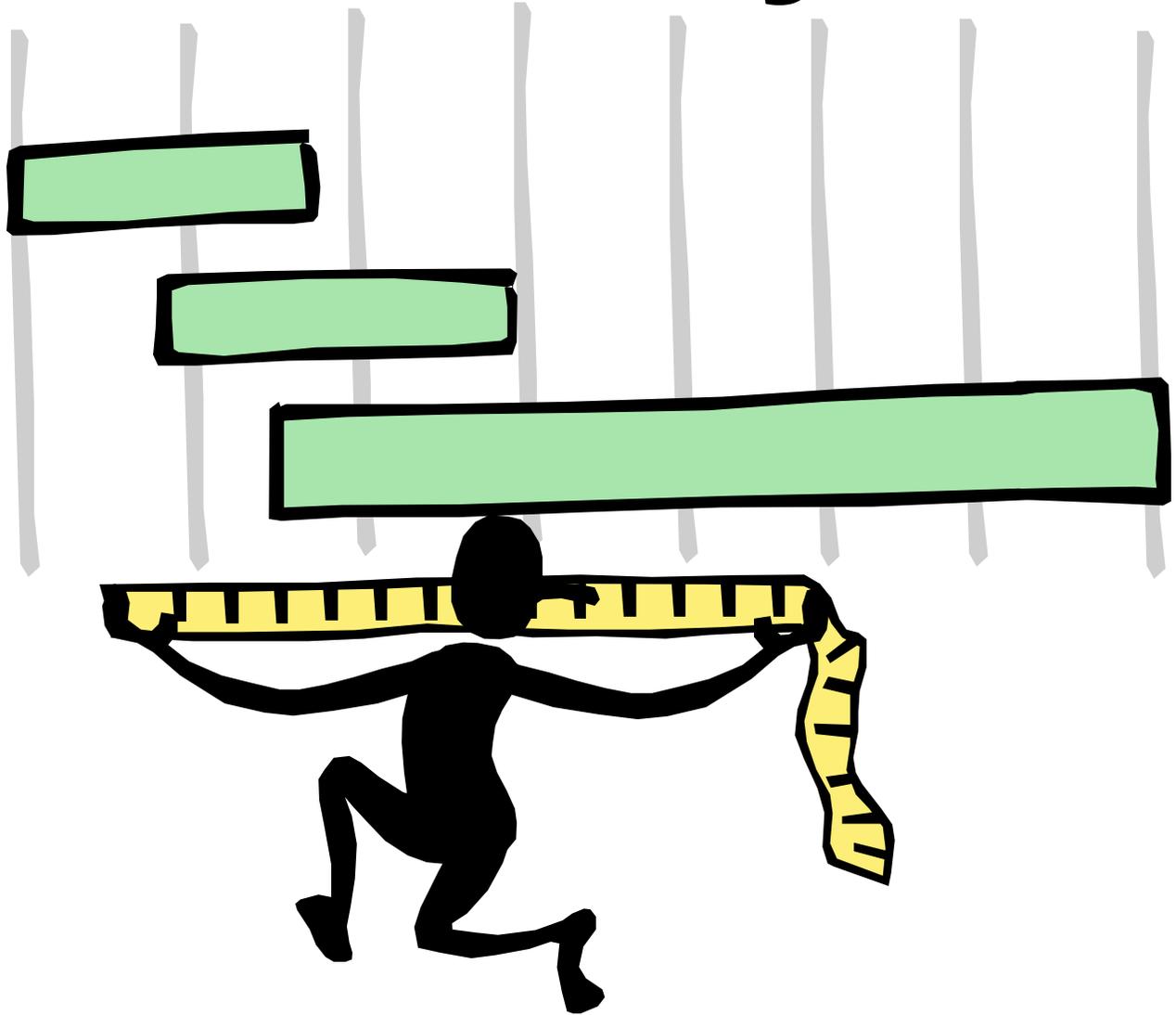


# Library



## MWR Program Standards and Metrics

May 2003



Title	Page
<b>LIBRARY PROGRAM STANDARDS AND METRICS</b>	
Table of Contents .....	i
Introduction .....	Intro-1
<b>SECTION I</b>	<b>Standards and Metrics</b>
<b>1 PERSONNEL</b>	1.1 Percent Compliance With Staffing Standards ..... 1.1.1 1.2 Percent Compliance With Qualification Standards ..... 1.2.1 1.3 Percent Compliance With Training Standards ..... 1.3.1
<b>2 FACILITIES</b>	2.1 Percent Square Footage Requirements Met ..... 2.1.1 2.2 Percent Qualitative Facility Elements Met ..... 2.2.1
<b>3 PROGRAMMING</b>	3.1 Percent Compliance With Hours of Operation ..... 3.1.1 3.2 Percent Customer Services Met ..... 3.2.1
<b>4 EQUIPMENT</b>	4.1 Percent Library Collection (i.e., Equipment) Standards Met ..... 4.1.1 4.2 Percent Quantity Equipment (other than Collection & Computer) in Compliance with Standards ..... 4.2.1 4.3 Percent Computer Equipment In Compliance with Program Standards ..... 4.3.1 4.4 Percent Collection (i.e., Equipment) Replaced Due To Lifecycle Requirements ..... 4.4.1 4.5 APF Score Sheet Equipment and Supplies ..... 4.5.1
<b>5 ADMINISTRATION</b>	5.1 Percent Administrative Requirements Met ..... 5.1.1
<b>SECTION II</b>	<b>Customer Satisfaction</b> ..... II-1
<b>SECTION III</b>	<b>Scoring</b> ..... III-1

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# LIBRARY PROGRAM STANDARDS AND METRICS

## INTRODUCTION

### About Program Standards and Metrics

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#### PREFACE

Program standards and metrics were developed to accomplish the OPNAV (N-46), Navy-wide requirement to develop measurements for all Navy programs funded with Base Operating Support (BOS) dollars.

**Metric:** *“A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource.”*

*“A metric may be subjective, relative or absolute.”*

Ben Barrow, Phoenix AZ, 2000.

The desired outcome of the initiative is to help Navy senior leadership make funding justifications, choices, and decisions.

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#### GOALS

The following goals will be achieved by applying program standards and metrics.

1. Establish Navy-wide standards or reference points in the areas of service delivery, cost, and efficiencies and establish metrics to measure how individual programs, regions, and Navy MWR overall is doing in relation to these standards.

**GOALS  
(cont.)**

2. Show how MWR is linked to Navy readiness, retention, and mission and answer the following questions all competitors for APF funding must answer:
    - “Why is the program important to the Navy?” and,
    - “What do we lose in the way of readiness, retention, or mission accomplishment if the program is partially or not funded?”
  3. Starting with POM-04, use program standards and metrics to build MWR’s funding requirements for each POM and PR cycle. (i.e., to calculate how much APF MWR funding is required as part of the Navy’s resource programming process.)

(This is the process every APF competitor must use to justify program needs.)
  4. Identify program priorities. (e.g., What is funded first? What is funded last? What is funded fully? What is funded partially? ....and, Why?)
  5. Identify and employ standard data collection systems and applications to examine and assess the standards and metrics for each identified MWR program.
  6. Ensure the program standards and metrics data can be used by anyone to determine (compare) how similar programs are doing within regions and throughout Navy MWR.
  7. Identify efficiencies and best practices that can be shared and/or duplicated within regions and throughout Navy MWR.
-

## BACKGROUND

In the fall of 2000, a Navy MWR Integrated Process Team (IPT) steering group began the program standards and metrics project by:

- Establishing a steering group.
- Identifying key members from N-46, PERS-65, Major Claimants, Navy regions, and from among Navy MWR directors to participate on various project teams.
- Adopting a metrics “model” to help organize and prioritize standards for each program.
- Determining how to proceed with the establishment of standards and metrics.
- Identifying the initial MWR programs to be studied.

The initial MWR programs studied represent more than 80% of the APFs used by MWR, exclusive of the Child Development program, which was studied separately.

- Fitness.
- Liberty.
- Libraries.
- Fleet/Isolated Motion Picture (MOPIC).
- Youth Activities/SAC.
- Outdoor Recreation.
- Information, Tickets and Travel (ITT).

The IPT used the following project procedure:

- Define project goals and objectives.
- Divide the project team into work groups and assign responsibilities and tasks.

**BACKGROUND  
(cont.)**

The project team work groups included:

- Program Support.
  - MWR MACRO Standards.
  - MIS Applications.
  - Research.
  - Communications.
  - Best Practices.
- Direct the development of standards and metrics program for MWR programs that consists of two major parts:
    - Program Standards.
    - Customer Satisfaction.
  - Provide MWR program metrics and standards for:
    - Personnel.
    - Facilities.
    - Programs/Programming.
    - Equipment.
    - Administration.
  - Prepare evaluation tools.
  - Develop directions for assessing and comparing an MWR program's current condition to the specified program standards and for using the metrics evaluation tools.
  - Test standards and metrics and adjust as needed.
  - Publish program standards and metrics for each MWR program to be studied.

The Installation Management Working Group and the Shore Installation Programming Board approved the standards and a

**BACKGROUND  
(cont.)**

Navy-wide assessment was conducted in August/September 2001. Navy Personnel Command (Pers 65) assumed responsibility for the standards and issued a formal implementation in December 2002.

In order that a more accurate assessment could be made of the quality of and APF support needed for the MWR program, the MWR IPT Steering Group identified five additional programs for inclusion in the process:

- MWR Overhead.
- Auto Skills.
- Category B Bowling.
- Afloat Recreation (Shipboard).
- Fleet Recreation (Shore Support).

PET Teams were also charged with revising the standards for the original seven programs in order to maintain their currency with professional practice. A Navy-wide assessment of all programs, new and old, is scheduled for August/September 2003.

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**WHAT THIS  
PROGRAM  
WILL AND  
WON'T DO**

**What this standards and metrics program does:**

- It publishes standards to which you are to compare your MWR program.
- It provides the metrics and assessment tools which you will use to compare your MWR program to these published standards.

**What this program does NOT do:**

- It does not tell you what you should do to run your MWR program, or how you should run it.
- It does not tell you how to close the gap between these published standards and your MWR program, if one exists.

## HOW TO USE THIS DOCUMENT

Each booklet is divided into the following sections:

- Table of contents.
- Section I.
- Measurement 1 -- Personnel.
- Measurement 2 -- Facilities.
- Measurement 3 -- Programming.
- Measurement 4 -- Equipment.
- Measurement 5 -- Administration.
- Section II -- Customer Satisfaction.
- Section III -- Scoring.

The program standards are found after the appropriate metric for each program measurement area. The worksheets for each metric follow the standards in each section.

The Table of Contents is used to locate specific metrics and standards and metrics information.

This Introduction section explains the project, methods, and use of the directive.

The sections tabbed “Metric X -- Title” contain the metrics and standards and for one of the five major measurement areas.

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## SOURCES

The standards published in this document drew on the following:

- Existing, official DoD and/or DON instructions/policy.
  - Generally accepted industry and/or professional standards, recommendations, and/or guidelines.
  - Best MWR and/or business practices.
  - The experience of the project team members.
-

**ASSISTANCE**

If you have questions regarding this program, please contact the appropriate PERS-65 program manager. Use the address and phone numbers below for general information, assistance and routing.

NAVY PERSONNEL COMMAND  
NAVY MWR DIVISION (PERS-654)  
5720 INTEGRITY DRIVE  
MILLINGTON TN 38055-6540

DSN 882-6717  
COM (901) 874-6717  
FAX (901) 874-6847  
INTERNET pers654@persnet.navy.mil

**STANDARDS  
CONTINUUM**

As you will see, the processes result in scores that, through the use of work sheets, tables and simple arithmetic, equate to the following:

10	SL1	Ideal
9		
8	SL2	Operational with some deficiencies
7		
6	SL3	Operational with serious deficiencies
5		
4	SL4	Not operational
3		
2		
1		
0		

**NOTE:** The scoring methods calculate to scores between 1 and 10.

**TRUTH IN  
ADVERTISING**

DO NOT use the score sheets to make your MWR program look a bit better (or worse) than it actually is. The purpose of this process is to justify full funding with regard to Navy readiness, retention, and mission.

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## GLOSSARY

The following abbreviations, acronyms, and definitions apply.

<b>BOS</b>	Base Operating Support.
<b>IPT</b>	Integrated Process Team.
<b>M/S</b>	Metrics/Standards (and vice-versa).
<b>NPRST</b>	Navy Personnel Research Studies and Technology.
<b>PET</b>	Program Enhancement Teams.
<b>POM</b>	Program Objective Memorandum.
<b>PR</b>	Program Review.
<b>PSG</b>	Program Support Group.
<b>SL</b>	Service Level.
<b>S/M</b>	Standards/Metrics (and vice-versa).
<b>Benchmark</b>	A performance reference point.
<b>Charts</b>	Used to graphically display metric results. The chart itself is not a metric.
<b>Counts</b>	A statistic/measurement that can result in a metric. However, statistics do not necessarily give a measure that will drive appropriate management action.
<b>Measurement</b>	Actual value of a metric.
<b>Metric</b>	A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource. A metric may be subjective, relative or absolute. A metric is means to an end--not the end itself.
<b>Status Measure</b>	A one time measurement that conveys little trend information. (Such as data in a pie chart.)
<b>Metric Attributes</b>	<ul style="list-style-type: none"><li>• Meaningful to the customer</li><li>• Tells how well organizational goals are being met through measured processes.</li><li>• Simple, understandable, and repeatable.</li><li>• Unambiguously defined.</li><li>• Shows a trend.</li><li>• Its data is easy and economical to collect.</li><li>• Timely.</li><li>• Drives appropriate management action.</li></ul>

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## **STANDARD**

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Many of the standards in this document are based directly on those published by DoD, Navy or an appropriate professional society – because they were developed in the same way – by experienced and recognized professionals. Other standards are professional interpretations written to fit Navy MWR, given its unique requirements. All the standards, then, are not regulatory and are written to direct and stimulate the program and the corporate policy body toward better and safer services, programs and innovations.

Every Navy command and MWR department is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of MWR experiences to the quality of life of Navy personnel, every agency has a responsibility to perform at the highest possible level. The appraisal of just how well an MWR program operates is indeed a difficult task. It is inadequate to evaluate on financial performance alone – program deliverables are vastly more important but more difficult to measure. For this reason, the Navy has turned to the experience and wisdom of its MWR professionals. This experience and wisdom have been formalized into this set of standards, which may be used to evaluate one's program. The collective result of compliance with standards will be a high quality program that meets professional requirements and the unique needs of those served.

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**LIBRARY  
PROGRAM  
DESCRIPTION**

The Navy General Libraries have the unique mission of assembling, organizing, preserving and making easily and freely available to all naval service personnel a balanced, unbiased collection of Library materials, print and non-print. The Libraries also provide the accompanying library services specifically attuned to the interests and requirements of naval personnel so they may accomplish the missions and tasks of educating themselves continuously; keeping pace with progress in various fields of knowledge; becoming better members of home and community; discharging political and social obligations; developing political and social obligations; becoming more capable in their daily occupations; appreciating and enjoying works of art and literature; making use of leisure time; and fostering esprit de corps in the Naval Service. These standards have been established so all naval personnel will be able to enjoy the same level and quality of service in any Navy General Library they may visit.

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## LIBRARY PROGRAM STANDARDS AND METRICS PERSONNEL

### METRIC 1.1

#### Percent Compliance With Staffing Standards

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**PURPOSE  
OF THIS  
METRIC**

To measure the actual on-board staffing compared to the general library staffing standard described for the size base being measured.

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**REFERENCES/  
SOURCES**

- Naval General Library Manual, NAVEDTRA 38021.
- DOD Morale, Welfare and Recreation (MWR) Library Standards.
- OPM Classification and Qualification standards for 1400 Series.

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**NOTES**

Naval general library activities support readiness and the military mission, professional and technical skill development of members of the military community, quality of life during both peacetime and deployments, voluntary education, professional military and technical education and training, lifelong learning, transition and career assistance, relocation assistance and recreational needs of the military community. Naval general libraries do not include medical, education and other libraries within the Department of the Navy that focus on occupational or academic specialties.

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## STANDARDS

**1.1.1** General library programs will be staffed in accordance with the appropriate staffing standard shown below. Numbers in parentheses refer to total active duty (any service assigned to the base) populations.

Volunteers will not be used to replace/supplant full time staff according to US Labor Laws and must only be used when a permanent library staff member is present.

**A. Extra Large Installation (>14,000)**

- 1 - Director, Librarian GS-1410-11/13 or NAF equivalent
- 1 - Assistant Director, Librarian GS-1410-9/11 or NAF equivalent
- 2 - Technician, Library Technician GS-1411-5/7 or NAF equivalent
- 4 - Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent

**B. Large Installation (7,001 - 14,000)**

- 1 - Director, Librarian GS-1410-11/12 or NAF equivalent
- 1 - Assistant Director, Librarian GS-1410-9/11 or NAF equivalent
- 1 - Technician, Library Technician GS-1411-5/7 or NAF equivalent
- 4 - Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent

**C. Medium Installation (3,001 - 7000)**

- 1 - Director, Librarian GS-1410-9/11 or NAF equivalent
- 1- Technician, Library Technician GS-1411-5/7 or NAF equivalent
- 4 - Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent

**D. Small Installation (501 - 3,000)**

- 1 - Director, Librarian GS-1410-9 or NAF equivalent
- 1 - Technician, Library Technician GS-1411-5/7 or NAF equivalent
- 2 – Library Aide, Library Technician GS 1411-3/4/5 or NAF equivalent

**E. Extra Small Installation (<500)**

- 1 - Director, Librarian GS-1410-9 or NAF equivalent
- 2 – Library Aide, Library Technician GS 1411-3/4/5 or NAF equivalent

**Additional Staffing Requirement:**

Branches, multi-floor libraries, and other similar library facilities (computer labs, etc.) external to the main library will require qualified staff, in appropriate numbers, in addition to established standards.

**Score Sheet  
Library  
Metric 1.1**

**Step 1** Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

A. Extra Large Installation (>14,000)		A	
	Step 2	Meet Standard	Filled Below Standard
1	Director, Librarian GS-1410-11/13 or NAF equivalent	1	0.5
1	Assistant Director, Librarian GS-1410- 9/11 or NAF equivalent	1	0.5
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	1	0.5
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5

**Step 3** Add the numbers you circled and enter total.

**Step 4** Compute your percent compliance:

$$A \div 8 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

**Percent Compliance With Staffing Standards**

<b>B. Large Installation (7,001 - 14,000)</b>		<b>A</b>	
<b>Step 2</b>	Circle the number in column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	Director, Librarian GS-1410- 11/12 or NAF equivalent	1	0.5
1	Assistant Director, Librarian GS-1410- 9/11 or NAF equivalent	1	0.5
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 7 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Staffing Standards**

<b>C. Medium Installation (3,001 - 7,000)</b>		<b>A</b>	
<b>Step 2</b>	Circle the number in column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	Director, Librarian GS-1410-9/11 or NAF equivalent	1	0.5
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Staffing Standards**

<b>D. Small Installation (501 - 3,000)</b>		<b>A</b>	
<b>Step 2</b>	Circle the number in column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	Director, Librarian GS-1410-9 or NAF equivalent	1	0.5
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Staffing Standards**

<b>E. Extra Small Installation (&lt;500)</b>		<b>A</b>	
<b>Step 2</b>	Circle the number in column (A) that applies to your program for each position in the standard.	<b>Meet Standard</b>	<b>Filled Below Standard</b>
1	Director, Librarian GS-1410-9 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	1	0.5
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A \div 3 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.1.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## LIBRARY PROGRAM STANDARDS AND METRICS PERSONNEL

### METRIC 1.2

#### Percent Compliance With Qualification Standards

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**PURPOSE  
OF THE  
METRIC**

To measure the degree of compliance with prescribed qualification standards for all general library program staff.

---

**REFERENCES/  
SOURCES**

- Naval General Library Manual, NAVEDTRA 38021.
  - DOD Morale, Welfare and Recreation (MWR) Library Standards.
  - OPM Qualification standards for 1400 Series.
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**NOTES**

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**STANDARDS**

- 1.2.1**        The Library Director and Assistant Director must have a masters degree in library science from an American Library Association accredited school
  
- 1.2.2**        Library staffing shall meet OPM Classification and Qualification Standards for GS series 1410 and 1411 positions. GS 1412 series positions may be incorporated into the library as a Library Technician.

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**Score Sheet  
Library  
Metric 1.2**

**Step 1** Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

<b>A. Extra Large Installation (&gt;14,001)</b>		<b>A</b>	<b>B</b>
<b>Step 2</b>	Circle the number in the columns (A) and (B) that applies for each position.	<b>Meet Standard 1.2.1</b>	<b>Meet Standard 1.2.2</b>
1	Director, Librarian GS-1410-11/13 or NAF equivalent	1	1
1	Assistant Director, Librarian GS-1410- 9/11 or NAF equivalent	1	1
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	N/A	1
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A + B \div 10 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

**Percent Compliance With Qualification Standards**

<b>B. Large Installation (7,001 - 14,000)</b>		<b>A</b>	<b>B</b>
<b>Step 2</b>	Circle the number in the columns (A) and (B) that applies for each position.	<b>Meet Standard 1.2.1</b>	<b>Meet Standard 1.2.2</b>
1	Director, Librarian GS-1410- 11/12 or NAF equivalent	1	1
1	Assistant Director, Librarian GS-1410- 9/11 or NAF equivalent	1	1
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A + B \div 9 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Qualification Standards**

<b>C. Medium Installation (3,001 - 7000)</b>		<b>A</b>	<b>B</b>
<b>Step 2</b>	Circle the number in the columns (A) and (B) that applies for each position.	<b>Meet Standard 1.2.1</b>	<b>Meet Standard 1.2.2</b>
1	Director, Librarian GS-1410-9/11 or NAF equivalent	1	1
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A + B \div 7 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Qualification Standards**

<b>D. Small Installation (501 - 3,000)</b>		<b>A</b>	<b>B</b>
<b>Step 2</b>	Circle the number in the columns (A) and (B) that applies for each position.	<b>Meet Standard 1.2.1</b>	<b>Meet Standard 1.2.2</b>
1	Director, Librarian GS-1410-9 or NAF equivalent	1	1
1	Technician, Library Technician GS-1411-5/7 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A + B \div 5 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**Percent Compliance With Qualification Standards**

<b>E. Extra Small Installation (&lt;500)</b>		<b>A</b>	<b>B</b>
<b>Step 2</b>	Circle the number in the columns (A) and (B) that applies for each position.	<b>Meet Standard 1.2.1</b>	<b>Meet Standard 1.2.2</b>
1	Director, Librarian GS-1410-9 or NAF equivalent	1	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
1	Library Aide, Library Technician GS-1411-3/4/5 or NAF equivalent	N/A	1
<b>Step 3</b>	Add the numbers you circled and enter total.		

**Step 4** Compute your percent compliance:

$$A + B \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.2.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**LIBRARY PROGRAM STANDARDS AND METRICS  
PERSONNEL**

**METRIC 1.3**

**Percent Compliance with Training Standards**

---

**PURPOSE  
OF THE  
METRIC**

To measure the degree of compliance with prescribed general library program staff training requirements.

---

**REFERENCES/  
SOURCES**

- DoD MWR Library Standards.
- 

**NOTES**

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**STANDARDS**

- 1.3.1** All staff members who have been aboard for 90 days or more have completed an orientation to the installation, the library, other MWR programs, and the availability of other library related resources within the community.
- 1.3.2** Each professional Librarian (GS-1410 or equivalent) shall receive a minimum of two professional library training opportunities annually.
- 1.3.3** Library director shall attend the annual Naval General Library Program workshops.
- 1.3.4** The Library director shall attend a national conference sponsored by the American Library Association, Public Library Association, Special Library Association, or other recognized professional/industry organization at least every other year.
- 1.3.5** Each support staff employee has completed a minimum of 30 hours of library specific training within the last year. This may include cross training within functional areas.
- 1.3.6** Each employee has an individual training plan.
- 1.3.7** Staff is sufficiently cross-trained to provide competent, core services during all hours of library operation.
- 1.3.8** Each employee has been trained in using the Integrated Library System (ILS) (if there is one).

**Library  
Program Standards and Metrics**

---

- 1.3.9** Within three weeks of installation, all employees shall learn and be able to instruct customers to properly use new equipment and technologies including databases and software.
  
- 1.3.10** Library Directors and Assistant Directors who have been aboard for a year or more have completed the MWR Manager's Course.
  
- 1.3.11** Supervisors who have been aboard for a 18 months or more have completed the Coaching for Extraordinary Service Course.
  
- 1.3.12** Managers and supervisors who have been aboard for 18 months or more have completed the Leadership Skills for Managers Course.
  
- 1.3.13** All Library Staff who have been aboard for 90 days or more must have completed the Star Service: Achieving Extraordinary Customer Relations Course.
  
- 1.3.14** All Library Staff who have been aboard for 90 days or more have completed CPR and First Aid Training.

**Percent Compliance With Training Standards**

**Score Sheet  
Library  
Metric 1.3**

<b>Standards</b>		<b>A Meet Standard</b>
<b>1.3.1</b>	All staff members who have been aboard for 90 days or more have completed an orientation to the installation, the library, other MWR programs, and the availability of other library related resources within the community.	1
<b>1.3.2</b>	Each professional Librarian (GS-1410 or equivalent) shall receive a minimum of two professional library training opportunities annually.	1
<b>1.3.3</b>	Library director shall attend Naval General Library Program workshops	1
<b>1.3.4</b>	Library director shall attend a national conference sponsored by the American Library Association, Public Library Association, Special Library Association, or other recognized professional/industry organization at least every other year.	1
<b>1.3.5</b>	Each support staff employee has completed a minimum of 30 hours of library specific training within the last year. This may include cross training within functional areas..	1
<b>1.3.6</b>	Each employee has an individual training plan.	1
<b>1.3.7</b>	Staff is sufficiently cross-trained to provide competent, core services during all hours of library operation.	1
<b>1.3.8</b>	Each employee has been trained in using the Integrated Library System (ILS) (if there is one).	1
<b>1.3.9</b>	Within three weeks of installation, all employees shall learn and be able to instruct customers to properly use new equipment and technologies including databases and software.	1
<b>1.3.10</b>	Library Directors and Assistant Directors who have been aboard for a year or more must have completed the MWR Manager's Course.	1
<b>1.3.11</b>	Supervisors who have been aboard for a 18 months or more have completed the Coaching for Extraordinary Service Course.	1
<b>1.3.12</b>	Managers and supervisors who have been aboard for 18 months or more have completed the Leadership Skills for Managers Course.	1
<b>1.3.13</b>	All Library Staff who have been aboard for 90 days or more must have completed the Star Service: Achieving Extraordinary Customer Relations Course.	1
<b>1.3.14</b>	All Library Staff who have been aboard for 90 days or more must have completed CPR and First Aid Training.	1

**Step 3**      Add the numbers you circled and enter total.

--

**Step 4** Compute your percent compliance:

$$A \div 14 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 5** Enter your percent compliance in the performance block for metric 1.3.

**Step 6** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

---

## LIBRARY PROGRAM STANDARDS AND METRICS FACILITIES

### METRIC 2.1

#### Percent Square Footage Requirements Met

---

#### PURPOSE OF THE METRIC

To measure the actual square footage of the library programs' facilities as compared to the square footage required.

#### REFERENCES/ SOURCES

- NAVFAC P-80 Facility Planning Criteria for Navy & Marine Corps Shore Installations” dtd Oct 82. Change 3, Mar 95, pg 740-112, para 740-76.
- NAVEDTRA 38021.

#### NOTES

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**STANDARDS**

**2.1** General library program facilities will be of a minimum size in accordance with the standards shown in the table below. Population numbers in parentheses refer to total Active Duty Population that includes all services permanently assigned to the base.

Population	Square footage required
X-Large (>14,000)*	20,000
Large (12,001- 14,000)	20,000
Large (8,001 - 12,000)	18,000
Large (7,001 - 8,000)	12,000
Medium (4,001 – 7,000)	10,500
Medium (3001 – 4,000)	8,000
Small (1501 – 3,000)	6,250
Small (501- 1500)	4,500
X-Small <500	2,500 // accommodate in other facilities

- \* For each increment of 1,000 population over 16,000 an additional 1,000 sq feet is authorized.
- \* For each increment of 3,000 in population over 16,000 a Branch Library is authorized.

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**Score Sheet  
Library  
Metric 2.1**

**Step 1** Compute your percent compliance with the standard.

$$\begin{array}{ccc} \boxed{\phantom{000000}} & \div & \boxed{\phantom{000000}} \times 100 = \boxed{\phantom{000000}} \\ \text{Sq. ft. of} & & \text{Sq. ft.} & & \text{Your \%} \\ \text{your Library} & & \text{authorized} & & \text{compliance} \end{array}$$

**Step 2** Enter your percent compliance in the performance block for metric 2.1.

**Step 3** Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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## LIBRARY PROGRAM STANDARDS AND METRICS FACILITIES

### METRIC 2.2

#### Percent Qualitative Facility Elements Met

---

**PURPOSE  
OF THE  
METRIC**

To measure the percentage of facility quality elements in place compared to those required by library program standards.

**REFERENCES/  
SOURCES**

- 
- Naval General Library Manual NAVEDTRA 38021.
  - DOD MWR Library Standards.
  - Uniform Federal Accessibility Standards FED-STD-795, April 1, 1988.
  - Americans with Disabilities Act (ADA).
  - DoD 42701.M Table 4.1 Criteria for Determining number of parking spaces for non-organizational vehicles.
  - NAVFAC P-80.
  - ANSI Standards for Libraries (Z39 Series).
  - “Libraries designed for Users” by Nolan Washington.
-

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## STANDARDS

General library program facilities are made up of the following essential or core quality elements.

### Location

**2.2.1** The library is located near the installation's personnel traffic center and is readily accessible to ships in port, bachelor quarters and onboard housing areas.

**2.2.2** The library's location is clearly identified in activity locators, maps, "Welcome Aboard" brochures, telephone directories, etc.

**2.2.3** The library's location is clearly identified by directional road signs.

**2.2.4** The library's location is clearly identified by a large exterior lighted sign.

**2.2.5** There is parking for patrons including handicapped parking.

**2.2.6** The library has a bicycle rack.

**2.2.7** The parking lot has a minimum lighting of 54 lux (5 foot candles).

### Space

**2.2.8** The facility, materials collections, and public service areas meet ADA requirements.

**2.2.9** Passageways are at least 42 inches wide between seats and between shelving ranges in materials collection stack areas.

- 2.2.10** The library floor load capacity is 150 pounds per square foot. If compact shelving is used the floor load capacity is 300 pounds per square foot.

### **Functional Areas**

The interior of the library is organized into easily accessible functional spaces identified below. If necessary, these spaces are to be clearly identified by appropriate signage. The main library has adequate and separate areas for general reading collections, for casual seating, and for the following mandatory core elements:

- 2.2.11** Entrance/foyer.
- 2.2.12** Reference materials.
- 2.2.13** Circulation desk.
- 2.2.14** Periodicals including display and reading areas.
- 2.2.15** Technical services (materials processing functions).
- 2.2.16** Photocopying, typing, faxing services for the public.
- 2.2.17** Audio and video listening and viewing area/room.
- 2.2.18** Reading /Study area with tables and chairs.
- 2.2.19** Study room for individuals or groups.

**2.2.20** Display of new materials and program information.

**2.2.21** Customer use computer area.

**2.2.22** Children's area with age appropriate furniture.

**2.2.23** Restrooms (in the same building).

**2.2.24** Outside book and A/V materials return.

**2.2.25** Staff offices/administrative space.

**2.2.26** Multipurpose room.

### **Functional Area Issues**

**2.2.27** The technical services area includes space for shipping, receiving, and processing materials -- includes shelving, cabinets and other storage and work areas.

**2.2.28** The technical services area includes a sink with hot and cold running water.

**2.2.29** Computer, facsimile, reproduction, audio-visual and microform areas are sufficient for equipment and materials including their use, maintenance, and storage.

**2.2.30** Circulation desk, reference collection, and patron-use computers are located near the library entrance for control, ease of supervision, and to maximize assistance to library users.

**2.2.31** Sufficient space is available for special shelving, racks, bins or cabinets for paperbound collections, pamphlets, maps, audio, video software, and microform materials.

### **Environment**

**2.2.32** The library has adequate lighting. Public service, staff and task areas have 50-70 foot candles; multipurpose room has 40 foot candles; reading areas have 30-40 foot candles; and storage areas have 30-50 foot candles lighting.

**2.2.33** The library is air conditioned.

**2.2.34** The library has a heating system.

**2.2.35** The library has a humidity control system to prevent deterioration of library materials.

**2.2.36** The facility is carpeted and, as needed, has other noise control features such as soundproofing and acoustical ceilings.

**2.2.37** The carpet has been replaced within the past 5 years.

**2.2.38** The library facility has electrical service adequate to support the technology.

**2.2.39** The library facility has DSN telephone service to support local, long distance, fax, data communications, and other technology services.

**2.2.40** The library facility has commercial telephone service to support local, long

distance, fax, data communications, and other technology services.

**Library  
Program Standards and Metrics**

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- 2.2.41** The library is included in the installation's technology plan and is connected to the local/wide area network via an appropriate number of data drops within the library including at least two administrative NMCI seats.
- 2.2.42** Identified space deficiencies have been included in the command's MILCON planning and budgeting, in habitability improvement planning, or remedied within the current fiscal year as appropriate.
- 2.2.43** The library interior has been painted within the last five years.
- 2.2.44** The library exterior has been painted as part of the normal base exterior painting schedule or at least every 10 years.
- 2.2.45** The library is cleaned daily.

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**Score Sheet**  
**Library**  
**Metric 2.2**

**Step 1** Circle the number in column A for each standard your program meets.

Standards	A Meet Standard
<b>LOCATION</b>	
2.2.1 The library is located near the installation's personnel traffic center and is readily accessible to ships in port, bachelor quarters and onboard housing areas.	1
2.2.2 The library's location is clearly identified in activity locators, maps, "Welcome Aboard" brochures, telephone directories, etc.	1
2.2.3 The library's location is clearly identified by directional road signs.	1
2.2.4 The library's location is clearly identified by a large exterior lighted sign.	1
2.2.5 There is parking for patrons including handicapped parking.	1
2.2.6 The library has a bicycle rack.	1
2.2.7 The parking lot has a minimum lighting of 54 lux (5 foot candles).	1
<b>SPACE</b>	
2.2.8 The facility, materials collections, and public service areas are accessible by wheelchair and meet ADA requirements.	1
2.2.9 Passageways are at least 42 inches wide between seats and between shelving ranges in materials collection stack areas.	1
2.2.10 The library floor load capacity is 150 pounds per square foot. If compact shelving is used the floor load capacity is 300 pounds per square foot.	1
<b>FUNCTIONAL AREAS – Separate space for each</b>	
2.2.11 Entrance/foyer.	1
2.2.12 Reference materials.	1
2.2.13 Circulation desk.	1
2.2.14 Periodicals including display and reading areas.	1
2.2.15 Technical services (materials processing functions).	1
2.2.16 Photocopying, typing, faxing services for the public.	1
2.2.17 Audio and video listening and viewing area/room.	1
2.2.18 Reading /study area with tables and chairs.	1

**Percent Qualitative Facility Elements Met**

<b>2.2.19</b>	Study room for individuals or groups.	1
<b>2.2.20</b>	Display of new materials and program information.	1
<b>2.2.21</b>	Customer use computer area.	1
<b>2.2.22</b>	Children's area with furniture appropriate to the clientele (i.e. sized for kids).	1
<b>2.2.23</b>	Restrooms (in the same building).	1
<b>2.2.24</b>	Outside book and A/V materials return.	1
<b>2.2.25</b>	Staff offices/administrative space.	1
<b>2.2.26</b>	Multipurpose room.	1
<b>FUNCTIONAL AREA ISSUES</b>		
<b>2.2.27</b>	Technical services area includes space for shipping, receiving, and processing materials – includes shelving, cabinets and other storage and work areas.	1
<b>2.2.28</b>	Technical services area includes a sink with hot and cold running water.	1
<b>2.2.29</b>	Computer, facsimile, reproduction, audio-visual and microform areas are sufficient for equipment and materials including their use, maintenance, and storage.	1
<b>2.2.30</b>	Placement of circulation desk, reference collection, and patron-use computers are located near the library entrance for control, ease of supervision, and to maximize assistance to library users.	1
<b>2.2.31</b>	Sufficient space is available for special shelving, racks, bins or cabinets for paperbound collections, pamphlets, maps, audio, video software, and microform materials.	1
<b>ENVIRONMENT</b>		
<b>2.2.32</b>	The library has adequate lighting. Public service, staff and task areas have 50-70 foot candles; Multipurpose room has 40 foot candles; reading areas have 30-40 foot candles; and storage areas have 30-50 foot candles lighting.	1
<b>2.2.33</b>	The library is air conditioned.	1
<b>2.2.34</b>	The library has a heating system.	1
<b>2.2.35</b>	The library has a humidity control system to prevent deterioration of library materials.	1
<b>2.2.36</b>	The facility is carpeted and, as needed, has other noise control features such as soundproofing and acoustical ceilings.	1
<b>2.2.37</b>	The carpet has been replaced within the past 5 years.	1
<b>2.2.38</b>	The library facility has electrical service adequate to support the technology.	1
<b>2.2.39</b>	The library facility has DSN telephone service to support local, long distance, fax, data communications, and othertechnology services.	1

**Library  
Program Standards and Metrics**

---

<b>2.2.40</b>	The library facility has commercial telephone service to support local, long distance, fax, data communications, and other technology services.	1
<b>2.2.41</b>	The library is included in the installation's technology plan and is connected to the local/wide area network via an appropriate number of data drops within the library including at least two administrative NMCI seats.	1
<b>2.2.42</b>	Identified space deficiencies have been included in the command's MILCON planning and budgeting, in habitability improvement planning, or remedied within the current fiscal year as appropriate.	1
<b>2.2.43</b>	The library interior has been painted within the last five years.	1
<b>2.2.44</b>	The library exterior has been painted as part of the normal base exterior painting schedule or at least every 10 years. Documentation exists.	1
<b>2.2.45</b>	The library is cleaned daily.	1
<b>Step 2</b>	Add the circled numbers and enter the total.	<input type="text"/>

**Step 3** Compute your percent compliance:

$$A \div 45 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 2.2.

**Step 5** Find the corresponding “score” (0-10) and enter it in the score block for this metric.

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## LIBRARY PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.1

#### Percent Compliance With Hours Of Operation

---

**PURPOSE  
OF THE  
METRIC**

To determine the degree to which the library program complies with prescribed operating hour standards.

---

**REFERENCES/  
SOURCES**

- Naval General Library Manual NAVEDTRA 38021.
  - DOD MWR Library Standards.
- 

**NOTES**

Hours of operation for the library should be established to meet customer demand and to allow patrons who work irregular duty hours reasonable access to the facility.

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**STANDARDS**

- 3.1.1** The library's hours of operation are fixed, consistent, meet customer demand, and are clearly posted and advertised.
- 3.1.2** 30% of operating hours are during evenings & weekends (All size libraries).
- 3.1.3** A telephone answering machine, voice mail, and/or e-mail services are available to patrons after normal operating hours.
- 3.1.4** At least one paid staff member is on duty during all hours of operation.
- 3.1.5** Minimum Hours of Operation. Sizes refer to installation size.
- Extra Large = 65 Hours per week  
Large = 55 Hours per week  
Medium = 55 Hours per week  
Small = 45 Hours per week  
Extra Small = 30 Hours per week

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**Score Sheet  
Library  
Metric 3.1**

**Step 1**      Circle the number in column A for each standard your program meets.

<b>Standards</b>		<b>A Meet Standard</b>
<b>3.1.1</b>	The library's hours of operation are fixed, consistent, meet customer demand, and are clearly posted and advertised.	1
<b>3.1.2</b>	30% of operating hours are during evenings & weekends – All size libraries.	1
<b>3.1.3</b>	A telephone answering machine, voice mail, and/or e-mail services are available to patrons after normal operating hours.	1
<b>3.1.4</b>	At least one permanent staff member is on duty during all hours of operation.	1
<b>3.1.5</b>	Minimum Hours of Operation -- (Sizes refer to installation size).  Extra Large = 65 Hours per week  Large = 55 Hours per week  Medium = 55 Hours per week  Small = 45 Hours per week  Extra Small = 30 Hours per week	Compute your percent compliance with minimum hours per week and circle the appropriate number.
		> 100%
		95-100%
		90-94%
		85-89%
		80-84%
		< 80%

**Step 2**      Add the circled numbers and enter the total.

--

**Step 3**      Compute your percent compliance:

$$A \div 9 \times 100 = \% \text{ Compliance}$$

--

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 3.1.

**Step 5** Find the corresponding “score” (0-10) and enter it in the score block for this metric.

---

## LIBRARY PROGRAM STANDARDS AND METRICS PROGRAMMING

### METRIC 3.2

#### Percent Customer Services Met

---

**PURPOSE  
OF THE  
METRIC**

To determine the degree to which essential library program patron services are available.

---

**REFERENCES/  
SOURCES**

- Naval General Library Manual NAVEDTRA 38021.
  - DOD MWR Library Standards.
- 

**NOTES**

All aspects of library patron services are designed to facilitate use of resources, to remove barriers, to invite use, and to assist an individual in reaching their reading and education goals.

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**STANDARDS**

- 3.2.1** The library staff provides reference, research and reader's advisory services during all hours of operation.
- 3.2.2** The library staff prepares annotated subject bibliographies identifying resources within and outside the library.
- 3.2.3** Remote reference services are available via e-mail, telephone, or fax.
- 3.2.4** At least five programs (in addition to the programs required by 3.2.17-3.2.20) are provided per year for adults, youths, families, and/or children as determined by local population needs.
- 3.2.5** As necessary, outreach services are provided by the library staff to target population segments that are unable to access the library in a normal manner.
- 3.2.6** The library promotes its programs through brochures, flyers, advertisements, and presentations of information about library programs and services at newcomer orientations, spouse club meetings, All Hands sessions and other local community events.
- 3.2.7** The library staff provides formal library orientation and instruction, in the library, on the programs, services and use of materials and resources for all interested patrons.
- 3.2.8** The library staff provide assistance and training to patrons in the use of a) workstations, printers, scanners, b) database products -- how to access, search strategies, c) CD-ROM troubleshooting, d) instruction in application software such as resume programs, e) troubleshooting customer created problems with equipment and software.

- 3.2.9** The library offers interlibrary loan services.
- 3.2.10** The library provides materials circulation services by using an Integrated Library System (ILS). At a minimum, the ILS must provide an Online Public Access Catalog (OPAC) and perform all circulation management tasks.
- 3.2.11** Provides email service for customers.
- 3.2.12** Offers document delivery services -- this service allows the customer to obtain an article or document through the library for delivery within a specified time period.
- 3.2.13** Catalogs /classifies materials using ILS cataloging module.
- 3.2.14** Acquires library materials using an acquisition system/process/service.
- 3.2.15** Provides onsite access (through CD-ROM or Internet) to periodicals, newspapers, applicable indexes or full text databases.
- 3.2.16** Participates in one or more established library consortia/network partnerships or referral services with other library systems to enhance library services.
- 3.2.17** Offers Story Time for toddlers.
- 3.2.18** Offers Summer Reading program.
- 3.2.19** Offers orientation for Home Schoolers.
- 3.2.20** Provides teen outreach services.

**Score Sheet  
Library  
Metric 3.2**

**Step 1** Circle the number in column A for each standard your program meets.

<b>Standards</b>	<b>A Meet Standard</b>
<b>3.2.1</b> The library staff provides reference, research and reader's advisory services during all hours of operation.	1
<b>3.2.2</b> The library staff prepares annotated subject bibliographies identifying resources within and outside the library.	1
<b>3.2.3</b> Remote reference services are available via e-mail, telephone, or fax.	1
<b>3.2.4</b> At least five programs are provided per year for adults, teens, children.	1
<b>3.2.5</b> As necessary, outreach services are provided by the library staff to target population segments that are unable to access the library in a normal manner.	1
<b>3.2.6</b> The library promotes its programs through brochures, flyers, advertisements, and presentations of information about library programs and services at newcomer orientations, spouse club meetings, All Hands sessions and other local community events.	1
<b>3.2.7</b> The library staff provides formal library orientation and instruction, in the library, on the programs, services and use of materials and resources for all interested patrons.	1
<b>3.2.8</b> The library staff provide assistance and training to patrons in the use of a) workstations, printers, scanners b) database products -- how to access, search strategies, c) CD-ROM troubleshooting d) instruction in application software such as resume programs e) troubleshooting customer created problems with equipment and software.	1
<b>3.2.9</b> The library offers interlibrary loan services.	1
<b>3.2.10</b> The library provides materials circulation services by using an Integrated Library System (ILS). At minimum, the ILS must provide an Online Public Access Catalog (OPAC) and perform all circulation management tasks.	1
<b>3.2.11</b> Provides email service for customers.	1
<b>3.2.12</b> Offers document delivery services -- this service allows the customer to obtain an article or document through the library for delivery within a specified time period.	1
<b>3.2.13</b> Catalogs / classifies materials using ILS Cataloging Module.	1
<b>3.2.14</b> Acquires library materials using an acquisition system/process/ service.	1



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## LIBRARY PROGRAM STANDARDS AND METRICS EQUIPMENT

### METRIC 4.1

#### Percent Library Collection Standards Met

---

**PURPOSE  
OF THE  
METRIC**

To measure the percentage of the required library collection standards met.

**REFERENCES/  
SOURCES**

- Naval General Library Manual NAVEDTRA 38021.
- DOD MWR Library Standards.

**NOTES**

Library materials collections are tailored for the needs of the command, the number of people served, the mission, and the geographical location or area of operation. The collections must be balanced, up-to-date, and relevant to current needs. The library's collection (in all formats) is its major "equipment".

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**Collection Standards**

Installation Size	Books	Magazines & Newspapers	Electronic Products	Audio Books	Video/DVD	Musical Recordings
<b>X-Large (&gt;14,001)</b>	20,000 +2 per person over 14,000	125	200	500	500	500
<b>Large (7,001 - 14,000)</b>	20,000	100	150	425	350	425
<b>Medium (3,001- 7,000)</b>	14,000	75	100	350	200	350
<b>Small (501- 3000)</b>	6,000	50	75	250	100	250
<b>X-Small (&lt;500)</b>	1,500	25	25	200	50	200

The library program provides the following types and formats of materials in its collection. Refer to the chart above for quantities related to size of installation/library program. The numerical component refers to a minimum collection size and is defined as titles rather than volumes. Other material collection elements are to be included in a library as needed.

**4.1.1** Books - clothbound and quality paperback (excludes mass-market paperbacks), both permanent and lease book plan titles, collection is approximately 60% non-fiction and 40% fiction.

**4.1.2** Magazines & newspapers - includes both print and non-print forms.

**4.1.3** Electronic Research products/resources -- these include CD-ROM products, Internet/Web based products, online research products through special connections.

**Library  
Program Standards and Metrics**

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- 4.1.4** Audio books -- Tapes and CDs.
- 4.1.5** Video and DVD recordings -- classics /non-feature film productions; educational/training.
- 4.1.6** Musical recordings (CD/digital audiotape).
- 4.1.7** Reference/Research materials -- may include book, non-book and electronic formal materials – should be 8% of total collection.
- 4.1.8** Maps.
- 4.1.9** Literacy materials.
- 4.1.10** Software applications for use on public computers in the library (i.e. resume programs, word processing, etc).
- 4.1.11** Local history materials including area history, general interest, and base specific information.
- 4.1.12** The library materials are processed, organized, and maintained using recognized professional standards.
- 4.1.13** New materials have been added to the library's collection at the rate of 8% annually (may be a combination of all materials in the collection).
- 4.1.14** Damaged, soiled, and obsolete items have been removed from the library's collection at the rate of 5% annually.

- 4.1.15** A complete inventory has been completed within the last 5 years. Inventory process includes reconciling missing/lost items, items found on the shelves, and other problems to derive new collection totals.
- 4.1.16** The library has either a manual shelf list or the Integrated Library System (ILS) software, capable of producing a shelf list report for use during inventories.

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**Score Sheet  
Library  
Metric 4.1**

**Step 1**      Circle the number in column A for each standard your program meets.

<b>Standards</b>		<b>A Meet Standard</b>	
<b>4.1.1</b>	Books Compute your percent compliance with the chart on pg. 4.1.3. Circle the appropriate number in column A.	100% or greater	5
		90-99%	4
		80-89%	3
		70-79%	2
		60-69%	1
		<60%	0
<b>4.1.2</b>	Magazines & newspapers. -		1
<b>4.1.3</b>	Electronic Research products/resources.		1
<b>4.1.4</b>	Audio books – Tapes and CDs.		1
<b>4.1.5</b>	Video/DVD recordings.		1
<b>4.1.6</b>	Musical recordings (CD/digital audio tape).		1
<b>4.1.7</b>	Reference/research materials.		1
<b>4.1.8</b>	Maps.		1
<b>4.1.9</b>	Literacy materials.		1
<b>4.1.10</b>	Software applications for use on public computers in the library (i.e. resume programs, word processing, etc).		1
<b>4.1.11</b>	Local history materials including area history, general interest, and base specific information.		1
<b>4.1.12</b>	The library materials are processed, organized, and maintained using recognized professional standards.		1
<b>4.1.13</b>	New materials have been added to the library's collection at the rate of 8% annually (may be a combination of all materials in the collection).		1
<b>4.1.14</b>	Damaged, soiled, and obsolete items have been removed from the library's collection at the rate of 5% annually.		1

**Library  
Program Standards and Metrics**

---

<b>4.1.15</b>	A complete inventory has been completed within the last 5 years. Inventory process includes reconciling missing/lost items, items found on the shelves, and other problems to derive new collection totals.	1
<b>4.1.16</b>	The library has either a manual shelf list or the Integrated Library System (ILS) software, capable of producing a shelf list report for use during inventories.	1
<b>Step 2</b>	Add the circled numbers and enter the total.	

**Step 3** Compute your percent compliance:

$$A \div 20 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 4.1.

**Step 5** Find the corresponding “score” (0-10) and enter it in the score block for this metric.

---

## LIBRARY PROGRAM STANDARDS AND METRICS EQUIPMENT

### METRIC 4.2

#### Percent Quantity of Equipment In Compliance With Standards

---

**PURPOSE  
OF THE  
METRIC**

To determine the quantity of required equipment (other than the Collection and Computers) the library program has on hand.

**REFERENCES/  
SOURCES**

- Naval General Library Manual NAVEDTRA 38021.
- DOD MWR Library Standards.

**NOTES**

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## **STANDARDS**

### **Customer Use**

The library has a minimum of one of each of the following equipment available for customer use.

- 4.2.1** Telephone.
- 4.2.2** Photocopier.
- 4.2.3** Fax machine.
- 4.2.4** Typewriter.
- 4.2.5** Microform reader/printer.
- 4.2.6** TV.
- 4.2.7** VCR player/recorder.
- 4.2.8** DVD player.
- 4.2.9** Audio player/recorder (cassette tape or digital tape).
- 4.2.10** Lounge furniture, including sofas and chairs.
- 4.2.11** Study carrels.

**4.2.12** Tables and chairs.

**4.2.13** Furniture appropriately sized for the children's and juvenile areas -- includes shelving that children can reach.

**Staff Use:**

The library has at least one of each of the following equipment for staff use only, in support of library operations.

**4.2.14** Telephone answering machine.

**4.2.15** Fax machine.

**4.2.16** TV.

**4.2.17** VCR player/recorder.

**4.2.18** DVD player.

**4.2.19** Audio player/recorder (CD/tape).

**4.2.20** Digital camera.

**Equipment For The Library:**

**4.2.21** Electronic patron counter.

**4.2.22** Library office has furniture that is capable of supporting library technical processing operations.

- 4.2.23** Book trucks to accommodate processing and shelving of materials.
  
- 4.2.24** Library materials theft detection system.
  
- 4.2.25** Standard, vertically adjustable, library shelving ranges to house book collections. Library has sufficient number of ranges to house the existing collection with sufficient additional shelving capacity to allow for collection growth. (For clothbound collections estimate shelving capacity at seven books per linear shelf foot.)
  
- 4.2.26** Atlas stand.
  
- 4.2.27** Display case.
  
- 4.2.28** Circulation desk.
  
- 4.2.29** Video/DVD/audio cassette storage.
  
- 4.2.30** Shelving designed to display current periodicals and house back issues.

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**Percent Quantity Equipment  
(Other Than The Collection & Computers) In Compliance With Standards**

---

**Score Sheet  
Library  
Metric 4.2**

**Step 1**      Circle the number in column A for each standard your program meets.

Standards	A Meet Standard
<b>Customer Use</b>	
4.2.1 Telephone.	1
4.2.2 Photocopier.	1
4.2.3 Fax machine.	1
4.2.4 Typewriter.	1
4.2.5 Microform reader/printer.	1
4.2.6 TV.	1
4.2.7 VCR player/recorder.	1
4.2.8 DvD player.	1
4.2.9 Audio player/recorder (cassette tape or digital tape).	1
4.2.10 Lounge furniture, including sofas and chairs.	1
4.2.11 Study carrels.	1
4.2.12 Tables and chairs.	1
4.2.13 Furniture appropriately sized for the children's and juvenile areas – includes shelving that children can reach.	1
<b>Staff Use</b>	
4.2.14 Telephone answering machine.	1
4.2.15 Fax.	
4.2.16 TV.	
4.2.17 VCR player/recorder.	
4.2.18 DVD player.	
4.2.19 Audio player/recorder (CD/tape)	
4.2.20 Digital camera	1

**Library  
Program Standards and Metrics**

---

<b>Library Specific Equipment</b>		
<b>4.2.21</b>	Electronic patron counter.	1
<b>4.2.22</b>	Furniture that is capable of supporting library technical processing operations	1
<b>4.2.23</b>	Book trucks to accommodate processing and shelving of materials.	1
<b>4.2.24</b>	Library materials theft detection system.	1
<b>4.2.25</b>	Standard, vertically adjustable, library shelving ranges to house book collections. Library has sufficient number of ranges to house the existing collection with sufficient additional shelving capacity to allow for collection growth.	1
<b>4.2.26</b>	Atlas Stand.	1
<b>4.2.27</b>	Display case.	1
<b>4.2.28</b>	Circulation desk.	1
<b>4.2.29</b>	Video/DVD/audio cassette storage.	1
<b>4.2.30</b>	Shelving designed to display current periodicals and house back issues.	1
<b>Step 2</b>	Add the circled numbers and enter the total.	<input type="text"/>

**Step 3** Compute your percent compliance:

$$A \div 30 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 4.2.

**Step 5** Find the corresponding “score” (0-10) and enter it in the score block for this metric.

---

**LIBRARY PROGRAM ACCREDITATION  
EQUIPMENT**

**METRIC 4.3**

**Percent Computer Equipment In Compliance With Standards**

---

**PURPOSE  
OF THE  
METRIC**

To ensure that all Information Technology equipment meets current, widely available, technology standards.

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**REFERENCES/  
SOURCES**

- DOD MWR Library Standards.

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**NOTES**

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**Percent Computer Equipment In Compliance With Program Standards**

---

**STANDARDS**

**Customer Use:**

**4.3.1** The library has networked, multimedia personal computers that are able to accept multiple formats (3.5 floppy, Zip drive, CD/RW, DVD), to access CD-ROM and other electronic information products, the Internet and the library's local and/or wide-area network (LAN/WAN) and are attached to networked printers. Minimum equipment numbers are shown in the table below.

**4.3.2** The library has one high-speed network printer for every 8 computers, a color printer for every 10 computers and a document scanner attached to the network.

**Chart 1**

<b>INSTALLATION SIZE</b>	<b>NUMBERS OF PERSONAL COMPUTERS</b>	<b>Number of Networked Printers Required</b>	<b>Number of Color Printers Required</b>	<b>Number of Scanners Required</b>
X-Large (>14,000)	16 + 1 additional PC for each increment of 5,000 in population over 14,000.	2 + 1 for every 8 additional computers	1 + 1 for the next four computers added	1 for the network
Large (7,001 - 14,000)	16	2	1	1
Medium (3,001 - 7,000)	9	1	1	1
Small (501 - 3,000)	5	1	1	1
X-Small (<500)	3	1	1	1

**Library  
Program Standards and Metrics**

---

**4.3.3** The library has at least one Online Public Access Catalog (OPAC) computer workstation and printer to access the Integrated Library System (ILS) for every 2,000 active duty military population assigned (includes all services).

**Chart 2**

<b>INSTALLATION SIZE</b>	<b>INTEGRATED LIBRARY SYSTEM ONLINE PUBLIC ACCESS COMPUTERS</b>
X-Large (>14,000)	7+ 1 additional OPAC for each increment of 2,000 in population over 14,000.
Large (7,001 - 14,000)	4 -- 7
Medium (3,001 - 7,000)	2 - 4
Small (501 - 3,000)	1 - 2
X-Small (<500)	1

**4.3.4** Public computers have current operating system software and application software. These computers would not be included on NMCI software licensing and would need to have software purchased separately.

**4.3.5** If children's room/collection available, children's multimedia computers are available to the customers.

**Staff Use:**

**4.3.6** Each library staff member has a dedicated multimedia personal computer (3.5 floppy, CD/RW, DVD) with access to the Internet.

**Percent Computer Equipment In Compliance With Program Standards**

---

**4.3.7** At least two NMCI administrative seats are available to the staff.

**Library  
Program Standards and Metrics**

---

- 4.3.8** Staff members are networked to laser printers, shared color printer, and shared document scanner.
- 4.3.9** Each library has a server for the Integrated Library System (ILS) software application.
- 4.3.10** Integrated Library System (ILS) dedicated computers and printers are at the library's circulation desk -- exact number depends on the size of the library.
- 4.3.11** Integrated Library System server has an UPS device attached.
- 4.3.12** Staff members have access to Integrated Library System (ILS) from staff computers.
- 4.3.13** Staff members have email capability through NMCI administrative seats and through internal LAN.

**Computer Policy/Procedures**

- 4.3.14** Integrated Library System (ILS) software upgrades and improvements are documented in administrator's notebook.
- 4.3.15** All IT equipment complies with DON and DOD operating and security requirements and meets minimum NMCI specifications (all IT equipment must meet NMCI minimum specifications whether on NMCI LAN or not).
- 4.3.16** All computer equipment is protected by surge suppressors and all computer workstations are connected to a UPS unit that will provide at least 15 minutes of back up power.

## **Percent Computer Equipment In Compliance With Program Standards**

---

- 4.3.17** All computer workstations have current versions of the following application software installed: operating system that meets organizational standards, word processing, spreadsheet, presentation, database, email and web browser.
- 4.3.18** Malfunctioning equipment is reported to the appropriate office and entered into the computer maintenance log and/or the system administrator's notebook. Daily tracking of maintenance and repair issues is entered into the maintenance log.
- 4.3.19** Library has access to hardware/tech support for customer access computers that responds to service calls within the following time periods:
- Within 24 hours for a server
  - Within 48 hours for a work station
- 4.3.20** Integrated Library System (ILS) server is included in the budget plan for upgrades.
- 4.3.21** Equipment warranties and operating instructions are retained in the library for those computers not part of NMCI or not covered by standard DoD warranties.
- 4.3.22** One third of all computer workstations are upgraded every 2 years.
- 4.3.23** Integrated Library System (ILS) maintenance is included in local operating budget and operating target.
- 4.3.24** Integrated Library System (ILS) replacement is planned for every 5 years.
- 4.3.25** New Integrated Library System (ILS) server is planned for every 3 years.

- 4.3.26** Integrated Library System (ILS) software includes basic modules (Circulation, Reports, Inventory Management, and Customer Management).
- 4.3.27** Integrated Library System (ILS) software includes premier modules: Serials and Acquisitions.

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**Score Sheet**  
**Library**  
**Metric 4.3**

**Step 1** Circle the number in column A for each standard your program meets.

Standards		A Meet Standard
<b>Public Use</b>		
<b>4.3.1</b> Networked, multimedia personal computers  Compute your percent of compliance by comparing your present inventory with Chart 1 above. Circle the appropriate number in column A.	100% or more	5
	90-99%	4
	80-89%	3
	70-79%	2
	60-69%	1
	<60%	0
<b>4.3.2</b> The library has one high-speed network printer for every 8 computers, 1 color printer for every 10 computers and a document scanner attached to the network. (See Chart 1 above)		1
<b>4.3.3</b> Online Public Access Catalog (OPAC) computer workstations and printers.  Compute your percent of compliance by comparing your present inventory with Chart 2 above. Circle the appropriate number in column A.	100% or more	5
	90-99%	4
	80-89%	3
	70-79%	2
	60-69%	1
	<60%	0
<b>4.3.4</b> Public computers have current operating system software and application software. These computers would not be included on NMCI software licensing and would need to have software purchased separately.		1
<b>4.3.5</b> If children's room/collection available, children's multimedia computers are available to the customers.		1
<b>Staff Use</b>		
<b>4.3.6</b> Each library staff member has a dedicated multimedia personal computer (3.5 floppy, CD/RW, DVD) with access to the internet.		1
<b>4.3.7</b> At least two NMCI administrative seats are available to the staff.		1

**Percent Computer Equipment In Compliance With Program Standards**

<b>4.3.8</b>	Staff members are networked to laser printers, shared color printer, and shared document scanner.	1
<b>4.3.9</b>	Each library has a server for the Integrated Library System (ILS) software application.	1
<b>4.3.10</b>	ILS dedicated computers and printers are available at the library's circulation desk – exact number depends on the size of the library.	1
<b>4.3.11</b>	Integrated Library System server has an UPS device attached.	1
<b>4.3.12</b>	Staff members have access to Integrated Library System from staff computers.	1
<b>4.3.13</b>	Staff members have email capability through NMCI administrative seats and through internal LAN.	1
<b>Computer Policy/Procedures</b>		
<b>4.3.14</b>	ILS software upgrades and improvements are documented in Administrator's notebook.	1
<b>4.3.15</b>	All IT equipment complies with DON and DOD operating and security requirements and meets minimum NMCI specifications.	1
<b>4.3.16</b>	All equipment is protected by surge suppressors and all computer workstations are connected to an UPS unit that will provide at least 15 minutes of back up power.	1
<b>4.3.17</b>	All computer workstations have current versions of the following application software installed: operating system that meets organizational standards, word processing, spreadsheet, presentation, database, email and web browser.	1
<b>4.3.18</b>	Malfunctioning equipment is reported to the appropriate office and entered into the computer maintenance log and/or the system administrator's notebook. Daily tracking of maintenance and repair issues is entered into the maintenance log.	1
<b>4.3.19</b>	Library has access to hardware/tech support for customer access computers that responds to service calls within the following time periods: <ul style="list-style-type: none"> <li>- Within 24 hours for a server</li> <li>- Within 48 hours for a work station</li> </ul>	1
<b>4.3.20</b>	Integrated Library System server is included in the budget plan for upgrades.	1
<b>4.3.21</b>	Equipment warranties and operating instructions are retained in the library for those computers not part of NMCI or not covered by standard DoD warranties.	1
<b>4.3.22</b>	One third of all computer workstations are upgraded every 2 years.	1
<b>4.3.23</b>	Integrated Library System maintenance is included in local operating budget and operating target.	1
<b>4.3.24</b>	Integrated Library System replacement is planned for every 5 years.	1
<b>4.3.25</b>	New Integrated Library System server is planned for every 3 years.	1

**Library  
Program Standards and Metrics**

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<b>4.3.26</b>	Integrated Library System software includes basic modules (Circulation, Reports, Inventory Management, Customer Management).	1
<b>4.3.27</b>	Integrated Library System software includes premier modules: Serials and Acquisitions.	1
<b>Step 2</b>	Add the circled numbers and enter the total.	<input type="text"/>

**Step 3** Compute your percent compliance:

$$A \div 35 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 4.3.

**Step 5** Find the corresponding “score” (0-10) and enter it in the score block for this metric.

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## LIBRARY PROGRAM ACCREDITATION EQUIPMENT

### METRIC 4.4

#### Percent of Equipment Replaced Annually

---

**PURPOSE  
OF THE  
METRIC**

To compare the amount of equipment replaced annually as compared to standards established for replacement.

---

**REFERENCES/  
SOURCES**

- DOD MWR Library Standards.
- 

**NOTES**

Equipment is defined as fixed assets and minor property owned by the library program. For this purpose, the library collection is considered to be equipment.

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## **Percent Of Collection (i.e., Equipment) Replaced Due To Lifecycle Requirements**

---

### **STANDARDS**

- 4.4.1** At least 5% of the total value of the collection is replaced annually.
- 4.4.2** At least 15% of the total value of program equipment (all equipment other than collection items) is replaced annually.

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**Percent Of Collection (i.e., Equipment) Replaced Due To Lifecycle Requirements**

---

**Score Sheet  
Library  
Metric 4.4**

**4.4.1** At least 5% of the total value of the collection is replaced annually.

**Step 1** Compute your level of collection replacement per year.

A. Total value of Library collection on hand. \_\_\_\_\_

B. Total APFs expended on replacement of collection items in the last year. \_\_\_\_\_

Line B ÷ Line A x 100 = % replaced. \_\_\_\_\_

**Step 2** Circle the appropriate score in column A

		<b>A</b>
<b>% Replaced</b>	<b>% Compliance</b>	<b>Score</b>
5 or more	100	10
4.5 - 4.9	90	9
4.0 – 4.4	80	8
3.5 – 3.9	70	7
3.0 – 3.4	60	6
2.5 – 2.9	50	5
<2.5	<50	0

**4.4.2** At least 15% of the total value of program equipment (all equipment other than collection items) is replaced annually.

**Step 3** Compute your level of equipment replacement per year.

A. Total value of Library equipment on hand. \_\_\_\_\_

B. Total APFs expended on replacement of equipment items in the last year. \_\_\_\_\_

Line B ÷ Line A x 100 = % replaced. \_\_\_\_\_

**Step 3** Circle the appropriate score in column B

		<b>B</b>
<b>% Replaced</b>	<b>% Compliance</b>	<b>Score</b>
15 or more	100	10
13.5 - 14.9	90	9
12.0 – 13.4	80	8
10.5 – 11.9	70	7
9.0 – 10.4	60	6
7.5 – 8.9	50	5
<7.5	<50	0

**Step 4** Find your % percent compliance and enter it in the performance block for this metric.

Column A + Column B ÷ 2 x 10 = % compliance

Your % Compliance

**Step 5** Find the corresponding score in enter it in the score block for this metric.

---

## LIBRARY PROGRAM STANDARDS AND METRICS EQUIPMENT

### APF SCORE SHEET FOR EQUIPMENT AND SUPPLIES

---

#### PURPOSE OF THIS SCORE SHEET

To determine the amount of APF funding needed for equipment and supplies.

---

#### REFERENCES/ SOURCES

- NAVSO P-1000.
  - BUPERSINST 1710.11C.
- 

#### NOTES

The amount of APFs needed by the must be computed locally because the method used involves the determination of on-hand inventories. The totals submitted will be aggregated by program, region, claimancy and Navy wide to determine the amount of Appropriated funds required for equipment and supplies to operate a Library program at the SL1 level.

As a rule of thumb, 20% of the value of all NAF and APF property (collection, minor property and fixed assets) should be expended annually for routine repairs and replacements and to adequately provide for routine program supplies and other operating expenses.

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Compute your total APF support authorization for equipment and supplies as follows:

- A. Amount required to purchase any additional equipment your program needs to comply with the standards in 4.1, 4.2 and 4.3. \_\_\_\_\_
- B. 5% of the value of your current collection. \_\_\_\_\_
- C. 20% of the value of your current property inventory (not including the collection). \_\_\_\_\_
- D. Total. \_\_\_\_\_

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---

## LIBRARY PROGRAM STANDARDS AND METRICS ADMINISTRATIVE

### METRIC 5.1

#### Percent Compliance With Administrative Requirements

---

**PURPOSE  
OF THE  
METRIC**

To determine the degree of compliance with administrative standards prescribed for the library program.

---

**REFERENCES/  
SOURCES**

- Naval General Library Manual NAVEDTRA 38021.
  - DOD MWR Library Standards.
- 

**NOTES**

Instructions, policy letters, and library procedures provide continuity and are quantitative measures of achievement.

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## STANDARDS

### SOPs are in place covering the following

- 5.1.1 The library's location, days and hours of operation, telephone and fax numbers, e-mail and web site addresses, etc.
- 5.1.2 Personnel authorized to use the library and requirements for establishing borrower identification that includes all relevant Privacy Act information.
- 5.1.3 Rules for use of library materials, including the length of the loan periods and any restrictions on the types and numbers of materials loaned to individuals at one time.
- 5.1.4 Policies are provided for all patron services and use of all library equipment.
- 5.1.5 Policies and procedures regarding lost, damaged, destroyed and overdue library materials.
- 5.1.6 Fines, if collected.

### The following plans are in place

- 5.1.7 A marketing plan developed in cooperation with the MWR marketing department and the installation's public affairs office.
- 5.1.8 A collection development plan for selection and procurement of library materials.
- 5.1.9 An acquisitions plan/system/process for obtaining library materials.

- 5.1.10** A Long Range Budget Plan (3 Years) that reflects the requirements for:  
a) currency & modernization of materials, b) information & technology systems and, c) training needs.
- 5.1.11** A plan for implementation and upgrading of routine office automation and library specific technologies.
- 5.1.12** A five-year plan for achievement of a set of predefined goals. The plan includes specific annual actions to reach the goals.

**Other Administrative Requirements**

- 5.1.13** There is an annual review of all-applicable DOD, DON and local command MWR directives, policies, and procedures for all staff members.
- 5.1.14** All staff positions have a current and accurate job description.
- 5.1.15** Staff meetings are conducted at least monthly and current work schedules are posted.
- 5.1.16** Customer feedback is solicited via surveys, focus groups, etc. at least every two years.
- 5.1.17** Library financial requirements are included in local APF and, as applicable, NAF, budgets which results in an approved annual library budget figure.
- 5.1.18** The library maintains accurate and current financial records and supporting data.

## **Percent Compliance With Administrative Requirements**

---

- 5.1.19**      The library collects data continuously throughout the year for inclusion in the annual report. The data collection meets NISO, ANSI and ISO standards.
  
- 5.1.20**      The library has submitted its annual report to the Naval General Library Program for the previous fiscal year.
  
- 5.1.21**      The library maintains all necessary data to accurately report library operations to higher authority as required. The data may be numerical or comments.
  
- 5.1.22**      The library's patron registration file is reviewed at least every three years to ensure accuracy.
  
- 5.1.23**      Employee recognition procedures are established and implemented.

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**Percent Compliance With Administrative Requirements**

---

**Score Sheet  
Library  
Metric 5.1**

**Step 1**      Circle the number in column A for each standard your program meets.

<b>Standard</b>	<b>A Meet Standard</b>
<b>SOPs</b>	
<b>5.1.1</b> The library's location, days and hours of operation, telephone and fax numbers, e-mail and web site addresses, etc.	1
<b>5.1.2</b> Personnel authorized to use the library and requirements for establishing borrower identification that includes all relevant Privacy Act information.	1
<b>5.1.3</b> Rules for use of library materials, including the length of the loan periods and any restrictions on the types and numbers of materials loaned to individuals at one time.	1
<b>5.1.4</b> Policies regarding all patron services and use of all library equipment.	1
<b>5.1.5</b> Policies and procedures regarding lost, damaged, destroyed and overdue library materials.	1
<b>5.1.6</b> Fines, if collected.	1
<b>Plans</b>	
<b>5.1.7</b> A marketing plan developed in cooperation with the MWR marketing department and the installation's public affairs office.	1
<b>5.1.8</b> A collection development plan for selection and procurement of library materials.	1
<b>5.1.9</b> An acquisitions plan/system/process for obtaining library materials.	1
<b>5.1.10</b> A Long Range Budget Plan (3 Years) that reflects the requirements for: a) currency & modernization of materials   b) information & technology systems and c) training needs.	1
<b>5.1.11</b> A plan for implementation and upgrading of routine office automation and library specific technologies.	1
<b>5.1.12</b> A continuously updated five-year plan for achievement of a set of predefined goals. The plan includes specific, annual actions to reach the goals.	1

**Library  
Program Standards and Metrics**

<b>Other Administrative Requirements</b>		
<b>5.1.13</b>	There is an annual review of all-applicable DOD, DON and local command MWR directives, policies, and procedures for all staff members.	1
<b>5.1.14</b>	All staff positions have a current and accurate job description.	1
<b>5.1.15</b>	Staff meetings are conducted at least monthly and current work schedules are posted.	1
<b>5.1.16</b>	Customer feedback is solicited via surveys, focus groups, etc. at least every two years.	1
<b>5.1.17</b>	Library financial requirements are included in local APF and, as applicable, NAF, budgets which results in an approved annual library budget figure.	1
<b>5.1.18</b>	The library maintains accurate and current financial records and supporting data.	1
<b>5.1.19</b>	The library collects data continuously throughout the year for inclusion in the annual report. The data collection meets NISO, ANSI and ISO standards.	1
<b>5.1.20</b>	The library has submitted its annual report to the Naval General Library Program for the previous fiscal year.	1
<b>5.1.21</b>	The library maintains all necessary data to accurately report library operations to higher authority as required. The data may be numerical or comments.	1
<b>5.1.22</b>	The library's patron registration file is reviewed at least every three years to ensure accuracy.	1
<b>5.1.23</b>	Employee recognition procedures are established and implemented.	1
<b>Step 2</b>	Add the circled numbers and enter the total.	<input type="text"/>

**Step 3** Compute your percent compliance:

$$A \div 23 \times 100 = \% \text{ Compliance}$$

Your % Compliance

**Step 4** Enter your percent compliance in the performance block for metric 5.1.

**Step 5** Find the corresponding “score” (0-10) and enter it in the score block for this metric.

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## LIBRARY PROGRAM STANDARDS AND METRICS SECTION II

### CUSTOMER SATISFACTION

#### Survey Instructions

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#### **PURPOSE OF THIS SECTION**

To describe how to calculate your Customer Satisfaction score.

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#### **BACKGROUND**

In addition to assessing the five standards, you need to determine how satisfied your customers are with your programs and services. The following will provide you information on how to derive a customer satisfaction score for your program.

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#### **INSTRUMENT**

The survey instrument (see page II - 7) that will be used in this process was developed by a group of researchers and it has been used extensively by the Parks and Recreation profession for over ten years. Further, this instrument has proven to be a reliable and valid measure of service quality. It measures service quality, which represents past transactions or experiences with services, events or activities. Delivering quality service means meeting customer expectations on a consistent basis.

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#### **PROCEDURES**

To calculate your customer satisfaction score follow the steps mentioned below. This process is very similar to Duty 1.0 - Assess Needs in the MWR Managers Desk Reference. For further information, please refer to the checklist provided in Task 1.1 of the MWR Manager Desk Reference. A checklist is also provided for your use on page II - 5.

**PROCEDURES  
(cont.)**

**Step 1.** Determine method of collecting data. Data can be collected using pen and paper surveys, or through the use of some data collection software. You determine the most efficient way to collect your data. We will assume you will be using a traditional pen and paper method.

**Step 2.** Download survey instrument from website and customize for your use by inserting your program name.

**Step 3.** Determine the number of surveys to be collected. Only those users of your programs and services should participate in this process. Some of your users may complete more than one program survey if they are participating in a variety of MWR activities. Try to collect data from a representative cross-section of users to include active duty, spouses, dependents, civilians and retirees.

The following should be used as a guide to determine how many surveys should be completed.

<b>AVERAGE NUMBER OF PARTICIPANTS PER MONTH</b>	<b>YOU NEED TO GATHER DATA FROM AT LEAST:</b>
Below 200	All participants
200-299	160 participants
300-399	190 participants
400-499	212 participants
500-599	230 participants
600-699	245 participants
700-799	256 participants
800-899	267 participants
900-999	275 participants
1000 or more	300 participants

**Step 4.** Copy the appropriate number of surveys preferably on card stock so that customers can complete easily.

**PROCEDURES  
(cont.)**

**Step 5.** Randomly select dates and times for data collection. In order to collect data from a representative sample of your users, you should collect data on a variety of days and times, over a month period of time. Make sure you include some mornings, afternoons, evenings, weekdays, weekends, etc., to make sure your sample is representative of the total user group.

**Step 6.** Administer survey.

---

**ANALYSIS**

**Step 7.** Analyze data. Once all surveys have been collected, the following steps will enable you to derive a single customer satisfaction score.

- a. Compute a mean (average) for each of the 25 items by totaling all scores for that item and dividing by the number of scores. For example, you have 10 folks complete the survey, and nine respond to question #1. You total the nine responses and divide by 9.
- b. Next, you need to compute a grand mean. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.
- c. Last you multiply grand mean by 2, to derive your final customer satisfaction score. This is the number that is entered into the score sheet.

If the responses are marked “not applicable” or are missing, do not compute them into your mean score. For example 25 surveys are collected, and for item #5 only 20 responses are valid. That is to say five respondents either circled not applicable or did not circle any response. You would add the 20 scores and divide by 20.

---

**FURTHER  
ANALYSIS**

The survey instrument measures four domains of service quality. The domains are represented by a group of items as follows:

<b>DOMAIN</b>	<b>ITEMS</b>
<b>Tangibles</b> (physical facilities, equip., and appearance)	#1, 10, 14, 16, & 20
<b>Reliability</b> (ability to perform the promised service accurately and dependably)	#2, 3, 4, 5, 6, 8, & 9
<b>Responsiveness</b> (willingness of the staff to help customers and provide prompt customer service)	# 7, 12, 21, 22, 23, & 24
<b>Assurance</b> (courteous and knowledgeable employees who convey confidence and trust)	#11, 13, 15, 17, 18, 19, & 25

Should you wish to compute mean scores for each domain, add the appropriate mean scores for each domain, and divide that total by the number of items in that domain. For example, if you were interested in how your program scored on the reliability domain, you would add the mean scores from items #2, 3, 4, 5, 6, 8, & 9 and divide by 7.

**Customer Satisfaction Survey Checklist**  
*(Assumes pen and paper method is chosen to collect data)*

STEPS FOR SURVEY IMPLEMENTATION	DATE COMPLETED	BY WHOM
1. Download survey from website.		
2. Customize survey for your use – insert your program name.		
3. Determine number of surveys to collect using table provided.		
4. Copy appropriate numbers of survey – preferably on card stock so that customers can complete easier.		
5. Randomly select dates and times for data collection – distributed over one month period.		
6. Collect data – offering some incentive for survey completion.		
7. Complete data analysis.		
a. Compute mean for each of the 25 items by totaling all scores for that item and dividing by the number of scores.		
b. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.		
c. Last you multiply grand mean by 2, to derive your final customer satisfaction score.		
8. If desired, complete further analysis.		
9. Enter Customer Satisfaction score in Score sheet.		

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## CUSTOMER SATISFACTION SURVEY

MWR is very interested in how satisfied you are with the \_\_\_\_\_ program. Below are statements that may reflect your satisfaction with this program. Please indicate your level of satisfaction by circling your response to each item. Circle "0" in the "Not applicable" column for items you believe do not apply to this program. Thanks for your feedback!

ITEM	NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. Equipment provided is up-to-date	0	1	2	3	4	5
2. Programs start on time	0	1	2	3	4	5
3. Staff is willing to go an extra step	0	1	2	3	4	5
4. Programs are offered at convenient times	0	1	2	3	4	5
5. Staff is dependable	0	1	2	3	4	5
6. Staff has enthusiasm	0	1	2	3	4	5
7. Staff gives individual attention to you	0	1	2	3	4	5
8. Staff responds to requests quickly	0	1	2	3	4	5
9. Information provided is accurate	0	1	2	3	4	5
10. Facility is aesthetically attractive	0	1	2	3	4	5
11. Staff is well dressed and appears neat	0	1	2	3	4	5
12. Staff understands your needs	0	1	2	3	4	5
13. Staff is competent	0	1	2	3	4	5
14. Staff acts on participants' suggestions	0	1	2	3	4	5
15. Staff makes you feel as though you belong	0	1	2	3	4	5
16. Facility is comfortable	0	1	2	3	4	5
17. Staff is friendly	0	1	2	3	4	5
18. What is promised is delivered	0	1	2	3	4	5
19. Staff is knowledgeable	0	1	2	3	4	5
20. The organization is concerned with quality control	0	1	2	3	4	5
21. Program/facility is at a convenient location	0	1	2	3	4	5
22. Other participants are not bothersome	0	1	2	3	4	5
23. Problems are quickly solved	0	1	2	3	4	5
24. Staff takes time with the participants	0	1	2	3	4	5
25. Staff performs duties consistently well	0	1	2	3	4	5

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## LIBRARY PROGRAM STANDARDS AND METRICS SECTION III

### Scoring

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#### PURPOSE OF THIS SECTION

To describe how to calculate a score for this program using a pre-programmed scoring template (Excel spreadsheet).

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#### BACKGROUND

Periodically Navy leadership will conduct a scoring of all MWR programs, with scores and costs for all programs collected and aggregated. This process is normally web-based, with scores being recorded in a database or spreadsheet that is then uploaded onto a website provided for that purpose. It isn't necessary to wait for the Navy-wide call to calculate the score for your program, however. A simpler method is available that you can use at any time to see how your program compares to the standards and determine your Service Level (S/L).

The costing worksheets provided in this booklet are used as part of the Navy-wide data gathering effort. All costs are totaled to determine the dollars needed to operate MWR programs at standard. The dollar figures are not part of the metric scoring system and don't have to be calculated to get a score. You may want to calculate them to use for local budgeting, however.

---

#### PROCEDURES

To calculate a Service Level (S/L) score for your program, follow these steps:

**Step 1.** Complete the scoring process in this booklet, recording the percent compliance for each metric on the worksheets provided.

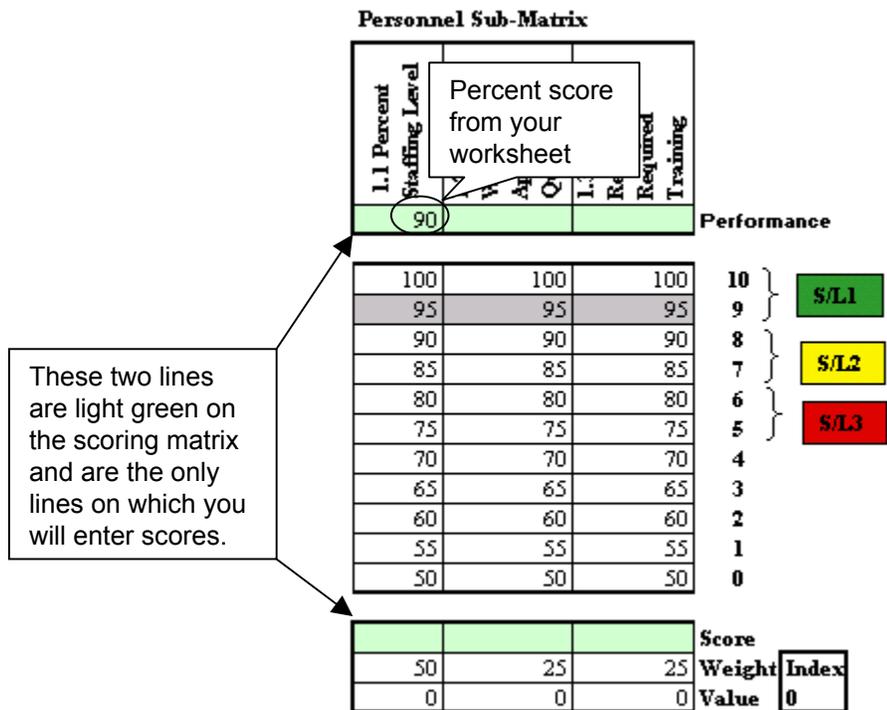
**PROCEDURES  
(cont.)**

**Step 2.** If you don't already have the Excel worksheet with the pre-programmed scoring template, you may download it from the Navy MWR website. Go to <http://www.mwr.navy.mil/mwrprgms/programstand.htm> and download the scoring matrix for your program.

**Note:** If you are challenged about "macros" when opening the spreadsheet, select "Enable Macros".

This spreadsheet contains pre-programmed formulas and multipliers that you should not change or your score will not calculate correctly. You should enter numbers in the cells that are light green in color only.

**Step 3.** Find the Personnel Sub-Matrix in the spreadsheet. Enter the percent score you calculated on the worksheet for metric 1.1 into the "performance block" as shown in the example below.



**PROCEDURES**  
(cont.)

**Step 4.** Find your score for this metric by reading straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column for metric 1.1.

**Personnel Sub-Matrix**

1.1 Percent Staffing Level	1.2 Percent With Appropriate Qualifications	1.3 Percent Receiving Required Training	
90			<b>Performance</b>
100	100	100	10
95	95	95	9
90	90	90	8
85	85	85	7
80	80	80	6
75	75	75	5
70	70	70	4
65	65	65	3
60	60	60	2
55	55	55	1
50	50	50	0

S/L1  
S/L2  
S/L3

Score	Weight	Index
8	50	25
	400	0

**Value** 400

The score will automatically be multiplied by the weight pre-assigned to this metric, and a score will appear in the **Value** block. A partial score for all 3 personnel metrics will also appear in the **Index** block.

**PROCEDURES**  
 (cont.)

**Step 5.** Repeat steps 3 and 4 for all remaining metrics (the rest of Personnel and for all metrics in Facility, Program, Equipment and Administration), entering the scores in the appropriate sub-matrices.

**NOTE:** For all programs except Auto Skills, the score for Administration should be entered in the Program Standards Sub-Matrix. For Auto Skills, complete the sub-matrix for Administration.

When you have finished entering all the scores in the Personnel, Facility, Program, Equipment and Administration sub-matrices, the Program Standards Sub-Matrix will look something like the example below. All the **Index** block scores from each sub-matrix should now appear on the **Performance** line of the Program Standards Sub-Matrix.

**Program Standards Sub-Matrix**

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
400	660	895	845	95	<b>Performance</b>

1000	1000	1000	1000	100	10
900	900	900	900	90	9
800	800	800	800	80	8
700	700	700	700	70	7
600	600	600	600	60	6
500	500	500	500	50	5
400	400	400	400	40	4
300	300	300	300	30	3
200	200	200	200	20	2
100	100	100	100	10	1
0	0	0	0	0	0

30	20	30	15	5	<b>Score</b>
0	0	0	0	0	<b>Weight</b>
					<b>Value</b>

S/L1
S/L2
S/L3

<b>Index</b>
0

**PROCEDURES**  
(cont.)

**Step 6.** Enter the scores from the 0-10 scale for all five areas in the **Score** blocks just as you did in the other sub-matrices. Read straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column.

Don't forget to enter the score for Administration in this sub-matrix if there is no other sub-matrix for it.

**Program Standards Sub-Matrix**

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
750	660	895	845	95	<b>Performance</b>
1000	1000	1000	1000	100	10
900	900	900	900	90	9
800	800	800	800	80	8
700	700	700	700	70	7
600	600	600	600	60	6
500	500	500	500	50	5
400	400	400	400	40	4
300	300	300	300	30	3
200	200	200	200	20	2
100	100	100	100	10	1
0	0	0	0	0	0

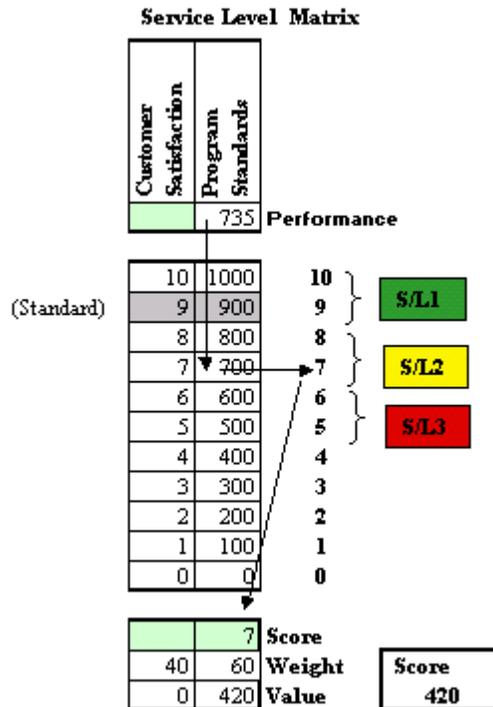
7	6	8	8	9	<b>Score</b>
30	20	30	15	5	<b>Weight</b>
210	120	240	120	45	<b>Value</b>

<b>Index</b>	735
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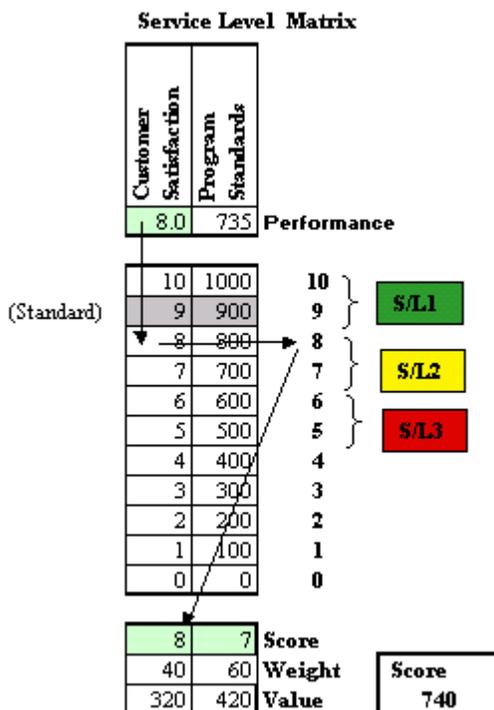
**PROCEDURES**  
 (cont.)

**Step 7.** Find the Service Level Matrix and complete the scoring for the program standards by entering the appropriate number from the 0-10 scale in the **Score** block. (The total score for Program Standards should have automatically appeared in the **Performance** block.)



**PROCEDURES**  
(cont.)

**Step 8.** Complete all scoring by entering the score from your Customer Satisfaction Survey. Ensure you have followed all the steps in Section II of this booklet to arrive at a Customer Satisfaction Score. Put the number on the **Performance** line and on the **Score** line.



In this example, the final score was 740, which is an S/L2 on the 0-1000 point scale.

Previous Navy-wide scoring has resulted in a final score on the 0-10 scale vice a thousand-point scale. The score in this example is a 7.40 on the 10-point scale -- just move the decimal point two places to the left.

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