

UOW LIBRARY - MANAGEMENT HANDBOOK	
Chapter:	B PLANNING AND DEVELOPMENT
Section:	B2 Quality, Service, Excellence
Approved by:	University Librarian Date Approved: February 2003
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Contact Person:	Associate Librarian, Planning and Development
Related Policies:	
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1 **INTRODUCTION**

- 1.1 This policy is designed to support management commitment to business excellence through the *Quality, Service, Excellence* (QSE) program
- 1.2 Achievement of quality outcomes is integral to the Library's Mission: *to facilitate access to quality resources and services for excellence in research, teaching and learning by:*
- *Delivering a range of services and technologies to enable retrieval of needed resources, irrespective of their format or location and*
 - *Providing leadership and expertise in navigating an increasingly complex and diverse scholarly information environment.*
- 1.3 Quality management principles are vital to future viability and to the realisation of the Library's Vision: *to be recognised as a knowledge resources centre of distinction, integral to the realisation of the University community's goals and aspirations.* We will:
- *Develop education and training programs to equip staff and students with the skills for lifelong learning*
 - *Structure systems and develop gateways to provide integrated, convenient and client-friendly access to resources*
 - *Foster staff to become innovative information specialists, skilled in providing exceptional service, customised to meet individual needs and preferences and*
 - *Contribute to the development and enhancement of knowledge based society*

2 **DEFINITION**

- 2.1 Business excellence is a planned and structured approach to setting and achieving goals and objectives, with the organisation's staff, its suppliers and its clients, all working in partnership. Innovation is recognised as an essential driver of continual improvement which is part of the management of all processes
- 2.2 Quality is not just a feature of a finished product or a service but involves focus on internal processes and outputs and includes the reduction of waste and the improvement of productivity
- 2.3 *Quality management requires the organisation to look beyond the present and to focus on the developments which will increase the value of the organisation for all of its stakeholders, generate future competitiveness and lead to more effective use of resources.*

3 OBJECTIVES

- 3.1 The following expand the original QSE objectives which were:
- Development of excellent Library services through the implementation of business excellence program: *Quality, Service, Excellence*
 - Development of a systematic approach to documenting the improvements in client service and resource management which have been achieved to date, as well as providing a basis for measuring future improvements
- 3.2 Library-wide commitment and priority to the application of business excellence principles to all processes and services.
- 3.3 Library Values underpinning all strategic planning, goal-setting and service delivery.
- 3.4 Objective measurement and comparability which enhances communication and morale and which has external credibility.
- 3.5 Establishment of a framework for regular self-assessment of outcomes
- 3.6 Library-wide focus on delivering increasing value to clients; planning driven by understanding, anticipating and satisfying clients' needs; service effectiveness defined by clients' perceptions.
- 3.7 Staff who are empowered to use their individual and combined skills and experience to improve processes and outputs through needs-based training and development.
- 3.8 Continual improvement and innovation in all aspects of the organisation - not restricted to 'small step' improvement of existing processes, but constantly challenging what is done and the way it is done.
- 3.9 Identification and achievement of best practice in core processes and services e.g. through benchmarking.
- 3.10 Community and environmental responsibility defined, communicated and practised by all staff.

4 RESPONSIBILITIES

- 4.1 The overall implementation of this policy is the responsibility of the Library Executive Committee
- 4.2 The Quality and Marketing Manager is responsible for coordinating TQM training, information, surveys and other review procedures, reporting organisational outcomes against performance indicators , and policy application.
- 4.3 Team Leaders and Strategic Planning and Quality Assurance Committee members are responsible for working closely with the Quality and Marketing Manager and for implementing business excellence principles.
- 4.4 All staff are responsible for developing an awareness of quality management and a working knowledge of relevant quality tools.

5 **PROCEDURES**

- 5.1 The Library Executive Committee will provide resources and policy support for QSE .
- 5.2 The Strategic Planning and Quality Assurance Committee and the Quality and Marketing Manager will administer programs.
- 5.3 Business Improvement Teams will be formed when necessary to identify and implement improvements.
- 5.4 Membership of Business Improvement Teams will be available to all staff. Usually, the process owner will be a team member. A member of the Library Executive Committee will sponsor each team.
- 5.5 Training will be planned, coordinated and delivered by the Quality and Marketing Manager and relevant internal and external providers.
- 5.6 The importance of TQM skills will be communicated and promoted through inclusion in the Library's list of core skills
- 5.7 The Strategic Planning and Quality Assurance Committee will coordinate overall Organisational Self Assessment activities and report assessment outcomes to all staff.
- 5.8 Outcomes resulting from Organisational Self Assessment, or other evaluation activities, will be translated into improvement actions by the Quality and Marketing Manager in the Quality Improvement Plan, an element of the Library's Business Plan.

6 **EVALUATION**

- 6.1 Organisational self-assessment using the Australian Business Excellence Framework owned by Standards Australia International.
- 6.2 Benchmarking with organisations considered '*best practice*'.
- 6.3 External assessment at award or accreditation level against recognised best practice standards e.g. Australian Business Excellence Framework, Investors in People.
- 6.4 Individual skills will be evaluated as part of the Development Review process