



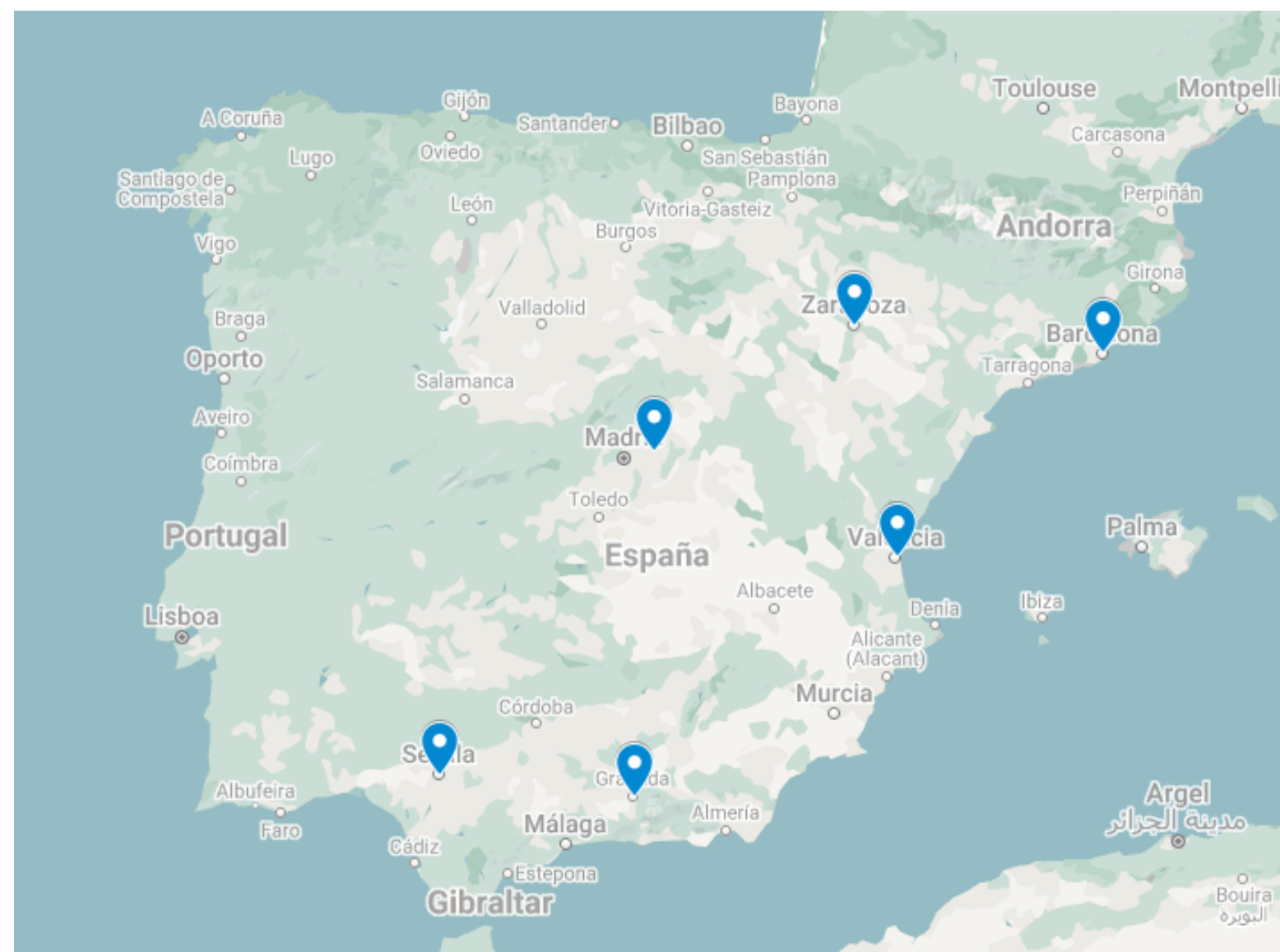
BENCHMARKING COLLABORATION AMONG EFQM-CERTIFIED UNIVERSITY LIBRARIES

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PURPOSE

TO SHARE THE WORK OF THE **EFQM LEADING LIBRARIES GROUP**



University of Alcalá
University of Barcelona
University of Granada
University of Sevilla
University of Valencia
University of Zaragoza

OBJECTIVE

DELIVER HIGH-QUALITY SERVICES



- DEVELOP BENCHMARKING ACTIONS
- SHARE BEST PRACTICES AND PERFORMANCE INDICATORS
- FOSTER INNOVATION, SUSTAINABILITY, AND EXCELLENCE

EFQM MODEL



DIRECTION

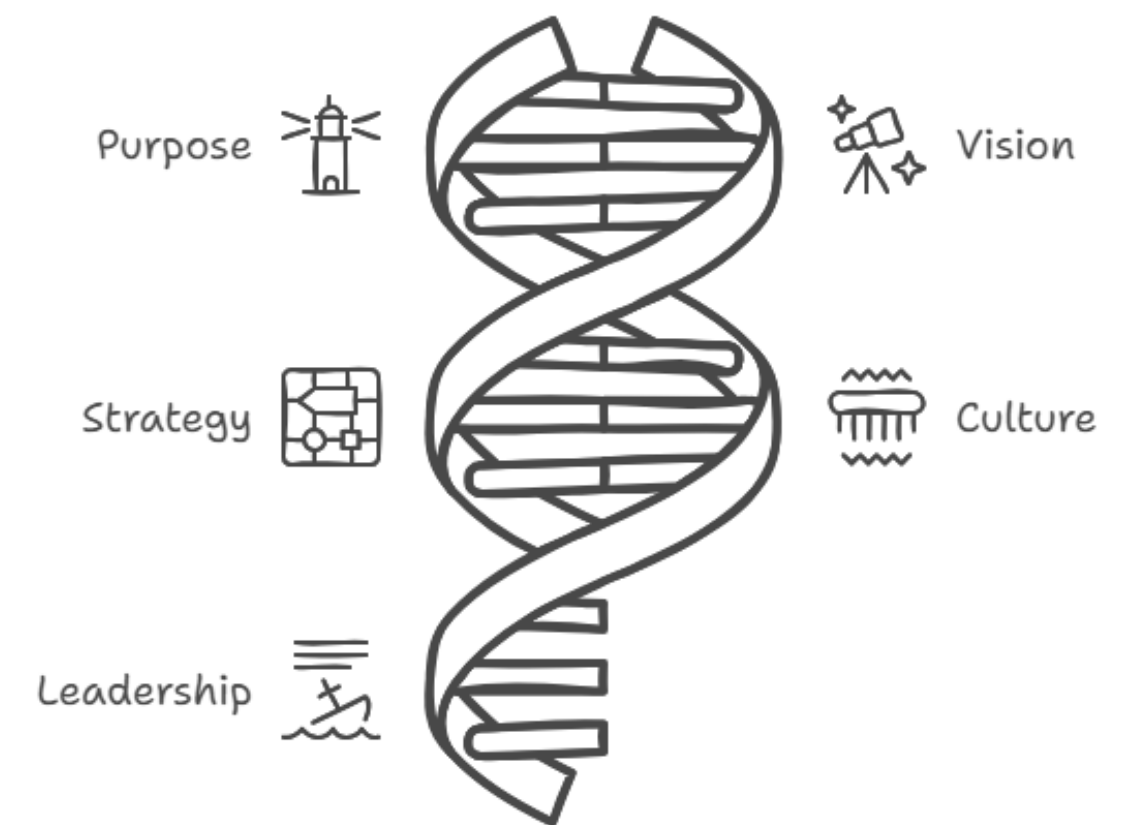
Purpose, vision, and strategy:

- What we stand for
- What we offer today
- What we aim to achieve

Organisational culture and leadership:

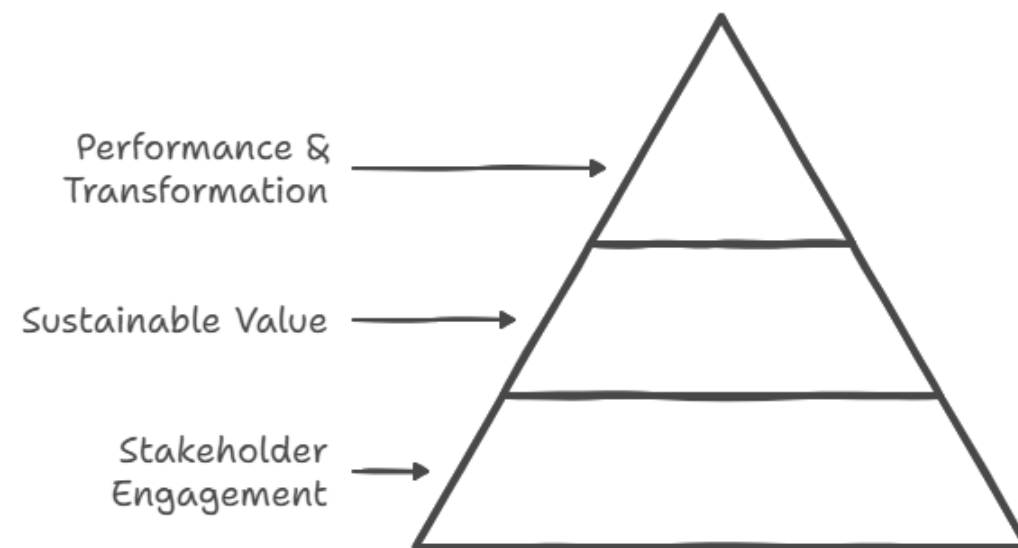
- Shared values and collaboration
- Leadership style and relationships

Guiding Principles for Organizational Success and Growth



EXECUTION

EFQM Model Hierarchy



Engaging stakeholders:

- Listen actively to stakeholder input
- Align services with real needs

Creating sustainable value:

- Focus on long-term impact
- Deliver quality beyond short-term gains

Driving performance and transformation:

- Improve continuously
- Embrace change and innovation

RESULTS

Stakeholder perceptions:

- Gather feedback from users and stakeholders
- Use insights to improve services

Strategic and operational performance:

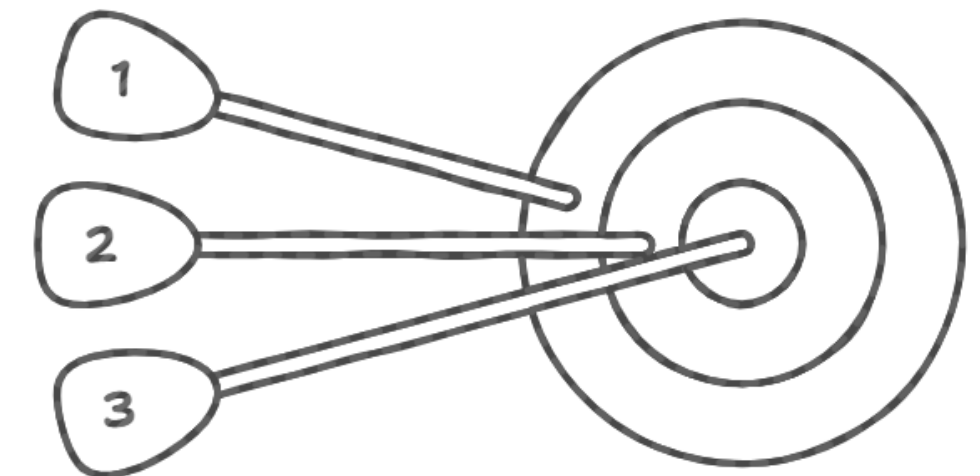
- Track progress toward goals
- Assess impact on results and reputation

Measuring Company Results

Company Results
Overall success and achievements

Strategic and Operational Performance
Achievement of planned objectives

Stakeholder Perceptions
Opinions and experiences of stakeholders



WHAT WE'VE ACCOMPLISHED



- SHARED **EXPERIENCES** TO STRENGTHEN EACH OTHER'S PROCESSES
- PROMOTE **CONTINUOUS IMPROVEMENT** THROUGH COLLABORATION
- CULTURE OF **TRANSPARENCY** AND SHARED LEARNING
- CONSOLIDATE A WORKING GROUP

SIGNED A FORMAL COLLABORATION AGREEMENT



ACUERDO DE COLABORACIÓN PARA EL DESARROLLO DE ACCIONES DE BENCHMARKING ENTRE BIBLIOTECAS UNIVERSITARIAS CERTIFICADAS POR EL MODELO EFQM

Reunidas las Direcciones de las bibliotecas universitarias de Alcalá, Barcelona, Granada, Sevilla, Zaragoza y Valencia con el objetivo de desarrollar alianzas que potencien la innovación, excelencia y sostenibilidad de sus respectivas bibliotecas y, en el marco de las competencias que tienen atribuidas, acuerdan colaborar bajo los términos descritos a continuación:

EXPONEN:

1. Que las bibliotecas universitarias mencionadas tienen entre sus objetivos promover la mejora continua y la excelencia en su gestión
2. Que han implementado un sistema de aseguramiento de la Calidad y de la Excelencia basado en el Modelo EFQM.
3. Que consideran el benchmarking como una herramienta fundamental para identificar buenas prácticas, compartir conocimiento y promover la mejora del desempeño organizacional.
4. Que necesitan disponer de datos e indicadores de rendimiento de otras instituciones similares y/o de referencia como herramientas que les permitan realizar acciones de benchmarking orientado a la mejora de la Calidad.
5. Que desean establecer un marco de colaboración para desarrollar conjuntamente acciones de benchmarking

ACUERDAN:

Primero. Objeto del Acuerdo de colaboración

El presente Acuerdo tiene como objeto establecer las bases de colaboración para el desarrollo de acciones de benchmarking y otras actividades de cooperación, con el fin de identificar, analizar y compartir buenas prácticas que contribuyan a la mejora continua de sus servicios y procesos.

Segundo. Compromisos de las partes

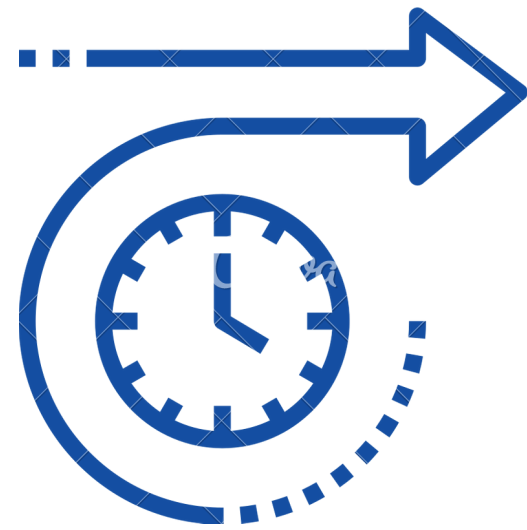
1. **Compartir datos e información relevante** sobre sus procesos, servicios y resultados siempre respetando los principios de confidencialidad y ética profesional

A blue ink signature, likely of a representative from one of the participating libraries, written over the bottom right of the document.

Purpose
Members
Organization
Confidentiality

...

PREDICTIVE INDICATORS



LONG-TERM STRATEGY

RESEARCH SUPPORT

Number of documents deposited in the institutional repository

COLLECTION

Percentage of spending on information resources by type and format

SPACES

Number of spaces (study rooms, training rooms, labs, relaxation areas, etc.)

TEACHING INNOVATION

Number of educational resources acquired using augmented and virtual reality (e.g., anatomy atlases)

DIGITAL TRANSFORMATION

Average ICT training hours per library staff member (Total training hours / staff)



BENCHMARKING

USER SATISFACTION & PERCEPTION



- **Overall user satisfaction** (*Faculty and Student Survey*)
- *User Net Promoter Score (**NPS**)*
- *Measure satisfaction with*

equipment and infrastructure (*Faculty and Student Survey*)
research resources (*Faculty Survey*)
library staff (*Faculty and Student Survey*)
the **lending service**
training activities

BENCHMARKING

STAFF & HUMAN RESOURCES



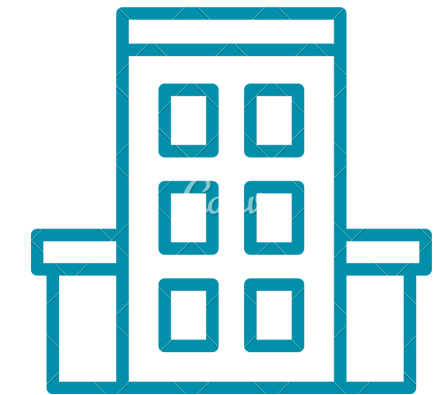
- **Overall satisfaction** of library staff
- Staff Net Promoter Score (**NPS**)
- Percentage of **total library staff** / Total technical and administrative staff (PTGAS)
- Adequacy of **library staff training**
- Ratio: Number of **training hours** received per library staff member

BENCHMARKING



SPACE & INFRASTRUCTURE USAGE

- Ratio: Number of students / Number of **reading seats**
- Ratio: Number of students / Group **study room seats**



SERVICE USAGE & ACCESS TO INFORMATION

- Ratio: **Loans** / Internal users
- Ratio: Website **visits** per user
- Ratio: Annual catalog **searches** per user
- Ratio: Annual full-text **downloads** of paid electronic resources (COUNTER data) per user



BENCHMARKING

FINANCIAL & BUDGET INDICATORS



- Ratio: Total **staff cost** per user
- Ratio: **Information resources expenditure** per user
- Percentage of **spending on electronic information** / Total information resources expenditure
- Percentage of the **University budget allocated to the Library**

RETURN ON INVESTMENT (ROI) CALCULATOR

A metric used to evaluate the effectiveness and value of resources spent. It helps us understand how well the library's services and resources contribute to the university's academic mission compared to the investment made.

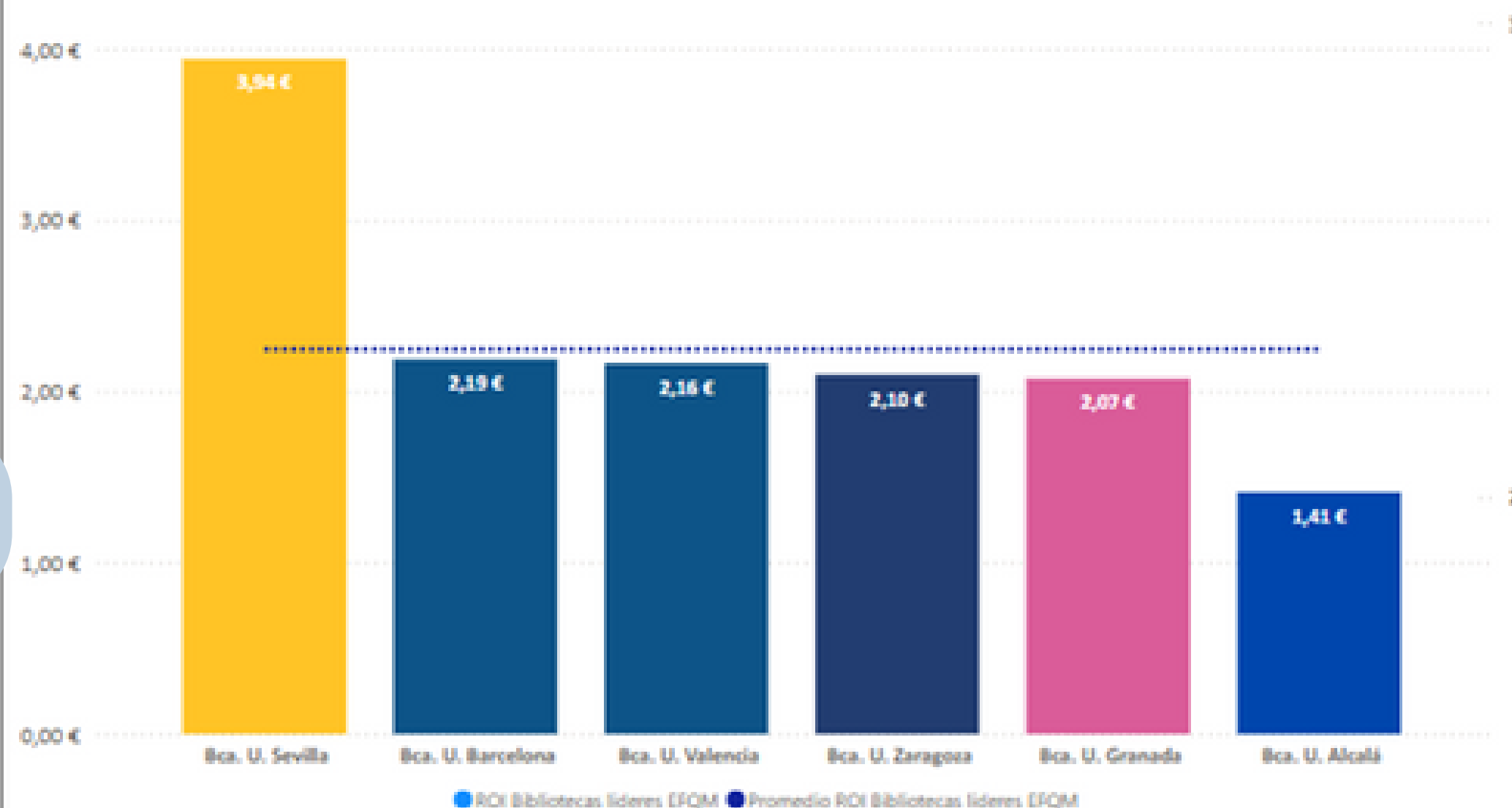


Retorno de la Inversión en Bibliotecas Universitarias

El Retorno de la Inversión (ROI) en bibliotecas universitarias mide el valor generado por sus servicios a partir del uso de la biblioteca (ahorro en adquisición de recursos, impacto en la investigación y docencia, mejora en el acceso a la información, etc.) en relación con los recursos financieros invertidos. Además del componente financiero, el ROI en bibliotecas también debe considerar su impacto social, académico y cultural, factores esenciales en la educación superior.

Un ROI superior a 1 indica que la biblioteca genera un beneficio económico superior a su coste, mientras que valores más altos reflejan un impacto aún mayor en la comunidad universitaria. Es decir por cada euro invertido se reporta de media un beneficio de 2,31 euros.

Resultados Análisis Retorno de la inversión



111.39 mill. €

Total de beneficios reportados a la sociedad

2,31€

Beneficio medio por cada euro invertido

Indicadores

- 11. RETORNO DE LA INVERSIÓN
- 12. Valor económico de los Servicios prestados
- 13. Coste total servicio de biblioteca (SECABA RANK)
- 14. Coste de personal

13,87 €

Valor total del servicio

2,31 €

Promedio valor del servicio

Formulación:

Valor total de los servicios bibliotecarios / Inversión en Biblioteca

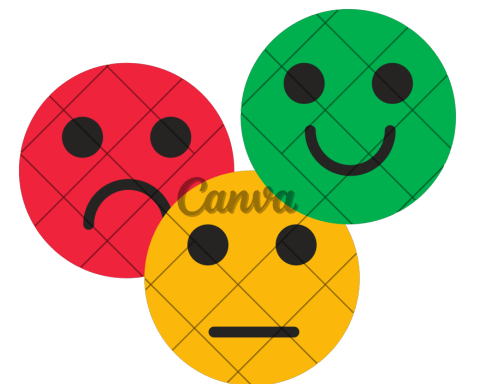
BENCHMARKING AND SHARING KEY LIBRARY PERFORMANCE INDICATORS

We compare and share data with other university libraries on:

- Overall return on investment
- Economic value of services provided
- Cost of library services
- Staff cost

- Books loaned
- Interlibrary loan of monographs
- Document delivery of articles
- Document downloads
- Downloads from the institutional repository

- Reference services and support for teaching and research
- Evaluation reports for research assessment (sexenios)
- Users and library staff training
- Use of study rooms
- Use of computers



BENCHMARKING AND SHARING KEY LIBRARY PERFORMANCE INDICATORS

Calculation of Service Indicators

Average across libraries

Market price reference

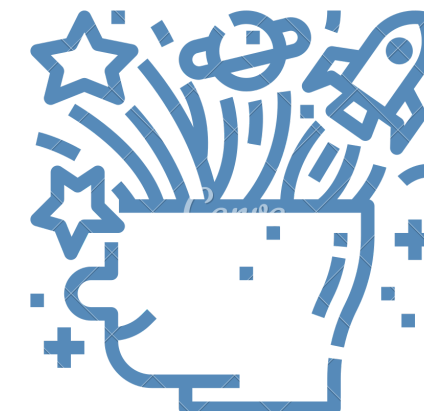
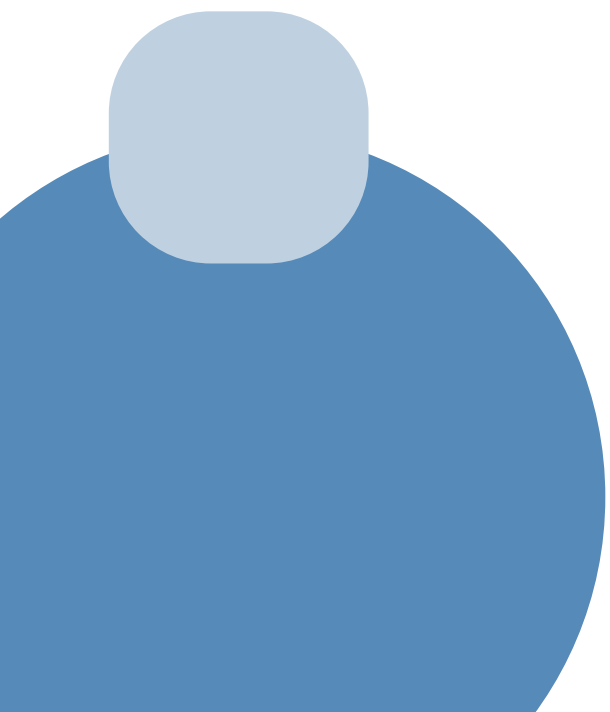


→ **Realistic and context-sensitive** reference values

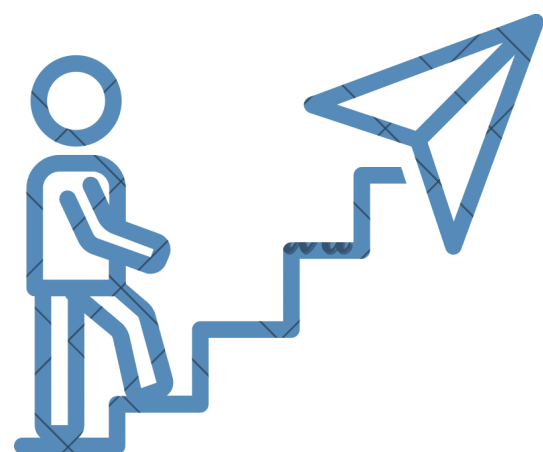
WHY IT MATTERS?

Progress achieved through **trust, transparency, and learning.**

A **framework for continuous improvement** in a changing digital and academic landscape.

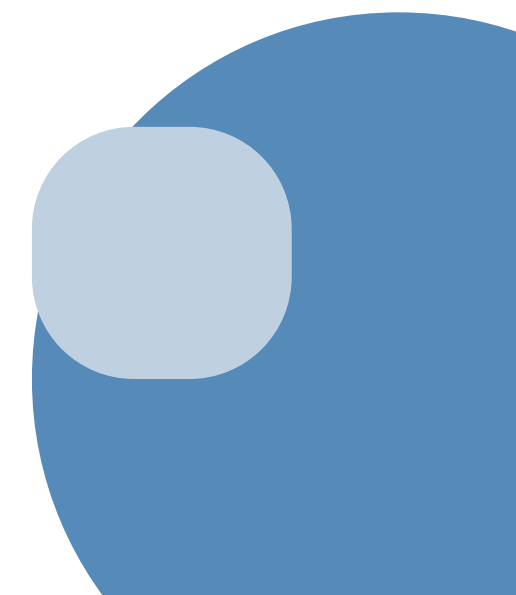


THE ROAD AHEAD: STRATEGY AND NEXT STEPS



EXPAND THE BENCHMARKING FRAMEWORK > MORE **PARTNERS**

REFINE OUR **INDICATORS** TO ADAPT TO EMERGING CHALLENGES



THANK
you