III. THE INFORMATION AUDIT: KNOW THYSELF

The challenge: Get the tools needed to manage change.

- Are you providing the right products and services, given your current resources?

- Is each product and service provided to the best of your ability?

III. THE INFORMATION AUDIT: KNOW THYSELF

Answering the basic questions

The information needs assessment process helped you to understand the information requirements of your organization and analyze your competitors.

The information audit requires an objective analysis of the library and what is has to offer. What does it do better than its competitors? It is an assessment of your own strengths and weaknesses, the capabilities of each staff member, and your resources; that is, your collection, computer hardware and software, access to databases and association memberships.

Keep in mind the needs of your organization and think in terms of how well your capabilities match its needs.

Goals and objectives

The information audit begins with a review of the library's objectives. Be certain that the library's goals do not conflict with those of the organization as a whole; observe how they relate to the objectives of each department within the organization.

You must devise some way to measure your progress in achieving each of your library's objectives. A performance measurement tells you how well you've done and how far you have to go. Establish milestones to mark the completion of each step in working toward each goal so that you will know if you are on, behind or ahead of the schedule you have set for yourself.

At the end of this chapter are seven Appendices which illustrate the techniques described in the text.

1 .O Mission statements.
A library's mission statement briefly describes the reasons for the library's existence. Its purpose is to give the library its focus and direction.

1.1 The mission should be clear as to what management expects of the library and the role that the library is to play within the organization.

1.2 It is the librarian's task to make certain that others within the organization have the same understanding as to the library's function and are aware of any changes in its mission.

It is equally important to communicate the purpose of the library to your staff. Their activities ought to reflect their understanding of the library's

purpose and the results of those activities should support the priorities of the organization.

Remember to review your mission statement periodically and see if it matches your environment and needs.

2.0 Critical success factors.

Every department of an organization has certain Critical Success Factors (hereinafter, CSF); that is, significant events or achievements that affect results.

2.1 CSFs are not set in stone but are situational. They can be determined by examining such written documents as mission statements, observing the corporate culture or asking management what the CSFs are at a given time.

2.2 Make certain that you understand the Critical Success Factors for your library. These CSFs will support the goals and objectives of the department, and will be measurable. An example of a Critical Success Factors for a library might be the accurate identification of potential customers and their information needs, and the development of appropriate products to meet user needs.

To measure the performance of this particular CSF, you might track the rate of growth in the number of customers for a particular product, or the volume of profit on products distributed to customers on a cost plus basis: that is, the cost of providing the product plus a mark up of an additional 20 percent, for instance.

Your resources

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1 .O Budgets.

Putting together a budget breakdown can be a daunting prospect for the uninitiated. Even if you are not required to present a budget for your library, you should prepare one for your own use. In any event, chances are good that the standard budget package received by all departments from the corporate comptroller's office is not going to be adequate for the library. The organization's basic budget tells the accounting department a great deal, but its form may be inadequate for your purposes.

1.1 A budget breakdown for the library will show where your dollars are being spent: Product-by-product and customer-by-customer. This effort will yield a precise profit and loss analysis of each service you offer.

Your needs assessment will have indicated to you the reasons for changes in funding throughout the organization. The general economy, profitability of your company or division, as well as management attitudes toward the department will all play a role. Note whether your budget has been increasing or shrinking in relation to other departments' allocations.

1.2 Use your budget breakdown to validate your operations. Compare the budget with the results of your needs assessment. More of your money should be spent on those products and services which support the groups most critical to the organization; a greater portion should be spent on the activities of the library which support its Critical Success Factors than on other activities.

The more detailed you can make your version of the budget, the easier it will be to demonstrate your worth to management. For instance, the standard budget is likely to show only one number for subscriptions; there may not even be a line in it for the use of online services. A reworked, **broken**-down version of your budget will show what percentage of the total subscription budget is used to purchase material needed to provide services for each user group, on a product-by-product basis.

1.3 It is easy for management to reject a request for a larger budget. When making such a request, you need ammunition: Show precisely those services which will have to be cut in order to make up for the shortfall in funds.

If you can't get the amount you need in your annual budget, you will be able to approach some of your best customers and explain the situation. Show them the amount of money it is costing to provide them with a specific service, one which they need, and perhaps they will be able to assist you by partially funding its production or by lobbying the powers that be to increase the library's funds.

1.4 Know who controls your purse-strings. Is it the person to whom you report or is it someone else? Be certain that those who control your appropriations understand what you do and how well you do it.

Include these thought leaders in your needs assessment and make them the target of some special information service or marketing effort. Submit copies of letters of commendation along with the status reports when you send them your analysis of the library's future budgetary requirements.

2.0 **The** collection.

The term collection is misleading. To the librarian wrestling with change, the collection consists of not only what is physically on the shelves of the library, but every information resource to which the library has access. This includes databases and consultants.

2.1 Think of the library as the hub of all information activity within the organization. If one group uses an information source more often than any other, the new librarian will opt to place it with that user group.

There is no reason that all of the information reside within the library, as long as you know where to get at the information when you need it or are able to tell others where they can obtain it.

2.2 We must avoid two tendencies of the past:
- Being overly-possessive of information.
. Being the only ones responsible for gathering information.

The goal is to transform ourselves into the educators and facilitators we need to become in order to survive in today's competitive environment.

2.3 Analyze the kind of material you have in-house, both in terms of content and form. Note what percentage of each type of information is devoted to each subject area.

The areas which are of prime importance to your organization should represent the larger portion. The material which supports the library's Critical Success Factors should also represent a higher portion than others.

2.4 Consider all of the available technology by which you provide information in a variety of formats; for example, microforms or CD-ROMs.

Remember that some information sources lend themselves more to one format than another; this may not be the form in which it originally appeared. Each has a place in the library of the future.

2.5 Include all the resources available to you such as your organization's membership in such associations as the American Management Association, American Marketing Association, Conference Board, and industry trade associations.

If possible, establish relationships with top consulting firms; for example, McKinsey & Co.; Booz, Allen & Hamilton; The Gartner Group; SRI; or Arthur D. Little. These associations and organizations have specialists who may be able to provide assistance of one sort or another. Remember that your organization pays a fee for their services. If you don't already have access to them, find out who is responsible for arranging contracts with these groups and explain how useful access to their services, particularly their libraries, would be.

2.6 How well do you network? The strengths of collections in local public libraries, academic libraries and local corporate libraries can complement your own. Find out what each group has and try to avoid duplication when building your own collection.

2.7 You must continue to monitor your investment in information to make certain that you are getting the most for your money.

3.0 Your staff.

A comprehensive information audit includes a review of the capabilities of your staff. Their capabilities should support the library's goals and objectives, and any lack in these capabilities will inhibit your library's growth.

Your review will indicate areas in which you are particularly strong as well as those areas which need to be strengthened, either through increased education and training, or by adding another staff member.

3.1 Understand that your role is as a manager of information, rather than a library manager. This distinction offers you opportunities to expand your operations beyond those services traditionally provided by a library.

The people with whom you work can be your greatest asset. Use your management skills to build a team of players; the benefits of working as a team will be evident in the quality of the information services you provide.

3.2 Be aware of the expertise of your department vis-à-vis other departments. Is there anything which you are able to do which other departments would find particularly difficult? Does any expertise exist within other departments which might be useful to the library, and how can you avail yourself of it?

3.3 Each member of the library staff should understand one's role in contributing to the functioning of the library, as well as how the other members of the department fit into the overall scheme.

3.4 Begin the staffing review process by asking each staff member to write a comprehensive, detailed job description. These may differ considerably from their original position description as the nature of their job may have changed since they were first hired. Keep the personnel files of each staff member current by providing the human resources department with up dated job descriptions each time there is a performance evaluation.

Job descriptions

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1 .O Position descriptions clarify organizational relationships and responsibilities.

What one is expected to accomplish, the degree of authority one has and the impact one makes on the organization are used to determine relative job worth.

1.1 A job description should distinguish a particular job from all others by indicating the reason the job exists and why the position was created and the primary functions of the position. This list of duties should be followed by a list of projects illustrating the activities associated with these responsibilities.

1.2 Provide quantitative measures of the position by listing the resources managed, including capital expenditures and the operating budget for

which you have responsibility and the staff you supervise. Summarize your personnel resources by reporting the number and status of **employees**-- exempt from overtime and not exempt from overtime, title, salary and grade level. Illustrate the type of decisions you are required to make.

1.3 Identify key relationships between yourself and others within the organization-such as significant interaction with a particular **department**-- and with people outside the organization. Describe any problems you are likely to encounter which will affect your ability to perform.

1.4 Identify any special or unusual working conditions associated with this position; for example, the necessity to travel or required overtime during specific periods.

Performance evaluations

An evaluation of each staff member should be conducted at least once a year. Set aside time throughout the year to let your staffers know how well or poorly they are doing and where improvements might be made. Waiting for salary review time to tell an employee that the work is not up to par is not good management.

1 .O The performance evaluation should indicate how well the person understands various aspects of the job and should assess the individu- al's interpersonal relationships.
   Note any contributions made which were clearly beyond the scope of the position.

2.0 Evaluate your staff on the quality of the work that they do as well as the quantity of their output.
   Assess the strengths and weaknesses of each employee and make recommendations which the employees can work on in coming months.

3.0 Give some indication of the employee's potential for promotion, if not within the department, then elsewhere within the organization.
   Each employee has a right to know whether the prospects for advan- cement are good or bad.
   Be certain that the employee sees the performance evaluation before it is filed.

1 .O The information audit requires a thorough review of your products.

Summarize these services and, for each service, identify those groups using it. Indicate those services which the library offers on a regular basis, available to all, as well as products designed specifically for one or two user groups. Consult your library staff and the statistical records they keep to verify how often each product or service is used by each group or department.

2.0 Use these data on a regular basis.

As you add new services or new customers for an existing product, update your information, which can be summarized on a chart. Indicate the life of the products by including the date they were initiated, the modifications that have made over the years and, if applicable, the date and reason they were discontinued. The table can be used to map how the library informs its public of the availability of its services and whether it uses all of the avenues open to it. This will serve as an excellent history of the library, how it has developed and grown through the years.

State clearly the methodyou use to market each service. Variation is the key, so make certain that you note whether more than one method is used to market each product. Observe whether you are too dependent on any one method for marketing your services.

Be certain that you use several different techniques to market the library's services to each user group and indicate whether the methods used to market each product have changed over time.

3.0 From an objective viewpoint, evaluate the services youoffer, in terms of style, form and content. If you were to purchase these products for your own use, would you be satisfied with them?

Compare the services you make available with those of your competitors, as analyzed during your Needs Assessment. Then, determine what improvements, if any, should be made in order to make your library's products more useful to your client base. Use the results of your information needs assessment as a guide to understanding how the information you are providing is being used.

4.0 This review of the library's information products will tell you which services are selling and which are not; which clients and markets are best supported; and indicate those who do not use the library at all.

As a result of this review, you will be able to determine how to modify your products and services or alter your marketing techniques to broaden your customer base.

Some questions you should consider as you review the library's offerings are:

- Why have we developed this product? How critical is it? Could we do without it?
- Are there any problems with the services which should be addressed? Format, turnaround time, or ease of use?
- Does the staff understand how the product is put together and how it is being used?
- How do I know when something has changed? (The supply side changes as well as the demand side.) Do I have the right mechanisms in place to warn me of changes? Do I read the right literature about database changes in format or updating? Do I talk to my customers on a regular basis?
- How accurate is the information I provide? Do I have ways of double-checking my sources?
- How well have I planned for growth?

Value *analysis*

McKinsey & Co., a leading management consulting firm, uses a technique known as Administrative Value Analysis when it studies corporate staff functions, While the process was not designed specifically for use in libraries, the method can be successfully adapted to give you a clear picture of your department's products and services, the time required to produce them, and the cost of production. As previously stated, isolated facts yield little in the way of information.

1 .O The purpose of the information audit is to analyze your library's products and services.

Value analysis will help you coordinate the results of your staff and budget review and apply the data to the products and services you offer.

2.0 The first step is to take your mission statement, which outlines why the library exists, and for each purpose listed, indicate what is actually done to accomplish it. These are the activities performed by your staff as outlined in their position descriptions. Each of the activities of the library should result in a product or service.

2.1 Estimate how much staff time is required for your library to produce each of its information products and services. This can be accomplished by circulating the list of information products and services you provide among your staff. Let each person apportion the amount of time associated with each.

3.0 Take the total budget for your department and use the results of your manpower analysis to determine how much it is costing to provide each service.

You will have to determine if the relative costs of each product are equal to their relative worth.

- Are you spending too much time in providing one product and not enough time on another?
- If you had to purchase the'service for yourself, would it be worth the amount indicated by your analysis?

See Appendix G on page III.21 for a sample value analysis.

An information audit checklist

Upon completion of the information audit, you will have answered the following questions:

- What is the library's mission? What changes, if any, are contemplated?

- How well is the library's mission understood by your staff? Throughout the organization?

- What are the goals and objectives of the library? Have you established the performance measures to track how well you have done in achieving the library's objectives?

- Are the library's resources appropriate for its objectives?

- What are the library's major resources? Are there any areas in which it is particularly strong or weak?

- What is your library's budget? Does it contain enough detail?

- Are there any major gaps in the capabilities of your staff? Can you correct this by providing additional education or training? Does it require additions to the staff?

- Does the library have any distinct advantages over its competitors?

- What external forces may impact your ability to function effectively?

From our Information Audit, we have discovered that a good deal of our collection is devoted to industry and market data. Our staff spends most of its time and energy responding to requests concerning our company's competition.

While our **collection** covers the market adequately, there has been an increase in questions regarding our overseas markets in recent years. We may need to acquire additional information resources and databases which cover the overseas market better than the ones to which we already have access. This may require additional staff time allotted to training during the next quarter.

Appendix A for Chapter III: Sample library objectives memorandum

M E M O R A N D U M

TO: H.G. Jones - Vice President   **DATE: 1/5/84**

FROM: M.A. Smith - Library Director COPIES:

SUBJECT: Objectives for Library in 1984

(1) Continue seminars on information resources use geared to particular interests of corporate center departments and subsidiary companies. Extend these to periodical publications or news bulletins on various topics.

(2) Create a current contents-type report tailored for each department to be distributed on a weekly or biweekly cycle.

(3) Put together important news summaries and industry forecasts on a quarterly basis to be distributed to the subsidiaries so that they have a better understanding of how corporate management views the economy and its impact on various industry sectors.

(4) Increase industry coverage by ordering additional publications. (+$6000.)

(5) Educate corporate executives as to the use of databases on Dow Jones, Knowledge Index or BRS After Dark by home computers or business personal computers.

(6) Increase subsidiary level personnel's awareness of current information sources and how to use/access them via databases.

(7) Increase competition and investment candidates lists.

MISSION: To provide highly valued information resources and research services in a timely manner at affordable prices.

GOAL 1: To make the library collections more relevant to the needs of its users.

> **Objective: Survey key user groups of the library and find out their major information needs.**

> **Objective: Evaluate circulation patterns biannually to maintain an annual weeding rate of at least five percent.**

> **Objective: Increase to five percent the proportion of the total budget spent on new subscriptions.**

GOAL 2: Implement an integrated online computer system over a four year period.

> **Objective: Develop an online catalog system prototype by fourth quarter of fiscal year 1989.**

> **Objective: Develop an operating plan for an electronic circulation system by second quarter fiscal year 1989.**

GOAL 3: To maintain a comprehensive personnel program designed to attract, develop and retain sufficient number of qualified staff capable of meeting user demands.

> **Objective: Write individual quarterly goals for staff uith appropriate performance measures to be implemented during the first quarter of fiscal year 1989.**

> **Objective: Provide access for partial funding for professional career development courses and/or training.**

GOAL 4: Facilitate access to materials other than those in the library's collection.

.[Objectives must be created for your situation.1

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From Donald E. Riggs, *Strategic Planning for Library Managers,* pp. 29-37.

Department: Business Information Center

Salaries and Wages	**94,606**
Fringe Benefits	**18,122**
Payroll Taxes	**8,167**
Total Uage Costs	**120,895**
Office Supplies	**1,462**
Temporary Help	**20,902**
Telephone	**3,502**
Subscriptions & Publications	**76,236**
Hiring Expenses	**10,320**
Messenger & Courier Services	**3,720**
Other Office Supplies Expenses	**3,026**
Total Business Expenses	**119,189**
Travel & Business Costs	**11,424**
Membership Fees & Dues	**40,963**
Business Meetings	**3,067**
Total Miscellaneous Employee Expense	**55,454**
Consultant Fees	**74,400**
Fees 8 Services	**73,289**
Consultants & Professional Fees	**147,689**
Terminals - Rentals/Leases	**3,566**
Maintenance Contracts	**389**
Computer Processing Services	**42,214**
Total Information Systems Costs	**46,169**
TOTAL	**3489,374**

Appendix C.2 for Chapter Ill: Budget breakdown: Accountability of staff time and related costs

Department: Business Information Center
Allocations (000s $)

	Corporate		Subsidiaries			Total
	Strategic Planning	Other*	#1	#2	#3	
Salaries, Benefits and Temporary Help	51.4 (45%)	20.0 (17.5%)	17.1 (15%)	2.9 (2.5%)	22.9 (20%)	114.3 (100%)
Travel	1.2 (10%)	3.5 (30%)	3.1 (25%)	1.2 (10%)	3.1 (25%)	12.4 (100%)
Publications	32.7 (38%)	32.7 (38%)	4.3 (5%)	2.6 (3%)	13.8 (16%)	86.0 (100%)
Computer Services	13.5 (45%)	6.0 (20%)	3.0 (10%)	1.5 (5%)	6.0 (20%)	30.0 (100%)
Consultants	3.8 (20%)	1.0 (5%)	1.9 (10%)	1.9 (10%)	10.5 (55%)	19.0 (100%)

* Includes Treasury, Human Resources, Accounting, Public Affairs, Legal Department

Note: Colums may **not** total **due to rounding.**

Total Staff	Uage Costs	Time
	$118,523	100%

Corporate Headquarters	Total Library Staff	
	567,919	57%
Corporate Development Department	515,675	13
Chief Operating Officer	13,815	12
Research & Development Department	14,253	12
Treasury Department	9,230	8
Chief Financial Officer	3,202	3
Legal Department/Corporate Secretary	3,996	3
CEO/President	1,460	1
Other*	6,287	5

Subsidiary Companies	Total Library Staff	
	$50,604	43%
#1	15,533	13
#2	16,742	14
#3	8,336	7
#4	4,434	4
#5	3,493	3
#6	2,065	2

* Other includes Accounting, Public Affairs, Investor Relations, Decision Support Systems, Human Resources

Note: Colums may not total due to rounding.

Appendix D for Chapter Ill: Sample job description form

TITLE: **GRADE LEVEL:**

DEPARTMENT:

NAME OF INCUMBENT: **DATE :**

REPORTS TO: **TITLE:**

1. Describe your function within the organization. (Why does your job exist?)

2. List your primary responsibilities.

3. Describe any projects which illustrate the activities you perform. (These should relate to the duties de-
   scribed above.)

4. Uhat kind of decisions are you required to make? How do you contribute to decisions made by others (in
   the form of recommendations)?

5. List contacts you deal uith on a regular basis, both those within the organization and outside of it.
   Detail each relationship, excluding supervisors and subordinates, and frequency of contact. Indicate any
   complexities which might impede your ability to execute required tasks.

6. Identify any special or unusual work conditions or situations.

7. Identify any special skills, education, or prior work experience required to perform the job.

8. Identify any quantifiable measures of your job; for example, **annual budget,** total **number of persons you**
   supervise and salaries.

COMPLETED BY: _____

TITLE: _____

REVIEUED BY: _____

TITLE: _____

NAME:

DEPARTMENT:

POSITION TITLE: **SALARY GRADE:**

DATE OF EMPLOYMENT: **REVIEW DATE:**

Instructions to Evaluator: Add l-2 lines of comments for each statement as well as checking the appropriate boxes at right.

	Below Average	**Average**	**Above Average**
1. Quality of work			—
2. Quantity of work			—
3. Knowledge of job functions, technical skills, and duties	—	—	—
4. Interpersonal relationships	—	—	—
a. Communication with management			—
b. Communication with customers	—		—
c. Communication with library staff			—
5. Initiative and preparation			—
6. Uritten and/or oral expression			—

                                 Below   **Above**

7. **Planning and organization**

    ....   ---   ---   ---
    ....

8. **Decision-making capabilities**

    ....   ---   ---   ---
    ....

9. **Discretion**

    ....   ---   ---   ---
    ....

10. **Innovation/Creativity**

    ....   ---   ---   ---
    ....

11. **Adaptability to new ideas, changing**
     situations and assignments

    ....   ---   ---   ---
    ....

Overall **performance**

    ....   ---   ---   ---
    ....

Employee's strengths and weaknesses

    ....   ---   ---   ---
    ....

Major accomplishments since last **review**

    ....
    ....

Recommendations for improvement

    ....
    ....

Salary recommendations:

    ....
    ....

Promotion potential:

    ....   ---   ---   ---
    ....

REVIEUED BY: _____

      TITLE: _____

Product Description	User Group	Freq. of Use	Init. Date	Change Date	Methods Used to Market Products
		D(aily) W(eekly) M(onthly) Q(uarterly)			

Regular Services

Product Description	User Group	Freq. of Use	Init. Date	Change Date	Methods Used to Market Products
A. Competitor Watch	1.Strategic Plng	D	1/86	6/87	BIRC NL
	2.Market Analysis	W		6/86	Dept. meets.
	3.COO/Group Pres.	BU		1/88	
	4.Human Resources	Q			
	5.Legal Dept.	Q			
	6.Research Lab	M		6/86	
B.	1.	M			
	2.	Q			
	3.	Q			
	4.	M			
C.	1.	Q			

Special Services

Product Description	User Group	Freq. of Use	Init. Date	Change Date	Methods Used to Market Products
A.	1.	W			
	2.	BW			
B.	1.	BW			

MISSION: **Provide assistance to each department and subsidiary in accessing and analyzing necessary business information.**

	Staff Time Allocation (%)	Budget Al location ($ 000s)
ACTIVITY: Analyze user requirements.		
RESULT: Information requirements of users defined in terms of content & format.	8. 5	41. 6
ACTIVITY: Evaluation of information resources currently available.		
RESULT: Inventory of existing information resources.	4. 0	19. 6
RESULT: Recommendation as to information to be acquired.	4.0	19. 6
ACTIVITY: Educate and train users.		
RESULT: Departmental presentations.	6. 5	31. 8
RESULT: Application prototypes.	10.0	48. 9
RESULT: Brochures and newsletters.	4. 0	19. 6
TOTAL	37. 0	181. 4

NOTE: **This is an example of only one mission statement. The sum** total **of** all **staff members' time** allocated **to producing** all results **for** all **activities and missions should equal 100.**