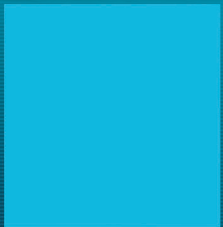


# BethSoft Library Implementation Plan

Bethesda Softworks™ Corporate Library

[BETHSOFT.COM](http://BETHSOFT.COM)



# BethSoft Library Implementation Plan

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## Environmental Analysis

### Introduction

Christopher Weaver founded Bethesda Softworks in Bethesda, Maryland in 1986. They design and create interactive video games for computers and game consoles. The design studio has won numerous awards for titles like *Fallout3* and *Skyrim* (Bethesda Softworks, 2012). With high graphic and information detail, these games have dynamic story lines that are directly influenced by player's decisions and actions. Players acquire knowledge and new skills while playing the games. Their games are particularly known for their detailed settings and intricate systems that allow for dynamic user interaction. Bethesda Softworks became a subsidiary of ZeniMax Media in 1990, but still functions as an autonomous unit within its parent company (ZeniMax Media, Inc., 2012).

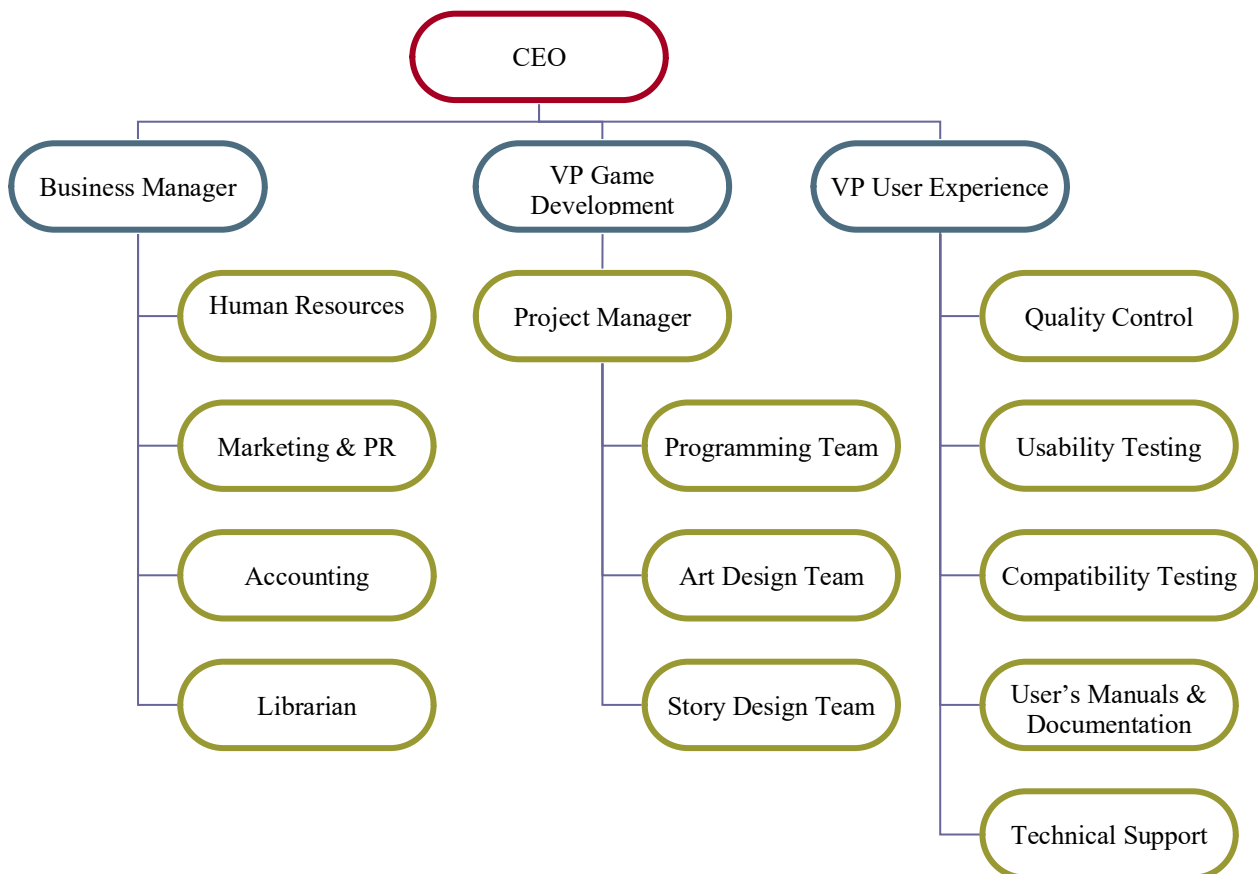


Figure 1 Organizational Chart

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### Mission Statements

#### Bethesda Softworks

The mission of Bethesda Softworks is to create well designed, entertaining video games for a variety of platforms to provide a superior gaming experience while using current technology and design methods to advance the field of game design.

#### Special Library

The mission of the BethSoft Library is to provide superior customer service to all design team members while meeting their information and research needs in the most timely, professional and cost-effective method possible.

### Ongoing Goals and Objectives

#### Reference

Assist team members as needed to locate desired information and as necessary:

- Provide quarterly reports to management detailing number and type of transactions and team members served
- Prepare bibliographies
- Analyze data
- Prepare literature reviews
- Act as a liaison with outside organizations to provide access to information as necessary
- Arrange for meetings/presentations with outside organizations to facilitate access to information

#### Technical Services

- Consult with vendors and representatives to gain access to required resources.
- Evaluate materials and services to determine their appropriate inclusion in the collection.
- Create a useful interface to allow for ease of access to the collection materials.

#### Consultation

- Meet with management to determine information needs
- Work closely with design team members to determine unexpressed information needs.
- Participate in the design process to provide expert assistance for game design and creation.

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- Inform and educate team members regarding copyright and fair use issues.

#### Collection Development

- Create a code library for coding team members' use.
- Provide materials to support storyline and background creation.
- Compile graphic design materials to aid in the artistic design process.
- Create a collection of photographs (with metadata) to aid in creation of video games.

#### Archival

- Preserve and store documentation of the history of the company.
- Archive design materials related to game development.
- Archive game code as a record of the development of game design within the company.

#### Current Year Goals and Objectives

##### Reference

- Provide access to blue prints of the infrastructure of New York City for the development of a new Fallout game. (First quarter)
- Provide access to the blue prints and physical locations of 25 major landmarks within New York City to allow for collection of background information. (First quarter)
- Locate a definitive text on Norse mythology for the creation of a Skyrim expansion module. (First quarter)
- Determine the feasibility of providing virtual reference services and report to the library director by the end of the second quarter.
- Determine the preference of the design teams in regard to virtual versus physical access to materials by the end of the second quarter.

##### Technical Services

- Review database subscriptions during the third quarter and determine whether all databases are being used at levels that warrant current subscription plans.
- Perform quarterly usability testing on library interface to develop the best design.
- Evaluate the possibility of using e-readers in the library through the creation of a feasibility study.

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- Report findings of feasibility study to library director not later than the end of the third quarter.

#### Consultation

- Attend weekly design team meetings to keep informed of the status of ongoing projects.
- Perform weekly impromptu visits to the design studios to observe team members engaging in the design process.
- Record daily statistics on all services provided to keep management informed of the value of the services provided by the library.

#### Collection Development

- Solicit biannual input from design team members regarding materials and services they would like to have available.
- Encourage team members to submit photographs taken in the field to the library for inclusion in the image collection. (Ongoing)

#### Archival

- Determine the cost of creating a digital archive. (First quarter)
- Evaluate the current environmental conditions to determine the stability of all archived materials by the end of the second quarter.
- Report the state of environmental conditions to the library director, business manager, and CEO by the end of the third quarter and recommend an appropriate course of action with regard to archived materials.

The overview of the goals and initiatives of the special library will be the driving force governing the development of specific programs and service in support of BethSoft's corporate mission.

## **Design of Services**

Services were designed with four main areas in mind: Reference/ research, archives, liaison, and training. For each program and service goals, accomplishments, patrons, schedules and evaluation were determined.

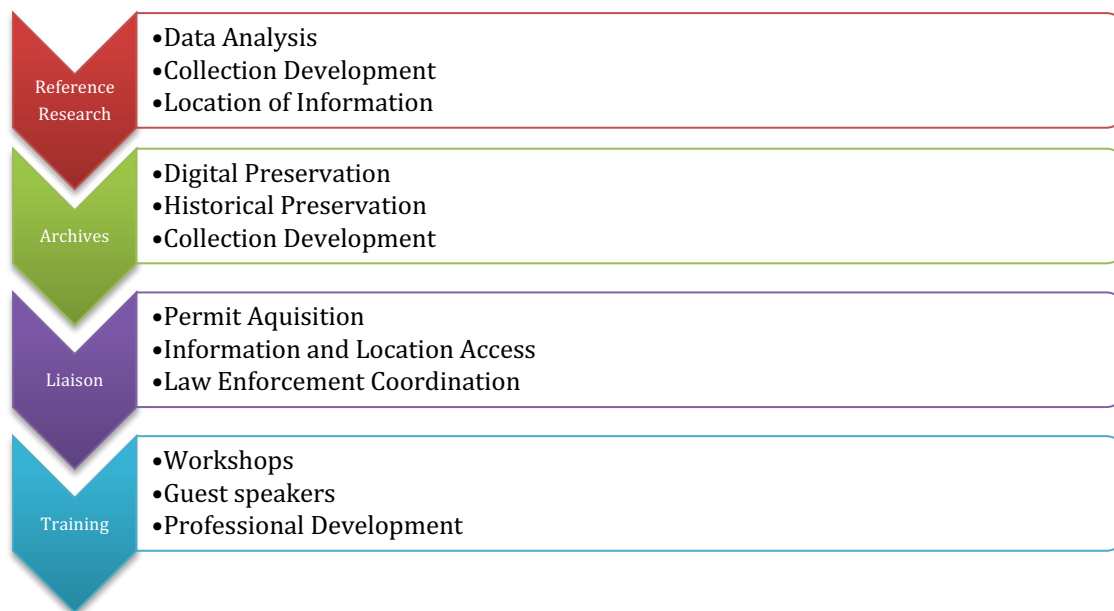


# Memo

November 21, 2012

To: Business Manager  
From: Library Director  
CC: CEO  
Date: November 21, 2012  
Re: Design of Services

The attached figure and table represent the preliminary design of programs and services for the BethSoft Library. All services are proposed in accordance with our previous discussions and identified areas of need from the design team members. Please feel free to discuss any and all questions or concerns you may have with me.



**Figure 2 Main divisions of programs and services**

<b>Program/Service</b>	<b>Goals/Objective</b>	<b>Accomplishment</b>	<b>Patron</b>	<b>Schedule</b>	<b>Evaluation</b>
<b>Reference/Research</b>	Provide reference service to employees as needed.	Will assist employees in finding information and analyzing it as needed.	All employees to include design staff and management	Immediately upon opening and continuing on an ongoing basis.	Collect statistics counting the types of services provided.
<b>Archives</b>	Create a well-organized, digital archive with finding aids.	Create a searchable archival database with finding aids.	Library staff, design teams, management	Archival design and organization to be complete within the first year. Ongoing basis with quarterly goals.	Evaluate process on a quarterly basis and compare to performance goals.
<b>Training</b>	Create training opportunities for employees on relevant topics.	Develop a weekly lunch and learn program for employees.	Library staff, design teams	Program to be up and running within the first 6 months of operations.	Collect evaluation forms after each program to determine program effectiveness.
<b>Liaison</b>	Act as a liaison with outside agencies to gain access to information as requested.	Establish a procedure for requesting and tracking information access requests.	Design teams	Policy within 2 months of initial operations. Ongoing as requested.	Management approval of policy. Collect & analyze statistics.
<b>Interlibrary Loan</b>	Request materials from other libraries at the request of patrons	Establish a procedure for loaning, requesting and tracking materials.	Design teams	Immediately upon opening and ongoing thereafter.	Conduct random customer satisfaction surveys.
<b>Marketing/Evaluation</b>	Promote programs and services; collect feedback and statistics about programs, services and the library as a whole.	Develop statistic collection procedures and methods.	Design teams, library staff	Immediately upon opening and ongoing thereafter.	Annual report of services presented to company management.

**Table 1 Design of Services Matrix**



## **Planning Programming Budget System**

Services are outlined by objective, resources, outcome and associated costs. The annual budget follows the program-planning outline.

### **Service: Reference / Research**

- Performance objective: Perform reference and research for patrons as requested. Collect statistics regarding services provided.
- Resources: Computer, reference books, librarian (.50)
- Outcome: Design team members will be able to focus on their design projects while library staff locates desired information.
- Associated Cost: Equipment / Materials \$5,000.00, Salaries \$31,500
- Evaluation Metric(s): number of transactions and cost per transaction.

### **Service: Liaison**

- Performance objectives: Act as a contact between BethSoft and outside agencies to obtain the desired access to information and locations.
- Resources: telephone, computer, fax machine, librarian (.50)
- Outcome: Design team members will obtain desired access in a timely manner that does not involve undesired interaction with law enforcement personnel.
- Associated Cost: Equipment / Materials \$7,500.00, Salaries \$31,500
- Evaluation Metric(s): response time and user satisfaction.

### **Service: Archives**

- Performance objective: Create and maintain an archive of related information and materials to the game design process and the company as a whole.
- Resources: computers (2), scanner, server, archivist (.50), technician (.90), supplies
- Outcome: A sustainable and digitally accessible record of the games created and the company will be available.
- Associated cost: Equipment / materials \$15,000.00, Salaries \$65,700

- Evaluation Metric(s): comparison with predetermined goals

**Service: Interlibrary Loan**

- Performance objective: Request materials from other information centers as requested by patrons.
- Resources: computer, clerk (.25)
- Outcome: Patrons will be able to request materials from other information centers.
- Associated cost: Equipment / Materials \$3,000.00 Salaries \$7,500
- Evaluation Metric(s): number of transactions and cost per transaction.

**Program: Lunch and Learn**

- Performance objective: Provide learning opportunities for design team members in a pleasant and relaxed atmosphere.
- Resources: computer, projector, microphones, smart board, office supplies, guest speakers, librarian (.05)
- Outcome: Design team members will have in house training opportunities, which will enhance the creative process and build stronger teams.
- Associated costs: Equipment / Materials \$15,000.00, Salaries \$3,750.00
- Evaluation Metric(s): number of participants and user satisfaction.

**Program: Marketing and Evaluation**

- Performance objective: Collect, analyze and present feedback and statistics about services, programs, and the library as a whole.
- Resources: computer, software, clerk (.15), librarian (.20), office supplies
- Outcome: Library director will have an understanding of the success of services and programs offered and will be able to make informed programming decisions.
- Associated costs: Equipment / Materials \$5,000.00, Salaries \$19,500.
- Evaluation Metric(s): cost/benefit ratio, user satisfaction

# BethSoft Annual Library Budget

2013

	2013	
	Expenses	% Total
<b>Personnel</b>		
Director	\$75,000	36.6%
Liaison/Archivist	62,000	30.2%
Clerk	30,000	14.6%
Technician	38,000	18.5%
Totals	\$205,000	50.9%
<b>Equipment</b>		
Computers	\$25,000	37.0%
Copiers	7,500	11.1%
Audio/Visual	10,000	14.8%
Printers	5,000	7.4%
Scanners	10,000	14.8%
Software	10,000	14.8%
Totals	\$67,500	16.7%
<b>Supplies</b>		
Processing	\$3,000	20.0%
Repairing	3,000	20.0%
Office	7,500	50.0%
Other	1,500	10.0%
Totals	\$15,000	3.7%
<b>Programs</b>		
Workshops	15,000	75.0%
Marketing/Evaluation	5,000	25.0%
Totals	\$20,000	5.0%
<b>Services</b>		
Liaison	\$7,500	24.6%
Research	5,000	16.4%
Archives	15,000	49.2%
Interlibrary loan	3,000	9.8%
Totals	\$30,500	7.6%
<b>Materials</b>		
Databases	\$15,000	23.1%
eJournals	15,000	23.1%
Books (all formats)	30,000	46.2%
Other	5,000	7.7%
Totals	\$65,000	16.1%
<b>Grand Total</b>	<b>\$403,000</b>	<b>100%</b>

## Marketing Plan

The marketing plan is broken up by program goals, products, placement and price. A brief overview of program evaluation methods follows.



## Memo

November 21, 2012

**To:** Business Manager

**CC:** CEO

**From:** Library Director

**Date:** 5/2/20

**Re:** Marketing Plan

### Marketing Plan

Please review the following information regarding the proposed marketing plan for the library program. If you have any questions or need additional information about anything, please don't hesitate to contact me.

#### Goals:

1. Provide 2 training opportunities per quarter. (2 days per quarter)
2. Respond to service requests within 24 hours.
3. Establish weekly presence at key meetings. (2 hours per week)
4. Develop marketing program to raise awareness of library services.
5. Measure satisfaction with library programs and services. (daily/ongoing)

Products:

Research service:

On demand and appointment based research services will be available in the library and on location throughout the facility.

Training:

Webinars, guest speakers, and other presentations will be conducted in the library for all design team members. Dessert and drinks will be provided and employees will be invited to bring their lunch to the programs.

Collaboration:

Librarians will work in concert with design team members as needed to facilitate accomplishment of design team goals.

Consultation:

Librarians will provide consultation services regarding access to and appropriate use of information. Professional library staff will be the final authority in copyright and fair access related issues.

Archiving:

The archivist will establish an acquisition policy and a digitization plan. The archivist will oversee the creation of the archive and supervise the library technician.

Access and analysis:

Librarians will coordinate appropriate arrangements for access to locations and sources of information as needed by design team members. Librarians will analyze and prepare reports on information as requested.

Place:

- Services offered in the library or on location.
- Information commons in library.
- Video game lounge in library (within information commons).
- Throughout the building to provide embedded service.

Promotion:

- Flyers located in high traffic areas.
- Facebook and Twitter feeds.
- Emails.
- Newsletter ads.
- Website calendar.

Price:

- |                      |             |
|----------------------|-------------|
| • Training           | \$15,000.00 |
| • Printing           | \$1,000.00  |
| • Survey Development | \$1,000.00  |
| • Incentives         | \$2,000.00  |
| • Data Analysis      | \$1000.00   |

Evaluation:

As this is the first year of operation for the library, the primary activity with regard to evaluation will be collection of benchmark statistics. Statistics regarding transactions by type will be collected. Surveys for library services will be conducted and patrons will be encouraged to provide feedback at point of delivery. Promotional campaigns will be updated quarterly to reflect seasonal and local events. Once benchmark statistics have been collected, the marketing plan will be revisited and reevaluated on a quarterly basis. Usage and satisfaction metrics will be taken into consideration when allocating funds for the annual budget. Informal feedback will be collected in addition to formal evaluation data. Incentives will be offered to encourage participation in surveys. Programs and services are generally considered to be successful when they receive an 80% or greater approval rating. Programs and services with more than a 10% variance from benchmarks will be highlighted for direct management review.

## **Management Plan**

Professional staffing of the library will require two librarians: a director and an archivist/researcher. The professional job descriptions follow.

Position: Library Director

Department: Library

Reports to: Chief Executive Officer

Salary Range: \$68,000 – \$75,000 per annum

Position Overview: In concert with the Business Manager and with policy advice from the CEO, performs appropriate administrative and professional work associated with planning, organizing, and directing all library programs and services for the Bethesda Softworks Library.

Primary Responsibilities:

- Supervises the library staff, directly or through appropriate delegation, to create a harmonious team environment.
- Administers personnel policies and procedures for library employees, including training, development, scheduling, and evaluation, either directly or through appropriate delegation.
- Coordinates and directs recruitment and selection of all library personnel.
- Responsible for developing print and non-print collections, including selection, organization, maintenance, preservation, withdrawal, and disposal of materials, either directly or through appropriate delegation.
- Prepares and presents library budget proposal for approval, and monitors and approves expenditures from the official operating budget.
- Confers with the Business Manager and CEO to establish operating policies and to review library programs and services.

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- Develops short-term and long-range goals and plans for collections, services, and programs in keeping with the library's mission statement and operating policies; studies and plans development of library services to meet present and future design team needs.
- Participates in the planning, organization, and management of technical and automation services for the library.
- Directs a marketing program to promote and publicize the library's collections, services, and programs within the workplace.
- Maintains knowledge of new developments in the library profession, including technological advances, through professional development opportunities, including but not limited to participation in activities of professional organizations and networks.
- Interacts with the appropriate employees for the maintenance of the library's building, furnishings, and equipment.
- Prepares monthly, quarterly and annual reports for the Business Manager and CEO.
- Establishes priorities as determined by need.

Additional Responsibilities:

- Confers with other libraries, professionals, officials, citizens, and organizations.
- Reviews and evaluates the library's services and programs on an annual basis.
- Keeps an accurate inventory of department equipment, furniture, and supplies.
- Determines and creates specifications for purchase of equipment and supplies.
- Assists with direct patron services, as needed.
- Attends conferences, workshops, and meetings and reads professional literature to stay informed on issues related to library management and services.
- Other duties, as required.

Supervision Exercised: Directs and supervises all professional and classified library staff.

Knowledge, Skills, and Abilities Required:

- Thorough knowledge of the principles, theories, objectives, and practices of library management and library science.



- A strong commitment to excellent customer service.
- Excellent oral and written communications skills.
- Ability to work autonomously.
- Ability to organize work for efficient use of time.
- Ability to prepare administrative reports in a clear, logical manner.
- Ability to comprehend and apply library policies, procedures, and rules.
- Ability to keep records accurately.
- Ability to interact courteously and effectively with management, employees, library staff and the library's business contacts.
- Considerable knowledge of supervision, training, and staff utilization principles.
- Ability to plan, organize, supervise, and evaluate the work of employees and volunteers in diversified library activities.
- Ability to initiate, organize, and follow through on programs, services, and projects.
- Solid knowledge of current trends and developments in the library profession.
- Comprehensive knowledge of print, non-print and electronic resources.
- Knowledge of and ability to use library automation systems.
- Knowledge of marketing and social media.
- Working knowledge of public relations procedures.
- Ability to represent the library at meetings.

Minimum Qualifications: ALA-accredited Master's Degree in Library and Information Science plus 7 years of experience as a librarian in a special library with increasing responsibility to include 5 years of supervisory experience.

Physical Requirements:

- Ability to perform duties in an office environment.
- Ability to work in an environment subject to continuous interruptions and background noises.
- Ability to work under stress from deadlines, public contact, changing priorities, and conditions.

- Ability to operate computers with proficiency using library software, word processing, and the Internet.
- Ability to view a computer monitor and/or operate a keyboard for extended periods of time.
- Ability to move and lift up to 25 pounds.
- Required to stand, walk, bend, kneel, crawl, reach, climb, balance, and sit on a regular basis.
- Required to talk and/or hear; use hands to operate objects, tools, and controls; and reach with hands and arms on a regular basis.
- Vision and hearing at or corrected to within normal range.
- Ability to read printed materials and information on computer screens.
- Ability to communicate effectively with individuals in person, over the telephone, via the printed word, and online.
- Ability to file books, periodicals, files, reports, notebooks, etc. on shelves up to 7 feet from the floor.
- Ability to work flexible hours.
- Ability to travel to attend various conferences and meetings.

**ACCOMMODATIONS:** Accommodations may be made within reason to enable qualified individuals with disabilities to perform the necessary duties of this position.

Bethesda Softworks is an Equal Employment Opportunity (EEO) employer and does not discriminate on the basis of race, color, national origin, religion, gender, age, veteran status, political affiliation, sexual orientation, marital status or disability (in compliance with the Americans with Disabilities Act) with respect to employment opportunities.

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Position: Liaison/Archivist

Department: Library

Reports to: Library Director

Salary Range: \$59,000 - \$62,000 per annum

Position Overview: Under supervision of the Library Director, performs administrative and professional work related to planning, organizing, and directing all aspects of research, archival and liaison services for the Bethesda Softworks Library.

Primary Responsibilities:

- Collaborate in planning, creating, and managing digital collections.
- Implement quality control procedures.
- Prioritize and manage digital production across collections.
- Investigate, plan, and manage format conversions and migration.
- Investigate and provide leadership in the implementation of appropriate metadata standards.
- Oversee Special Collections' archival and metadata operations and supervise metadata staff.
- Evaluate, plan, test, and implement migration of legacy finding aids, inventories, accession information, and other relevant documentation into Archon, Special Collections' archival data management system.
- Develop and provide training to library staff regarding resource description and metadata management.
- Develop an expertise in linked data, semantic web applications, and ontologies for discovery of bibliographic data and information.
- Provide leadership in defining preservation and access protocols for born-digital materials.

- Maintain and expand web applications on the Special Collections Website using standards-compliant markup, emerging web technologies, and best practices.
- Identify and collaborate with technical partners within BethSoft to design and implement creative applications for access and preservation.
- Actively promotes use of all the collections by seeking out design team members and informing them about the information and services available.
- Shares responsibility for reference service.
- Arrange necessary permits to access information and locations not ordinarily available for direct access.
- Work with outside agencies to gain access to required information and locations as determined by design teams.
- Work closely with design team members to determine their information and access needs.

Additional Responsibilities:

- Confers with other libraries, professionals, officials, citizens, and organizations.
- Reviews and evaluates the archives services and programs on an annual basis.
- Keeps an accurate inventory of archives equipment, furniture, and supplies.
- Determines and creates specifications for purchase of equipment and supplies.
- Assists with direct patron services, as needed.
- Attends conferences, workshops, and meetings and reads professional literature to stay informed on issues related to archive management and services.
- Other duties, as required.

Supervision Exercised: Directs and supervises library technical staff

Required Knowledge, Skills, and Abilities:

- Demonstrated organizational skills in planning, prioritizing, and achieving goals.
- Experience with digital collections architecture and infrastructure.
- Experience developing functional requirements and workflows for programmers building new content management applications and databases.

- Experience in the development and maintenance of web sites.
- Broad understanding of archival and digital technology related activities in a special library setting.
- Knowledge of emerging trends in digital technologies and archival practice and where they might intersect.
- Knowledge of standards-based metadata schema, such as EAD, XML, MODS, and METS.
- Knowledge of digital archival records management practices.
- Knowledge of digital preservation best practices and standards for a variety of formats.
- Knowledge of principles, practices, and trends in archival administration, methodology and the use of sources.
- Ability to think creatively and problem solve.
- Ability to plan, coordinate, and implement effective programs, complex projects, and services.
- Ability to take initiative and work independently and collaboratively.
- Ability to work independently and as a member of a group in a changing environment.
- Record of successful performance of duties in prior job(s).
- Thorough knowledge of the principles, theories, objectives, and practices of library management and library science.
- Strong commitment to excellent customer service.
- Excellent oral and written communications skills.
- Ability to prepare reports in a clear, logical manner.
- Ability to comprehend and apply library policies, procedures, and rules.
- Ability to keep records accurately.
- Ability to interact courteously and effectively with management, employees, library staff and the library's business contacts.
- Ability to plan, organize, supervise, and evaluate the work of employees in diversified library activities.
- Ability to initiate, organize and follow through on programs, services, and projects.
- Solid knowledge of current trends and developments in the library profession.

- Thorough knowledge of print, non-print and electronic resources.
- Knowledge of and ability to use library automation systems.
- Knowledge of marketing and social media.
- Working knowledge of public relations procedures.
- Ability to represent the library at meetings.

Minimum Qualifications: ALA-accredited Master's Degree in Library and Information Science plus 5 years of increasingly responsible experience as an archivist to include 3 years of supervisory experience.

Physical Requirements:

- Ability to perform duties in an office environment.
- Ability to work in an environment subject to continuous interruptions and background noises.
- Ability to work under stress from deadlines, public contact, changing priorities, and conditions.
- Ability to operate computers with proficiency using library software, word processing, and the Internet.
- Ability to view a computer monitor and/or operate a keyboard for extended periods of time.
- Ability to move and lift up to 25 pounds.
- Required to stand, walk, bend, kneel, crawl, reach, climb, balance, and sit on a regular basis.
- Required to talk and/or hear; use hands to operate objects, tools, and controls; and reach with hands and arms on a regular basis.
- Vision and hearing correctable to within normal range.
- Ability to read printed materials and information on computer screens.
- Ability to communicate effectively with individuals in person, over the telephone, via the printed word, and online.

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- Ability to file books, periodicals, files, reports, notebooks, etc. on shelves up to 7 feet from the floor.
- Ability to work flexible hours.
- Ability to travel to attend various conferences and meetings.

ACCOMMODATIONS: Accommodations may be made within reason to enable qualified individuals with disabilities to perform the necessary duties of this position.

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## Evaluation Plan

Programs and Services fall under one of four main areas: Reference/Research, Archives, Liaison, Training. All programs and services will be evaluated for the following metrics: cost, user satisfaction, response time, cost/benefit ratio and actual use of the service.

All programs and services will collect statistics at the point of delivery, which will in turn be used to evaluate their success. The library will collect statistics using software that will allow for ease of performing necessary calculations and preparation of reports.

Evaluation will be determined for each metric as follows:

**Cost:** The cost of a program or service will be determined by dividing the budgeted amount for the program or service by the relevant cost driver for the activity. For example, the research service would use *number of research requests* as the cost driver. If the estimated annual number of research requests were 4000, then the allocation rate for research requests would be \$9.13 per requests ( $\$36500/4000$ ). Programs with a cost variance greater than 10% will be evaluated for cost benefit ratio and user satisfaction.

**User satisfaction:** Customer satisfaction surveys with random incentives will be conducted for ongoing services such as reference/research, liaison, archives and interlibrary loan. All programs of a limited nature will be evaluated immediately upon completion through exit surveys.

Programs and services will be considered to be successful if they receive an 80% percent approval rating, meaning that 80% of the total participants express satisfaction with the program or service delivered. A ten point Likert scale will be used.

**Response time:** The reference/research, liaison and inter library loan services will collect information regarding the length of time it takes to conclude various transactions with users. The average response time will be determined by dividing the length of response time (in hours) by the total number of transactions. Appropriate response times are considered to be less than 24 hours.



Cost/benefit ratio: Annual revenue for BethSoft is \$7.5 million (Indeed, 2012). Dividing the annual revenue by the entire library budget of \$403,000 gives a cost benefit ratio of 18.61. In other words, for every dollar invested in the library, BethSoft sees a return of \$18.61. Individual programs will be evaluated for their cost/benefit ratio in terms of the total library budget. A program will be thought to have a favorable cost/benefit ratio when its individual cost/benefit does not deviate more than 10% from the cost/benefit for the entire company.

Actual use of services: Actual usage will be evaluated by transaction counts for each service. Statistics will be collected daily, tabulated monthly and reported quarterly and annually. Monthly statistics will be averaged over each quarter, and each quarter will be averaged over the year. Program variances that are greater than 10% between quarters will be evaluated for cost, cost/benefit ratio, and user satisfaction.

Archival services will be evaluated by predetermined quarterly and annual goals. Each quarter the archival committee will meet to determine the absence or presence of satisfactory progress toward these goals.

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