

Army Library Institute 2002 -- Assessment

AFG1-MWE

15 Jul 02

SUBJECT: Army Library Institute 2002 Assessment

1. Background. This is the third consecutive Importance-Performance (I-P) survey assessment of the Army library Institute (ALI). The I-P survey was used for ALI 2000 in Atlanta and for ALI 2001 in San Antonio, and now we have results for ALI 2002 held in Oklahoma City in Apr 02. Results of all three will be posted on the Army Library site: <www.libraries.army.mil>.

2. Purpose. The I-P survey is designed to provide management with the customer's, i.e., the attendee's, perspective. It does this by aligning customer expectations about perceived services with customer indications of satisfaction with delivered services. The alignment of expectation with satisfaction is displayed on a two-dimensional coordinate grid, the horizontal axis of which represents ESPECTATION and the vertical axis represents SATISFACTION. The difference between perceived expectations and degree of satisfaction is measured in terms of the gaps, or distances, from an imaginary diagonal line where expectation equals satisfaction, or 'zero', for all survey data. Because it measures Expectations against Satisfaction, the I-P survey is referred to as the Expectation-Satisfaction survey.

3. References. For a detailed explanation see the following:

At Enclosure 1:

John A. Martilla and John C. James, "Importance-Performance Analysis" *Journal of Marketing* 41:1 (January 1977) pp. 77-79.

This frequently-cited article provides a summary of I-P principles and methodology.

At Enclosure 2:

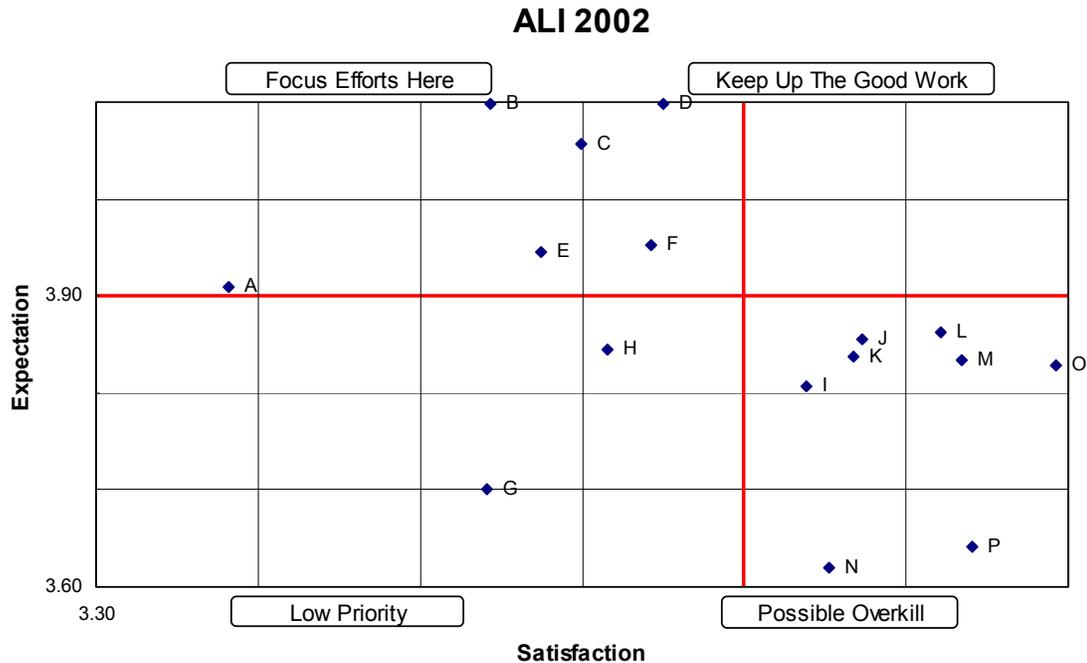
J. Kelly Powell [and others] "Evaluating MWR [Morale, Welfare, Recreation] Fitness Programs: A Navy Case Study Using the Importance-Performance Analysis Method" *Military Clubs and Recreation* (March 1996), pp. 20-25.

This is a case study of I-P applied to a particular program.

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4. Guidance. When looking at the following ALI 2002 I-P survey results charts, keep in mind that when Expectations have been met, that is to say, when Expectation equals Satisfaction, this is the ideal. This is what management wants to hear from its customers - that their expectations have been met. A graphical representation this equation, $E=S$, falls along an imaginary line running diagonally, lower left to upper right, through a two-dimensional grid, one dimension of which represents Importance (Expectation) and the other Performance (Satisfaction). Ideally, all of our survey attributes would be on this line, which we may call the 'Zero Line'. In actuality, however, on the one hand, some expectations were not met while others were greatly exceeded. On the other hand, although management had planned for great expectations, such was not the case. In fact some attributes were not considered that important by the customer relative to the efforts placed upon them by management. Let's look at the charts.

5. ALI 2002 Survey Results Chart.



NOTE: Center of grid represents the intersection of the grand mean values for performance and importance sample data.

a. The chart above displays selected, plotted attributes, labeled A through P, on a two-dimensional grid. The horizontal axis represents Expectation (or Importance); the vertical axis Satisfaction (or Performance).

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b. The center of the grid where the axes intersect, the so called 'Zero Line', represents the grand mean values for expectation / satisfaction sample data. This grid center also defines four quadrants (from top left reading clockwise):

Focus Efforts Here		Keep Up the Good Work

Low Priority		Possible Overkill

c. For this particular display, notice that the grand mean for Expectation is 3.90 and for Satisfaction is 3.90. This is high. If these grand means were move to 3.00 for both, our selective labels (A through P) would be in the northeast quadrant, Keep Up the Good Work. At first, this sounds quite satisfactory, but our ALI customers have indicated that the bar has been raised as it were. And that is what we want, if we are to listen to our customers and refine ALI processes and content.

d. Our selective labels A through P:

- A Keynote Address (Griffiths)
- B Army Library Program Review (Parham)
- C Gary's Web research Buffet (Price)
- D Digital Reference (Janes / sub: Burgess)
- E Hotel Lodging Rooms/Service (ALI Staff)
- F MWR General Libraries Program Review (CFSC staff)
- G Recognition Luncheon/Speaker (Parham; Askew)
- H 21st Century Librarian Competencies (Tillman)
- I FLICC-FEDLINK Programs / Services (Tarr)
- J Army Knowledge Management (Michalaga)
- K Agenda and Schedule (ALI Staff)
- L Librarians' Index to the Internet (Schneider)
- M Breaks/Breakfasts (ALI Staff)
- N Panel: Digital Reference (Hansen, Knott, Faget)
- O Oklahoma City Memorial/Library (Robison)
- P Assessing Customer Needs (Hahn)

Labels Q through V were all highly positive in terms of Customer Importance and ALI Management Performance, and were left out of the matrix so that we would give better focus to more problematic attributes. Otherwise, these attributes would be found in the 'Keep Up the Good Work' quadrant.

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Q High-Touch Public Library (Maas)
R On-Site Registration (ALI staff)
S Meeting Rooms and AV Support (ALI staff)
T Panel: Disaster Planning (Earnest, Foley, Parker))
U MACOM Meetings (MACOM librarians)
V Social Dine Arounds (ALI staff)

e. This chart tells us:

- (1) that no ALI sessions are to be found in the 'Keep Up the Good Work' quadrant. (This is because we've adjusted the intersection of the Grand Means higher - raised the bar).
- (2) that ALI customers had high expectations for sessions A, B, C, D, E, and F, and that ALI management needs to 'Focus Efforts Here' to improve ALI in these areas.
- (3) that sessions G and H were 'Low Priority' sessions in terms of either expectation or satisfaction, and
- (4) that sessions I, J, K, L, M, N, O, and P were done with 'Possible Overkill' by ALI management, but were not considered important by ALI attendees.

Be careful not to read too much into these general statements. Note that the labels near the center of the crossed axes could easily be in a different quadrant if the "cross hairs" are moved slightly in one direction or another.

f. Here's one example of how one may interpret this chart: Label A, Keynote Address, is in the 'Focus Efforts Here' quadrant, meaning ALI attendees indicated high expectations for it, but ALI management (meaning in this case, the Presenter of the keynote address) did not meet expectations. The title of Dr. Griffiths' presentation, "Terror and Trust; Technology and Trust", may have induced expectations that fell short, when, after a ten-minute delay due to computer technical difficulties, Dr. Griffiths finally started her slide presentation ten minutes late. Or, the complexities underlying her talk may have led to some frustration with some in her audience. In either case, planners of future ALIs will want to insure sure that the lead-off key note presentation is done carefully to set the tone for

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the entire conference, and will want to insure that technical equipment is compatible and that files are loaded correctly beforehand. This is just one interpretation of survey data.

g. Likewise, at the other end of the spectrum, we have Label O (letter O), "Oklahoma City Memorial Library" in the "Possible Overkill" quadrant which says Expectation was relatively low, but that Satisfaction was high. This was a 'nice to have' but not an essential agenda item.

h. In the "Low Priority" quadrant are two labels, Label H "21st Century Librarian Competencies" and Label G "Recognition Luncheon Speaker". Label H is close to the intersection of both axes, and with a slight adjustment could be in another quadrant, but not so with Label G (luncheon speaker). It is hard to tell much from this because we don't know if the survey data reflects on the luncheon speaker's delivery or topic, or, on the luncheon itself. Additionally, the luncheon featured "table topics" and the survey data could be a comment on this aspect of this part of the conference. For future ALIs the survey could be designed to 'zero in' on each aspect of a luncheon, or any other presentation for that matter, : speaker, food, format, etc.

6. ALI 2002 Survey 'Gap' Chart. The chart below displays the deviation of Expectation/Satisfaction mean values for all 22 Attributes (Sessions) A through V.

a. First we must understand the Chart's first two Notes.

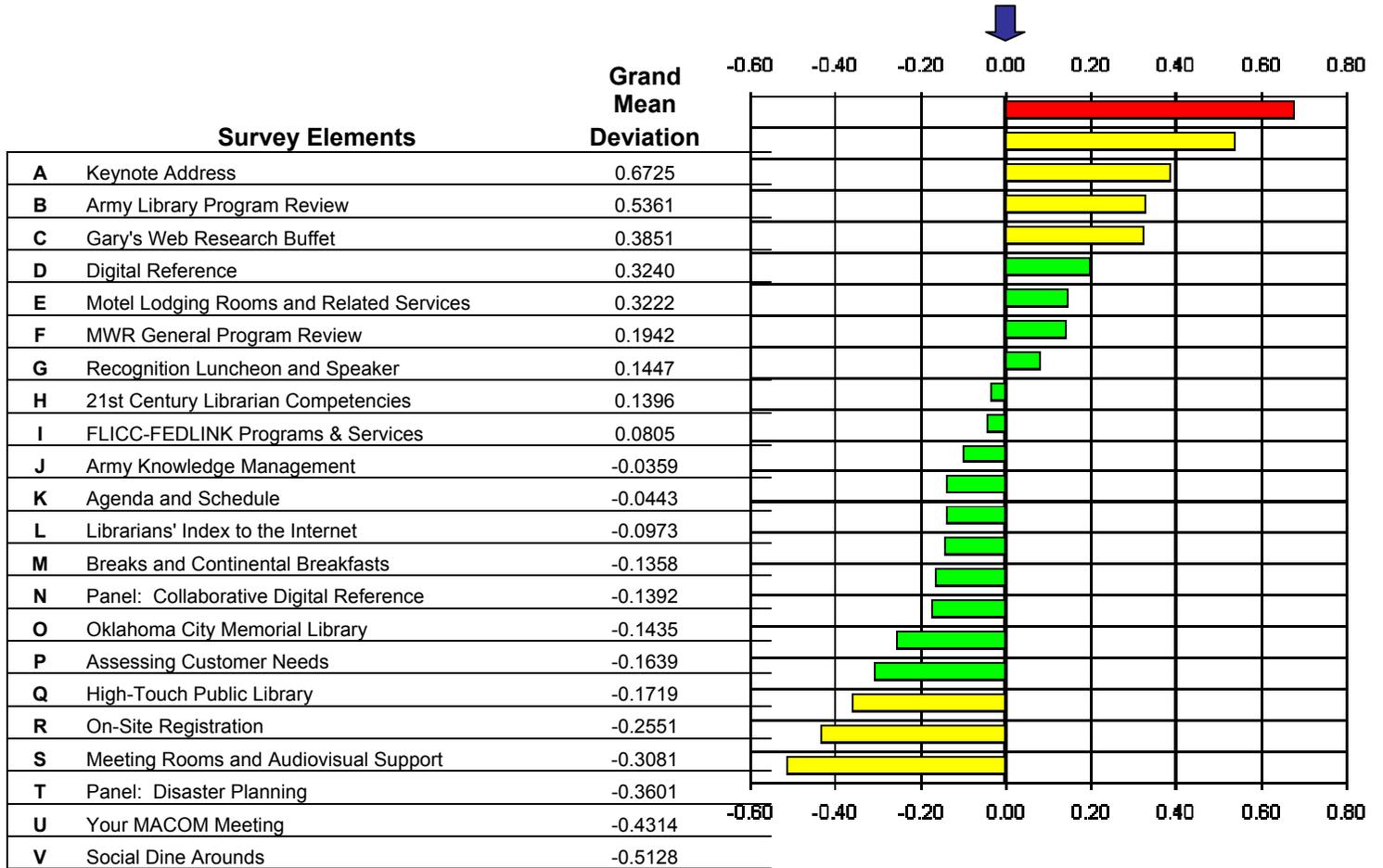
Note 1: Positive E/S Mean Difference equates to Expectation exceeding Satisfaction.

Note 2: Negative E/S Mean Difference equates to Satisfaction exceeding Expectation.

b. The **RED** bar at the top is Positive and is greater than two Standard Deviations (SDs) from the Grand Mean. A poor reading! The **YELLOW** bars at the top are Positive and between two SDs. Not so good readings. ALI attendees were not satisfied with the ALP review or with the General Library presentation.

c. The **YELLOW** bars at the bottom are Negative and are between one and two SDs. These are great readings. ALI attendees loved their MACOM meetings and the Social Dine Arounds!

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- Notes:
1. Positive E/S Mean Difference = Expectation Exceeds Satisfaction
 2. Negative E/S Mean Difference = Satisfaction Exceeds Expectation
 3. One Standard Deviation (SD) = (+/-) 0.3123
 4. Grand Mean Value = -0.2262

Color Code for Bar Graph:	Percentage	Meaning
Green	64%	= < 1 SD
Yellow	32%	= Btn 1 & 2 SD
Red	5%	= > 2 SD

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d. Note that 14 of our 22 attributes are GREEN and that of these, ten have NEGATIVE gaps. ALI is doing some things right, and future planners of ALI want to keep this fact in the forefront. Sessions G through S did meet ALI attendee needs overall.

e. Again, as with ALIs 2000 Atlanta and 2001 San Antonio, we can show that overall ALI 2002 Oklahoma City was, from the customer's point of view, a success. And the I-P survey gives ALI management a tool for planning the next ALI.

7. ALI 2002 'Comments'.

Enclosure 3:

A list of comments made by some ALI 2002 attendees on the back of the second survey form (part two - Satisfaction). These comments should be read to give the I-P survey a context in order to balance the analytical data with anecdotal commentary (and vice versa).

8. Conclusion. The I-P assessment tool gives ALI managers measured results and when such results are acted upon smartly, we will continue to improve ALI's utility to its chief customer, our Army librarians.

3 Enclosures

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NOTE: The Gap chart on page 6 of this report does not fit within margins, and its right half has shifted upward such that the horizontal bars do not correspond to the Attribute labels A through V. I'll fix this, but for now just 'visually' align Label A with the RED bar and so on.