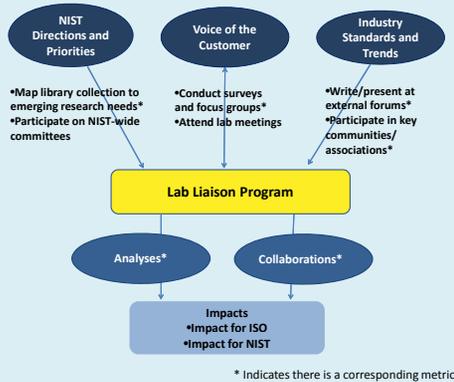## CUSTOMER RELATIONSHIPS

ISO has numerous ways to listen and learn from its customers. The Lab Liaison Program fosters communication and collaboration between ISO librarians and NIST researchers. It uses personal relationship building with customers to gather feedback for strategic planning, enhancing products and services, and improving operational processes. A key component of the Program is the teaming and collaboration among the Liaisons. Metrics tied to this Program are identified in the graphic below.

NIST Directions and Priorities
• Map library collection to emerging research needs*
• Participate on NIST-wide committees

Voice of the Customer
• Conduct surveys and focus groups*
• Attend lab meetings

Industry Standards and Trends
• Write/present at external forums*
• Participate in key communities/ associations*

Lab Liaison Program

Analyses* **Collaborations***

Impacts
• Impact for ISO
• Impact for NIST

* Indicates there is a corresponding metric

LAB LIAISON PROGRAM

KNOWLEDGE SHARING

ISO uses several methods and tools for managing and sharing knowledge across the organization. The emphasis on a knowledge-sharing environment enriches and reinforces collaboration among the ISO staff and with ISO customers. Demonstration of this ISO Value is acknowledged through reward and recognition mechanisms.

Effective knowledge sharing enables fact-based decision-making and planning based on data, analysis, and outcomes. Staff create action plans, set goals and targets, monitor progress, and evaluate outcomes and impacts for major assignments. No assignment is considered complete until it has been documented, assessed, and shared with others.

REPOSITORY TEAM COLLABORATION SITE

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 the 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.

Vision, Mission, Values / Strategic and Operational Plans
- Create the transformative culture
- Align with NIST mission and priorities

Skills Assessment and Gap Analysis
- Identify organizational competencies
- Identify skill strengths, areas of expertise, and needs

Individual Performance Plans
- Map to ISO Strategic Plan
- Address work assignments & competency growth areas
- Identify measures for success

Individual Development Plans
- Map to competency growth areas
- Identify long- and short-term goals, training, and developmental assignments

Training Assessment
- Assess impact of investment
- Assess how staff are applying training

WORKFORCE ALIGNMENT

MEASURING IMPACT

ISO has created metrics to assess its impact on NIST's overall research. One metric was designed to assess the Research Library's collection in terms of its impact and influence. Each year, ISO identifies the most highly cited articles published by NIST authors in the previous year. ISO analysts then calculate the number of references cited within each article that come from titles available through the Research Library. In this way, ISO can demonstrate that the collection facilitates NIST's ability to conduct research that enhance its reputation as an organization.

RESEARCH LIBRARY COLLECTION IMPACT	
Time Frame	Jan 1- Dec 31, 2009
Data Set	55 Selected Papers
Methodology	1. Select NIST-authored articles with highest citation rate for selected time frame 2. Determine source title for each citation in each article 3. Identify which source titles are part of Research Library Collection
Key Metrics	**Mean of 94%** – average number of journals cited that are in collection **Mode of 100%** - most frequently had 100% of citations **Median of 98%** - middle number in data set
Other Results Noted	• Number of authors outside NIST indicating collaborations • Number of journals in collection that leading NIST authors publish in

EXAMPLE OF IMPACT METRICS

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

Core Services:
- Effectiveness
- Efficiency

Leadership & Innovation:
- Key Communities
- New Products
- Recognition

Workforce:
- Development
- Satisfaction
- Engagement

IMPACT MEASURES

Customer Focus:
- Lab Liaison Program
- Collaborations
- Relationships
- Listening Posts

Work Processes:
- Financial health
- Effectiveness
- Efficiency

IMPACT MEASURES