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

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## SYSTEMS EXAMPLES

### LEADERSHIP

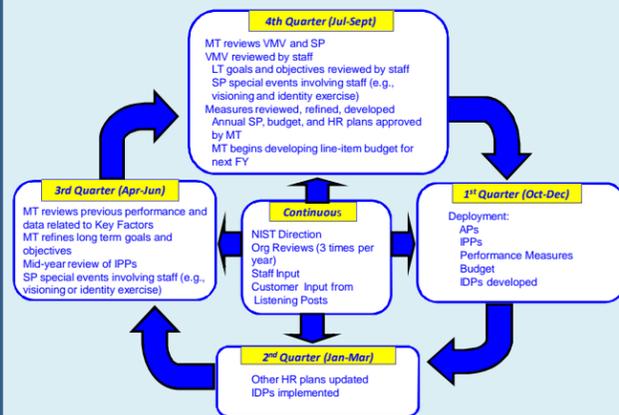
The ISO Vision, Mission, and Values (VMV) are the basic framework within which the MT leads. The MT makes connections to the values statements regularly and as a means to operate with ethical and legal behavior. The MT believes in shared leadership and has created several integral systems to achieve this, including the Vision Implementation Program (ViP) described in the model below. The MT creates a sustainable organization through succession planning, mentoring, developmental assignments, career ladders, and new leader programs. The MT creates an environment for performance excellence through performance planning, reward, and improvement policies. The MT creates a culture of excellence for organizational and employee learning through a Workforce Development Learning System.



CORAGGIO MODEL

### STRATEGIC PLANNING

ISO conducts strategic planning annually through a formal participatory process that has evolved into a cyclical process driven by the VMV. Staff buy-in and involvement in the Strategic Planning (SP) process is critical to its success.



STRATEGIC PLANNING PROCESS

The SP process begins in the 4<sup>th</sup> quarter of the fiscal year (FY) when the MT reviews the VMV. The process is tied to the NIST SP timeline and is fine-tuned as needed to achieve improvements. The MT determines long-term goals and objectives and high level action plans (APs). From these, detailed APs are formulated with staff input. Once high level APs are in place, the MT works through setting the stage for the planning process by having discussions with staff about the VMV, and long-term goals. Employees provide feedback using a variety of mechanisms.



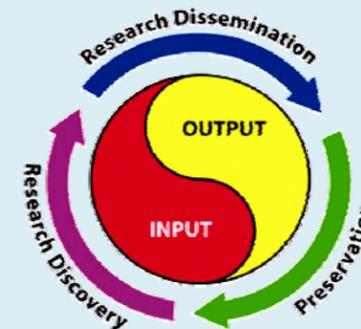
## INTRODUCTION

### 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 needs 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.



KNOWLEDGE CONTINUUM

### 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 include 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.



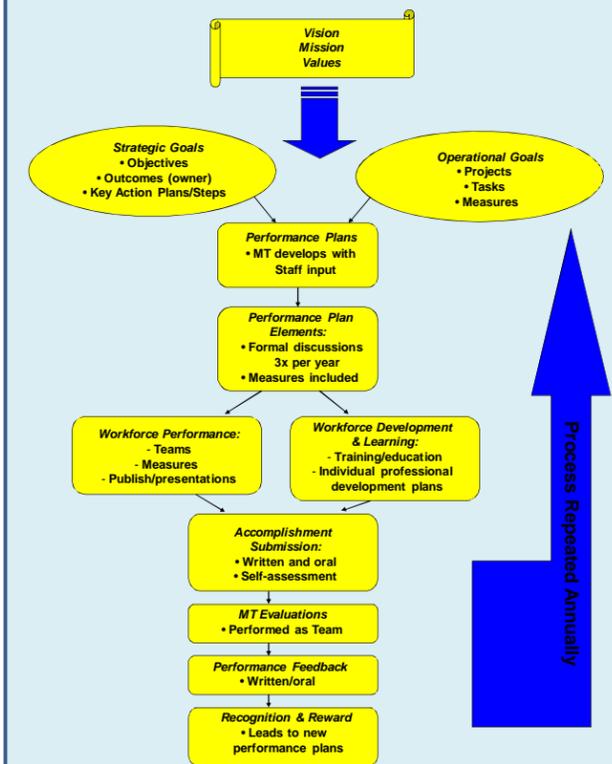
BALDRIGE FRAMEWORK

## SYSTEMS EXAMPLES

### 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.



WORK PERFORMANCE MANAGEMENT SYSTEM (WPMS)

Communication at all levels is vital to the success of the WPMS. The system provides regular formal feedback opportunities from staff and the ISO MT to discuss projects, accomplishments, and review performance. In addition, the MT collaborates to ensure that each member is well informed and up-to-date regarding status across inter-office activities. The MT communicates regularly with the staff regarding ISO objectives, progress, and performance. This helps to reinforce the sense of ISO "identity" that contributes to workforce engagement.

