SESSION II

Library Services and management

Introduction of Total Quality Management in research libraries and information services

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The quest for quality has highly influenced the Library and Information Services (LIS) sector in the 1990's. The aim of this paper is to summarize and present the results of recent surveys on the effects and benefits of introducing quality management programmes in LIS-environments. The paper deals with current problems associated with TQM implementation such as motivation of staff, organizational issues and integration with parent organization initiatives and strategies. The paper includes a short introduction to TQM basics to ensure a conceptual alignment with people not familiar with the ideas and principles of TQM. The main questions dealt with in the paper are:

1) What are the key benefits in terms of customer and employee satisfaction to be expected from TQM?
2) What is Quality and Total Quality Management?
3) Which consequences do TQM programmes have on key managerial issues such as staff management practice, organizational hierarchies, ability to innovate and strategic management?
4) How can common pitfalls and barriers associated with TQM implementation be avoided?

The paper will especially focus on experiences from the Nordic countries but also data from published reports from other countries and regions are included. The approach of the paper is practical rather than theoretical.