Assessing Library Performance Using the Baldrige Criteria for Performance Excellence: Framework and Systems that Focus on Results and Ensure Sustainability

INTRODUCTION

THE SYSTEMS APPROACH

Successful management of organizational performance requires interconnected systems linking goals and strategies to customer/stakeholder requirements, key processes, and measures. This systems-oriented approach ensures consistency across plans, supports organizational learning, and achieves effective results. This poster illustrates the methodologies used by the Information Services Office (ISO) at the National Institute of Standards and Technology (NIST) to enable a continuously evolving and sustainable focus on outcomes and performance excellence. Examples of these interconnected ISO systems can be viewed on the side panels of this display. The companion poster depicts Role Model Practices.

KNOWLEDGE CONTINUUM (KC)

The Knowledge Continuum (KC) provides the overarching philosophy that drives ISO’s products and services. It illustrates the various stages and elements involved in the research process. In support of this, ISO’s operational and strategic frameworks identify services, resources, and approaches that map to the KC, allowing the NIST researcher’s need to be met in a variety of ways. Through innovation and creativity, the highest standards of customer service are achieved. The KC provides a framework on which policies and procedures are based.

PERFORMANCE FRAMEWORK SYSTEM

ISO uses the Baldrige Criteria for Performance Excellence framework to provide the overall systems perspective for guiding improvement efforts. The Baldrige framework is a holistic view of the entire organization. The categories include: Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, and Knowledge Management; Workflow Focus; Process Management; and Results. In alignment with the Baldrige framework, the ISO Management Team (MT) creates ad hoc teams to assess critical processes, products, and services, and make recommendations for improvements. Implementation of improvement activities becomes part of Individual Performance Plans (IPPs). Each employee has an IPP that identifies critical activities as well as standards and benchmarks for evaluating performance that includes strategic and operational activities, as well as professional development and teamwork activities.

The graphic below shows the Baldrige categories and some specific examples of ISO’s activities in each of the categories.

WORKFORCE FOCUS

ISO’s values support high-performance work and staff engagement through the Workforce Performance Management System (WPMS) displayed below. Through individual development opportunities, challenging and varying work assignments, and incorporating opportunities for innovation and experimentation, ISO’s iterative WPMS provides the framework for high-performance in individual and organizational achievement. Customer needs and ISO business focus issues are key inputs in the WPMS through the strategic and operational goals.

Another tool ISO uses to actively pursue professional development and knowledge-sharing is Individual Development Plans (IDPs). IDPs identify short- and long-term professional growth objectives, developmental assignments, and other activities required to meet those objectives.

Library Assessment Conference, Baltimore, MD, October 25-27, 2010