

**Management based on reliable comparative data.
Library statistics and performance indicators.
A common project of Polish research libraries**

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Abstract

The paper reports the results of the on-going research on performance indicators and library statistics for Polish research libraries. It is a continuation of activity realised in the frame of the EU Tempus Project "Development of Library Management as a Part of the University Total Quality Management". The Task Group for Standardisation presently conducts it in the frame of the national project financed from the funds of the Ministry of National Education and Sport. The first part of the paper presents the results of the EU Tempus Project. The second part describes the tools for library performance evaluation applied in 2003. The authors discuss some issues related to preparation of an online questionnaire for comparative studies and computer program for quantitative and qualitative data collection and analysis. The final part reports the analysis of data and performance indicators derived from technical university libraries. The paper presented on behalf of the Task Group for Standardisation.

1. Introduction

In Poland there are research libraries of several types. They report to various departments (ministries) and have different tasks. The major group form academic libraries of state and non-state higher education institutions. They operate on the basis of the Act on Schools of Higher Education, which obliges higher education institutions to run their libraries. Main groups of clients of academic libraries are university staff and students. The next group of research libraries is that of the Polish Academy of Science and R&D institutions. Their users are mainly researchers from various research units. Another group consists of eleven selected public libraries (usually located in big cities). They report to local administration and serve local community, including pupils, students and scientists - often those not affiliated at local universities. Finally, there are special libraries. Many of them have the status of central libraries. The examples are the Sejm Library (the library of the Polish parliament) or the Central Medical Library. Subject collections of these libraries reflect their main goals and targets of institutions they serve.

A central Polish library is the National Library. Research is only one of its many various functions (e.g. legal deposit archiving, circulation, co-ordination of bibliographic activities, standardisation and development projects). A status of the national library has also the Jagiellonian Library in Kraków.

Specification	Libraries	Library collection (exc. electronic) in thousand vol.			Special collections in thousand physical units	Readers in thousand	Loans for individual users in thousand physical units	Staff- librarians
		Total	Books	Serials				
Total	1225	73.503	57.546	15.957	25.967	2.102	17.297	9.461
National Library	1	2.865	2.129	736	2.977	35	25	590
Academic Libraries	989	52.804	42.238	10.566	19.308	1.657	14.712	6.680
Libraries of the Polish Academy of Sciences	94	4.729	2.960	1.769	583	42	270	380
Libraries of branch R&D units	99	2.867	2.062	805	1.093	37	138	234
Public libraries	11	6.386	5.391	995	1.463	250	1.904	975
Others	31	3.852	2.766	1.086	543	81	247	602

Tab. 1. Research libraries (main and subsidiary - division and branch) in Poland as of 31.12.2002 (Statistic Year Book, 2003)

An intensive development of automation of Polish libraries started in the end of eighties and continued during the nineties. At that time many libraries focused on the selection of library system and its implementation. In automation activities most active were academic libraries located in great academic centres. Generally, the end of nineties completed this stage of development.

In new technological environment, but also a new economic reality in Poland, library managers had to learn new methods of management and adjust to new patterns of distribution and allocation of funds within universities (decentralisation). Library organisation and management concerned not only budget and collection, but also automation, staff and the quality of services.

The lack of tools to support managerial processes and especially lack of unified procedures or evaluation methods (standards and performance indicators), made any trials to introduce modern management techniques (TQM, benchmarking) less effective. Due to different criteria used to describe processes, it is hard to assess the advantages of modern approaches and managerial methods introduced. The same refers to any attempts to compare library performance. It is also very difficult, if not impossible at all, to monitor or plan future actions. The main reason for that is the lack of suitable precise data systematically collected from various libraries. Separate research and analyses conducted by individual libraries cannot be used to compare the performance of different libraries. Nor can be used for those purposes limited data collected every second year by the Central Statistical Office. It collects the following data: library collections (e-serials not included), number of library

staff and registered users, services, circulation data and library premises. However, CSO collects neither financial information nor any efficiency indicators.

One of the important barriers for the research into library performance and managerial tools is also lack of the Polish version of international standards¹ or any official recommendations and comments to be used.

It is necessary to point out here that planning is one of crucial elements of modern management. A good plan is worth being prepared even if it never is fully realised. A failure in planning is a plan for the failure. Preparation of a good plan involves several stages:

- to define a mission and objectives of the action planned,
- to assess current state and implied possibilities for changes,
- to identify internal and external factors which may influence action planned, finally to determine all the activities necessary to achieve the goals of the action.

It is impossible to plan any activities properly without an objective knowledge of the existing state. Therefore current efforts to determine unified standards and library performance indicators are a starting point to the full implementation of reliable analysis-based management.

Such nation-wide library standards have become necessary not only for librarians themselves to assess their work and compare its effectiveness with other libraries, but also for outside units. Good examples of such institutions are the State Committee for Scientific Research² - a unit allocating funds for academic and research libraries, or the State Accreditation Committee³, assessing the quality of higher education.

The origins of the project for Polish research libraries date back to the year 1998, when four Polish and four foreign libraries received an EU Tempus grant for the project entitled: *Development of Library Management as part of the University Total Quality Management*.

2. From the EU Tempus Project to a common project of Polish research libraries

2.1. The EU TEMPUS Project

The title of the UM JEP 13242-98 supported by a grant from the EU TEMPUS PHARE Join European Project was “Development of library management as a part of the university Total Quality Management” [2, 13]. Its objective was to prepare Polish libraries participating in the Project for the implementation of TQM Techniques. The project started in 1998 and was realised by four Polish libraries⁴

¹ ISO 11620:1998, ISO 11620:1998/AD1:2003 Information and Documentation. Library performance indicators. ISO/TR 20983:2003 Information and documentation. Performance indicators for electronic library services. ISO 2789:2003 Information and Documentation. International Library Statistics.

² <http://www.kbn.gov.pl/> [read on 5 September 2004]

³ <http://www.men.waw.pl/pka/index.php>[read on 5 September 2004]

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with the participation of four EU universities⁵. A co-ordinator of the Project was the Library of CUT. The Project was completed within two years.

Six categories of outputs of the Project can be described as follows:

- The analysis of the current state of activities of the libraries;
- The analysis of user needs;
- Preparation of general and specific strategic plans for the libraries involved;
- An upgrade of the personnel's knowledge about library quality management and EU standards;
- The introduction of monitoring of the quality of services / a system for user feedback;
- Dissemination of the results of the Project throughout workshops and a national conference.

In order to achieve the established goals of the Project the "Analysis of current state of libraries with selected performance indicators" was prepared. Another important document was the one based on the survey of user needs carried on at the libraries involved. In that survey as well as in the analysis of its results the libraries adopted professional British software. Basing on both the above-mentioned analyses, the libraries involved in the Project prepared their own general and specific development plans. Realisation of these plans in turn required some organisational changes at the libraries, staff training and the introduction of new monitoring and evaluation methods.

The analysis of current state of libraries was based on common scheme including a description of external environment, input data (staff, organisational structure, collection, equipment, building, financial resources – income and expenditure), output data (processes, operations and usage of services) and selected performance indicators. Each part of the document prepared consisted of numerical data or ratio, descriptions and comments. As there were no formal standards or performance indicators in Poland, a set of indicators was prepared for the purpose of the Project. The indicators were based on international standards and experiences of EU libraries. Such a common scheme made it possible to compare the results achieved at participating libraries. It showed similar results (concerning e.g. budget, expenditures per user, numbers of loans etc.) of all four Polish libraries. It also showed a great difference between the data reflecting the performance of Polish and foreign libraries.

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Performance indicators	Libraries			
	University of Technology and Agriculture, Bydgoszcz	Cracow University of Technology	Kielce University of Technology	Szczecin University
Library expenditures per user	181,97	168,25	115	120,9
Expenditures (PLN) for the library collection per user	51,08	47,61	63	25,06
Number of items per user	41,23	50,88	25,8	38,44
Number of users per member of the library staff	270,48	203,13	279,4	256
Number of loans per member of the staff	4853,4	7036	3024,5	1042

Tab. 2 Selected performance indicators for Polish libraries participating in the Tempus Project (1998)

An analysis of customer's needs was a second achievement of the Tempus Project. It focused on recognition of level of user satisfaction as an additional performance indicator and user expectations as directions for library management. The common methods and tools of user survey were implemented. Four Polish libraries used professional computer programme - the LIBRA software package produced by the Priority Search, UK. In the initial stage of the survey was to determine the issues important for users. They were asked to answer a question: "How can the library service be improved?" Suggested improvements were selected to be included in the questionnaire. A questionnaire consisted of three parts: a demographic section, a rating scale section and a paired comparison section. The last section was calculated by a computer program through the pairing of 24 key issues previously identified as important. Respondents had to indicate their priorities from paired issues. As a result, the programme presented a list of users priorities: more books (all libraries), more periodicals (3 libraries), more computers with the access to the Internet (3 libraries), multiple copy provision of textbooks (3 libraries).

The third specific achievement of the Tempus Project was the elaboration of the uniform general development strategic plan for the Library for the years 2000 - 2003 and a series of specific development plans concerning collection management, human development, training for library users and improvement of library services. That draft served as a guideline for individual libraries. The plan consisted of mission and vision statements, goals and objectives and an operational plan including tasks, implementation responsibilities, financial resources and expected completion dates. As a result each library determined its own strategic plan related to the University's mission statement, strategic plan and to quality management principles. The process of planning was based on all findings of the before carried out studies and values of performance indicators.

2.2. Conferences and workshops

Although there were not any formal standards for Polish libraries, many discussions and professional papers raised the problem [1, 11]. The research work done so far focused on selected library processes, but no complex statistical research had been carried on. The experience gained by participating libraries

within the Tempus Project gave an impulse to use similar methods for other Polish research libraries. Participants of the Project were convinced that unified standards were essential basis for further development of individual libraries as well as for library policy on a nation-wide level. The results of TEMPUS Project, presented at the final conference *Quality management in academic libraries* in Bydgoszcz-Gniew, 2000 [13] encouraged other research libraries in Poland to get involved in the process of library standards creation.

The next major activity concerning library statistics and performance measuring was a national conference *Comparative studies of Polish research libraries*, held in Krakow, 2001, organised by the Main Library of the Academy of Economics [1]. The main objective of the conference was to work out the conception, methodology and criteria for the assessment (rank) of Polish research libraries. The conference was preceded with the survey which aim was to illustrate library performance in selected areas, like funds, collection, staff and users. Only 43 libraries of different type (academic, public and special ones) responded for the survey, therefore the results derived from it might have been only estimated. Tab. 3 below shows selected indicators for various types of libraries.

Performance indicators	Arithmetic average	Median
Library expenditures per user (PLN) in academic libraries	193,5	169,6
Expenditures for library collection per user (PLN) in academic libraries	65,9	56,5
Expenditures for books per user (PLN) in academic libraries	15,2	12,9
Ratio of library budget to the budget of its parent university (%) – all the universities involved	3,73	3,0
Universities	4,0	4,0
Technical Universities	2,7	2,6
Academies of Economy	5,8	6,9
Other universities	3,0	2,7
Ratio of expenditures for wages to the total library budget – all the libraries involved	48 %	
Ratio of expenditures for the collection to the total library budget - all the libraries involved	21 %	
Number of items (total) per user - all the libraries involved	48	
Number of items (total) per student – academic libraries	23,8	
Number of items / books added per registered user	1,2	

Tab. 3. Selected performance indicators for Polish research libraries (2000)

The conference participants created a draft list of issues to be addressed in the near future i.e. before any further comparison studies would be undertaken. It included of the following recommendations:

- to work out a standard questionnaire to collect statistical data from libraries of different types;
- to define standard division of library incomes and outcomes and describe in details methods of these calculations;
- to determine data which should be expressed in PLN and those expressed in other way (e.g. as a ratio);
- to work out methods for calculating the indicators;
- to define precisely the term “electronic resources” and to establish forms of data concerning these resources (costs, usage statistics, consortia) to be collected;
- to define the term “user”;
- to define and introduce the term “FTE student”;
- to determine if future research should take into account data concerning faculty libraries;
- to establish scales necessary to unify indicators and make them comparable.

Formal conclusions from the conference formed the basis for nation-wide activities for library statistics and performance measurement. It was decided:

- to continue comparable library studies;
- to verify the survey and to adjust it to Polish realities;
- to work out standards for Polish libraries.

2.3. Task Group for Standardisation

Immediately after the conference experienced librarians and experts in library management⁶ formed a Task Group for Standardisation to implement the conference conclusions. The activities of the Group were also incorporated into the overall plan of tasks to be undertaken by the Standing Conference of the Directors of Higher Education Libraries.

The Task Group for Standardisation identified examples of good practice for library performance comparative research in EU countries and the US. Basing on them the Group formulated main goals of the project for a performance analysis for Polish research libraries.

At the moment the Task Group works within the national project "Performance Analysis for Polish Research Libraries" financed from the funds of the Ministry of National Education and Sport.

⁶ To the Task Group for Standardisation belonged: L. Derfert-Wolf (University of Technology and Agriculture, Bydgoszcz), E. Dobrzyńska-Lankosz, AGH University of Science and Technology, Kraków), W. Dziadkiewicz (University of Silesia, Katowice), M. Gómy (Adam Mickiewicz University, Poznań), E. Górska (Warsaw Public Library - The Central Library), M. Górski (Cracow University of Technology, Kraków), A. Jazdon (Adam Mickiewicz University, Poznań), M. Kłossowska (Central Library of Labour and Social Protection, Warsaw), A. Sokołowska-Gogut (Cracow University of Economics, Kraków), T. Wildhardt (Pedagogical University, Kraków).

3. “Performance Analysis for Polish Research Libraries” Project.

The objectives of the Project are:

- to define methods for the assessment of Polish research libraries;
- to define a set of standards for library performance.

Basic tools for the Project are:

- a questionnaire for the survey of library performance;
- special software for the collection and analysis of data obtained from the survey [3, 4].

3.1. A questionnaire

Current version of the questionnaire (as of April 2003) is based on a questionnaire prepared and implemented within the above mentioned TEMPUS JEP Project (2000) and the survey for the Kraków conference (2001). The questionnaire takes into account all the elements of library system, its environment as well as library processes and services. The questionnaire has been divided in the following chapters:

- Staff
- Collection
- Budget
- Infrastructure
- Circulation
- Information services
- Education
- Publications and databases created by the library
- Library cooperation, organisation of library events, professional activity of the library staff.

The questionnaire consists of 50 complex questions. They have been formulated in such a way that they are easy to be answered. It means that all the data required are easily accessible or easily computable and unified for all the respondents. In the first part of the questionnaire only numerical data (e.g. size of collection, acquisitions etc,) or YES/NO answers are required (e.g. OPAC accessible, electronic ordering of books). In the final part the values of the following selected indicators are required:

- library expenditures per student / user;
- expenditures for library materials / books per student / user;
- ratio of library budget to the budget of its parent university;
- time of document acquisition and processing;
- ratio of computer-catalogued collection to the whole collection of the library; percent of catalogue records acquired from outside resources.

Further indicators are computed automatically. Most important ones are listed below:

- ratio of total library staff to the university staff;
- ratio of users registered to potential library users;
- number of items / books added per student / user;
- number of students / users per library staff member;
- total library area per one student / user;
- number of students / users per one study place in reading rooms;
- number of loans per registered user;

- number of loans per library staff member;
- ratio of interlibrary loans to the total amount of loans.

Authors of the questionnaire encountered many difficulties implied by the lack of national patterns or standards for library statistics and effectiveness measurement to follow. Therefore they adapted to Polish realities model foreign solutions [4, 6, 7, 8, 9, 10, 12].

The Task Group paid attention to performance indicators and data on which these indicators would be calculated, as well as to special explanatory notes and comments, where necessary accompanied by example formula. Questions concerning financial issues proved most difficult to be formulated. As it was mentioned before, official national statistics do not register such data thus individual libraries collect and present data according to their own concepts. It means that some libraries had not collected some data required for the questionnaire so far. The need to collect missing data may be difficult for some libraries. Moreover, it may prevent some libraries from filling the form at all. The same refers to data on the remote access and usage of electronic resources. Further problems with e-collection usage statistics are the differences in statistics produced by various providers. The Task Group presently works on methods of some unification of e-collection data.

Another important problem, which the Task Group had to deal with, concerned academic libraries and their relations to faculty libraries. Some central or main university libraries have common budget with faculty libraries whereas at other universities main library has its own budget and faculty libraries are funded separately within the budgets of their parent faculties. The Task Group have decided to determine in the first question of the survey whether it relates only to the main library or to the network of university libraries including the main and branch libraries.

The next problem was to determine a group of users to be considered when calculating selected indicators. In Poland we had not used so far any terms adequate to full time equivalent (FTE student). For the purpose of the questionnaire discussed, and in view of further studies, it has been assumed that calculations of indicators would refer to:

- total number of users (for academic libraries it is the total of university staff and students,
- total number of students,
- number of full-time students.

Further problems arisen at the time of collecting data received from the questionnaire will be discussed below.

3.2. Data collection software

Another challenge for the Task Group for Standardisation was a software to be used for the collection and analysis of data obtained from the survey, based on the above mentioned questionnaire. The works on the computer programme started in 2002.

A concept for the software was based on the following initial assumptions:

- libraries will be able to fill in the forms, modify and send data on-line via the Internet;

- those performance indicators which are not present in the questionnaire will be automatically calculated from the data entered in the form and displayed upon the authorisation of the questionnaire;
- the Task Group for Standardisation will be able to carry out collective analyses based on the data and performance indicators from all the libraries. The analyses might be made for libraries of various types, for given years or timeframes, for various types of charts, categories of data and their combinations. It will be possible to conduct multi-aspect comparative studies for any selected indicators and data;
- libraries involved will get access to analysing functions for their own data and performance indicators for a given year or timeframes.

A concept of the software and its basic version in the form of the Internet application was prepared in the year 2003 at the University of Technology and Agriculture in Bydgoszcz, with the assistance of students of the Faculty of Telecommunication and Electrical Engineering. The software is located at the Library of the Adam Mickiewicz University in Poznań.

The application consists of the following elements:

1. An Internet web-site⁷ with direct links to information about the Project, a set of instructions, questionnaires, results of research, other web-sites dealing with standardisation, performance indicators and library statistics. On the www page with the results of study, one can find collective analyses of data from all the libraries involved in the Project (e.g. average arithmetical data etc., presented in numbers or charts, depending on the criteria adopted).
2. A module for librarians - an on-line questionnaire (described above) with tools for automatic control and verification of the accuracy of data entered in each field, also an adequate formulae to calculate selected performance indicators. The questionnaire consists of the fields (boxes) to be filled in with adequate numerical data, yes/no boxes and additional explanations how to fill in individual fields. There are two versions of the questionnaire: for academic libraries and for public libraries. The module for librarians enables also multi-aspect analysis of data concerning one's own library according to various criteria, in given years or timeframes. It is planned that in future it will be also possible to compare data and performance indicators concerning one's own library with "average library" of the same type, e.g. with an arithmetic average in the group of academic agricultural libraries.
3. An administrator's module will enable registration of libraries and individual persons entitled to transmit data and work out analyses. It is also used for direct contacts with librarians filling-in the questionnaires. The administrator has also rights to make amendments in all the questionnaires after the prior consultation with library directors.
4. The databases designed to incorporate and register data from the questionnaires have been designed in MySQL, which is as a free tool. The database has been given a dynamic form i.e. the administrator can change, add or delete any fields corresponding to the questions from the questionnaire. Additionally, the database has built-in mathematical formulae, which control and verify the accuracy of data in the fields and calculate selected performance indicators.
5. A module for the Task Group for Standardisation designed as a toll to carry out statistical analyses on data and performance indicators from the above-

⁷ <http://ssk2.bu.amu.edu.pl/standaryzacja/>

mentioned database. The analyses will be made through a preliminary selection of criteria, like type of a library (e.g. all libraries, only technical university libraries, only technical and agricultural academic libraries), year (e.g. a given year or a timeframe), type of a chart or the results for calculated data (arithmetic average number, median, maximal or minimal values) In the next step it will be possible to select categories of data or indicators required and/or their combinations (Boolean AND , OR, NOT quantifiers).

4. Results

All the initial conceptual frameworks for operating the database within the Project have already been implemented. Since the autumn 2003 the programme for statistical data collection is accessible for each library registered in the system. Registered libraries are given password and can use the database. The aim of current promotion of the Project is to spread knowledge about the Project itself, and the advantages of the entering data and the usage of the database, among directors of Polish libraries. The advantages for libraries involved are of both short- and long-time perspectives, after a relatively great number of data is collected.

Unfortunately, until the date of the presentation (data included as of 31 December 2002) of this paper, the number of returned questionnaires is not satisfactory and does not allow for detailed research. The reasons for that seem to be of two types. Firstly, the lack of some data required in the questionnaire or difficulties in obtaining them might have discouraged some libraries from joining the Project. It is worth pointing out here again that some data, which are necessary to have the questionnaire accepted, have not been collected so far by the Central Statistical Office (CSO), and therefore they may be difficult to be found out. Secondly, the participation in the Project depends only on good will of directors, contrary to the compulsory delivery of data to the CSO. This problem is essential at the moment i.e. the success of the Project depends strongly on the mechanisms of persuading libraries to be involved.

By 10 May 2004 in the Project database there are registered 52 research libraries of different types, incl. 47 academic libraries (39 state-owned libraries and 8 non state-owned ones). The questionnaires for the year 2002 completed and accepted 17 libraries. The greatest number of them are the technical university libraries - 8. Similar situation took place in 2001 when surveys were distributed to conduct research preceding the conference in Kraków [1].

Despite the high level of unification of the questionnaire and its adjustment to various types of libraries, it is noticed that librarians still have many problems while filling in the form, which results in difficulties with the acceptance of the form. Sometimes a misunderstanding of data requirements or wrong interpretation of questions causes mistakes (e.g. wrong ratio) which need correction. In individual cases some questions are also inadequate to specific library environment. Because of that the administrator of the database and members of the Task Group are ready to assist librarians at each stage of completing the questionnaire and many times they were asked by phone or e-mail to clarify some questions.

An analysis of most frequently asked questions and problems reported by librarians or observed by the administrator of the database, the Task Group for Standardisation prepared a catalogue of amendments to be introduced in the questionnaire form for the year 2004. Most important modification concern:

- terminology - further clarification and specification (esp. related to e-documents and special collections);

- staff - more detailed clarification of „FTE staff”;
- students - need for new definitions (FTE student); more detailed notes and comments - definition of such terms as "own data bases", "collaboration", "staff professional activities" etc.;
- an addition of the indicator: expenditures for computer hardware and software per user/ student;
- the establishment of an e-forum for librarians on the Project website to give people the opportunity to consult other librarians involved in the survey.

The Task Group believes that these amendments will make the entering data easier, which should result in the increase of number of libraries engaged in the Project.

There are still many terms and values that need clarification. It is especially difficult to unify data concerning e-resources, particularly those measured on the basis of various statistics generated by various providers of databases and e-journals. The Task Group believes that very helpful in this field will be the new edition of the standard ISO 2789:2003 "International Library Statistics".

Finally below is the example of the results collected from the database. They are indicators for technical university libraries, which were the greatest group of libraries to have filled in and accepted questionnaire. The ratio of expenditures of different types in library budgets presents the picture at the very bottom of the page. The data have been selected in such a way that they are comparable with those received from the surveys conducted within the mentioned before TEMPUS Project (1998) and the one conducted before the conference in Kraków in the year 2001.

Performance indicators	Arithmetic average	Median
Ratio of university users registered to potential users	72,22	69,35
Number of users per library staff member	450,9	409,29
Number of items (total) per user	26,42	26,33
Number of books per user	11,45	11,86
Number of books added per registered user	0,2	0,19
Number of loans per registered user	7,89	6,84
Library space per registered user	0,18	0,15
Ratio of the library budget to the budget of its parent university (%)	2,57	2,57
Library expenditures (PLN) per user	157,78	148,2
Expenditures for the library materials (PLN) per user	56,59	48,36
Expenditures for books (PLN) per user	11,18	10,45
Ratio of computer-catalogued collection to the whole collection of the library	50,91	51,75
Time of document acquisition and processing (days)	14,38	14

Tab. 4. Selected performance indicators for Polish technical university libraries (2002 r.)

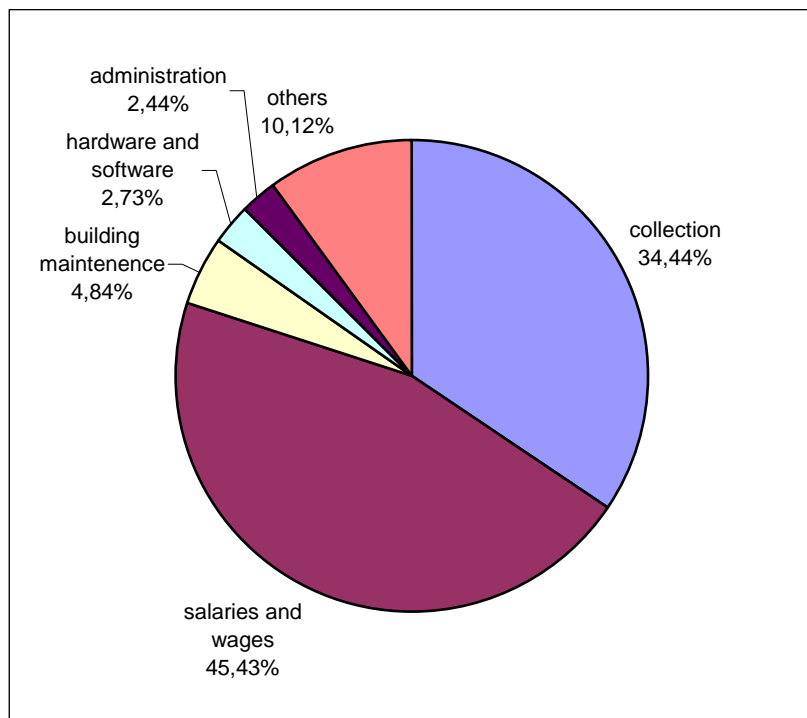


Figure 1. Ratio of basic groups of expenditures to the overall budget of technical university libraries.

5. Conclusions

The assessment of the so far activities of the Task Group for Standardisation can be made by the directors of libraries and the institutions that the Task Group reports to. The same refers to the usefulness of the Project. Its success depends heavily on the interest and involvement of libraries. Obligatory response to the survey (as in case of CSO surveys) would significantly increase the advantages of the Project.

The Task Group for Standardisation plans to continue its works focused on the following:

- an adjustment of the existing questionnaire to the requirements of the ISO 2789 Standard (special attention should be paid to e-collection)
- further works towards the development of performance indicators based on ISO 11620, taking also into account the results of user satisfaction research based on the common questionnaire;
- a development of the system of coefficients to enable the effective comparison of data from different libraries.

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