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SUMMARY OF PHD THESIS

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**Self-assessment of the library,
evaluation of the quality of document description**

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1. Introduction

1.1. Relevance of the selected topic

One of the central, topical issues of Hungarian and international library sciences concerns the full, high quality implementation of the bibliographic description of traditional and electronic documentary assets and retrospective catalogue conversion based on international and national standards and policies. Initiatives aiming at the fulfilment of this objective confront problems relating to the harmonisation of heterogeneous sources, data exchange formats and regulations.

The scope of requirements concerning the cataloguing of specific types of documents is broad. In addition to general international and Hungarian standards and policies of description, which aim to establish the uniformity of the data structure and data content of descriptions, the internal and external partners of institutions, the stakeholders of library cooperation schemes (e.g. MOKKA-ODR database) and various user groups apply additional special requirements. Experience suggests that Hungarian libraries are competent and prepared to fulfil professional rules and general requirements relating to description at a high standard with varying degrees of success.

Fluctuating quality and inconsistencies are manifested in several forms at the same time. The most common problems include partial compliance with formal rules relating to data elements recorded on the described unit and their indication, uncertainties observed in the course of transcription, abbreviation and omission, spelling and typographical errors caused by negligence; inconsistencies occurring in the uniformisation of authority data and access points may result in similarly serious consequences. Variation from the rules of standards and policies, and idiosyncratic methods are typically observed at bibliographical “enterprises”, where the bibliographic and authority records of several libraries can be queried and displayed on a common search interface, such as the merged catalogue of the Hungarian National Shared Catalogue and the National Document Supply System (MOKKA-ODR), the MOKKA-ODR catalogue, which, if expanded with the analysis of the traditional and online catalogue records of non-cooperating libraries, provides an even more mixed picture.

The common cataloguing model applied by the MOKKA-ODR catalogue – in line with the original aim of its establishment – is a tool serving the principle of single description and multiple use, and the uniformity of bibliographic and authority records. With the introduction and proliferation of mechanical systems that automate traditional library workflows, the drafting and observance of common cataloguing rules has gained importance in the development of initiatives motivated by bibliographic data exchanges. The possibility of common cataloguing and the exchange of records could accelerate the processing tasks of cooperating libraries, while the acceptance of common rules and guidelines could improve the uniformity of the description of collections. As Erik Vajda noted, this, however, is possible only if “the contents of records (catalogue items) are theoretically identical everywhere, or at least with respect to their main points of access”¹. Routine practice, however, shows that often there are major differences between the records of libraries working with various integrated systems and special description principles.

On the basis of its central function within the system of library workflows, bibliographic description is very closely correlated with all workflows and services of the library, from the expansion and reduction of collections to traditional and electronic forms of information. Errors occurring in the bibliographic description processes directly affect all elements of the system, hence the efficiency of description plays a key role in maintaining and developing the quality of services.

Changes to the rules of bibliographic description and their practical introduction, and participation in Hungarian and international bibliographical cooperation renders essential the conscious planning, operation and control of processes related to the activity, and the use of all functions of process management, adjusted to the strategy of the institution. Without forward looking planning, management and supervision, the system of processes running the activity and their connections do not enable the fulfilment of the quality policy and quality targets defined by the library. When evaluating the quality of description, our solutions drawn up for bibliographical rules and technical issues essentially determine the assessment of the library’s services and of the library itself.

¹ VAJDA Erik: Osztott (közös) katalogizálás Magyarországon. (Előadás) In: Networkshop '97, Keszthely (1997) Forrás: <http://www.niif.hu/rendezvenyek/networkshop/97/tartalom/NWS/3/1/index.htm> [Letöltés: 2012. november 4.]

My dissertation applies the premise of organisational self-assessment and a process oriented approach to quality to examine innovative methods serving the assessment and evaluation of bibliographic description processes, instruments that support process regulation, and the IT infrastructure supporting the described quality improvement activities; this is used to review possibilities for improving bibliographic records created in the course of description and bibliographical services built on these.

1.2. Summary of the background to the research topic

*“It seems that everyone thinks that writing down the titles of books is the easiest thing to do in the world, yet the rigorous study of pamphlets requires methodical analysis (which, in itself, is exhausting work), as does the distinction of authors and works with similar names and titles, the decryption of anagrammatic names and those derived from place names, and poor man is aware that this demands enormous intellectual effort and the sacrifice of precious time.”*²

The catalogue of the Bodleian Library of Oxford was published over 300 years ago. The cited thoughts of Thomas Hyde and the issue of the descriptive and subject cataloguing of documents have not lost any of their relevance. In fact, they have again become a contemporary focal point with the spread of international and domestic cooperation in bibliography.

Act CXL of 1997 on Heritage Institutions, Public Library Services and Public Culture defines the library system as a foundation of the information society, which ensures that information relating to cultural assets accumulated and conserved in the course of national and universal history is freely accessible to anyone. For the purpose of providing access, Chapter I, Section 55 (1) (b) of Part III of the law concerning public library services stipulates that the main duty of the public library is to develop, describe, conserve, care for and make available its collection.³ The listed general duties constitute an inseparable

² SZELLE Béla: Bevezetés a katalogizáláselméletbe. Budapest : Tankönyvkiadó, 1967. p. 42. Idézet Thomas Hyde, az oxfordi Bodleiana Könyvtár katalógusának szerzőjéről, az 1674-ben megjelent katalógusa előszavából.

³ 1997. évi CXL. törvény a muzeális intézményekről, a nyilvános könyvtári ellátásról és a közművelődésről. Forrás: http://www.njt.hu/cgi_bin/njt_doc.cgi?docid=30818.230104 [Letöltés: 2012. december 2.]

whole, yet an emphasis should be placed on the bibliographic description of documents belonging to library collections.

The processes of document description – defined by complex and strict rules – make up the paper or modern electronic catalogue, which functions as the basis of most library services – the method that supports orientation among organised library collections, the retrieval of documents and the identification of their place of origin.⁴

Over time, the function, form and content of catalogues, which support the multifaceted description and retrieval of collections and accurately reflect the size and composition of the collection, and the structure and detail of bibliographic records contained in them, as well as the cataloguing principles, have undergone many changes. The standards applied today have evolved gradually over many centuries. The elaboration of the first national cataloguing code in Europe was only established between the two world wars (G. Fumagalli: *Cataloghi di biblioteche e indici bibliografici* – Italy, 1922). The International Conference on Cataloguing Principles (ICCP) organised by the IFLA⁵ in 1961 in Paris is regarded as a milestone in the standardisation of national cataloguing rules; its recommendations (Paris Principles) set out, inter alia, the basic functions and basic access points of the descriptive catalogue (selection and communication of authorized name entry).

Catalogues and the stages and milestones of developing cataloguing theory provide an accurate view of user demands and expectations in the given age and of the available technological possibilities. Béla Szelle, Hungary's Szinyei Award winning librarian, said: “The history of cataloguing and of the development of different catalogues is essentially the history of an effort that chiefly aims to establish a practical professional framework in line with the degree of specialisation of science in a given era and with the professed diversification of sciences, and to create the optimal means of identification through the projection of certain data based on the design of a book at a given time.”⁶

⁴ FERENCZY Endréné: Gyűjteményszervezés. Budapest : Országos Széchényi Könyvtár, 1998. p. 108.

⁵ International Federation of Library Associations and Institutions – Könyvtári Egyesületek és Szervezetek Nemzetközi Szövetsége. Az IFLA hivatalos honlapja: <http://www.ifla.org/>

⁶ SZELLE Béla: Katalógizálástörténet. 1. köt. Kéziratosság kora. 3. változatlan utánn. Budapest : Tankönyvkiadó, 1963. p. 5-6.

A long and often rugged road led from registers recorded on ancient clay plates, through the inventories of medieval cloisters to interactive online catalogues supported with web 2.0 technology in the 21st century. Despite continuous change, the principles of description have remained the same over the centuries: the general aim is to provide fair, reliable and accurate information on the collection of a given library.

Similarly to the library catalogues of earlier eras, the quality of today's catalogue is determined by several factors. It is determined by the size and composition of the collection, its purpose, the professional competence and experience of its creator, the applied scheme of standards and requirements, the available IT background, tradition, the examples followed by the librarian and, last but not least, user demand.

Notwithstanding strict regulation, the structure and data content of descriptions – prepared on identical description units and entities – provided by traditional and electronic catalogues operated within the Hungarian library system reveal significant differences and deficiencies. Annual library statistics provide accurate data on the quantity of catalogued library documents. It would be futile, however, to seek data relating to the ratio of records in library catalogues that are of poor quality. It is only possible to estimate the number of records of bibliographically unsatisfactory quality. On the basis of reader feedback and ad hoc checks, it is certain that only a limited number of these are detected.

The bibliographic and authority records created from the description process, and the local and increasingly remotely accessible traditional and electronic catalogues, catalogue systems based on these, constitute the cornerstones of library service quality. Their reliability, accuracy and the correctness of the described properties is a basic requirement that applies to all collections, regardless of the type and size of the library.

The support and improvement of the quality of services based on records is not possible without the planning, regular monitoring of the workflow that generates these, of the workflow and sub-processes of description, the measurement, evaluation and modernisation of its efficiency, and the prevention and systematic correction of errors. The full-fledged, comprehensive control of the process and its sub-processes requires the use of the global methods of process management, together with the implementation of the appropriate IT background.

2. Contents of the dissertation

The choice of my dissertation topic is significantly attributable to the fact that in the summer of 2008, I had the opportunity to collaborate in the library quality improvement programme (K21 programme) launched with the coordination of the University Library of Eötvös Loránd University (ELTE). As the head of the Process Management working group of the project, I played an active role in the drafting of the Quality Management manual of the University Library Service (Egyetemi Könyvtári Szolgálat – EKSZ) and in the development of the network’s process management system. My professional interest focuses on the relationship between the formal description of documents and library specific aspects of quality management. My research principally focuses on the way in which the highly diversified methods of quality management and modern IT solutions can be applied efficiently to the development of bibliographic description and its related processes.

After the first introductory chapter of the dissertation, laying down the reasons for the choice of the topic, the second chapter aims to explain the importance of description and the central role of bibliographic description through the description of catalogue development. I define the term of bibliographic description and briefly discuss related terminological criteria. I discuss in detail the rules of description and record checking mechanisms operated within the MOKKA-ODR database, serving as the basis for the comparative analysis of bibliographic records prepared on the same description unit, but with different data content and structure. I summarise the findings of the records’ analysis with the call signs of data exchange formats. At the end of the chapter, I believed it was important to mention bibliographic description support methods operated in integrated library automation systems through the example of the ALEPH500 system.

In the third chapter of the dissertation, beyond the discussion of the interpretation of quality and of major theorists, I assign importance to the discussion of quality management in Hungarian library science literature. After summarising the history of the “Quality Improvement 21” programme, I make note of the establishment of the Common Library Evaluation Framework (Könyvtári Közös Értékelési Keretrendszer – KKÉK) and discuss the spread of a quality-oriented approach among Hungarian libraries.

The Common Library Evaluation Framework, established in 2010, deserves special attention in terms of the quality management and organisational self-assessment of libraries. In chapter four of the dissertation, after the summary of the legislative background of library qualification, I discuss in depth each element of the framework and its adaptation in the self-assessment of the EKSZ.

In chapter five, I analyse the role of process management in library self-assessment on the basis of the Common Library Evaluation Framework. I discuss the single set of criteria relating to process description, drawn up in the quality improvement project of the EKSZ, and use the example of the EKSZ to show how the regulation of processes can support the standardisation of the output of bibliographic description for the purpose of providing accurate and transparent information to users, on the one hand, and to ensure uninterrupted data exchange between libraries and information institutions, on the other.

In chapter six, I discuss the relevance of the process oriented approach to quality, which replaces the product oriented approach, and possible methods of the assessment and evaluation of processes, describing in detail the process capability/maturity models and the IT solutions that support their practical application.

On the premise of the process oriented approach to quality, the assessment of the capability level of processes and the measurement of the maturity of the organisation unit conducting the description could be an effective and innovative means of analysing and evaluating processes related to the bibliographic description of documents, together with the adaptation of capability/maturity models by libraries that have been successfully applied for decades in software development. My findings relating to the structure and application of the models substantiated the hypothesis that after the adaptation of the models by the libraries, they can be successfully applied to the evaluation of the maturity of the organisation unit carrying out the description and to the evaluation of the capability of description processes.

The quality management systems are implementing a full-fledged documentation system to ensure the identical repetition of activities through the documentation of processes. In relation to libraries, particular emphasis should be placed on the documentation of the institutional specifics of bibliographic description, i.e. on the drafting of internal description policies of appropriate

quality and on their harmonisation with related international and national standards and policies. In chapter seven I examined the internal or in-house policies of bibliographic description, comprising part of the documentation of library quality management systems, which may considerably affect the quality of bibliographic and authority records. Policies summarising local description practices comprise part of probative “mandatory documents” in the course of the organisational self-assessment of a library, in accordance with the document categories of the Common Library Evaluation Framework. And in the course of evaluating the workflows of bibliographic description, it is essential to carry out the circumspect analysis of regulators that reflect institutional characteristics.

To ensure the high-standard documentation of institutional procedures, I made an attempt to define the substantive and formal requirements of internal description policies by relying primarily on the rules of standard MSZ ISO 9001:2009 and on my practical experience acquired in the course of drawing up the documentation system of the EKSZ, in the hope that my recommendation – systemically integrating the formal and substantive aspects of policy making – may provide a basis for libraries to draft their own internal description policies.

Supporting IT applications play a key role in the implementation and operation of the organisations’ quality management systems. The organisational self-assessment of libraries and the management of the bibliographic description processes should be carried out in an expedient manner to support closer and more effective cooperation between persons collaborating in the activity and the faster implementation of the projects, with less expenditures, than is the case with traditional data recording and evaluation methods. Chapter eight of the dissertation details IT solutions and software that supports team work, which were probably first used by the EKSZ among Hungarian libraries in the course of the quality improvement projects and the organisational self-assessment of network libraries. In addition, I also explored in depth the possibility of the library adaptation of the CAF Online - 2013 programme that supports the organisational self-assessment of Hungarian public administration institutions.

3. Methods

3.1. Methods and sources applied in research

In the course of writing the dissertation, I aimed to carry out a full search of traditional and electronic literature relating to the discussed topics. For the theoretical fundamentals, I reviewed the available Hungarian and foreign – primarily English language – library science literature, professional journals and standards. Owing to the interdisciplinary nature of the dissertation, I expanded the review of literature to the area of quality management and software development.

In addition to the collection and processing of literature, I heavily relied on my practical experience acquired as an external moderator of organisational self-assessment in the K21 quality improvement project of the ELTE University Library Service in 2010 and 2013 and on my observations made in the past five years as head of the project's Process Management working group. The working materials and documents generated in the framework of the K21 project – in whose preparation I actively participated – were available to me as a primary source.

I carried out the comparative analysis of 21 bibliographic records for the illustration of inconsistencies in bibliographical items. I carried out the comparison of the self-assessment model of Hungarian public administration institutions and the Common Library Evaluation Framework, and its version applied in the self-assessment of the ELTE EKSZ, through the analysis of 9 main and 28 sub-criteria, and 213 indicators (supporting examples).

4. Scientific research results – Summary, proposals

Thesis No 1 – Process oriented quality management of bibliographic description

Owing to the central role of description, the improvement of the quality of library catalogues and of the standard of services principally requires the appropriate drawing up and regulation of processes that generate bibliographic and authority records, i.e. the workflows of bibliographic description, which is most successful through the use of modern quality management methods and the national adaptation of organisational self-assessment and a process oriented approach.

The catalogue constitutes the basis of most library services – a traditional paper or modern electronic information system that supports the multifaceted description and retrieval of collections, a basic source of information that accurately reflects the size and composition of the collection. The quality of traditional and electronic catalogues operated within the Hungarian library system shows a high level of variation; the standard of bibliographic and authority records contained in them, prepared on the same description units or entities reveals inconsistencies. The findings of the comparative analysis carried out in the framework of the dissertation suggest that errors and inconsistencies resulting from human negligence are frequent; it is not uncommon that the control functions operating in the integrated library automation systems are unable to effectively filter these, thereby significantly hampering the success of retrieval. Instead of or in parallel with subsequent checks and corrections, with a focus on prevention, the improvement of the quality of library catalogues and of the standard of services principally requires the appropriate drawing up and regulation of processes that generate bibliographic and authority records – the workflows of bibliographic description – which is most successful through the use of modern quality management methods.

Libraries and their services also need to continuously develop and improve in our dynamically changing world, and provide increasingly efficient and modern services that meet user demands and expectations. The fulfilment of these objectives is essentially conditional on the evaluation of library processes and their continuous adjustment to user needs, and in a wider context, to environmental demands. Renewal and change requires thorough self-

knowledge and an adequate level of flexibility with respect to process planning and operation, which can be prepared with the systematic application of process management.

The regulation of processes in a comprehensive and uniform structure is essential in relation to bibliographic description. The planning and written recording of the method and conditions of implementing this series of activities is of key importance. In the course of regulating the bibliographic description processes, it is necessary to define the integral components of the process, the necessary resources, the time frame and deadlines, to designate the responsibilities and powers, to determine the control and intervention points, and to define the usable and generated documents relating to the operation of the process.

Among the known and widely applied quality improvement techniques and methods, the method of self-assessment is particularly suitable for the evaluation of the quality of bibliographic description and for defining the areas of development. Self-assessment is relevant in terms of the capability to detect “in-house” any errors and consequences resulting from the unsatisfactory execution of standard processes. The combined application of self-assessment and process management can significantly support the prevention of errors arising in the course of the bibliographic description of library documents.

Thesis No 2 – Assessment of bibliographic description processes with the introduction of progressive and combined capability/maturity models

In terms of the library as a complex service providing system, the SPICE model, the progressive capability/maturity model based on the ISO/IEC 15504 standard series, demonstrating decades of successful history in the IT area, and the combined CMMI-SVC v1.3 model, developed for service organisations in 2010, can be successfully applied to the assessment of the capability of bibliographic description and related processes, which, if supplemented with the principles of the Common Library Evaluation Framework, offer a complex solution for the assessment of description processes and for the evaluation of the maturity of the organisation unit carrying out the description.

At public organisations, including libraries, growing emphasis is placed on the (self-)assessment of services provided by the organisations, the assessment of their efficiency, accountability and on the comparability of results. The assessment and development of bibliographic description processes requires the development of a special self-assessment model that focuses on the process oriented approach to quality, which takes into account differences in the characteristics of libraries, local needs, enables objective self-assessment and comparisons to other institutions, and supports the definition of possible directions of development.

Taking into account and supplementing the principles of the Common Library Evaluation Framework, published in 2010 and serving as a guideline for the self-assessment of libraries, the capability/maturity models successfully operated for decades in the IT area can be effectively applied to the assessment of the description related processes and of the maturity of the organisation unit carrying out the description: the progressive SPICE model (Software Process Improvement and Capability dEtermination), based on the ISO/IEC 15504 series of standards, and the combined CMMI-SVC v1.3 model (Capability Maturity Model Integration for Services) developed for service provider organisations.

The capability/maturity models were commonly developed for the evaluation of the process management of organisations. They support the review and evaluation of the organisation and its processes on the basis of a uniform set of criteria. As a common characteristic of the various capability/maturity models, they determine certain maturity or capability levels for the organisation and/or its processes. The analysed processes need to meet rising levels of requirements to reach certain levels and the highest level of regulation; thus, the models both determine the current position of the processes and provide guidelines for their development. The capability/maturity models analyse the fulfilment of the specific and generic goals of the process areas through the evaluation of the implementation of related specific and generic practices, while the level of development of the organisation's cataloguing practice can be determined with the classification of the specific process areas – selected for assessment – into certain capability levels, enabling comparison to the processes of other institutions.

The SCAMPI methodology – enabling the audit of capability/maturity models – can offer an excellent framework for understanding and objective measurement of the quality of library services and for the comparison of

activities conducted in different libraries. The SCAMPI methodology and the software tool (Appraisal Assistant) supporting the application can be used to carry out a virtual maturity appraisal that indicates the capability level requirements the library's description processes are capable of meeting and the maturity level of the organisation unit carrying out the description.

The application of model-based evaluation can support the development of document description, the early detection and prevention of problems, and solution processes. In the course of the assessment, it is possible to determine and terminate practices that are not in conformity with rules, to review incomplete or ambiguous rules, and to update and harmonise outdated institutional regulations with external regulators.

On the basis of experience relating to the application of capability/maturity models, we may establish that this method is primarily used in the profit-oriented corporate sector. It can, however, be successfully adapted to cultural services and processes, hence to libraries and the system of bibliographic description processes, and it is very likely that the method can also be expanded in the future to the assessment of the library's other key processes.

Thesis No 3 – Essential element of the documentation of quality management systems: the internal policy of bibliographic description

The internal or in-house description policy of the given library is a key element of the library quality management system's documentation, which ensures the detailed documentation of institutional characteristics applied in the course of the documents' bibliographic description in a uniform structure. It is clear that high-quality description is not possible without an internal description policy. As the first step in the harmonisation and standardisation of policies, it is necessary to define the basic substantive and formal requirements of the documentation system, and the expected document structure.

The documentation system supporting the process plays a key role in the evaluation of the quality of bibliographic description. The standards MSZ EN ISO 9000:2005 Quality management systems – Basics and dictionary, and MSZ EN ISO 9001:2009 Quality management systems – Requirements also focus on the documentation requirement, where the quality management systems set up and operate a full documentation system. The documentation of processes ensures the identical repetition of activities.

Documentation in conformity with the standards includes process identification, specification of relationships between these, description of processes, and verification of process efficiency through the comparison of the documented status and practical implementation. The rules of standard MSZ EN ISO 9001:2009 enable each organisation to set up their unique documentation system that is adjusted to their own profile, size, complexity of processes and to the competence of staff.

The regulation of processes on an appropriate level and the development of a documentation environment adjusted to such regulation is essential for the improvement of the capability level of processes that determine the quality of bibliographic description. The internal or in-house policy of the library is a key element of the library quality management systems' documentation, which ensures the detailed documentation of institutional characteristics applied in the course of description in a uniform structure.

The internal policies should collect and record in writing deviations from standards and special procedures, and publish best practices that may even become legally binding (within a national scope) after the review of the relevant standard. However, the internal policy – setting out the local parameters of description – is able to fully achieve its goal only if it is adequately drawn up in terms of content and form, responsible staff ensure – where necessary – the updating and awareness raising of the rules defined in it, their national adaptation in daily practice and compliance, in close cooperation with all members of the organisation.

In the framework of the dissertation, to ensure the high-quality documentation of the bibliographic description processes, I defined and systemically organised the substantive and formal requirements of the internal description policies by relying on the rules of standard MSZ EN ISO 9001:2009 and on my practical experience acquired in the ELTE K21 quality improvement project, as head of the Process Management working group, in the course of the implementation of the documentation system of the University Library Service.

I am certain that the detailed description and standardisation of descriptive activity can be proved to facilitate the development of bibliographical cooperation between libraries, the completion of comparative analyses, and the introduction and development processes of integrated library automation systems.

Thesis No 4 – IT solutions supporting the self-assessment of organisations and the assessment of processes

Similarly to organisational self-assessment, the self-assessment of bibliographic description processes can be – almost fully – automated. With the use of modern information and communication methods, assessments can be performed faster and more efficiently than with traditional data recording and evaluation methods. Possibilities offered by the electronic environment significantly facilitate contacts between staff collaborating in self-assessment and support the evaluation, widely accessible publication and awareness-raising of assessment results.

The self-assessment of organisation units carrying out bibliographic description and of their processes should be conducted expediently, without the assessment imposing an unreasonable burden on the organisation's staff. The resources allocated to the assessment should in each case be proportional to the degree and positive effects of development achievable on the basis of the results. Experience indicates that the self-assessment and process assessment of organisations can be almost completely automated, therefore it can be carried out faster and more efficiently with the support of appropriate IT solutions than with traditional methods.

The findings of the organisational self-assessment carried out in 2010 at the 13 member libraries of the ELTE University Library Service suggest that the applied IT solutions can significantly affect the success of the assessment. The e-learning system of ELTE, Moodle, played a key role in implementation, which has supported the K21 quality improvement project of the university library network and the working groups' activity since 2008.

In the course of the organisational self-assessment of the ELTE University Library Service, the experience gained during the development of the IT background suggests that the assessment of the bibliographic description processes may not omit the application of an appropriate IT infrastructure, either; its implementation, operation and continuous development requires due care. The person/persons responsible for the activity should hold the necessary qualifications. The user privileges assigned to the participants of the assessment should be planned in advance, based on the expected tasks and activities. The powers should be determined and roles modified prior to the launch of the project.

The organisation of training dealing with the applied systems is also a central issue, as the learning of operating skills and confident practical application are of key importance in terms of the project's success. The elaboration of the assessment's documentation system, the saving, long-term storage and accessibility of the generated and used documents, and in relation to the above, the execution of backup saves at certain intervals – in response to possible service disruptions and version changes – also make up important criteria.

In terms of the future, the author of the dissertation proposed the use of an additional online self-assessment support system with the adaptation of the CAF Online - 2013 software, coordinated by the Department of Public Administration Development and Strategic Planning of the Ministry of Public Administration and Justice, and developed for Hungarian public administration institutions, in accordance with the principles of the Common Library Evaluation Framework.

To enable the applicability of the system by libraries, by comparison of the self-assessment models applied in the two areas of speciality, I identified the differences between them, and used the findings to prepare the central basic questionnaire template in the CAF Online - 2013 system, which meets library demands, which can in turn be subsequently supplemented with additional institutional criteria by the coordinators of the institutions taking part in the self-assessment and the self-assessment project managers on the level of examples aiding the interpretation of sub-criteria.

5. Further research and application possibilities

The conducting of bibliographic description and related activities at a high standard is of key importance in terms of the success and viability of libraries and their services. In addition to the documentation assets of the library, the bibliographic and authority records we create generate an enormous added value. Owing to the central role of description, it is necessary to appropriately draw up and regulate processes that generate bibliographic and authority records, which is most successful through the use of modern quality management methods, the national adaptation of organisational self-assessment and a process oriented approach.

The process management methods described and recommended in the dissertation can be applied in relation to any collection, where there is commitment to a quality oriented approach, irrespective of the size and composition of the organisation. I believe that my recommendation – defining the formal and substantive requirements of internal description policies in a systemic framework – may provide a basis for libraries to draft their own internal description policies.

Currently all interested libraries can access the CAF Online - 2013 system, supporting self-assessment, the CMM-SVC v1.3 model, supporting the assessment of process capability and of the maturity level of organisations, and the Appraisal Assistant programme, supporting its audit, free of charge. By describing these systems, I aimed to draw attention to the various innovative forms of systems that support quality improvement activity, which, in addition to profit-oriented enterprises, can be successfully applied by libraries following local adaptation.

6. Publications relating to the dissertation topic

1. BODA GÁBORNÉ KÖNTÖS Nelli: A folyamatmenedzsment szerepe és jelentősége az EKSZ minőségirányítási rendszerében. In: *Könyvtári Levelező/lap.* 25. évf. 1. sz. (2013) p. 3-9. **MTMT [2212995]**
2. BODA GÁBORNÉ KÖNTÖS Nelli (összeáll.): 5. kritérium : Folyamatok. In: Módszertani útmutató az ELTE Egyetemi Könyvtári Szolgálat önértékeléséhez / [közread. a] K21 Értékelésirányító csoport. ; [szerk. dr. Ficzkó Zsuzsanna]. 2. számú változat. Budapest: ELTE EKSZ, 2012. p. 46-52. **MTMT [2163197]**
3. BODA GÁBORNÉ KÖNTÖS Nelli (összeáll.): Folyamatmenedzsment űrlap és kitöltési útmutató. In: Eötvös Loránd Tudományegyetem Egyetemi Könyvtári Szolgálat Minőségirányítási kézikönyv / kész. az ELTE EKSZ K21 Minőségfejlesztési projekt Minőségkoordinálási munkacsoportja. Budapest : ELTE EK, 2012. p. 40-49. Elérés: <http://konyvtar.elte.hu/hu/node/2047> **MTMT [2163207]**
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7. Lectures relating to the dissertation topic

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2. KÖNTÖS Nelli: Egységesítés felsőfokon : Az intézményi publikációs adattárak névkezelési stratégiája. (Ünnepi konferencia Sebestyén György tiszteletére) 2011. november 29. A bemutatott prezentáció elérése: http://konyvtartudomany.elte.hu/KONYVTAR/ppt/Kontos_Nelli_2011_11_29_Egysegesites_felfokokon_kontos_nelli.pdf

