3.26]

3.31
full-time equivalent
FTE
measurement equal to one staff person working a full-time work schedule for one year

Note 1 to entry: For example, if out of three persons employed as librarians, one works quarter-time, one works half-time, and one works full-time, then the FTE of these three persons would be 0,25 + 0,5 + 1,0 = 1,75 librarians (FTE).

Note 2 to entry: Not all libraries can use the same number of hours per year to determine an FTE. Thus, any comparative measures between libraries might need to consider any differences in hours.

3.32
functional literacy
ability to understand, evaluate, use and engage with written texts to participate in society, to achieve one's goals, and to develop one's knowledge and potential

[SOURCE: OECD, 2016]

3.33
functional numeracy
ability to access, use, interpret and communicate mathematical information and ideas, in order to engage in and manage the mathematical demands of a range of situations in adult life

[SOURCE: OECD, 2016]

3.34
goal
desired state of affairs to be achieved by the implementation of agreed policies

3.35
impact
difference or change in an individual or group resulting from the contact with library services

Note 1 to entry: The change can be tangible or intangible.

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[SOURCE: ISO 16439:2014, 3.25]

3.36
ICT
information and communication technology
diverse set of technological tools and resources used to transmit, store, create, share or exchange information

Note 1 to entry: These technological tools and resources include computers, the Internet (websites, blogs and emails), live broadcasting technologies (radio, television and webcasting), recorded broadcasting technologies (podcasting, audio and video players and storage devices) and telephony (fixed or mobile, satellite, visio/video-conferencing, etc.).

[SOURCE: UNESCO SGD indicator metadata – Glossary]

3.37
ICT proficiency
ability to perform an ICT related activity, which constitutes a learning target that can be assessed in the context of a training lesson

[SOURCE: UNESCO *SGD indicator metadata – Indicator 4.4.1 (Harmonized metadata template - format version 1.0)*.]

3.38
ICT skills
skills that allow an effective use of ICT, independently of the device used, measured through the accomplishment of ICT related activities.

[SOURCE: UNESCO *SGD indicator metadata – Indicator 4.4.1 (Harmonized metadata template - format version 1.0)*.]

3.39
indirect user
non-registered user who uses library services via a registered user

[SOURCE: ISO 2789:2022, 3.2.22]

3.40
indicator
expression (which can be numeric, symbolic, or verbal) used to characterize activities (events, objects, persons) both in quantitative and qualitative terms in order to assess the value of the activities characterized, and the associated method

3.41
in-house use
in-library use
use of documents on the premises having been taken by a user from open access stock

Note 1 to entry: In-house use includes browsing at the shelves in the sense of a short investigation of the contents but excludes looking at the side or spine titles only for selecting material.

[SOURCE: ISO 2789:2022, 3.2.24]

3.42
institutional repository
open access repository for storing the publications of an institution, or a group of institutions, such as e-prints, technical reports, theses and dissertations, datasets, and teaching and learning materials

[SOURCE: ISO 2789:2022, 3.3.29]

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3.43
interlibrary loan
transaction of lending a document in its original physical form or delivery of a document, or part of it, in copied form, from one library to another which is not under the same administration

Note 1 to entry: Mediated transmission of documents in electronic form is counted as electronic document delivery.

[SOURCE: ISO 2789:2022, 3.2.25, modified — Note 2 to entry has been omitted]

3.44
library
organization, or part of an organization, the main aim of which is to facilitate the use of such information resources, services and facilities as are required to meet the informational, research, educational, cultural or recreational needs of its users

Note 1 to entry: The supply of the required information resources can be accomplished by building and maintaining a collection and/or by organizing access to information resources.

Note 2 to entry: These are the basic requirements for a library and do not exclude any additional resources and services incidental to its main purpose.

[SOURCE: ISO 2789:2022, 3.1.6]

3.45
library research
systematic study and analysis of some aspect of library and information science

Note 1 to entry: The results are usually published in a journal of library and information science or presented at a library and information conference.

[SOURCE: ISO 2789:2022, 3.5.4]

3.46
library staff research publication
research publication by library staff in professional and academic subjects

Note 1 to entry: Includes publications in all formats, and presentations at conferences.

[SOURCE: ISO 2789:2022, 3.5.5]

3.47
library website
unique domain on the Internet consisting of a collection of web pages that is published by a library to provide access to the library's services and resources

Note 1 to entry: The pages of a website are usually interconnected by the use of hypertext links.

Note 2 to entry: Excludes documents that fit the definitions of electronic collection and free Internet resources that can be linked from the library website.

Note 3 to entry: Excludes web services in the library's domain that are operated on behalf of other organizations.

[SOURCE: ISO 2789:2022, 3.2.27]

3.48
loan
direct lending or delivery transaction of an item in non-electronic form (e.g. book), of a digital document on a physical carrier (e.g. CD-ROM) or other device (e.g. eBook reader), or transmission of a digital document to one user for a limited time period (e.g. eBook)

Note 1 to entry: Renewals are excluded but can be counted separately.

Note 2 to entry: Loans include registered loans within the library (on-site loans).

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Note 3 to entry: Loans include copied documents supplied in place of original documents (including fax) and printouts of electronic documents made by library staff for the user.

Note 4 to entry: Loans of documents in physical form to distance users are included.

Note 5 to entry: Mediated electronic transmission of documents is counted as electronic document delivery if their use is permitted for unlimited time. This includes transmissions to members of the population to be served.

[SOURCE: ISO 2789:2022, 3.2.29, modified — Note 6 has been omitted.]

3.49
metadata
structured data about data

Note 1 to entry: The data are associated with either an information system or an information object for purposes of description, administration, legal requirements, technical functionality, use and usage, and preservation.

Note 2 to entry: Adapted from Dublin Core Metadata Initiative, 2005.

3.50
mission
statement approved by the authorities formulating the organization's goals and its choices in services and products development

3.51
mobile device
portable computing device, typically having a display screen with touch, pen and/or keyboard input and Internet connection

[SOURCE: ISO 2789:2022, 3.2.32]

3.52
non-user
person belonging to a specific library's population to be served but not using that library's physical and/or digital services

Note 1 to entry: The definition includes former users of the library.

[SOURCE: ISO 16439:2014, 3.39]

3.53
objective
specific target for an activity to be attained as a contribution to achieving the goal of an organization

3.54
opening hours
hours in a normal week when the main physical services of the library (e.g. reference and loan services, reading rooms) are available to users

[SOURCE: ISO 2789:2022, 3.4.8]

3.55
operating expenditure
ordinary expenditure
recurrent expenditure
expenditure incurred in the running of a library

Note 1 to entry: This is money spent on staff and on resources that are used and replaced regularly. This includes expenditure on employees, rent, acquisitions and licensing, binding, computer network (operations and maintenance), telecommunication, building, maintenance, utilities (electricity, water, sewage, heating, etc.), repair or replacement of existing furnishings and equipment, and events, etc. This can also be termed "current" or "recurrent" expenditure. When applicable, local and national sales/purchase taxes [e.g. Value Added Tax (VAT)] are included.

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[SOURCE: ISO 2789:2022, 3.6.4]

3.56
partnership
ongoing, formalized cooperation between a library and one or more other organizations, including other libraries, usually concerning particular services or activities

Note 1 to entry: A partnership will usually have a contractual basis. Partners can make different contributions, e.g. expertise, funding, training, materials in kind, premises, etc.

Note 2 to entry: Cooperation between two or more libraries within a single administrative unit is excluded.

Note 3 to entry: Time-limited cooperation on a specified project is excluded and counted as a cooperative project (see 3.61).

Note 4 to entry: A one-way relationship, whether paid or unpaid, where one partner is only supplying, the other only receiving services, is excluded.

[SOURCE: ISO 2789:2022, 3.5.6]

3.57
performance
effectiveness of the provision of services by the library and the efficiency of the allocation and use of resources in providing services

3.58
performance indicator
numerical, symbolic, or verbal expression derived from library statistics and data used to characterize the performance of a library

3.59
population to be served
number of individuals for whom the library is set up to provide its services and materials

Note 1 to entry: For public libraries, this will normally be the population of the legal service area (authority). For libraries of an institution of higher education, this will normally be the total of academic and professional staff plus students.

3.60
preservation
all measures taken, including financial and strategic decisions, to maintain the integrity and extend the life of documents or collections

[SOURCE: ISO 5127:2017, 3.2.1.39, modified — Notes 1 and 2 to entry have been omitted.]

3.61
project
unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, cost, and resources

[SOURCE: ISO 9000:2015, 3.4.2]

Note 1 to entry: An individual project can form part of a larger project structure.

3.62
quality
entirety of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs

Note 1 to entry: The quality of products and services includes not only their intended function and performance, but also their perceived value and benefit to the customer. See ISO 9000:2015, 2.2.1.

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[SOURCE: ISO 10845-1:2020, 3.27, modified — Note to entry has been added.]

3.63
rare materials
incunabula, manuscripts, books published before 1800, and newer books that are made precious by their limited issue, by their binding, by dedications, and similar characteristics.

Note 1 to entry: Usually, such materials belong to special collections with special shelf marks and are shelved separately in a secure location to which access is restricted.

Note 2 to entry: This excludes archives and records concerning private persons, institutions, and organizations (collections containing manuscripts, letters, notes, photos, and other material given by bequest to the library or purchased as such by, or on behalf of, the library).

[SOURCE: ISO 21248:2019, 3.75]

3.64
reference question
information contact that involves the knowledge or use of one or more information sources (such as printed and non-printed materials, machine-readable databases, the library's own and other institutions' catalogues) by library staff

Note 1 to entry: This can also involve recommendations, interpretation or instruction in the use of such sources.

Note 2 to entry: One reference question can address several issues.

Note 3 to entry: The question can be delivered personally or by means of telephone, regular mail, fax, or electronic media (via email, the library website, or other networked communications mechanisms).

Note 4 to entry: It is essential that libraries do not include informational (directional and administrative) questions, e.g. for locating staff or facilities, regarding opening times, or about handling equipment, such as printers or computer terminals.

[SOURCE: ISO 2789:2022, 3.2.43]

3.65
reference service
provision of oral or written information and assistance, in response to requests, by the staff of an information and documentation organization

[SOURCE: ISO 5127:2017, 3.11.5.03]

3.66
registered user
person or organization registered with a library in order to use its collection and/or services within or away from the library

Note 1 to entry: Users can be registered upon their request or automatically when enrolling in the institution.

Note 2 to entry: The registration should be monitored at regular intervals, minimum of every three years, so that inactive users can be removed from the register.

[SOURCE: ISO 2789:2022, 3.2.46]

3.67
rejected access
turnaway
unsuccessful request of an online service via the library

Note 1 to entry: The failure can be due to the library having no license for the service or to the request exceeding the simultaneous user limit.

Note 2 to entry: Request failure because of wrong passwords is excluded

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[SOURCE: ISO 2789:2022, 3.2.47]

3.68
reliability
degree to which a measure repeatedly and consistently produces the same result

3.69
renewal
extension of the loan period for a document usually initiated by the user

Note 1 to entry: Automatic renewals generated by the library system without user interaction are included.

[SOURCE: ISO 2789:2022, 3.2.48]

3.70
research support
library service that allows a researcher to spend more time, more efficiently in his/her role as a researcher, and contributes positively to the quality of the research

Note 1 to entry: Generally, research support services are offered to academics at universities in order to support their role as researcher.

3.71
restoration
actions taken to return a *document* or other material object which has suffered deterioration or damage as closely as practicable to its original state

Note 1 to entry: In archival restoration, no attempt is made to recreate missing text, etc., and all restoration work is kept clearly evident.

[SOURCE: ISO 5127:2017, 3.12.1.02, modified — The term "preservation" has been excluded in the definition, and Note 2 to entry has been omitted.]

3.72
special collection
collection of materials segregated from a library collection according to form, subject, genre, period, geographical area, condition, rarity, source, or value

Note 1 to entry: Special collections are usually administered separately.

Note 2 to entry: Access to special collections can be restricted.

[SOURCE: ISO 21248:2019, 3.83]

3.73
special grant
grant of a non-recurrent nature to fund (or partly fund) projects

[SOURCE: ISO 2789:2022, 3.6.6]

3.74
stable condition
suitability for use
Note 1 to entry: Stable material can have some damage but can be used without immediate risk of further damage. Unstable material will be further damaged if used.

[SOURCE: ISO 21248:2019, 3.85]

3.75
staff training
formal pre-planned training in professional skills and competences, including social skills

Note 1 to entry: The training can be held in-house or externally, and delivered by library staff or external experts.

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Note 2 to entry: Web-based training services are included.

Note 3 to entry: Informal training, e.g. point-of-use training, is exclude

[SOURCE: ISO 2789:2022, 3.7.6]

3.76
target population
groups of actual and potential users appropriate to an individual library as the object of a specific service or as the primary users of specific materials

3.77
title
words or symbols at the head of a document that identify it and normally distinguish-it from other documents

[SOURCE: ISO 5127:2017, 3.7.4.01, modified — Note 1 has been omitted]

Note 1 to entry: For measuring purposes, "title" describes a document, which forms a separate item with a distinctive title, whether issued in one or several physical units, and disregarding the number of copies of the document held by the library.

Note 2 to entry: This applies equally to print, digital, audiovisual and other library materials.

Note 3 to entry: A book or serial title can be distinguished from other such titles by its unique International Standard Book Number (ISBN) or International Standard Serial Number (ISSN).

[SOURCE: ISO 2789:2022, 3.3.58]

3.78
unstaffed opening hours
hours when a library, or a specified library area, is open to controlled access, without staff present but with facilities for self-service

Note 1 to entry: Access can be restricted to a specified part of the population to be served, e.g. researchers and postgraduate students.

[SOURCE: ISO 2789:2022, 3.4.10]

3.79
user
DEPRECATED: patron
DEPRECATED: customer
recipient of library services

Note 1 to entry: The recipient can be a person or an institution, including libraries.

Note 2 to entry: Library services include digital services, physical services, and visiting the library premises.

3.80
user place
place provided for users for reading or studying, whether with or without seating or equipment

Note 1 to entry: Includes places in carrels, in seminar and study rooms, and in the audiovisual and children's departments of the library, and informal seating in lounges, group areas, etc.

Note 2 to entry: Excludes places in halls and lecture auditory theatres intended for audiences of special events. Also excludes floor space and cushions on which users can sit.

[SOURCE: ISO 2789:2022, 3.4.12]

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3.81
user service area
part of the library that is accessible to users

Note 1 to entry: This includes space for reading and studying (individual or group), lending, reference and information, and any other services delivered to users, self-service areas (lending and returning plus sorting robots), also areas for recreation and communication, sickrooms, the entrance hall, and open access storage areas as integrated parts of user service areas; media centres, workplaces for staff in these areas.

3.82
user training
training programme set up with a specified lesson plan, which aims at specific learning outcomes for the use of library and other information services

Note 1 to entry: User training can be offered as a tour of the library, as library tuition, or as a web-based service for users.

Note 2 to entry: The duration of lessons is irrelevant.

[SOURCE: ISO 2789:2022, 3.2.59]

3.83
validity
degree to which an indicator actually measures what it is intended to measure

3.84
visit
<physical> person (individual) entering the library premises

[SOURCE: ISO 2789:2022, 3.2.61]

3.85
visit
<virtual> continuous cycle of user activities that starts when a user causes a page impression on a digital service

Note 1 to entry: A visitor is no physical person, but a browser or end device.

Note 2 to entry: Each following page impression that the user causes is counted as belonging to this visit.

Note 3 to entry: A visit is counted as finished when for more than 30 minutes no age impression has been caused by the user (time-out).

Note 4 to entry: The visit does not allow information about the time span or intensity of the activities.

Note 5 to entry: If possible, requests of a general entrance or gateway page should be excluded

[SOURCE: ISO 2789:2022, 3.2.62]

4 Performance measurement

4.1 Quality management

Quality management comprises all coordinated activities to direct and control an organization with regard to quality (ISO 9000).

The first step in quality management requires that mission and goals of the specific institution are defined; this should be done in consensus with the stakeholders, for instance a library's parent institution, financing body, population and staff.

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When the mission and the general goals have been described, long- and short-time goals can be fixed and resources (funds, space, staff time) can be allocated to the activities that are essential for the attainment of the goals.

After some time, it will be necessary to control whether the goals and the desired quality have been attained. This will probably lead to re-planning and to re-defining goals for the next period.

The simple model of quality management is shown in Figure 1.

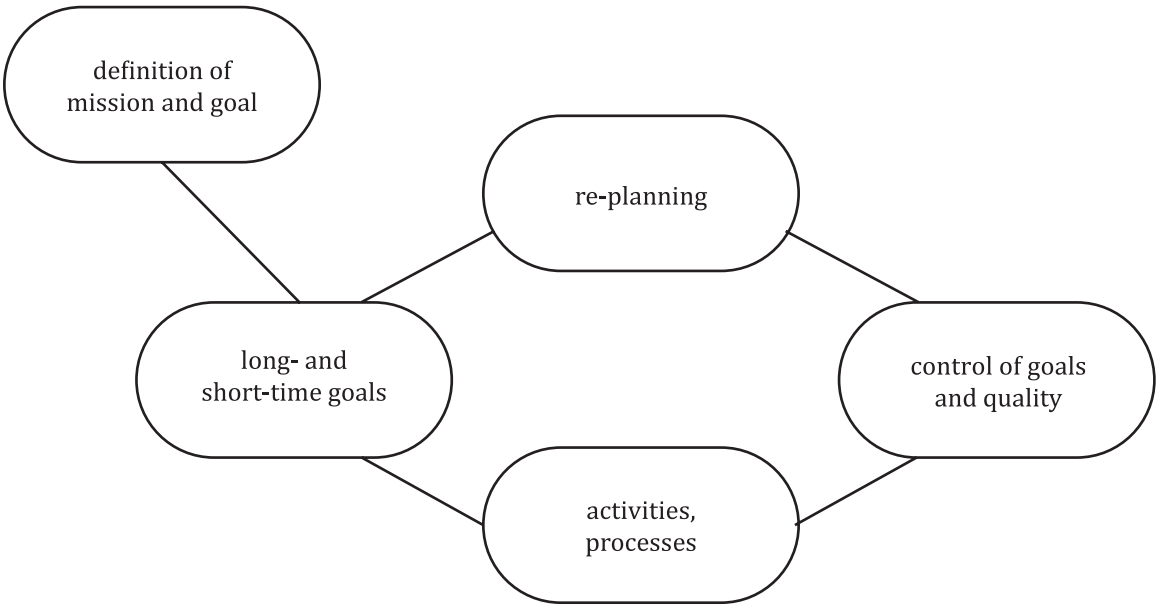

Figure 1 — Simple model of quality management

4.2 Performance measurement in quality management

Performance measurement is a method used in quality management; it evaluates the performance of an institution against its mission, goals, and objectives. Quality of performance in libraries comprises the effectiveness of service delivery as well as the cost-effective use of resources for those services.

Performance measurement is used for the support of planning and resource allocation, for taking actions to achieve higher quality, for documenting the effect of such actions, and for promoting the achieved state.

The process of performance measurement consists of collecting and analysing statistical data -quantitative and qualitative - that describe the performance of a library. The data are combined to form indicators of performance quality.

4.3 Use of performance indicators

4.3.1 General

Performance indicators should be linked to systematic library planning and evaluation. Furthermore, measurement and evaluation processes should occur regularly. The results should be reported in a way that informs the decision-making processes and demonstrates how the library fulfils its mission.

4.3.2 Objectives of performance indicators

As a library planning and evaluation tool, performance indicators have two principal objectives:

1) to facilitate control in the management process, and

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2) to serve as a basis for advocacy and for dialogues between library staff, funding bodies, the user community, and other relevant external stakeholder constituencies.

A secondary objective is to serve in comparative analysis of the performance of libraries and information services which have equivalent missions or objectives.

Performance indicators can also help libraries to align their performance with local, national or global policies and strategies.

4.3.3 Selection of performance indicators

4.3.3.1 General

Libraries, in consultation with their host institutions and relevant authorities, such as local and national government, as well as their users and other stakeholders, will need to decide which indicators are most appropriate to a particular situation. This decision should be made in the light of the mission, goals, and objectives of the library, as well as desired data regarding library performance. It is desirable that all interested parties should be agreed on the appropriateness of the performance indicators used.

In order to determine which performance indicators are most appropriate for a particular library, to collect and analyse the data, and to interpret findings into a management strategy, a range of staff skills will be necessary. Some libraries will find it important to engage in staff training and development of educational skills prior to implementing performance indicators.

4.3.3.2 Criteria for the selection of indicators

In selecting performance indicators for use in a particular library setting, consider the following factors.

a) Will the performance indicator assist the management of the library, the funding body, and the population to be served?

b) Does the librarian have some knowledge that a particular activity or area might not be operating as well as it should? Even if this is only an intuitive feeling of the librarian, this could be a very good reason to use a performance indicator to find out whether there is a problem.

c) What level of effort can the library staff commit to the collection and analysis of the data to produce the performance indicators? Adequate staff time and resources are necessary to produce a particular performance indicator. Staff will need to have practical knowledge of a range of statistical procedures.

d) Does any external authority require data to be reported on particular library service areas? If yes, it is necessary to decide whether the same data can also be used to produce library performance indicators.

Local factors important to the library can affect the selection of performance indicators. Librarians should make a conscious decision in selecting the performance indicators that will be of most use in assessing the operation of the library in relation to its goals and objectives.

4.3.4 Limitations of performance measurement

4.3.4.1 Optimizing scores on performance indicators

Users of library performance indicators should recognize that it is impossible to achieve optimum scores simultaneously on all performance indicators. For example, a library can achieve a high level of user satisfaction, but incur a high expenditure per user. The scores on performance indicators should be interpreted in the light of what the library intends to accomplish, and not simply in terms of optimizing scores on particular indicators.

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4.3.4.2 Degree of accuracy

Care should be taken with the interpretation of results. Lack of precision can occur due to sampling errors, or to subjective aspects of the measuring process, or to inadequate time or resources for the measuring process (e.g. indicators A.1.2.3 and A.2.2.5). It can also imply that the indicators are inherently imprecise (e.g. indicator A.2.2.1).

NOTE In some cases, a rough estimate is sufficient and to seek greater precision would be a waste of effort.

4.3.4.3 User skills versus library performance

To some extent, library performance indicators are affected by how well the user conducts various transactions with the library. For example, user satisfaction with the availability of materials can be extremely low at one library. This can indicate several things, one being that users lack adequate knowledge of how to locate materials in that particular library, or that the library has insufficient documents to meet demand. Thus, a low score suggests an area that requires review. The review can suggest a need for strategies to improve user knowledge and skills related to library activities, or it can suggest a need to improve the availability of books by changing loan periods or buying additional copies.

4.3.4.4 Linking resources to services

While poor performance can seem to indicate that additional resources are required to improve library services, this is not necessarily true. In fact, there might not be a strong correlation between resources and the quality of library services provided. The range of staff skills, management approaches, and a variety of other factors, including increased resources, can have different effects on increasing the quality of services at different libraries.

4.3.4.5 Comparability of performance indicator data

A primary purpose of using library performance indicators is self-diagnosis. This can include comparisons of one year's performance with another, within the same library. A secondary purpose is to encourage meaningful and useful comparisons across different libraries. Standardizing performance indicators and the procedures for collecting the data assist in that process. However, such comparisons shall always be made with respect to the following factors for each library:

a) mission, goals, and objectives;

b) performance on a range of performance indicators, not only a single indicator;

c) resources;

d) user groups;

e) governance structure;

f) procedures.

If comparisons of performance indicator scores across different libraries are made, they should be done with considerable care and in full recognition of the limitations of such comparisons.

4.4 Performance measurement versus impact assessment

4.4.1 Objectives of the two approaches

Performance measurement and impact assessment pursue differing goals:

— Performance measurement tries to identify how well a library fulfils its tasks, including issues of cost-efficiency. The quality is measured via characteristics such as speed, accuracy and availability of services, frequency of use, or adequacy for the needs of the population.

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— Impact assessment tries to identify the effect of the library's services and resources on the individual user, on communities, or on society. Evidence of impact is shown by changes in knowledge, skills, behaviour and opinions of individuals, groups and society. Methods for assessing impact are described in ISO 16439.

4.4.2 Methods of the two approaches

4.4.2.1 Performance measurement

Performance measurement relies to a large extent on quantitative data. Quantitative data are numeric, usually expressed in measurement units, e.g. number of loans, opening hours, percentage of reference questions answered within one day. A great part of the data that are used in performance indicators are traditionally collected and reported by libraries, other such data are derived from the library's parent institution, its community, or from general socio-economic statistics. Quantitative data are generally regarded as more objective than qualitative data.

Only a few performance indicators in this document rely on qualitative data: indicators that ask for user satisfaction and indicators that ask for awareness of library services. Qualitative data are data that describe, but do not measure the attributes or properties of an object, in particular the reasons for human actions (see ISO 16439:2014, 5.6.3). Such data can also be analysed quantitatively, e.g. percentage of interviewees saying they were satisfied with their last library visit.

Performance indicators set data from different statistics in comparison, e.g. input statistics (funding, staff, collections, space, equipment) to output statistics (e.g. loans, visits, downloads, reference transactions) or to actual and potential users.

4.4.2.2 Impact assessment

Impact can, in most cases, not be calculated from existing data but shall be assessed via surrogate measures. Evidence of impact can be collected in the following ways:

— It can be inferred based on library statistics, performance indicators or user satisfaction surveys that indicate changes in knowledge, skills, opinions and behaviour.

— It can be observed by direct or indirect observation methods, including data analysis.

— It can be captured by asking the users themselves or the general public. The methods used (interviews, focus groups, self-assessment, surveys) provide qualitative, subjective data, that could be corroborated by other methods.

4.4.2.3 User satisfaction

User satisfaction surveys ask for a user's one-time or long-term experience with library services or for experience compared to expectation. Satisfaction does not prove an impact, as users might be satisfied without benefiting from library services. But generally, satisfaction predisposes users for being influenced and furthers receptivity for new experiences and learning. High satisfaction rates can therefore help to identify library services that may have had an impact on the user's skills, competences, behaviour or opinions.

4.4.2.4 Awareness of libraries and library services

This document describes two performance indicators that evaluate whether users and non-users know a library and its services:

— percentage of survey respondents that know the library;

— percentage of survey respondents who feel it is important that the community or town quarter has a library.

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In the same way as satisfaction with library services, awareness of a library's services and of possible benefits predisposes users for being influenced. But awareness in itself is not yet an impact. When people are asked whether they know a library and its services, or whether they think it is valuable to the public, they speak of potential benefits, not of direct benefits that they experienced themselves.

4.4.3 Possible "impact indicators"

4.4.3.1 General

The greater part of the methods mentioned in ISO 16439 for assessing impact do not lend themselves to the specified calculations as described for performance indicators. There are a few exceptions.

4.4.3.2 Tests

Tests provide data that are usually regarded as objective. If a person's information literacy (or data literacy) is tested before and after attendance at library teaching lessons, the results can directly show an influence of the library's activity.

An "indicator" based on tests would require that a similar teaching session and the same set of test questions be used to make results comparable. As information literacy teaching differs largely in libraries, this seems difficult to achieve.

4.4.3.3 Perceived impact

Most methods used for assessing an influence or impact on people rely on asking the people themselves, whether actual users or the general public. The main question is always whether respondents think they profited by a library or a specific library service, that they learned something, got new information, changed their opinions about something, etc. The questioning can be done via surveys, interviews, focus groups, or other methods for requesting information or opinion.

ISO 16439 describes examples of such methods, especially of impact surveys. Though ISO 11620 cannot cover the broad aggregation of impact assessment methods presented in ISO 16439, one indicator named "Perceived Impact" is offered in this document, based on a questionnaire, similar to the indicator "User Satisfaction". This opens the possibility to include at least a simple form of impact assessment into performance measurement.

5 Performance indicators in this document

5.1 General

5.1.1 The performance indicators included in this document are those seen to be most useful for libraries in general. This document recognizes that there are many different types of libraries, in different settings, serving different user groups, having a range of unique characteristics (structure, funding, governance, etc.), and affected by a number of situational factors that impact the services and resources that the libraries can provide. Since there is such a wide variation around the world, it is important to understand that not all established performance indicators are useful to all libraries. The list of performance indicators included in this document is best seen as a menu of possible performance indicators for use in a range of library settings.

5.1.2 Annex A presents a set of performance indicators that for the most part have been thoroughly tested by widespread use in libraries or through explicit testing by researchers and subsequent documentation in the literature. Some new indicators have been added based on existing indicators in order to cover as far as possible all current activities of libraries.

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5.1.3 All performance indicators included in Annex A fulfil the criteria presented in 5.2 and are specified according to the descriptive framework presented in 5.3. Performance indicators to be added in revisions of this document will have to fulfil the same criteria and follow the same descriptive framework.

NOTE Care has been taken to describe the indicators individually and independently of other indicators. This does not imply that the indicators must be used in isolation. When collecting data, it will, in many cases, be possible and practical to collect data for two or more indicators at the same time.

5.1.4 While traditional library statistics are collected over the complete reporting period, this may not be possible for all library services, e.g. in-house use or physical library visits Therefore, this document allows for the application of sampling methods, where data cannot be collected from automated systems, or where data collection over a reporting period is too time consuming. For the calculation of a reliable sample size, handbooks of statistical procedures should be consulted.

5.2 Criteria for performance indicators

5.2.1 In order to conform with this document, a library performance indicator shall be thoroughly tested, validated, and (preferably) documented in the literature. Performance indicators that are in widespread use in libraries can be accepted although they have not been explicitly documented.

5.2.2 The following criteria should be used to test a performance indicator.

a) Informative content — The indicator should be informative as a tool for measuring an activity, for identifying achievements, and for identifying problems and shortcomings in the performance of the library so that action can be taken to remedy these. It should provide information for decision-making, e.g. goal setting, budget allocation, prioritizing services and activities, etc.

b) Reliability — A performance indicator shall be reliable in the sense that it consistently produces the same result when used repeatedly under the same circumstances.

NOTE 1 The fact that an indicator reflects the underlying variability of the data, such as seasonal variations or fluctuations in loan activities, does not in itself mean that the indicator is not reliable.

c) Validity — The indicator shall be valid in that it shall measure what it is intended to measure.

NOTE 2 That some indicators are indirect indicators or rough estimates do not in itself mean that they are not valid.

d) Appropriateness — The indicator shall be appropriate for its intended purpose. That is, the units and scale shall be suitable, and the operations necessary to implement the process of measurement should be compatible with the library's procedures, physical layout, digital services, etc.

e) Practicality — The indicator shall be practical in the sense that it uses data that the library can produce with a reasonable amount of effort in terms of staff time, staff qualifications, operational costs, and users' time and patience.

If the indicator is intended for comparisons between libraries, a sixth criterion [item f)] applies.

f) Comparability — A library performance indicator allows comparisons between libraries if the same score, making allowance for the accuracy of the score, means the same level of quality of services or the same level of efficiency in the libraries to be compared (see also 4.3.4.5). It is imperative that similar libraries (e.g. mission, library type, target population) are used for comparative purposes. It is also vital to ensure that the activities being measured are comparable.

NOTE 3 This criterion is sufficient for ranking libraries according to the score of the performance indicator, but is not sufficient to determine, for example, that a library with twice the score of another is twice as good.

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5.3 Descriptive framework

5.3.1 General

The performance indicators included in Annex A are described according to the following framework, which should also be used in developing descriptions of new or alternative performance indicators.

5.3.2 Balanced Scorecard approach

The presentation of the performance indicators in this document follows the Balanced Scorecard approach[19]. The Balanced Scorecard (BSC) is a management strategy developed for the commercial sector, with the four perspectives: customers, finances, processes, learning and growth.

The BSC approach was adapted to libraries in several projects. Figure 2 shows an indicator framework with four major areas of measurement.

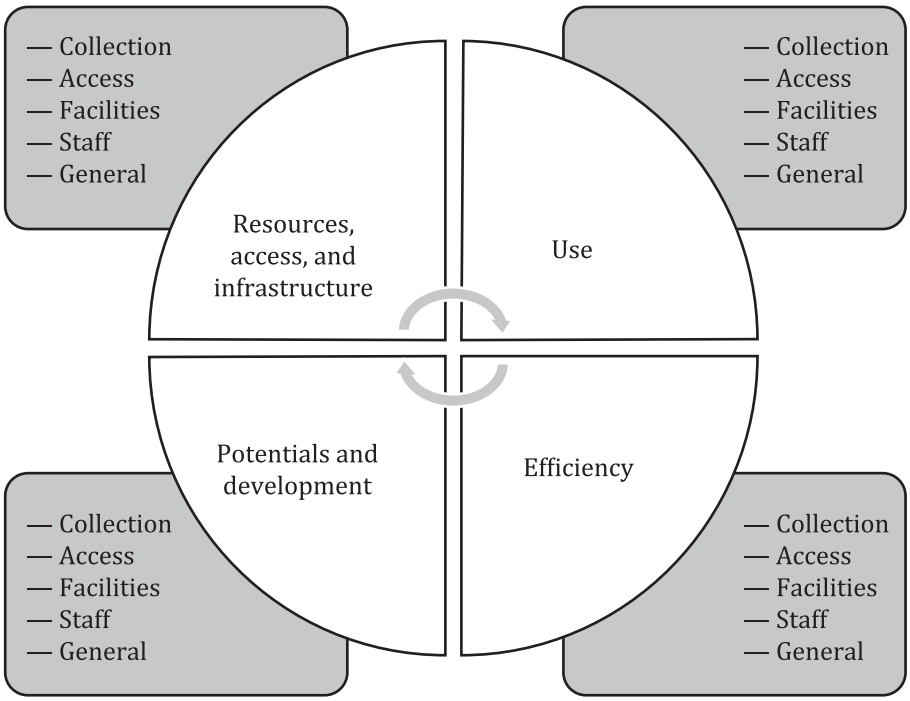

Figure 2 — Indicator framework based on Balanced Scorecard (BSC)

1) Resources, access and infrastructure: This perspective presents indicators that measure the adequacy and availability of library resources and services (e.g. staff, collections, user places).

2) Use: This perspective presents indicators that measure the usage of library resources and services (e.g. loans, downloads, and facilities use).

3) Efficiency: This perspective presents indicators that measure resource and service efficiency (e.g. costs per loan, time required to acquire or process documents, and employee productivity in media processing).

4) Potentials and development: This perspective provides indicators that measure the library's input into emerging service and resource areas and its ability to gain sufficient funding for development (e.g. percentage of staff time spent on educational services and attendances at formal training lessons by staff).

This organization provides users of this document with the ability to identify major areas for performance measurement by content and type of indicator.

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The indicators are further categorized along the five service/resource areas of collection, access, facilities, staff and general.

5.3.3 Indicator presentation

5.3.3.1 General

Each indicator is presented in the standard format described in 5.3.3.2 to 5.3.3.9.

5.3.3.2 Name

Each indicator shall have a unique, descriptive name.

5.3.3.3 Background

The background statement describes the actual state and importance of the service, activity or aspect the performance indicator is meant to measure.

The statement shows what is regarded as quality in the service, activity or aspect in libraries and what measures/performance indicators have as yet been used for assessing that quality.

5.3.3.4 Objective

The objective of the performance indicator indicates what the indicator is meant to measure in relation to the library's goals.

5.3.3.5 Scope

The scope shall state the types of libraries to which the indicator can be applied.

The scope shall state whether the indicator is suitable for comparison between libraries and whether there are any limitations concerning comparability.

The scope may include other limitations in the application of the indicator.

NOTE For example, the scope can state whether the indicator is only suitable for certain parts of the collection such as the loan collection or the reference collection; whether the indicator can be used both for the library service as a whole and for parts of the library service; for showing differences between subjects or between target groups.

5.3.3.6 Definition of the indicator

The definition describes the data that are necessary for the performance indicator and their relation.

This statement may also include definitions of special terms used in the definition of the indicator, if this seems expedient for better understanding of the indicator, even though the definitions are listed in Clause 3.

Unambiguous terms used in the customary sense need not be defined.

5.3.3.7 Method

This subclause describes the way in which the data are collected and results are calculated.

If more than one method has been shown to be effective for the same purpose, several methods may be described; the one most generally applicable shall be described first.

NOTE Examples of this are total count versus sampling, and use of a direct measure versus an estimate based on different data.

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The descriptions supplied shall not include general statistical methodology such as sampling procedures, sampling sizes, estimates of confidence intervals, statistical tests, etc.

If a measure needs to be repeated to determine the value of the indicator, this shall be stated clearly.

If a questionnaire is to be used, only the question(s) to be asked and the score used are included, not a detailed description of the total questionnaire design.

If possible, the descriptions of methods may indicate the effort necessary for preparation, data collection, and analysis of results.

5.3.3.8 Interpretation and factors affecting the indicator

This subclause discusses how the results might be interpreted, especially reasons for low effectiveness. It points to difficulties and to circumstances that could affect the results.

The interpretation statement may include information about the variability to be expected, such as seasonal variations or variations in time of day.

The statement should name possible reactions to the results in order to achieve better results. It may explain what other indicators might be useful in the same context.

5.3.3.9 Source(s)

References are supplied to document the source of the indicator. The description should state clearly whether the indicator as described in this document is a modified version of the indicator described in the source document.

If the name of the indicator is different from the one used in the source, the original name is supplied in parentheses after the reference.

6 List of performance indicators for libraries

Table 1 lists activities and services commonly undertaken or provided in libraries through a Balanced Scorecard approach. The performance indicators described in this document are grouped with the activities or services to which they relate, and reference is given to the descriptions provided in Annex A. The notation is designed to facilitate future additions both to the list of activities and to the list of indicators.

A detailed presentation of each indicator is provided in Annex A in the manner described in 5.3.3.

NOTE There are a number of indicators in use in libraries which are not described.

Table 1 — List of performance indicators for activities and services commonly undertaken or provided in libraries

A.1 Resources, access, and infrastructure Indicators that measure the adequacy and availability of library resources and services (e.g. staff, collections, user places).		
Performance indicator	**PI number**	**Objective**
A.1.1 Collection		
Required titles availability	A.1.1.1	To assess to what extent titles owned or licensed by the library and in demand by the users are actually available when required.
Percentage of required titles in the collection	A.1.1.2	To assess to what extent titles in demand by the users are owned or licensed by the library. The indicator is used to assess the fit of the collection to the requirements of the users.

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Percentage of rejected accesses	A.1.1.3	To establish whether there are sufficient licences for each electronic database to meet users' demands.
Number of documents digitized per 1 000 documents in the Collection	A.1.1.4	To assess to what extent the library fulfils its task of making the documentary heritage publicly available in digitized format.
Percentage of documents digitized per special collection	A.1.1.5	To assess to what extent the library fulfils its task of making its special collections publicly available in digitized format.
Percentage of the owner institution's publications in the institutional repository	A.1.1.6	To assess to what degree the academic publications of an institution are accessible through the institutional open access repository.
A.1.2 Access		
Shelving accuracy	A.1.2.1	To assess to what extent documents that are recorded in the library's catalogue are in their correct place on the shelves and thereby available for use.
Median time of document retrieval from closed stacks	A.1.2.2	To assess whether the retrieval processes are effective.
Speed of interlibrary lending	A.1.2.3	To assess the time interval for successfully completing an interlibrary loan or electronic document delivery transaction, from the initial request to sending the requested item(s).
Percentage of successful interlibrary loans	A.1.2.4	To assess the fulfilment of interlibrary loans and electronic document delivery requests relative to the total number of interlibrary loans and electronic document delivery requests.
Speed of reference transactions	A.1.2.5	To assess whether reference answers are provided in a timely manner. The indicator can also be used to analyse the effectiveness of processes in reference services.
Percentage of rare materials accessible via online catalogues	A.1.2.6	To assess whether the rare collections are accessible via the web. The indicator also measures the library's engagement in promoting its rare collection.
Percentage of the rare collection in stable condition	A.1.2.7	To assess whether the rare collection is usable and accessible in its original form. The indicator thereby assesses the adequacy of the library's activity to preserve the originals.
Percentage of rare materials needing conservation/restoration treatment that received such treatment	A.1.2.8	To assess the library's activities in the conservation of rare material in its original form.
A.1.3 Facilities		
User area per capita	A.1.3.1	To assess the importance of the library as a place for study, meeting, and as a learning centre, and indicate the institution's support for these tasks.
User places per capita	A.1.3.2	To assess the availability of user places in the library.
Hours open compared to demand	A.1.3.3	To assess to what degree the opening hours of a library correspond to users' needs.
Average number of loans during recently added opening hours compared to the average number during all other opening hours	A.1.3.4	To assess to what degree additional opening hours of a library correspond to the times when users tend to borrow materials.
Percentage of storage space which has an appropriate environment	A.1.3.5	To assess whether the storage environment adequately protects the collection.
A.1.4 Staff		
Staff per capita	A.1.4.1	To assess the number of library employees per 1 000 members of the population to be served. The number of persons in the population to be served can be considered proportional to the amount of work to be done.

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A.2 Use Indicators that measure the usage of library resources and services (e.g. loans, downloads, and facilities use).		
A.2.1 Collection		
Collection turnover	A.2.1.1	To assess the overall rate of use of a loan collection.
Usage of print publications acquired during the previous three years	A.2.1.2	To assess the extent of the demand for new documents in the print publications collections.
Loans per capita	A.2.1.3	To assess the rate of use of library collections by the population to be served. It can also be used to assess the quality of the collections and the library's ability to promote the use of the collections.
Percentage of stock not used	A.2.1.4	To assess the amount of physical and electronic collections not used during a specified period. The indicator can also be used to assess the fit of the collection to the requirements of the population to be served.
Number of downloads per document digitized	A.2.1.5	To assess whether the library has digitized documents that are relevant for users.
A.2.2 Access		
Library visits per capita	A.2.2.1	To assess the library's success in attracting users of its services.
Percentage of visits to the online catalogue via mobile devices	A.2.2.2	To assess the success of the library in reaching its users through services for mobile devices.
Percentage of external users	A.2.2.3	To assess the percentage of library users who do not belong to the library's population to be served and thus, the library's importance for learning and culture in the region and its impact and attraction outside its service area.
Percentage of the total library lending to external users	A.2.2.4	To assess the extent to which library loan services are used by external users and therewith to indicate the attractiveness of the library's collection to users outside the population to be served.
User attendances at library events per capita	A.2.2.5	To estimate the attraction of library events for the library's population to be served.
Number of user attendances at training lessons per capita	A.2.2.6	To assess the success of the library in reaching its users through the provision of training lessons.
Percentage of users attending functional literacy and numeracy training lessons that reach a fixed level of proficiency	A.2.2.7	To assess to what extent the library has succeeded in its functional literacy and numeracy training.
Percentage of users attending ICT training lessons that developed targeted skills	A.2.2.8	To assess to what extent the library has succeeded in its ICT training.
A.2.3 Facilities		
User places occupancy rate	A.2.3.1	To assess the overall use rate of user places provided for reading and working in the library, by estimating the proportion of the places in use at any given time.
A.2.4 General		
Percentage of the target population reached	A.2.4.1	To assess the success of the library in reaching a target population.
Percentage of the population reached, including indirect users	A.2.4.2	To demonstrate the whole spread of a library's impact by identifying the hidden users.
User satisfaction	A.2.4.3	To assess the degree to which users are satisfied with the library services as a whole or with different services of the library.

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Willingness to return	A.2.4.4	To assess the effectiveness of a reference transaction by the user's willingness to return to the reference desk (or to a virtual reference service).
Percentage of survey respondents who know the library	A.2.4.5	To assess to what extent a library is known to its population to be served.
Percentage of survey respondents who feel it is important that their institution, association, community, region or country has a library	A.2.4.6	To assess whether the value of a library that offers specific services for them is recognized by the potential users.
Perceived impact	A.2.4.7	To assess the degree to which users feel that they are benefited by the library as a whole or by different services of the library.
A.3 Efficiency Indicators that measure resource and service efficiency (e.g. costs per loan, electronic resource access or download; time required to acquire or process documents; and correct answer fill rate).		
A.3.1 Collection		
Cost per collection use	A.3.1.1	The indicator assesses the library costs per collection use and therewith the cost-efficiency of library services.
Acquisition cost per collection use	A.3.1.2	The indicator assesses the library's acquisition cost per collection use and therewith the effectiveness and user-orientation of the library's collection building policy.
Cost per download	A.3.1.3	To assess the cost of a specified electronic resource related to the number of downloads from this resource.
A.3.2 Access		
Median time of document processing	A.3.2.1	To assess whether the different forms of processing procedures are effective as to speed.
A.3.3 Staff		
User services staff as a percentage of total staff	A.3.3.1	To determine the library's effort devoted to public services in relation to the background services.
Correct answer fill rate	A.3.3.2	To assess to what extent the staff are able to fulfil the primary requirement for a good reference service, namely to provide correct answers to questions.
Employee productivity in media processing	A.3.3.3	To measure the average number of acquired media (print and electronic documents) processed per employee in a certain period (usually one year). The indicator exemplarily demonstrates employee productivity.
Employee productivity in lending and delivery services	A.3.3.4	To measure the average loan transactions per employee in a certain period (usually a year). The indicator exemplarily demonstrates employee productivity.
Staff costs per title catalogued	A.3.3.5	To assess the staff costs of a specific policy for producing bibliographic records and therewith the efficiency of the library's practices and processes.
Staff costs per loan	A.3.3.6	To assess the efficiency of the library's lending and delivery services.
A.3.4 General		
Cost per user	A.3.4.1	To assess the cost of the library's service related to the number of users.
Cost per library visit	A.3.4.2	To assess the cost of the library's service related to the number of library visits.
A.4 Potentials and development Indicators that measure the library's input into emerging service and resource areas and its ability to gain sufficient funding for development (e.g. percentage of expenditures on electronic resources and attendances at formal training lessons by staff).		
A.4.1 Staff		

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Number of attendance hours at formal training lessons per staff member	A.4.1.1	To assess the improvement of library staff skills by attending training lessons.
Percentage of staff time spent in training	A.4.1.2	To assess the percentage of staff time allocated to formal training activities for the purpose of enhancing staff skills.
Percentage of staff in cooperative partnerships and projects	A.4.1.3	To assess the library's local, regional, national, and international cooperation and therewith the library's importance in and impact on the library world.
Percentage of staff time spent on educational services	A.4.1.4	To assess the percentage of staff time allocated to developing and delivering user training and educational services in all formats for the purpose of enhancing skills in library and information use.
Percentage of library staff providing research support	A.4.1.5	To assess the extent to which the library invests human resources in providing support for researchers.
Number of research publications per professional staff member	A.4.1.6	To assess to what extent the library engages in library and information research and other academic research.
A.4.2 General		
Percentage of library means received by special grant or income generated	A.4.2.1	To assess the library's success in obtaining additional financial resources.
Percentage of institutional means allocated to the library	A.4.2.2	To measure the importance of the library (expressed in monetary units) and the support by the funding institution.
Number of publications in the media per event	A.4.2.3	To assess the library's success in obtaining media attention and therewith public interest for its events.

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Annex A
(informative)

Description of performance indicators

A.1 Resources, access, and infrastructure

A.1.1 Collection

A.1.1.1 Required titles availability

A.1.1.1.1 Background

The extent to which the titles in demand are available for use when required by users is a classic indicator, widely used as an overall library performance and collection evaluation measure in both public and academic libraries. Studies of availability have appeared in the literature since the thirties of the last century, mostly conducted to determine the level of user satisfaction with the availability of materials as a measure of library effectiveness[32].

In the actual context, where library collections combine both print and digital materials, the traditional availability concept must be extended to measure user success in immediately getting access to digital resources owned or licensed by a particular library.

The indicator can also help to identify barriers to user success such as incorrect catalogue information, misshelving, insufficient number of copies or licenses, and dead links to digital documents.

A.1.1.1.2 Objective

To assess to what extent titles owned or licensed by the library and in demand by the users are actually available when required.

A.1.1.1.3 Scope

This performance indicator is applicable to all libraries.

Reference and loan collections should be measured separately. In loan collections, many items can be lent out, while items in reference collection are more liable to be misplaced or stolen.

Print and digital collections should also be measured separately, as the reasons for non-availability differ very much.

This indicator can be used for specified collections, subject areas, branches, or time periods. For each specified area within the library, the resulting indicators can be compared to see if the availability differs significantly.

The indicator can be used for comparing libraries with the same mission, provided that the same method is used for calculating the indicator.

A.1.1.1.4 Definition of the indicator

The percentage of titles owned by the library and required by at least one user that are immediately available in either print or digital format.

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Available means, for the purpose of this indicator, that one or more copies of the title are available to users for loan, in-library use, or downloading. Copies to be retrieved from closed stacks are counted as being available.

Copies taken out for processing, such as cataloguing, classification, bookbinding, reshelving, etc., and copies missing because they are stolen, misplaced, etc. are counted as not available but the titles are included in the total number of titles. In addition, copies indicated as part of the digital collection, but inaccessible to users at the time of request (e.g. simultaneous use, system downtime), are counted as not available but are included in the total number of titles.

Titles can, for the purpose of this indicator, include individual articles in journals, books, e-journals, or eBooks, or other catalogued documents or resources, if they are included in the total number of titles as well. What is included shall be stated explicitly in each case.

A.1.1.1.5 Method

Draw a random sample of titles owned or licensed by the library in print and digital formats and required by at least one user. For each title in the sample, record whether a copy of that title is available. For a rough measure for print titles, check only the records of the library. For a more accurate measure, check the actual copies. Titles in digital formats shall be checked directly.

The required titles availability is shown as Formula (A.1):

$$\frac{A}{B} \times 100 \tag{A.1}$$

where

A is the number of available required titles in the sample;

B is the total number of required titles in the sample.

Round off to the nearest integer.

A random sample of required titles can be established in two ways.

a) Ask a random sample of users what they are looking for in the library's print and digital collections and then discard any titles not owned or licensed by the library. Only specific titles, not subject searches, are included in the sample. Remove duplicates of the same title. In order to achieve a truly random sample, either all required titles shall be taken from each user, or one title should be selected randomly from each user.

b) Draw a random sample using actual loan transactions. Remove duplicates of the same title.

NOTE 1 Method a) can be used for print and digital collections, method b) only for print collections.

NOTE 2 Method b) is less obtrusive to the users, but reflects only the demand for titles already acquired that have resulted in a loan transaction. For some purposes, the result is adequate.

For libraries with marked variations, e.g. seasonal variations, a more accurate indicator can be attained by measuring the Required Titles Availability at intervals over a period of time and then calculating the mean availability.

A.1.1.1.6 Interpretation and factors affecting the indicator

The indicator is an integer between 0 and 100. It estimates the probability that a randomly selected title owned or licensed by the library and required by users is available. A high score means high availability.

In some libraries, marked seasonal variations are to be expected. Variations during the week or during the day can also be expected.

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The indicator is affected by several factors. The most important are the following:

— number of copies of each title, especially titles in much demand;

— number of simultaneous users allowed for a licensed digital resource;

— composition of the collection in relation to the demands of the users;

— standard loan period of the library, specific loan periods for titles in heavy demand, and the number of documents authorized for borrowing simultaneously;

— number of print titles also available in digital format.

Minor factors, such as the number of titles taken out for bookbinding or other processing, speed of reshelving, etc. will influence the score.

A.1.1.1.7 Source(s)

See the following references:

— Reference [28] p. 300;

— Reference [36] pp. 84 - 89 ("Availability");

— Reference [41] pp. 60 - 71 ("Materials Availability").

A.1.1.2 Percentage of required titles in the collection

A.1.1.2.1 Background

One of a library's primary tasks is to select, maintain, and provide access to relevant information resources which satisfy its users' demand. Therefore, it is important to check to what extent the publications required by its users are owned or licenced by a library.

This indicator is closely related to the indicator "Required titles availability" (see A.1.1.1) as its necessary complement when assessing the two main aspects of availability: whether the document that a user request is in the collection and whether it is available for use.

A.1.1.2.2 Objective

To assess to what extent titles in demand by the users are owned or licensed by the library. The indicator is used to assess the fit of the collection to the requirements of the users.

A.1.1.2.3 Scope

This performance indicator is applicable to all libraries.

The indicator can be used for specified collections, subject areas, branches, or time periods. For each specified area within the library, the resulting indicators can be compared to see if the availability differs significantly.

The indicator can be used for comparing libraries with the same mission and a similar population to be served.

A.1.1.2.4 Definition of the indicator

The percentage of titles, required by at least one user, that is already owned or licensed by the library.

If a title has been published and ordered before the investigation but has not been received by the library, it is counted as owned by the library.

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Titles can, for the purpose of this indicator, include individual articles in journals or books, if they are included in the total number of titles as well. What is included has to be stated explicitly in each case.

A.1.1.2.5 Method

Draw a random sample of titles required by at least one user, by asking a sample of users what they are looking for in the library. Include titles in print and digital format. Sample only specific titles, not subject searches.

NOTE This method will not result in a truly random sample unless only one required title is taken from each user. For most purposes, the result is adequate even if all titles named are used.

Record for each title in the sample whether the library owns or has licensed a copy of that title.

The percentage of required titles in the collection is shown as Formula (A.2):

$$\frac{A}{B} \times 100 \tag{A.2}$$

where

A is the number of required titles in the sample owned or licensed by the library;

B is the total number of required titles in the sample.

Round off to the nearest integer.

A.1.1.2.6 Interpretation and factors affecting the indicator

The indicator is an integer between 0 and 100. It estimates the probability that a title required by users is in the library's collection. A high score indicates a good fit between the collection and the requirements of the users.

NOTE As well as indicating a poor fit between the collection and the requirements of the users, a low score might also indicate that the users have a wrong perception of the subject coverage of the library. This can be addressed through the promotion of the library's services.

The results to be expected will depend on the type of library (e.g. special library or general library, academic library or public library, etc.).

A.1.1.2.7 Source(s)

See Reference [35] pp. 84 - 89 (Included in "Availability": called "Acquisition Rate" or "Ratio of Acquired items to Sought items").

A.1.1.3 Percentage of rejected accesses

A.1.1.3.1 Background

The high costs of licensed digital electronic resources are significant for libraries. As a result, It is necessary for them to carefully evaluate the use of these digital resources, finding the necessary balance between the users' demand (translated into a specific number of access licences) and the restrictions of the library budget.

High numbers of turnaways (rejected accesses) indicate that the number of simultaneous user licences is insufficient for user demand.

A.1.1.3.2 Objectives

To establish whether there are sufficient licences for each database to meet users' demands.

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A.1.1.3.3 Scope

This performance indicator is applicable to all libraries with licensed databases.

A.1.1.3.4 Definition of the indicator

The percentage of rejected accesses of the total attempted accesses for each licensed database during a specified time period. In the sense of this indicator, a rejected access is an unsuccessful request on a database due to the request exceeding the simultaneous user limit.

Accesses by library staff and for user training should be included.

Accesses rejected because of incorrect passwords or user IDs are not included.

A.1.1.3.5 Method

Count the total number of attempted accesses on a database and the number of unsuccessful attempts during a specified time period.

The percentage of rejected accesses is calculated as shown in Formula (A.3):

$$\frac{A}{B} \times 100 \tag{A.3}$$

where

A is the number of rejected accesses on a licensed database during a specified time period;

B is the total number of rejected and successful accesses on the electronic database during the same time period.

Round off to nearest integer, or one decimal place if less than 10.

A.1.1.3.6 Interpretation and factors affecting the indicator

The indicator is an integer in the range of 0 to 100. A high score indicates that the number of licenses is not adequate to users' needs.

The indicator should be considered separately for each database. There is nothing to be gained by calculating a global figure for all databases.

A.1.1.3.7 Source(s)

See Reference [16] (PI 10).

A.1.1.4 Number of documents digitized per 1 000 documents in the collection

A.1.1.4.1 Background

Many libraries hold valuable documentary heritage collections. An urgent objective today is to preserve these collections long-term and to make them available for public use via digitization.

Many libraries are digitizing material which in analogue formats can be fragile and at risk of loss in order to conserve the original analogue document by offering a digital surrogate for use. Besides, digitization improves wider access and collaborative sharing of information resources.

The level of digitization of its documentary heritage is, therefore, an important measure of library collections accessibility, since it is essential for preservation, effective dissemination and integration of these materials into the learning and research process.

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A.1.1.4.2 Objective

To assess to what extent the library fulfils its task of making the documentary heritage publicly available in digitized format.

A.1.1.4.3 Scope

The performance indicator is applicable to all libraries whose tasks include preserving and promoting the documentary heritage.

Comparing the results between libraries will be difficult, as the collection size can differ considerably. But comparison over time and with goals will be important for each library.

A.1.1.4.4 Definition of the indicator

The number of documents digitized (by the library itself or other institutions) per year per 1 000 documents in the collection.

NOTE 1 An item is only counted as digitized if the complete item has been copied.

NOTE 2 Digitization for preservation purposes is included.

NOTE 3 Mass digitization is included.

NOTE 4 Purchase of digital copies for replacing print copies is excluded.

A.1.1.4.5 Method

Establish the number of documents in the library's collection. Count the number of documents digitized out of the analogue collection in the reporting year.

The number of documents digitized per 1 000 documents in the collection is shown as Formula (A.4):

$$\frac{A}{B} \times 1\,000 \tag{A.4}$$

where

A is the number of documents (physical units) digitized in the reporting year;

B is the total number of documents (physical units) in the library's collection.

Round off to the nearest integer.

A.1.1.4.6 Interpretation and factors affecting the indicator

The indicator is an integer between 0 and 1 000.

A high score shows the library's commitment to making its collection accessible.

The indicator will be influenced by the funding of local, regional, or national heritage programs.

A.1.1.4.7 Source(s)

See ISO/TR 28118:2009, A.5.1.

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A.1.1.5 Percentage of documents digitized per special collection

A.1.1.5.1 Background

Many libraries hold special collections that have intrinsic value to the institution, for instance rare books, genealogy materials, archives, local history, theses, or books from local authors.

An important objective today is to make these collections universally available by digitization. Digitization of special collections provides a new set of choices in the realms of preservation, reformatting, and security of materials. It also brings significant benefit to the users by improving the access to the material and thus increasing their use.

A.1.1.5.2 Objective

This performance indicator assesses to what extent the library fulfils its task of making its special collections publicly available in digitized format.

A.1.1.5.3 Scope

The indicator is relevant for all libraries with special collections.

The results are not comparable between libraries as each special collection is unique, but comparison over time and with goals is important for each library.

A.1.1.5.4 Definition of the performance indicator

The indicator is the percentage of documents digitized (by the library itself or other institutions) per special collection at a specified period of time.

NOTE 1 An item is only counted as digitized if the complete item has been copied.

NOTE 2 Digitization for preservation purposes is included.

NOTE 3 A special collection is defined as a collection of materials segregated from a library collection according to form, subject, genre, period, geographical area, condition, rarity, source, or value.

NOTE 4 The calculation of the percentage could be based on the number of titles, copies, in the case of periodicals also the number of annual volumes, or pages of objects/documents.

A.1.1.5.5 Method

Establish the number of documents per special collection of the library. If a full count is not available, the number may instead be estimated.

Count the number of documents that have already been digitized per special collection.

The percentage of documents digitized per special collection is given as Formula (A.5):

$$\frac{A}{B} \times 100 \tag{A.5}$$

where

A is the number of documents in the special collection that have been digitized;

B is the total number of documents in the special collection.

Round off to the nearest integer.

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A.1.1.5.6 Interpretation and use of results

The performance indicator is an integer between 0 and 100.

A high percentage is regarded as good as it shows the library's commitment to making its collections accessible.

A.1.1.5.7 Source(s)

See ISO 21248:2019, A.1.3.2.

A.1.1.6 Percentage of the owner institution's publications in the institutional repository

A.1.1.6.1 Background

Currently, many educational institutions are setting up repositories for publications of their researchers to provide open access to these materials as a means of increasing the publications visibility, improving their positioning in the international rankings, and facilitating scholarship communication. In many cases, these institutional repositories are managed by libraries.

The success of an institutional open access repository can be measured by the volume and scope of its contents which mainly depend on the participation of the academic institution's scholarly community.

A.1.1.6.2 Objective

To assess to what degree the academic publications of an institution are accessible through the institutional open access repository.

A.1.1.6.3 Scope

The performance indicator is applicable for libraries responsible for the institution's institutional repository.

The indicator could be used for one institution or a group of institutions, and include the storing of different kinds of academic publications, such as journal articles, eBooks, e-prints, technical reports, theses and dissertations, data sets, and teaching and learning materials.

Comparison is possible with other institutions with the same open access policy and organization.

A.1.1.6.4 Definition of the indicator

The percentage of the total number of the owner institution's academic publications, such as journal articles, eBooks, e-prints, technical reports, theses and dissertations, data sets, and teaching and learning materials, that are stored in the institution's open access repository.

Student works are not included.

The indicator may include masters' theses, or be used separately for these.

The indicator can only be used in institutions that keep records of published academic publications in the institution.

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