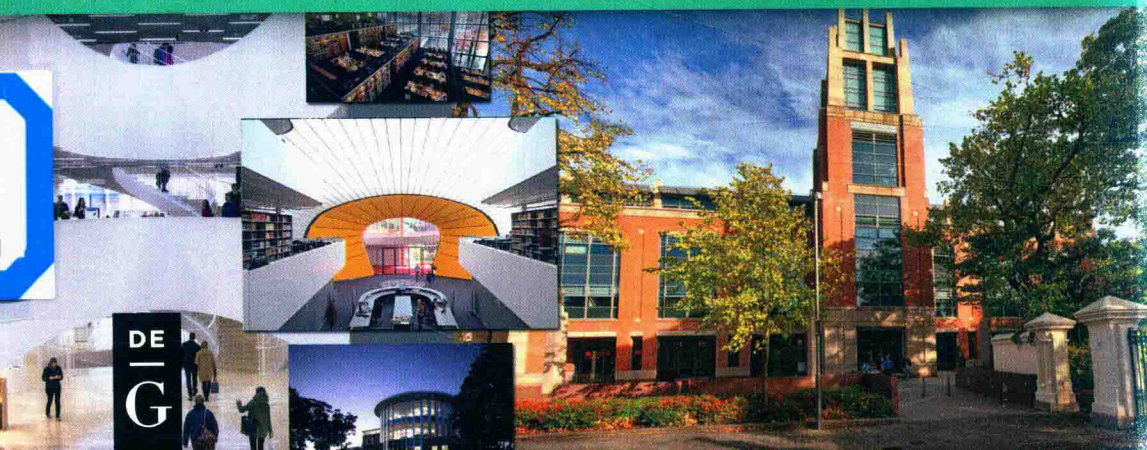


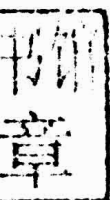
*Karen Latimer,
Dorothea Sommer (Eds.)*

**POST-OCCUPANCY
EVALUATION OF
LIBRARY BUILDINGS**



Post-occupancy evaluation of library buildings

Edited on behalf of IFLA by
Karen Latimer and Dorothea Sommer



DE GRUYTER
SAUR

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الاتحاد الدولي لجمعيات ومؤسسات المكتبات

Volume 169

About IFLA

www.ifla.org

IFLA (The International Federation of Library Associations and Institutions) is the leading international body representing the interests of library and information services and their users. It is the global voice of the library and information profession. IFLA provides information specialists throughout the world with a forum for exchanging ideas and promoting international cooperation, research, and development in all fields of library activity and information service. IFLA is one of the means through which libraries, information centres, and information professionals worldwide can formulate their goals, exert their influence as a group, protect their interests, and find solutions to global problems.

IFLA's aims, objectives, and professional programme can only be fulfilled with the co-operation and active involvement of its members and affiliates. Currently, approximately 1,600 associations, institutions and individuals, from widely divergent cultural backgrounds, are working together to further the goals of the Federation and to promote librarianship on a global level. Through its formal membership, IFLA directly or indirectly represents some 500,000 library and information professionals worldwide.

IFLA pursues its aims through a variety of channels, including the publication of a major journal, as well as guidelines, reports and monographs on a wide range of topics. IFLA organizes workshops and seminars around the world to enhance professional practice and increase awareness of the growing importance of libraries in the digital age. All this is done in collaboration with a number of other non-governmental organizations, funding bodies and international agencies such as UNESCO and WIPO. IFLANET, the Federation's website, is a prime source of information about IFLA, its policies and activities: www.ifla.org.

Library and information professionals gather annually at the IFLA World Library and Information Congress, held in August each year in cities around the world.

IFLA was founded in Edinburgh, Scotland, in 1927 at an international conference of national library directors. IFLA was registered in the Netherlands in 1971. The Koninklijke Bibliotheek (Royal Library), the national library of the Netherlands, in The Hague, generously provides the facilities for our headquarters. Regional offices are located in Rio de Janeiro, Brazil; Pretoria, South Africa; and Singapore.

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Karen Latimer

Introduction

The origins of this book lie in work carried out over a number of years by the IFLA Library Buildings and Equipment Section (IFLA LBE) which has long recognized the value of evaluating library buildings in order to benefit from best practice, to consider the reasoning behind changes made, and to learn from mistakes. The importance of post-occupancy evaluation (POE), which is the process of systematically evaluating the performance of buildings after they have been built and occupied for some time, grew out of an awareness of the value of visiting libraries prior to embarking on a new building project. This was the subject of a chapter in the Section's publication, *IFLA Library Building Guidelines*. In the chapter, Bisbrouck points out that library visits are important "in order to gain inspiration and to learn from the success and failures of others" (Bisbrouck 2007, 237). It was an obvious next step to extrapolate from the need for library visits to the need for a more formal approach to library evaluation which could result in wider dissemination of valuable information to those planning new buildings.

The systematic evaluation of the performance of buildings is common in the architectural and facilities management professions but there is little guidance or evidence-based research on the topic in the library literature. In the Federal Facilities Council's state-of-the-practice summary of POE it is noted that POE, "...focuses on the requirements of building occupants, including health, safety, security, functionality and efficiency, psychological comfort, aesthetic quality, and satisfaction. ... Ideally, the information gained through POEs is captured in lessons-learned programs and used in the planning, programming, and design processes for new facilities to build on successes and avoid repeating mistakes" (Federal Facilities Council 2001, 1). Facilities managers and architectural and building professionals tend to use POE tools that measure quantitative aspects of the design such as lighting, acoustics, heating, ventilation and air-conditioning, and durability of materials. They use technical evaluations which measure physical systems against set engineering or physical criteria or operational evaluations such as energy and/or maintenance audits. POE originated in the US and there are numerous different applications world-wide. In the UK alone there are many examples including *PROBE* (Post-occupancy Review Of Buildings and their Engineering), the Association of University Directors of Estates' *Guide to Post Occupancy Evaluation* and the BSRIA *Soft Landings Framework* which allows for a full programme of post-occupancy evaluation as well as aiding the handover of new and refurbished buildings. There are also services provided by the Building

Research Establishment in this area. The various methods are well documented in the literature (e.g. BSRIA 2014; Zimmerman and Martin 2001).

Librarians, however, tend to be interested in what might be described as the softer side of POE, focusing more on qualitative aspects such as user satisfaction and the ways in which new or refurbished library spaces have had an impact on the user experience and the development and delivery of services. The sort of questions librarians want answers to are less technical, and perhaps harder to measure, than those posed by the conventional POE. Does the project meet the goals and objectives of our parent institution and, more specifically, has the design met the intent of the original programme or design brief? What has been the user reaction to the project? What aspects of the design have been successful and which ones less so? Has the space been used as anticipated? Were the space requirements met and with hindsight are there any areas which are too generous or too tight a fit? Are there any serious defects or maintenance issues? Crucially, what lessons have been learned that could feed into future programmes and projects? Critically, and to be truly useful, POEs should measure both the successes and failures inherent in the building performance. The information generated can then be used to identify and solve problems, better inform decision-making, raise efficiency and justify future actions and expenditures. An additional benefit of a POE is that it demonstrates to users that library staff are listening to them and involving them, thereby strengthening a sense of ownership.

There is not a great deal of library-related literature on post-occupancy evaluations but IFLA is not the only organization highlighting the need for this activity. The LIBER Architecture Group has also discussed this at its biennial seminars and one of the Group's founder members, Elmar Mittler, has carried out POEs on a number of German libraries (Mittler 2008). The main complaints related to insufficient noise reduction and climate control or the lack of it. The greatest number of positive comments related to the way libraries had integrated IT. Mittler notes that "This paper is a first contribution to developing tools for the evaluation of library buildings – perhaps a future activity of the LIBER Architecture Group" (171). Suzanne Enright in her review of POE (Enright 2002) had earlier drawn attention to the fact that although evaluations were sometimes carried out, the resulting information was not disseminated quickly or widely enough, thus reducing the impact on library building design. Andrew McDonald, a former member of the IFLA LBE, drew attention to the importance of evaluating whether a new building had met the library's requirements and is performing as expected or needs any changes (McDonald 2010). It is increasingly important in the era of endless league tables that library managers can show that their libraries achieve good ratings in student satisfaction surveys particularly in relation to the learning and research environment. McDonald also noted that post-occupancy evaluation

had not been as widely adopted in the library profession as had been predicted. The reasons for this seem to be the fear of criticism and complaints, the danger of raising more problems than solutions and considerations relating to time and cost. Graham Matthews has recently contributed to the discussion about POE in a paper first given at an IFLA satellite meeting in Turin in 2009 and later published along with a case study of an evaluation carried out at Tampere University Main Library building (Matthews 2013).

In 2011 the IFLA LBE Standing Committee resolved to draw up a questionnaire that could be used by librarians in evaluating library buildings and which would enable them to feed back the information gained into future planning processes. The aim was not to be prescriptive but to suggest a range of questions which could be adapted depending on the type and size of the building being reviewed. A small sub-group of the Standing Committee, including both architects and librarians, worked on various iterations of the questionnaire and then tested it with the help of a number of library directors. Berlin was chosen as the place to test the questionnaire, as there were a number of recent library buildings in the area, and the questionnaire was then revised. The POE Group visited the Wilhelm and Jacob Grimm Centre of Humboldt University, the Freie Universität of Berlin's Humanities Library in Berlin, and the Law Library of the Martin Luther University in Halle. This exercise was then followed up in 2012 at the IFLA World Library and Information Congress in Helsinki when the LBE's Open Session addressed the topic "Making the case for change through evaluation: post-occupancy evaluation of library buildings". This book includes evaluations from the Berlin and Halle visit (Werner and Sommer), papers from the Helsinki Open Session (Forrest/Bostick, Franzkowiak, Millán/Omella/Viladrich, and Chen), two chapters looking at POE from the viewpoint of architects with a deep knowledge of library design (Romero and Scherer) and two additional studies of recent award-winning library buildings (Sinakara/Lukkari and Latimer).

In the 21st century libraries have to be agile and adapt to constantly changing needs driven largely by digital access to information and libraries' changing role for the users and communities they support. The authors of the first three chapters of the book address this challenge based on their own experience. Forrest and Bostick take the example of two major academic institutions in the United States, Emory University and the University of Missouri, to make the point that lessons learned through evaluation at the end of one project feed into the plans for the next refurbishment or new building. Franzkowiak looks specifically at the role of focus groups in evaluating the existing spaces at the German National Library of Science and Technology and the University Library Hannover. The way in which the information gathered was then extrapolated to define the requirements for the new learning spaces is described. Millán, Omella and Viladrich

move the discussion on to public libraries and take as their topic the collaborative work of the Diputació de Barcelona and the City Councils and the shared learning of the Xarxa de Biblioteques Municipals which has had such a critical effect on the development of libraries in the province of Barcelona. The evaluation process described here has improved both existing buildings and fed in to future projects.

The next three chapters look at POE from the point of view of the architect. One of the great advantages of the IFLA LBE Standing Committee is that it has as members both librarians and architects with experience in working on library projects. Romero, Chen and Scherer are all architects working in the field of library design, with both Romero and Scherer being longstanding members of the Committee. Romero takes a broad approach looking at the work of the Library Architecture Unit in Barcelona, which he heads up, in evaluating library buildings. The POE process was set up to ascertain if expectations had been met and the recently designed or refurbished libraries were functioning well; pleasingly, the results of the evaluation exercise bear this out. Romero, too, makes the point that the results of the POE questionnaire highlighted areas for improvement in further projects. Chen's paper, which was presented in Helsinki and which is reproduced here, looks at the development and performance of POE for libraries in Taiwan and at the benefits of architects and librarians working together to use POE effectively. Scherer, whose firm Meyer Scherer and Rockcastle Ltd have a number of award-winning libraries in their portfolio, takes as his case study the Fayetteville Public Library in Arkansas, the US *Library Journal's* "Library of the Year" in 2005. He describes a way of looking at a library building in a qualitative way and points out that one of the advantages of carrying out regular evaluations is that this not only ensures that the Fayetteville Library continues to outperform its peers but also creates "a deep well of trust among the community".

The final section of the book includes four case studies, the first two of which were part of the Berlin and Halle pilot, which feature libraries which have been evaluated at various periods after the opening of the buildings. Sommer evaluates the Law Library of the Martin Luther University in Halle-Wittenberg, Germany. Sixteen years after opening this library continues, according to Sommer, to be fit for purpose and was ahead of its time in providing a generous ratio of reader places to collection space. She also notes that the terraced reading areas, which are a feature of the Halle Law Library, appear again in Humboldt University's Grimm Centre designed some ten years later. Werner takes as his topic the evaluation of the iconic "Berlin Brain", the Library of the Department of Humanities of the Freie Universität of Berlin, opened in 2005. Werner points out the importance of the high profile of this architectural masterpiece to the marketing of the University as a whole, and while focusing on its many strengths also takes a dispassionate view of its less successful aspects. The McClay Library at Queen's Uni-

versity Belfast opened in 2009 and, in 2013, was the joint winner of the SCONUL Library Design Award. This building, too, has continued to work well and enables the library to enhance the student experience and support researchers. Latimer points out that one of the particular successes of the building is that it has proved to be very flexible as demonstrated by the changes made in the five years since opening to adapt to service developments in response to changing user needs. In the final case study, Sinikara and Lukkari evaluate the new Helsinki University Main Library (Kaisa Haus) after only two years in use and already the recipient of a number of awards. Although the evaluation identified the need for some minor changes, notably in the staff workplaces, the overall outcome was very positive. The new library has proved to be even more of a success than anticipated.

The book concludes with the POE questionnaire itself which is published in full in English, French, German and Spanish.

Libraries exist in a constantly changing environment and library staff have always to be alert to the needs of users. Library building design exists in a constant cycle of change with the evaluation of completed buildings leading to the planning of the next. The benefits of using post-occupancy evaluation for testing new concepts in practice and as a tool for continuous improvement in designing new buildings as well as refurbishing and adapting existing spaces are clearly demonstrated in this book.

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Approaches to Post-Occupancy Evaluation of Libraries

Charles Forrest and Sharon L. Bostick

1 Welcoming, flexible, and state of the art

Approaches to Continuous Facility Management

Introduction

Academic libraries are reinventing themselves as learning spaces for 21st-century students and faculty. Cognitive research informs and shapes emerging pedagogies to foster problem-based, experiential, active learning. Our campuses and parent institutions are working hard to understand and respond to the implications of these new relationships among learners, learning experiences and learning spaces.

Academic libraries are increasingly willing to characterize their communities of users as “customers”; some are prepared to take another page from business in an attempt to transform themselves from service providers to collaborative partners in learning and research, embracing and deploying powerful technologies for distribution, access and manipulation of massive quantities of digital information in a variety of formats – text, image and sound. The virtual library accessible from the “anywhere, anytime” of the internet is complemented by the human scale and human experience of the library as place, providing a unique user experience that creates and supports the academic community, the basis for the modern residential campus.

The customer experience

In *The Experience Economy* Pine and Gilmore (1999) propose a model for understanding the transition they see under way from a goods-and-services economy to an experience economy. Their thesis is that the service economy is in the process of supplanting the goods-based economy. In the experience economy, the target “commodity” is the individual experience of the customer, and everything that goes into shaping it. Goods are useful and service is helpful, but experiences are memorable; they leave a lasting impression and can be transformative.

In the information world, data is a *commodity*, the raw material of research and learning. Compiling and analysing the raw material of data, information aggregators package and deliver information *goods*, “tangible items sold to

largely anonymous customers who buy them off the shelf, from the lot, out of the catalog, and so on” (Pine and Gilmore 1999, 7). Libraries select and acquire these information goods (books, journals, databases, other resources) as the foundation for programmes of *services*, intangible activities customized to the individual request of known clients; services employ an estimated 80% of the workforce (Pine and Gilmore 1999, 8). But the dominance of services in the modern economy leads to their commoditization; the internet is the greatest force for commoditization, for both goods and services. Automation promotes *disintermediation*; the end user is increasingly able to go “straight to the source” of information, decreasing reliance on intermediaries such as libraries (Pine and Gilmore 1999, 11). Will the end result be to take libraries completely out of the equation? What value do libraries add?

Pine and Gilmore suggest that services can be differentiated based on the quality of the customer experience. The focus on the customer experience occurs whenever a company intentionally uses services as the stage and goods as props to engage an individual. While goods are tangible and services intangible, experiences are *memorable* (Pine and Gilmore 1999, 11–12). Figure 1.1 summarizes this transformation of the customer relationship in libraries:

Customer		Library		Success measured by
<i>Mode</i>	<i>Role</i>	<i>Mode</i>	<i>Role</i>	
Transaction	Patron	Control	Gatekeeper	Inputs
Service	Customer	Connect	Assistant	Outputs
Experience	Guest	Collaborate	Partner	Outcomes

Figure 1.1: Transformation of the customer relationship in libraries.

When the patron’s mode of interaction with the library was the transaction, the library’s goal was control, and its primary role was that of gatekeeper, with the aim of exercising effective stewardship over limited, shared resources. With information packaged and deployed in print-on-paper physical containers (books and journals), the library worked to organize and manage scarce physical resources, focusing on policies and rules governing access and use; the library loaned and the patron borrowed. The library’s success was measured in terms of its investments in the resources it made available, the *inputs* in the information transaction (such as volume count, number of subscriptions, total staff, or total expenditures).

When the library patron evolved into the library customer, the primary mode of interaction became service. The library’s goal was the provision of customer