

Excellent Library!

A Holistic Quality Model and Certificate for Transforming Libraries Concept and Experiences from Germany

More than fifteen public and academic libraries in Germany are operating successfully with the holistic quality model and certificate 'Excellent library', ten of them are awarded as 'Excellent library!'. They are part of a research project at the Research Center for Quality Management and Organizational Development (IQO) at Stuttgart Media University (Germany), where the concept has been developed and realized since 2008.

Maria Bertele, M.A. - Research Center for Quality Management and Organizational Development (IQO) - Stuttgart Media University
bertele@hdm-stuttgart.de - <https://www.hdm-stuttgart.de/bi/forschung/iqo/english>

THE CONCEPT OF 'EXCELLENT LIBRARY'

QUALITY MODEL AND CERTIFICATE FOR PUBLIC AND ACADEMIC LIBRARIES

Multilevel framework:

The Model provides a framework for holistic library management as well as for assessing the library towards excellence.

9 management fields

↳ A number of criteria in each field

↳ 80* - 142 'indicators' as framework

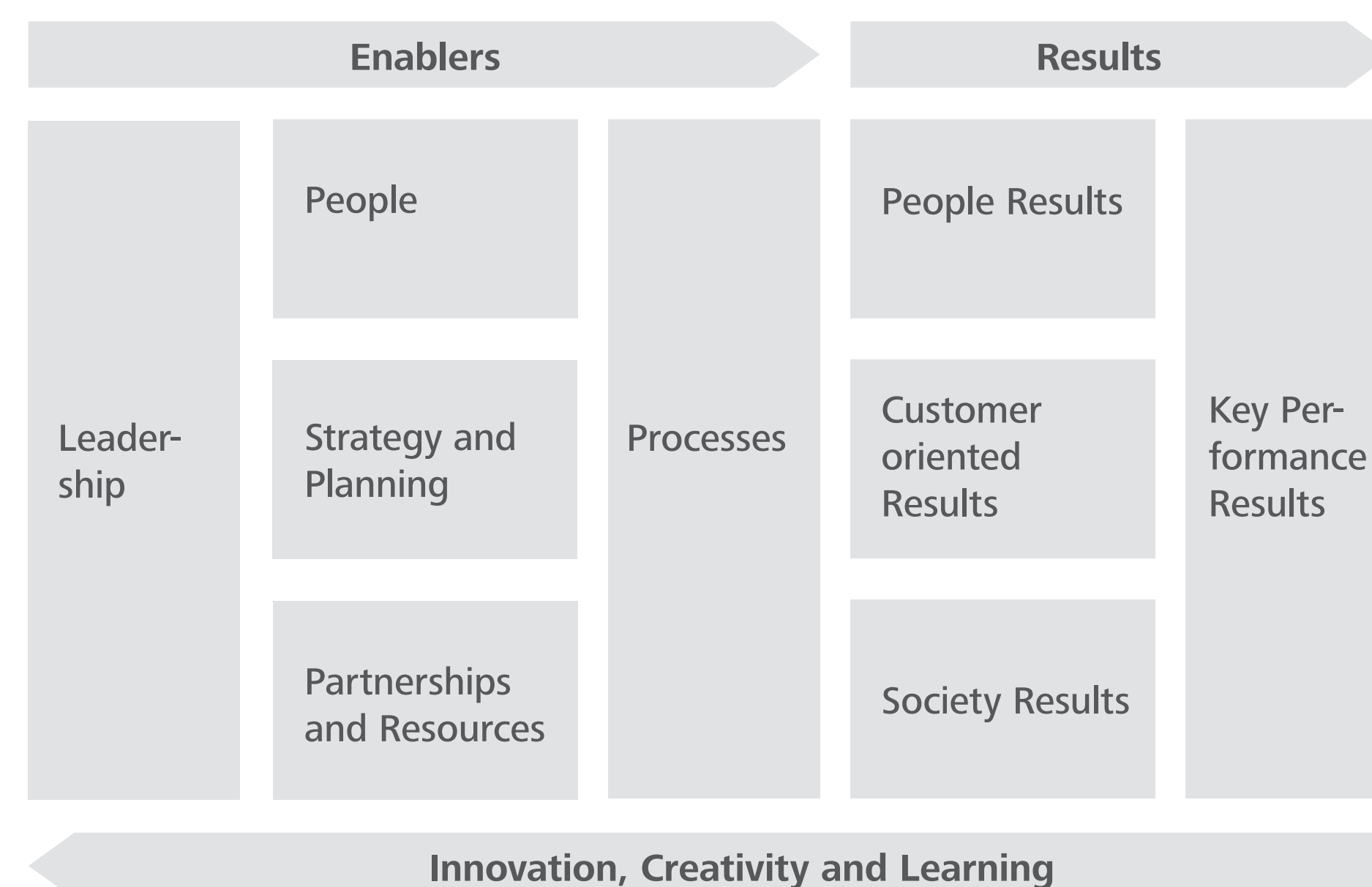
* **Lessons learned:** Model for small libraries

International standards:

'Excellent library' is based on two recognized European Quality Models:

EFQM
European Foundation for Quality
Management Excellence Model

CAF
Common Assessment Framework



Core principles:

- Identifying strengths, weaknesses and areas to be improved by self-assessment
- Initiating a process of continuous and sustainable improvement
- Visible leadership
- Management by fact and evidence
- Benchmarking
- Stakeholder orientation
- High employee involvement
- Flexible applicability for all types of libraries

Underlying thesis:

Excellent results of a library with respect to performance, customers, people and society are achieved through leadership driving policy and strategy that is delivered through people, partnerships, resources and processes.

BECOMING AN 'EXCELLENT LIBRARY'

PERENNIAL, SUPPORTED IMPLEMENTATION PROCESS

Self-Assessment as core method:

- Highly-structured, evidence based technique
- conducted by library management and staff
- Time-consuming process
- But: basis for continuous improvement



Parallel implementation of key management tools:

- Strategy, Target Planning, Process Management, Controlling, Surveys, ...
- conducted by library management

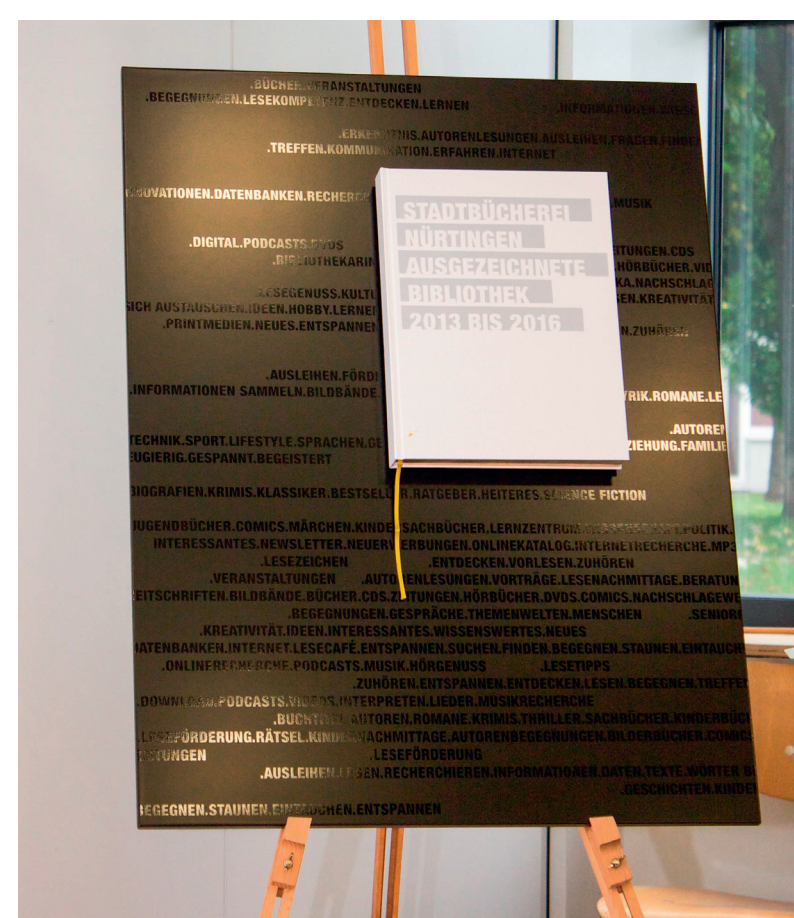


Support by the Research Center (IQO):

- Tools for the self-assessment process
- Documents and templates
- Management training for library staff
- Meetings and Online-platform

AWARDED AS 'EXCELLENT LIBRARY'

EXTERNAL CERTIFICATION PROCESS



Document review as well as one day assessment onsite:

- Assessors of the Stuttgart Media University
- Involvement of library management and staff

Certification is valid for 3 years!
Registered label in Germany



BEING AN 'EXCELLENT LIBRARY'

Internal effects:

- Increase of motivation and willingness of change (organizational development)
- Higher identification with library's goals
- Critical reflection on daily tasks
- Seeing the big picture by the whole team
- QM as management philosophy

Effects towards patrons:

- Higher transparency about library's profile, goals and services
- Image improvement
- Explicit focus on target groups
- New services and products
- Improvement of processes

Effects towards funding bodies:

- Significant increase of visibility and reputation
- Libraries are on the political agenda
- Recognition for output and outcome
- Basis for successful budgetary negotiations
- Opening up the 'black box'

Participating libraries state positive and sustainable effects!

