Assessing Library Performance Using the Baldrige Criteria for Performance Excellence: Role Model Practices

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BACKGROUND

The Information Services Office (ISO) at the National Institute of Standards and Technology (NIST) provides professional scientific and technical information assistance to NIST research staff throughout their research and publishing cycles through the activities of three programs: (1) the Research Library and Information Program; (2) the Electronic Information and Publications Program; and (3) the Museum and History Program. ISO staff work across these organizational lines to lend skills and expertise to projects in order to provide seamless services to customers and achieve the most effective outcomes.

This approach to serving the customer, as well as the start of ISO's journey of transformation, began in 1997. Over the last 13 years, ISO has transformed into an organization in which systematic evaluation and assessment backed by analysis and knowledge sharing are embedded and evident throughout the organization. In 2007, ISO undertook a formal organizational assessment using the Baldrige Criteria for Performance Excellence through its participation in the Maryland Performance Excellence Award (MPEA) Program.

This poster highlights several role model practices identified by the MPEA Examiners which can be adapted and used by other organizations. A companion poster describes the overarching framework and systems that provide the holistic view for measuring and improving ISO's organizational performance. Those systems can also be adapted for use by other organizations.

PATHWAY TO BUILDING A CULTURE OF ASSESSMENT

ISO has developed and sustained an ongoing culture of assessment through the alignment of employee annual performance and professional development plans with ISO's strategic and operational plans. The Vision, Mission, Values, and Strategic and Operational Goals provide the framework for employee learning. Each employee's performance plan is directly linked to ISO's Strategic and Operational Plans and key organizational competencies. ISO budgets each year for the cost and time for workforce development. To assess the impact of the investment in staff training and professional growth, ISO staff report twice a year on how they are applying their training to their work assignments. In reporting, each employee describes their application of training, as evidenced by, but not limited to: creation of a tool or information product; integration and consistent use of acquired skill or skills into a specific project or ongoing activity; or information gathering for specific recommendations.

Recruitment of new staff targets needed skill sets and the embodiment of ISO's Values. This systematic approach to individual training, professional growth, and recruitment contributes to ISO's organizational performance excellence, improvement, and sustainability. Today, ISO's workforce demonstrates high levels of expertise and a focus on knowledge sharing and impact, resulting in innovative approaches to service delivery and increased customer satisfaction and loyalty.

RESEARCH LIBRARY COLLECTION IMPACT

MEASURES PORTFOLIO

Feedback from the MPEA Examiners strengthened ISO's ongoing efforts to create a measures portfolio comprised of metrics related to assessing the organization's impact on NIST. An ISO team further developed and refined this portfolio and identified appropriate tools for managing the content. The portfolio contains both previously existing and newly created measures. These measures integrate with ISO's Strategic and Operational Plans and cascade into Individual Performance Plans. This approach assigns ownership of each measure and accountability for tracking and reporting on the measure.

The portfolio contains measures in the following categories:
- Workforce
- Core Services
- Leadership & Innovation
- Work Processes
- Customer Focus