libraries for life

Contents

MRS ELAINE NG

Chief Executive Officer
National Library Board

CE Foreword

NLB is honored to receive the Singapore Quality Award (SQA). This award is an important milestone in our pursuit of organisational excellence in fulfilling our vision – Readers for Life, Learning Communities, Knowledgeable Nation. We are indeed thankful for the recognition of the value of NLB's libraries to the community.

The SQA is very special to NLB as it signifies how far we have come. Being conferred the award is a celebration and acknowledgment of NLB's contribution to Singapore's literacy and learning. The award also validates our efforts in achieving our vision of a vibrant reading and learning culture among Singaporeans. It shows that we are on the right track, especially in a world where the way people read, learn and use information is constantly changing with technology.

As a leading library in Singapore, we have shown that being innovative has enabled NLB to stay relevant with the times. This has meant new ways of thinking about the value we deliver, re-inventing the way we do things, and daring to change. Leveraging on the business excellence framework and processes has helped us to steer the organisation towards meeting the needs of Singaporeans and contribute to learning at a national level.

Our people are the heart and strength of NLB, and this award is ultimately dedicated to all NLBians. NLB is proud to have passionate and committed staff who work tirelessly to serve fellow citizens in their lifelong quest for knowledge.

Lastly, NLB is privileged to share with you some of the insights and experiences of NLB's business excellence journey. We hope the sharing will benefit you and inspire your organisation in the journey towards excellence.

Organisation
Profile

Organisation Profile

A.   ORGANISATIONAL ENVIRONMENT

The establishment of the National Library Board (NLB) on 1 September 1995 marked a major milestone in the transformation of libraries in Singapore.

In the early 1990s, discussions about the role of the public library system in the Information Age culminated in a landmark study by the Library 2000 Review Committee, resulting in the formation of NLB, a new statutory board. Guided by its mission and the Library 2000 vision to expand the learning capacity of the nation, NLB developed a relevant, accessible and responsive library system catering to the needs of its user communities. Beyond the change of name and entity, the birth of NLB also marked a radical shift in organisational paradigms, moving from the reactive mode to anticipation of future trends and innovating for excellence.

In a short span of six years from establishment, NLB successfully transformed the public library system into a network of libraries conveniently accessible to the public and customised to satisfy a diversity of needs.

Moving forward, NLB's strategic plan focuses on programmes aimed at strengthening NLB's core business of promoting reading and ensuring that the positive social capital generated by libraries is enhanced.
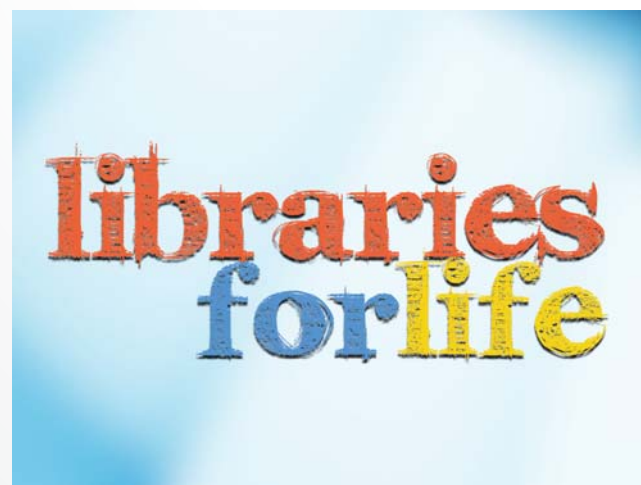
i. Organisation's Purpose, Vision and Values

With its physical and technological infrastructure well in place, NLB's Library 2010 masterplan embarked on its mission to provide a trusted, accessible and globally connected library and information service network to promote the growth of a knowledgeable and engaged society. The latest Library 2020 plan will tap on public libraries as spaces for learning and knowledge sharing as well as social touch-points for community engagement, with a vision of Readers for life; Learning Communities; and a Knowledgeable Nation.

Supporting the organisation's purpose is its core values. NLB is guided by five core values:

• Commitment to Customer Service & Excellence
• Valuing the Community
• Working & Sharing Together
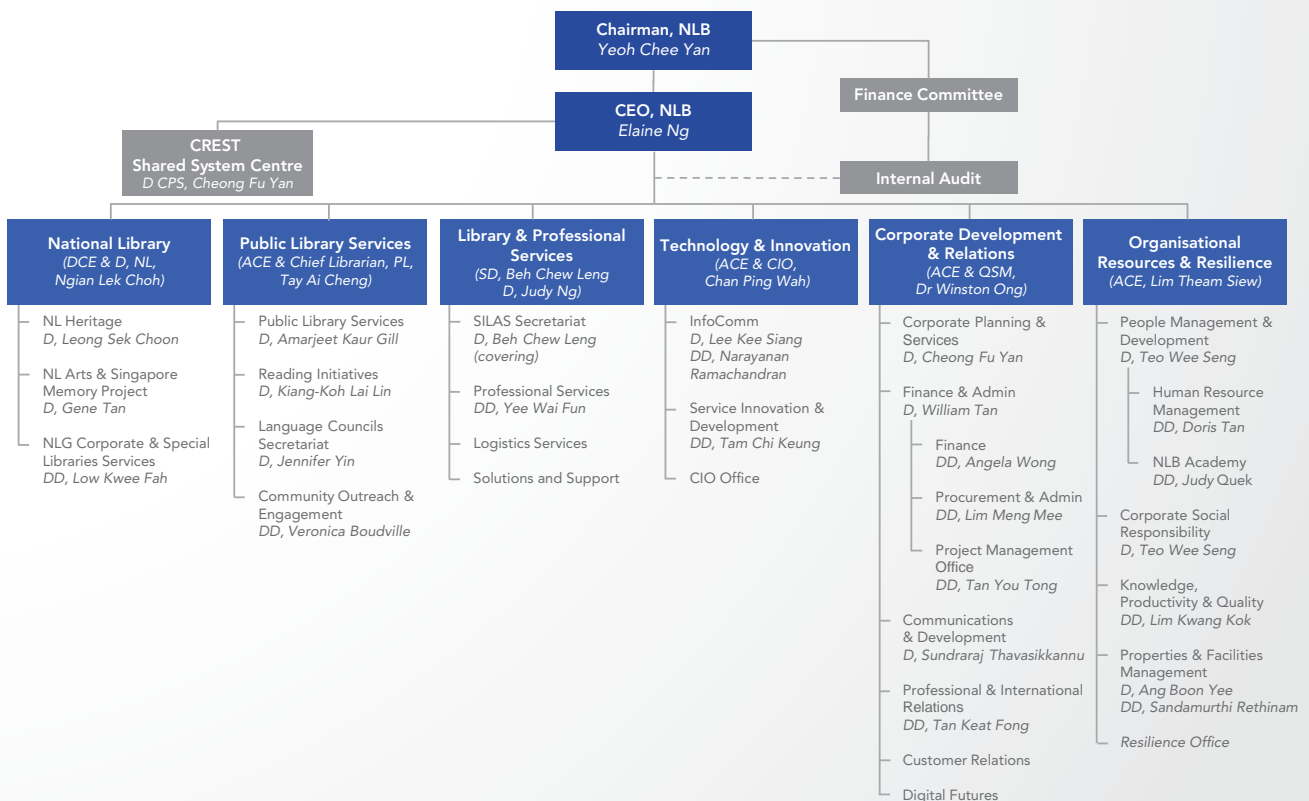• Passion for Learning
• Taking Responsibility

ii. Organisational Structure and Employee Profile

With a staff strength of 923, NLB is organised into six key functional groups (see NLB Organisation Chart). The profiles of NLB staff are as follows:

• Top Management (Senior Management Committee, Directors & Consultants);
• Line Managers (Managers, Senior Managers, Assistant Directors & Deputy Directors);
• Professionals (Assistant Managers, Librarians, Associates & Senior Associates);
• Para-Professionals & Support Staff (Para-Professionals, Assistant Executives, Officers & Other Support Staff).

About a third of NLB staff is unionised. NLB has signed a Collective Agreement with the Amalgamated Union of Statutory Boards (AUSBE) that spells out the terms and conditions of employment for its unionised staff.

NLB ORGANISATION CHART

Chairman, NLB
Yeoh Chee Yan

Finance Committee

CEO, NLB
Elaine Ng

CREST
Shared System Centre
D CPS, Cheong Fu Yan

Internal Audit

National Library
(DCE & D, NL, Ngian Lek Choh)

- NL Heritage
  D, Leong Sek Choon
- NL Arts & Singapore Memory Project
  D, Gene Tan
- NLG Corporate & Special Libraries Services
  DD, Low Kwee Fah

Public Library Services
(ACE & Chief Librarian, PL, Tay Ai Cheng)

- Public Library Services
  D, Amarjeet Kaur Gill
- Reading Initiatives
  D, Kiang-Koh Lai Lin
- Language Councils Secretariat
  D, Jennifer Yin
- Community Outreach & Engagement
  DD, Veronica Boudville

Library & Professional Services
(SD, Beh Chew Leng D, Judy Ng)

- SILAS Secretariat
  D, Beh Chew Leng (covering)
- Professional Services
  DD, Yee Wai Fun
- Logistics Services
- Solutions and Support

Technology & Innovation
(ACE & CIO, Chan Ping Wah)

- InfoComm
  D, Lee Kee Siang DD, Narayanan Ramachandran
- Service Innovation & Development
  DD, Tam Chi Keung
- CIO Office

Corporate Development & Relations
(ACE & QSM, Dr Winston Ong)

- Corporate Planning & Services
  D, Cheong Fu Yan
- Finance & Admin
  D, William Tan
  - Finance
    DD, Angela Wong
  - Procurement & Admin
    DD, Lim Meng Mee
  - Project Management Office
    DD, Tan You Tong
- Communications & Development
  D, Sundraraj Thavasikkannu
- Professional & International Relations
  DD, Tan Keat Fong
- Customer Relations
- Digital Futures

Organisational Resources & Resilience
(ACE, Lim Theam Siew)

- People Management & Development
  D, Teo Wee Seng
  - Human Resource Management
    DD, Doris Tan
  - NLB Academy
    DD, Judy Quek
- Corporate Social Responsibility
  D, Teo Wee Seng
- Knowledge, Productivity & Quality
  DD, Lim Kwang Kok
- Properties & Facilities Management
  D, Ang Boon Yee DD, Sandamurthi Rethinam
- Resilience Office

iii. Main Products and Services

NLB has created a network of borderless libraries using IT and the Internet to link Singapore to overseas libraries and information services through computer networking. By bringing libraries closer to the public, NLB has placed knowledge and information management resources within easy reach of all Singaporeans.

With its vast and continually growing collection of books and multimedia materials, the library is one of the most extensive repositories of information.

Through its links with local and overseas information database providers, NLB offers users global access to information anywhere in the world. Continually developing and offering new and improved services to its diverse users, NLB is moving toward its goal of becoming a highly respected information hub in the 21st century.

iv. Roles of NLB

NLB fulfils an important public service role for the community at large. According to the NLB Act, it seeks to:

- Establish and maintain libraries, and provide library information services;

- Promote reading and encourage learning;
- Acquire and maintain a comprehensive collection of print and non-print materials;
- Provide advisory and consultancy services on library and information services;
- Maintain a national union catalogue and a national bibliography;
- Advise the government on national needs and policies in matters relating to publicly-funded libraries and information services.

In addition to operating a network of physical libraries, NLB also offers an increasing number of services and resources through the Internet and other mobile media. NLB's core services are:

- Loan, renewal and reservation of materials;
- Programmes to promote reading and encourage learning, e.g. information literacy training, talks, workshops, seminars, school programmes, storytelling sessions, and training courses;
- Enquiry and information services–on-site, or through the phone, fax, email, regular or surface mail, and Internet;
- Access to the Internet, databases and multimedia resources.

Other value-added services provided by NLB to the members of the public are as follows:

- Loan of audio-visual materials;
- Document delivery service;
- Fee-based customised information and alert services;
- Exhibitions and conferences;
- Advisory and consultancy services in library development, training and cataloguing of materials to organisations, schools and government departments.

The various functions of NLB may be categorised under the following:

- statutory
- heritage
- social
- cultural
- academic
- economic
- advocacy

B.   ORGANISATIONAL RELATIONSHIPS

i.   Customers

NLB's main customers are members of the general public. Other special groups are the arts community, researchers, statutory boards and government departments, businesses, schools and other libraries (local and overseas). In addition, organisations and agencies such as Republic Polytechnic and the Subordinate Courts use NLB services related to library set-up and operation management, collection development and customised information services.

ii.   Suppliers & Partners

To manage its growing network of libraries without a proportionate increase in outlay, NLB outsources many of its support functions. IT vendors provide critical support services in maintaining NLB's IT systems that directly influence the operations of its library services.

Vendors providing building maintenance services also play an important role in making library facilities comfortable for users. Local and overseas vendors supply print and non-print materials to the libraries in all formats. NLB actively establishes and promotes partnerships with external organisations (overseas libraries and government agencies) for mutual benefit, leveraging partner resources to achieve its organisational goals.

iii.   Major Equipment, Facilities and Technologies Used

To provide easy access to the public as well as cater to the varied needs of its different customer segments, NLB operates the National Library and a three tier public library system, which includes regional, public, and community children's libraries. The network of libraries currently consists of:

- 1 National Reference Library;
- 3 Regional Libraries;
- 21 Public Libraries;

In addition, NLB operates 13 special libraries for various government agencies, schools and polytechnics.

Besides operating the network of libraries, NLB also operates a Library Supply Centre (LSC) and a Network Operations Centre (NOC). Both LSC and NOC provide important support services to the libraries. LSC is a one-stop centre for procuring and processing library materials while NOC provides IT support services for library operations.

Technology is the key enabler NLB uses to create significant value both internally for its staff and externally for its customers. The effective use of technology permeates every aspect of NLB's operations. For example, NLB was the first public library in the world to use Radio-Frequency Identification (RFID) technology to maximise the utility of each book and reduce borrowing queue time from 45 minutes to virtually nothing.
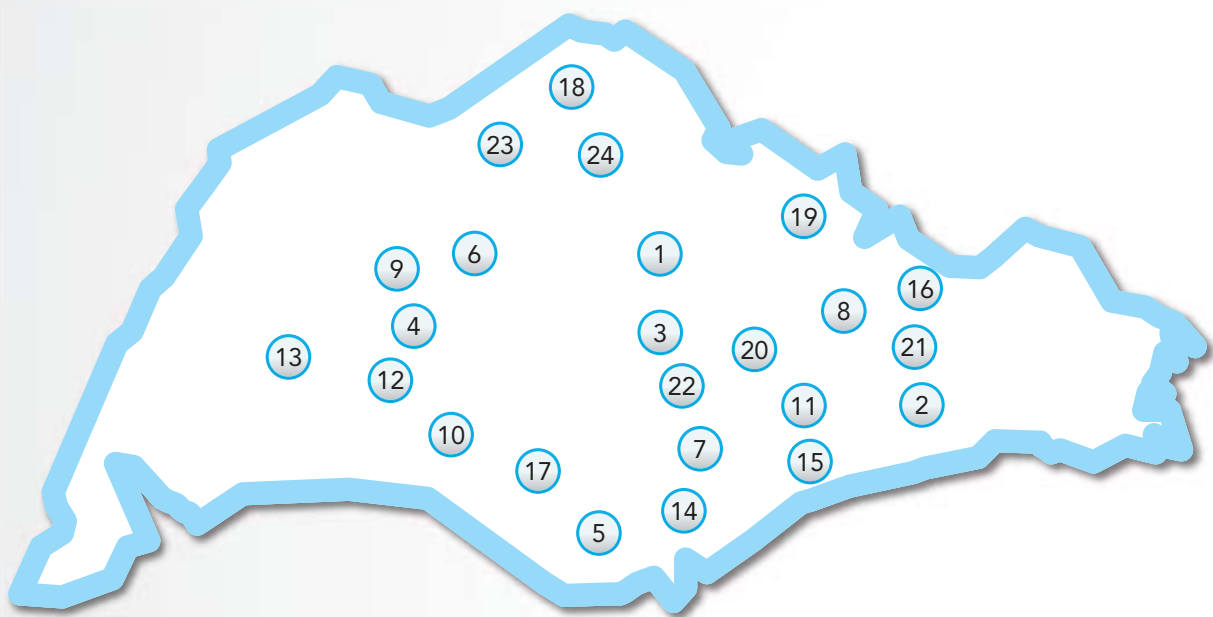
1. Ang Mo Kio Public Library
2. Bedok Public Library
3. Bishan Public Library
4. Bukit Batok Public Library
5. Bukit Merah Public Library
6. Bukit Panjang Public Library
7. Central Public Library
8. Cheng San Public Library
9. Choa Chu Kang Public Library
10. Clementi Public Library
11. Geylang East Public Library
12. Jurong Regional Library
13. Jurong West Public Library
14. library@esplanade
15. Marine Parade Public Library
16. Pasir Ris Public Library
17. Queenstown Public Library
18. Sembawang Public Library
19. Sengkang Public Library
20. Serangoon Public Library
21. Tampines Regional Library
22. Toa Payoh Public Library
23. Woodlands Regional Library
24. Yishun Public Library

iv. Regulatory Environment

NLB was established by an Act of Parliament (the National Library Board of Singapore Act 1995) under the aegis of the Ministry of Information, Communications and The Arts (MICA).

While it operates within the parameters of the NLB Act, NLB is also guided by the provisions of the Civil Service Instructional Manuals (IMs). NLB also operates within the ambit of the Copyright Act and the relevant labour, fire safety and environment laws in Singapore.

C. ORGANISATIONAL CHALLENGES

i. Competitive Environment

By virtue of the provisions of the NLB Act, NLB is the chief provider of book lending services to the general public in Singapore. It also plays a dual role as Singapore's National Library. There are no direct competitors for the provision of public library services in Singapore. In the international arena, NLB competes with international public libraries to be the best library organisation in the world. It has been among the top three international public metropolitan library systems in terms of key performance indicators. In the local arena, NLB competes with public sector organisations to provide best services to its customers. In its mission to expand the learning capacity of the nation, NLB faces competition from the Internet, entertainment sources and lifestyle pursuits for the discretionary time of its customers. NLB's visitorship, however, has outstripped that of cinemas and community clubs.

ii. Organisational Directions

NLB focuses on building Libraries for Life to support the development of strong social capital in Singapore, independent of age and life-cycle variations. NLB also focuses on Knowledge for Success, to create knowledge dividends for Singapore as a competitive, productive and innovative knowledge-based economy. NLB aspires to deliver the following:

- *A first stop for Asian content and collection services*

  NLB aspires to be the gateway to knowledge on Asia. NLB therefore needs good Asian content in our physical and digital libraries. It is hoped that in the future, those seeking information on Asia will use NLB as a preferred source of information. National Library and digital library services are positioned to deliver these outcomes.

- *A dynamic network of public libraries that are transformed into social learning spaces*

  Public libraries form part of the social glue that binds our ethnic communities, enhancing Singapore's cohesiveness and connectedness. Beyond providing access to information and content, NLB aims to provide spaces that help form social bonds and build relationships through knowledge sharing.

- *Learning communities that are self sustaining and self-renewing*

  NLB aims to nurture learning communities in neighbourhoods and workplaces. Book clubs, communities of interest, civic and community organisations are all encouraged to work with libraries to share information and knowledge and help one another learn.

- *Information and knowledge services that power a competitive economy*

  By staying abreast of the latest developments in knowledge and information services, NLB hopes to provide information and knowledge support to entrepreneurs, companies and the government to consistently sustain Singapore's global competitiveness.

- *A supportive environment for library, information and knowledge management professionals*

  In an increasingly entrepreneurial environment where knowledge is being created and exploited in a global context, NLB aims to facilitate learning opportunities for information and knowledge management professionals worldwide to apply and develop their skills and expertise to meet emerging challenges.

iii. Strategic Challenges

The following challenges will have an influence on the achievement of the NLB's long-term goals:

- Providing more diverse products and services to engage customers with increasingly sophisticated needs;
- Delivering learning and knowledge easily and affordably to level up user communities and help maintain social cohesion;
- Providing access to real-time knowledge that is necessary to succeed in a globally competitive environment;
- Creating collaborative spaces and an environment that builds social capital and delivers knowledge dividends to Singapore;
- Expanding Singapore's collection of knowledge assets;
- Optimising service and operations efficiency by aligning innovation and technology to meet escalating demand without a proportionate increase in expenditure.

Leadership

Category 1: Leadership

1.1   SENIOR LEADERSHIP

1.1a How senior leaders develop the purpose, vision and values for the organisation that focus on customers and other stakeholders, learning and innovation.

DELIVERING 2020
Libraries for Life: The Next Generation of Libraries

MICA's
Strategic Outcomes

NLB'S VISION
Readers for Life, Learning Communities, Knowledgeable Society

NLB'S MISSION
Through our libraries, we make knowledge come alive,
spark imagination and create possibilities

NLB's FOUR STRATEGIC OBJECTIVES

| 1. READING, LEARNING & INFO LITERACY | 2. NEXT GENERATION PUBLIC LIBRARIES | 3. EXCELLENCE IN SINGAPORE AND REGIONAL CONTENT | 4. DIGITAL LIBRARY, ANYTIME, ANYWHERE |

Figure 1.1.1: NLB's Mission & Vision

NLB's Mission, Vision and Shared Values

Being part of the Ministry of Information, Communications and the Arts (MICA), NLB aligns its corporate outcomes and key performance indicators with the desired outcomes of the Ministry.

NLB's mission, vision and corporate values are reviewed regularly to ensure that NLB stays relevant and effective amidst the changing external environment. A major review was carried out in 2005, and the NLB Board and MICA validated the new mission, vision and shared values in Feb 2006. A Library 2020 Strategic Planning Steering Committee chaired by CEO, NLB with Group Heads, relevant Directors and four project teams has been set up. The four cross-functional project teams have been tasked to explore the key areas of:

• Reading, Learning and Information Literacy
• Digital Library
• Singapore Content
• Next Generation Libraries.

1.1b How senior leaders communicate, demonstrate and reinforce the organisational purpose, vision and values to employees and other stakeholders.

Senior Management regularly communicate NLB's vision, mission and core values to staff, end-users, partners, donors and other stakeholders through a variety of channels. See Table 1.1.1.

	Stakeholders	Communication Channels (Formal and Informal)	
Internal	Employees	• Annual Staff Forum • Board Retreat • Communication Sessions • Management and Staff Meetings • Focus Groups • Committees • Corporate Announcements • Company Newsletters	• CE Walkabouts • CE Express-so sessions • CE Connect blog • Divisional Blogs • Induction Programme • Special Events (Family Day, D&D) • Publicity Posters • NLB Intranet
External	• Customers • Partners • Suppliers • Donors • Friends of the Library	• Meetings • Dialogue Sessions • Commitees • Appreciation Events • Volunteers Website	• Focus Groups • Corporate Websites • Newsletters • Annual Reports • Media Coverage

Table 1.1.1: Channels of Communication to NLB Staff and Stakeholders

1.1c How senior executives evaluate and improve the effectiveness of their personal leadership and involvement.

NLB's Senior Management regularly and systematically seeks feedback on the effectiveness of their leadership at three levels:

Level	Evaluation and Improvement Mechanism
Individual	• 360 Degree Feedback Exercise • Annual Performance Appraisal Exercise
Departmental	• Quarterly Comprehensive Review of KPIs at Management Meetings
Organisational	• Organisational Climate Survey (biennially) • CE's Breakfast Meetings with Group Heads • CE's Dialogue Sessions with Staff • CE's Breakfast Chats with Staff • International recognition

Table 1.1.2: Senior Management Leadership and Involvement

Individual level

<u>360 Degree Feedback</u>
All members of Senior Management go through a development programme that includes leadership assessment through instruments such as 360 degree feedback, individual coaching sessions to provide personal guidance and leadership behaviour modification to achieve effectiveness.

In 2007, Senior Directors first attended training on 360 degree feedback and on skills for giving and receiving feedback. The programme was extended to Assistant Directors and above in 2009. Feedback was provided to the participants and formal executive coaching sessions were subsequently arranged to help management work on identified areas for improvement.

Senior Management attended milestone programmes as part of their career development as well as to enable them to network with leaders of other agencies.

Departmental Level

<u>Review of Department KPIs</u>
Leadership effectiveness translates into goal achievement. Through targeted training programmes, project reviews and annual reviews, senior management tracks and improves personal performance outcomes.

In project reviews and annual reviews, NLB senior management performance is assessed in terms that include how personal leadership effectiveness affected projects assigned.

Organisational Level

<u>Organisation Climate Survey</u>
NLB Senior Management seeks out feedback from the staff, the public, external stakeholders, partners and suppliers, through a variety of channels and mechanisms.

Table 1.1.3 shows some areas where follow up action was taken to close gaps discovered by the organisation climate survey

Findings from Organisation Climate Survey	Improvement made
Communication	Communication session – CEO, NLB personally held a session to explain the results of the OCS to all staff as well as answer any questions that they might have
Work Life Balance	Steps were taken to introduce more health related courses for staff to attend. Courses include, yoga, line dancing, health talks

Table 1.1.3: Organisation Climate Survey Follow Up

International Recognition
International awards given to senior NLB executives are further testimony to the effectiveness of the improvement mechanism in place for senior executives.

1.2   ORGANISATION CULTURE

1.2a   How the organisation translates its values into policies, practices and behaviour.

NLB's shared Values	Policies	Practices	Behaviours
Commitment to Customer Service and Excellence Valuing the Community	Provide timely, useful and accessible professional research and information services, delivered consistently and affordably to meet a diverse range of needs, delight our customers with innovative improvements	• ISO 9001 • Quality Service Manager • Customer Day to thank customers • Customer relationship management and complaint handling processes • Customer perception surveys • Library design based on target customer groups • SMS Reminder, MOLLY – a fully wireless mobile library bus, to reach out to the underserved groups • MusicSG • Library in Your Pocket • E-kiosk: DIY Library • Expanded public library network to increase accesibility of information • Project Deliver Me, a community outreach project	• Personal touch and going the extra mile • Every customer is important • Listen with care to every customer feedback • Engaging the customer

NLB's shared Values	Policies	Practices	Behaviours
Passion for Learning	Various HR and Organisational Culture Development policies e.g. scholarship, training, ethics/whistle-blowing as well as policies on knowledge sharing through blogs and online forums	• Institutionalisation of Personal Development Key Result Area, staff sponsorships, overseas study trips, In-conversation, Guest Speakers Series	All staff document their achieved outcomes according to the behavourial statements in Performance Management Programme forms during appraisals
Working and Sharing Together		• Cross-functional project teams, team-based awards	
Taking Responsibility		• Knowledge sharing platforms and K-Champions programme	
		• Ethics Panel/Ethics Officer/Ethics Hotline/Ethics Handbook	

Table 1.2.1: Values are Translated into Policies, Practices and Behaviours

1.2b How the organisation permeates a culture consistent with its values, and which encourages and supports learning, innovation and achievement of organisation's objectives.

Senior Management has adopted a 3-step strategic approach of Induct, Impress and Internalise to transmit the desired NLB Culture to staff. The Shared Values are first inducted in every new staff during the staff orientation programme for new hires. The NLB Culture is constantly impressed on staff through regular training and programmes. The NLB Culture is further internalised through reviews and identification of role models who live the values in their daily behaviours. Programmes to instil and reinforce these values are shown in Table 1.2.2.
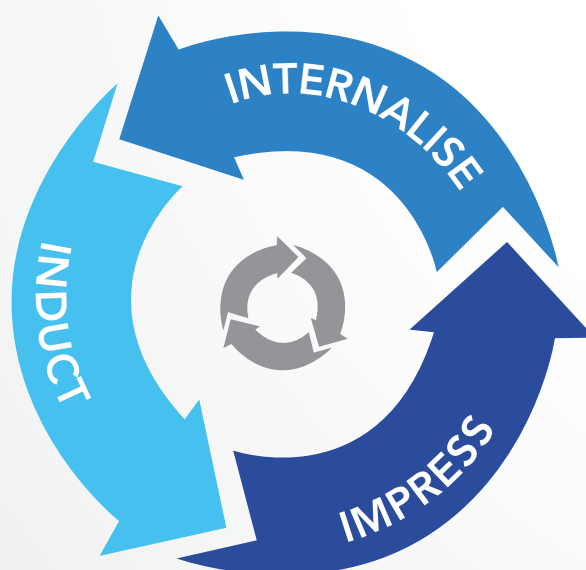
3Is Approach: Induct, Impress and Internalise

Desired Culture	Programmes to Promote the Desired Culture
Culture of Customer Service	• Systematic customer service training framework • Achieving "customer service excellence" service training programmme for all staff • Well designed customer focused services, systems and processes enabled by innovative applications of technology • Employee and stakeholder involvement to design service offerings
Culture of Valuing the Community	• Active Corporate Volunteerism Programme (CVP) • One day unrecorded leave for CVP activities
Culture of Learning	• NLB wide core training programmes • Sponsorships and education assistance schemes • Professional development programme • Professional mentoring programme
Culture of Working Together and Team Sharing	• The knowledge – sharing framework allows staff to break out of their silos and learn from each other through sharing • Teams across divisions look into corporate challenges such as cost cutting, Fine Mailers project • Other channels include Knowledge Champions, divisional blogs, staff blogs and overseas knowledge sharing blogs
Culture of Taking Responsibility	• Library managers and teams take responsibility for increasing their visitorship and loans through programmes and services • Individuals take responsibilities by enrolling in programmes, learning and personal development key results area • At the organisation level, NLB has Ethics Programme and provides an ethics hotline for staff to whistle blow

Table 1.2.2: NLB's Desired Culture and What NLB Does to Nurture Them

NLB is regularly approached by organisations to share NLB's story and best practices. In addition to hosting local and international organisations on a regular basis, Senior Management also share NLB's Service Excellence Journey, People Excellence Journey, Innovative Culture and Library Services with them during these learning visits.

1.2c How the organisation overcomes any differences between the current culture and the desired culture

NLB adopts a variety of mechanisms to review and close the gaps between current and desired culture as shown in Table 1.2.3.

Mechanism	Actions Taken to Close the Culture Gaps
Employee Engagement Barometer through Organisation Climate Survey (OCS)	The OCS gauges staff's perception and satisfaction level on NLB's culture gaps identified through OCS are acted upon and are reviewed regularly to ensure gradual closure.
Internal Feedback Loop on the Results from Customer Surveys	Results from surveys are shared with staff, and action taken.
Reinforcement through Monitoring of Performance Indicators	• Performance indicators such as staff suggestion scheme and WITs participation are monitored to ensure a culture of innovation. • Good suggestions and WITs projects are highlighted to strengthen the innovation culture
Working on Areas of Improvement highlighted through External Assessments	After receiving the Singapore Quality Award in 2004, NLB continued to benchmark with excellent organisations by participating in business excellence assessments such as Service Excellence (2009), Innovation Class (2009) and People Excellence (2010)

Table 1.2.3: Mechanisms Used to Close Culture Gaps

1.3   CORPORATE SOCIAL RESPONSIBILITY

1.3a Describe the organisation's policy and goals in relation to its contribution to the community and the environment in which it operates.

1.3b How the organisation communicates its policy and goals to employees and external parties and involves them in achieving the goals.

1.3c How the organisation establishes its governance system for transparency and accountability that is consistent with statutory and regulatory requirements or guidelines, and the protection of stakeholder and stockholder interests, as appropriate.

NLB prides itself as a caring and responsible organisation that is committed to good corporate governance by ensuring compliance with all relevant statutory requirements, promoting a sustainable environment by optimising the use of energy and contributing to the community by encouraging volunteerism from all staff.

The CSR concept and framework is based on the 3Ps of People (Social), Planet (Environment) and Profit (Governance). A committee, chaired

by Assistant Chief Executive, Organisational Resources and Resilience Group with members drawn from various divisions oversee CSR initiatives, programmes and activities in NLB.

All staff actively participated in CSR events and programmes. Representatives from individual libraries and divisions are appointed to assist in coordinating and encouraging their colleagues to participate in projects. Recruitment drives are also conducted to garner support and participation by staff. Table 1.3.1 details the programmes and activities initiated by NLB and achievements accomplished.

CSR	Committee/Division	Programmes	Goals
People (Social) Community Involvement Policy: "Valuing the Community" and developing a gracious society through community involvement.	Corporate Volunteerism Programme (CVP) team	• Adopt welfare organisations • Carry out annual Charity Book Donation Drives to donate books to welfare homes and VWOs • Carry out Book Exchange Projects to promote a reading culture and to recycle reading materials • Carry out annual Fund Raising projects • Organise Blood Donation drives • Organise Project Deliver Me for the disadvantaged • Set-up Libraries/Reading Corners at the adopted welfare organisation • Conduct regular storytelling and education activities to disadvantaged children or teenagers	• Educating and providing opportunities for staff to contribute to the community through volunteerism • Staff Participation in Community Projects • Number of Community Activities • Funds raised
Planet (Environment) Policy: To optimise the use of energy and to reduce the carbon footprint.	Property Facility Management/ Infocomm/Admin	• Incorporate 'green' and energy efficient features in the NL building • Implement Green IT in NLB	• To comply with all relevant statutory requirements, and to optimise use of energy and reduce carbon footprint. • To achieve national recognition for "green and energy efficiency" for NL building • Zero Violations (Environment Related)

CSR	Committee/Division	Programmes	Goals
		• Carry out energy efficient projects such as replacement/ optimisation of chillers, replacing non-efficient lights with energy efficient fittings	• Savings on energy consumption
		• Recycling of waste paper	• To increase waste paper recycling by 10% every year
Profit (Governance)	Finance Committee	• Finance Committee reviews of the performance of investment portfolio, financial policies and processes, internal controls as well as management reports are undertaken on a regular basis 1. approves the planned budget allocation as well as the projected reserve position for the new fiscal year 2. reviews and approves the upper and lower bounds for provision of reserves. 3. Reviews financial position and the achievements of the key performance indicators	• To assist NLB Board to review audit plans, internal control and financial results of NLB and to report to NLB Board the results of its review and the activities of the Finance Committee • Compliance to Financial Audit • Audit observations are promptly followed up and tracked to ensure remedial actions are taken to correct any internal control deficiencies
	Ethics Panel which comprises of external Board members and serves as an independent assessment panel for reported cases.	• NLB Code of Ethics and Conduct to guide NLB officers • Whistle-blowing policy • Confidential telephone number to facilitate confidentiality • Ethics Training included as part of staff orientation	• Number of ethical breaches • Number of grievances related to management raised • Number of anonymous/ethic behaviour related report/investigation

Table 1.3.1: Programmes and Achievements in Community, Environment and Corporate Governance

1.3d How the organisation evaluates and improves its governance system, and its involvement and contribution to the community, society and the environment in which it operates.

	Evaluation Mechanisms	Findings from Evaluation	Improvements Made
People (Social) Community Involvement	Committee, chaired by a senior staff with representatives from various divisions oversee the Corporate Volunteerism Programme and evaluate whether the desired outcomes have been met	The committee studies inputs and feedback from volunteers and recipients and looks at areas that need improvement or refinement. In the case of one project, "Walk for Rice", the findings included the following: i) Need for a well- planned route along heritage sites/ buildings for the walk to be more interesting and meaningful. ii) To introduce a catchy 'theme' for the walk to encourage more participation from staff and as a result more rice donations for the poor	In the example of the "Walk for Rice" programme, the National Heritage Board was invited to give short and interesting snippets of information on the history of the historical sites that participants would see as they walk round the civic district. A catchy theme with a 'fun element' would be introduced and opened to non-staff such as the building tenants, business partners and family members. The increase in numbers participating would result in more rice being donated to the poor.
Planet (Environment)	Regular monitoring of energy consumption at all library sites using the Energy Efficiency Index (EEI) as the basis. The EEI is a reading of the energy consumed per sqm per annum	Readings of the EEI are studied monthly by senior staff from the Properties and Facilities Division. A higher reading in the Index is analysed, reviewed and improvements are suggested to reduce energy consumption	Improving the efficiency of chillers. Using paints with low volatile organic compounds, day-light sensors at window facades, motion detectors,etc. Replacement of desktops with laptops that consume less energy, etc

	Evaluation Mechanisms	Findings from Evaluation	Improvements Made
Finance Governance	Quarterly Finance Committee meetings and management reports	To follow up on outstanding fines and fees	Policy on provision for doubtful debts and write off of bad debts was introduced in Dec 06 and revised in Apr 08.
		To account for donation in kind and in cash	Heritage asset policy was introduced in Dec 06 Policy on accounting for donation received was implemented in Feb 09
	NLB Board	To review the authority on project approval	A revised policy on Internal Project Approving Framework was approved by NLB Board in 28 Jul 09
	Review by Ethics Panel	To review and investigate staff complaints	All new staff undergo a mandatory eLearn course on Ethics in Action Regular updates posted on the NLB's People Management Division blog to increase staff awareness of ethics matters

Table 1.3.2: Evaluation Mechanism in Community, Environment and Finance Governance

Planning

Category 2: Planning

2.1a How the organisation determines its strategic challenges and how it develops its strategy and strategic objectives to address these challenges. Include how the organisation adopts a global perspective in its planning. Summarise the organisation's key strategic short-term and long-term objectives and goals.

NLB Strategic Planning Process

The NLB's annual Corporate Planning and Review Exercise CPR cycle allows it to react more quickly to changes in the environment. The process was subsequently refined to enable NLB to be more agile and proactive in anticipating trends and changes. CPR sessions are held quarterly, instead of annually, thereby allowing NLB to be more responsive to changes in the knowledge ecosystem by adopting a shorter "Plan, Do, Review, Learn" cycle that emphasises doing and learning rather than over-extensive planning in a dynamic environment.

NLB also regularly identifies and reviews strategic risks and can intervene at any point in time with appropriate responses.

NLB has embarked on a planning exercise to chart our strategic direction for the next 5-10 years. NLB's long term strategic planning process comprises 3 phases (see Figure 2.1.1) and begins with the Strategy Innovation phase, which identifies the strategies to face the challenges ahead.
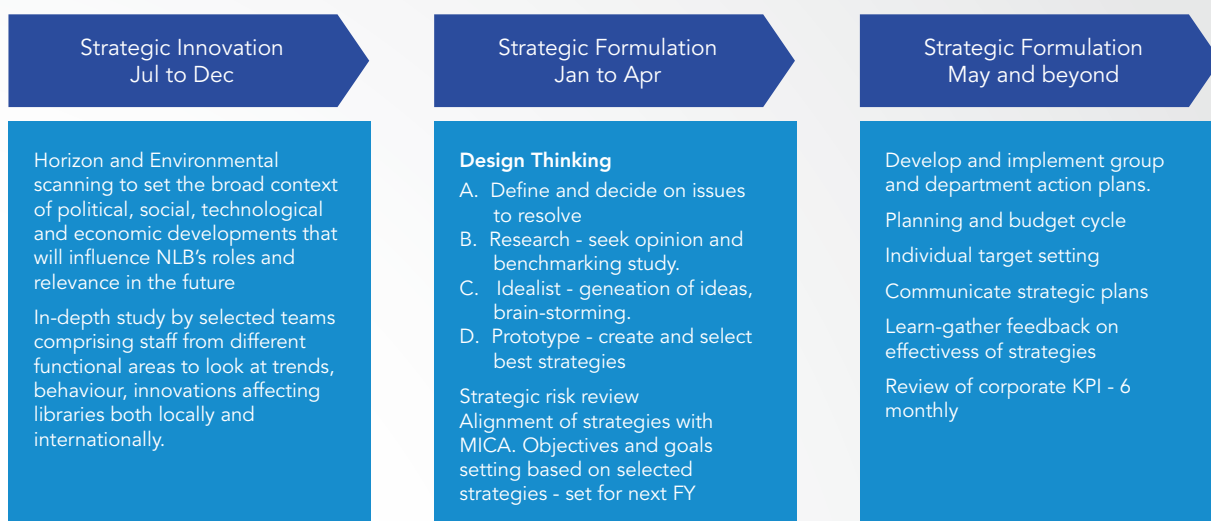
Strategic Innovation Jul to Dec	Strategic Formulation Jan to Apr	Strategic Formulation May and beyond
Horizon and Environmental scanning to set the broad context of political, social, technological and economic developments that will influence NLB's roles and relevance in the future In-depth study by selected teams comprising staff from different functional areas to look at trends, behaviour, innovations affecting libraries both locally and internationally.	**Design Thinking** A. Define and decide on issues to resolve B. Research - seek opinion and benchmarking study. C. Idealist - geneation of ideas, brain-storming. D. Prototype - create and select best strategies Strategic risk review Alignment of strategies with MICA. Objectives and goals setting based on selected strategies - set for next FY	Develop and implement group and department action plans. Planning and budget cycle Individual target setting Communicate strategic plans Learn-gather feedback on effectivess of strategies Review of corporate KPI - 6 monthly

Figure 2.1.1 Long Term Strategic Planning Process

Strategy Formulation

Alignment of NLB's Key Strategies, Objectives and Goals

At NLB, the annual corporate plan is guided by NLB's long-term strategies which provide strategic direction to achieve NLB's vision of being a vital resource for life-long learning and knowledge sharing. NLB aligned its corporate outcomes with that of MICA's. This alignment together with the KPIs developed during the CPR process, constitute the action plan for meeting NLB's strategic objectives.

NLB's L2020 long term strategies are to recreate users' total experience with NLB, so as to:

- Build the capacity for reading, learning and information literacy
- Nurture connected communities through social learning
- Connect and root Singaporeans to our shared heritage and values

NLB's medium and short term strategies and goals are in the NLB's Balanced Scorecard (BSC)

2.1b How the organisation converts its strategic objectives into action plans. Include how the financial and other risks associated with the plans are managed and how resources are allocated to support the plans.

Strategy Implementation

Guided by NLB's Strategic Corporate Outcomes, projects and action plans are being formulated into Workplans for the next financial year. Table 2.1.1 illustrates how NLB corporate outcomes provide direction to its workplans.

Aligned NLB and MICA's Strategic Outcomes and KPIs					
Strategic Outcomes	Information and knowledge services powering a competitive economy	Preferred stop for Asian Content and Collection Services	Libraries as Social Learning Spaces	Self sustaining learning communities	Professionalism and Collaborative Culture	Services Excellence
Projects Action Plans	Policy research practice, Publishing services, Copyright, Piloting print on demand, national and shared repository	Singapore Memory Project, Heritage Collection development, digitisation, NewspaperSG	Whole school reading, Children's reading festival, World book day, KidsRead, 10,000 & more fathers reading	Online virtual Ref services, collaborative Ref network service, Social Media Initiatives (specific initiatives)	ISO14000 certification, Business Excellence Ops, Staff suggestion scheme, Knowledge Culture and services	Global sourcing, Demand Analysis, Electronic selections & acquisitions, Collection planning, Data mining

Table 2.1.1: NLB's 2011 Strategic Outcomes translating to Action Plans and KPIs

Cascading balanced scorecard from corporate to division to action plans to individual

The KPIs are also linked to the individual PMPs. KPIs set at corporate or group level are cascaded down to division level and eventually translated into the staff's personal work plans via the key result areas (KRAs) and NLB shared values.

Key Performance Indicators (KPI) and related Performance Indicators (PI)		Group		Div/Dept		Ind
	Corporate	National Library Group	Public Library Group	National Ref & Special Libraries	Public Libraries	Staff KRA
Customer Satisfaction Index	Δ					
• Customer Satisfaction Index (Reference Library)		o				
• Customer Satisfaction Index (Public Libraries)			o			
• Customer Satisfaction Index (each reference Section)				o		
• Customer Satisfaction Index (each public library)					o	
• Number of compliments received						o

Key Performance Indicators (KPI) and related Performance Indicators (PI)	Corporate	Group		Div/Dept		Ind
		National Library Group	Public Library Group	National Ref & Special Libraries	Public Libraries	Staff KRA
Overall visitorship	Δ					
• National Library visitorship		o				
• Public Library visitorship			o			
• Visitorship of LKCRL level 7 to 13				o		
• Visitorship of 3 Regional, 18 Public & 1 children libraries					o	
• Number of reading programmes organised						o

Table 2.1.2: Cascading the balance scorecard   Δ : overall Corporate KPI   o : cacasded PI

Enterprise Risk Management Framework

NLB has an Enterprise Risk Management (ERM) framework to manage all strategic and operational risks. Through this process, risks are identified, reviewed and assessed with the development of control measures. Strategic risks are identified at the corporate level by senior management and owners are identified. Operational risks are also identified, reviewed and treatment actions implemented.

NLB's risk management standard takes it through a systematic process to manage risk. It establishes the strategic objectives as a major reference point for risk management. The standard then takes NLB through a series of stages to analyse risk, evaluate risk, report risk, treat risk and finally monitor risk.

Budget Monitoring & Financial Risk Management
The key financial risks that are being identified, evaluated, monitored and mitigated include: funding risks (adequacy of funds to sustain NLB's business), budget utilisation risks (risk of over/under spending), performance risk (risk of vendor not delivering), liquidity and investment risks.

Allocates Resources to support plans

Allocates Resources For Innovation Activities
NLB's innovation policy is tightly aligned to corporate strategy and is expressed in two forms. Firstly, NLB allocates resources to create an environment that everyone can experiment in without too much concern of failure. Initiatives such as rapid prototype and proof of concepts (PoCs) allow NLB to promote a strong culture of innovation within its ranks. Secondly, NLB continues to utilise IT for the development and production of value-add ideas and exceptional service.

Allocates Resources For Service Activities
Annually, NLB conducts a customer satisfaction survey (CSS) and presents the results to NLB operational groups, senior management and the Board. IT resources and systems are deployed to track customer calls at the contact centre and online collaborative environments are created to better serve customer needs.

2.1c How the organisation reviews its performance relative to its plans, and how it establishes and deploys modified plans in a timely manner.

The NLB's Balanced Scorecard places a strong emphasis on the need to develop staff expertise and professionalism by setting KPI measures and targets for employee learning and growth including the level of professionalism within NLB. These targets and KPIs are reviewed at each CPR session to take account of achievements to date and to spur NLB to continually improve on its performance.

At the strategic level, the different types of plans are reviewed and improved through feedback, mainly from the NLB Senior Management Committee and through the scanning of external literature and survey benchmarking. In addition, internal data gathering through changes in business needs are used to evaluate the strategic plans. The review is conducted annually and incorporated into the corporate planning review process.

2.1d How the organisation evaluates and improves its strategic planning process

```
[Senior Management Commitee]        [Organisation Group Needs]        [Public Demographics]
           |                                  |                                  |
           |- - - - - - - ->     [Review Organisation Strategic Planning]   <- - - - - - -
           |                                  |
[Environment/Horizon Survey/Scan]   [Introduce New Methodologies]
                                              |
[2000 Business Process  =>  [2007 Value  =>  [2010 Design
 Re-Engineering]             Innovation]      Thinking]
```

Fig 2.1.2 NLB Planning Improvement Process

At the strategic level, the planning process (Figure 2.1.2) is reviewed and improved through feedback, mainly from the NLB Senior Management Committee. The review is conducted annually and incorporated into the corporate planning review process.

Management
of Information

Category 3:
Management of Information

3.1a How information needed to drive planning, day-to-day management and improvements to the organisation's performance is selected and collected. List the key types of information and describe how they are related to the organisation's performance objectives and goals.

In NLB, the selection and collection of information is largely driven by the Corporate Planning & Review (CPR) process, performance management and day-to-day operational efficiency. Information is also harnessed, synthesised and used to better understand the needs of customers and stakeholders, thereby facilitating continuous improvement and the promotion of organisational learning and service excellence.

Figure 3.1.1 shows the NLB's Information Management Framework and how NLB selects, collects, captures, organises, uses and retains information and knowledge related to NLB's corporate strategies. Besides the 3 functional uses of information and knowledge, NLB classifies information and knowledge into 4 information perspectives of

• Planning, Strategy & Performance
• Innovation & Continuous Improvement
• Public, Patron, Peer & Partner Relations
• Learning & Growth

Vision & Mission

| Info & Knowledge services powering a competitive economy | Preferred stop for Asian content & collection services | Libraries as social learning spaces | Self sustaining learning communities | Professionalism and collaborative culture | Service excellence |

Strategic Outcomes

| Planning, Strategy & Performance | Innovation & Continuous Improvement | Public, Patron, Peer & Partner Relations | Learning & Growth |

Information Perspectives

Front end / Back end

Business systems:
- Library Management System
- RFID
- Enquiry management system
- Open Web Services

- Digital library
- eKiosk
- Blogs

- KCDHS
- Data Warehouse
- Vendor Management System

People systems:
- Intranet
- Staff portal
- IDEAS
- SandBox

- CREST
- Triple-I
- WITS
- DRMS
- The Comb
- Email
- Confluence
- Shared space

Systems

Governance, Policies, Standards & Processes

Figure 3.1.1: NLB Information Management Framework

Exploitation of Information Technology

Under the stewardship of the Infocomm Technology Steering Committee (ICTSC) chaired by the CEO, NLB has been strategically harnessing the power of IT not only to delight its customers but also optimise the value of its information assets for organisational excellence.

3.1b How the organisation ensures that information is reliable and accessible and how it is disseminated quickly to employees, suppliers/ partners and customers. Include how the organisation shares information to encourage learning and innovation.

Customers

NLB places great importance and attention to the fulfillment of its service promise. The front end and back end business systems are illustrated in the NLB's Information Management Framework (Figure 3.1.1).
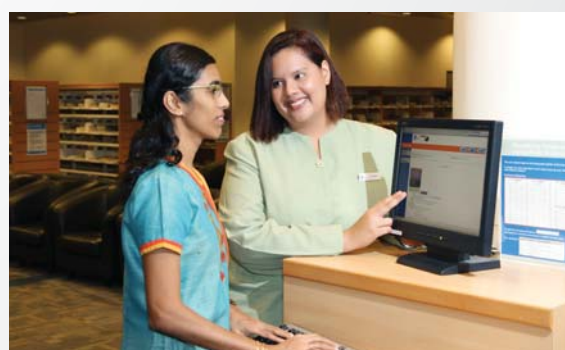
Suppliers/Partners

Major service providers of books and multimedia can access their performance assessments (e.g. Vendor Report Card) and keep up to date with compliance requirements through regular meetings and performance reports provided by NLB's Logistic Services (LS) Division.

Accuracy, Reliability and Accessibility

Online capture of transactional data by systems such as VISTA, Digital Library, Vendor Management System, Data Warehouse and CREST enables accurate and timely data analysis by process owners for planning, review and improvement actions. For data that requires manual collection, forms are used to minimise ambiguity and error. In addition, a list of commonly used abbreviations in NLB is published in the NLB Intranet to help new joiners understand the meanings of the abbreviations.

Governance and Sustainability

NLB has a comprehensive business continuity plan (BCP) that will enable NLB to recover any important data that may be lost as a result of major business disruptions such as fires, floods, power outages, etc.

NLB has formed a Data Administration Committee (DAC) chaired by a Chief Data Officer (CDO) to establish and sustain practices to improve data quality and protection.

Sharing of knowledge and information to encourage innovation and learning – Internal

An Internet-linked corporate network of over 800 workstations geographically distributed at various NLB sites across Singapore gives staff both wired and wireless access to the information essential for day-to-day operations and performance management. Off-site staff can also access the information wirelessly and securely at almost any location that have wireless access points.

3.1c How information is analysed and used to support organisational planning and review.

Examples of how information is analysed and used to support organisational objectives and support organisational service excellence are summarised in Table 3.1.1.

Information	Purpose	Outcomes
Monthly operational dashboard of KPIs	For the NLB leadership to evaluate the overall organisational health, especially pertaining to services to the customers.	NLB leadership is better able to frequently take the pulse of progress and performance, provide guidance for improvements and reinforce positive efforts and achievements.
Annual Customer Satisfaction Survey (CSS) Results	For the NLB leadership and managers to better understand the NLB customers' perception of NLB as well as their needs, sentiments and suggestions.	NLB leadership gathers a deeper insight into how customers perceive NLB and thus be better engaged with them and meet their needs, as well as identify and close service gaps.
Staff Suggestion Scheme (Triple I)	For the staff to conveniently lodge their ideas on the fly to enhance NLB's services, organisational excellence, internal processes, staff wellness, etc.	NLB and its services are continuously improved as staff's ideas are being implemented.

Information	Purpose	Outcomes
Thematic Survey Data	Targeted at issues of concern, for example, to consider how to deliver library services to an increasingly mobile patronage by polling potential and existing customers for their mobile habits and preferences.	Library in Your Pocket was conceptualised, developed and deployed, as well as continuously improved by analysing usage patterns.
Ongoing Environmental Scanning & Study Trips	To learn from fellow library practitioners and subject matter experts around the world.	Example 1: A visit to the Seattle Public Library to study their One City, One Book Program led to the implementation of the Read Singapore Program Example 2: A visit to the Australian Library & Information Professional Association conference led to the introduction of audio books to facilitate learning on the move while catering to the increasing mobile lifestyle, as well as those with poor vision.
Biennial Black Box Competition entries	For staff to put their passion into action by learning and participating in a complete innovation process from ideation to implementation. All NLBians are invited to the event to watch the ideas being presented to inspire them to be more innovative.	10 projects have been funded for further testing and /or immediate implementation.

Table 3.1.1 How Information is analysed to Support Organisational Objectives & Excellence

3.1d How the organisation manages knowledge to create value. Include how knowledge is used or acted upon for business improvements.

NLB leverages on knowledge management to deliver its organisational strategy through:

a. Learning from best practices and acquiring the skills to redevelop fundamental processes for content development, IT infrastructure development, customer facing services and environments and impact measurement

b. Taking an enterprise wide approach to managing knowledge and information about customers, partners, suppliers and stakeholders

c. Fostering cross organisation collaboration and learning networks and communities.

NLB recognises the importance of managing knowledge as an asset for the staff to function more effectively especially since the services provided by NLB are knowledge intensive. A KM framework (Fig 3.1.2) is developed to communicate the core role of knowledge management in NLB and its linkages to the NLB core businesses, as well as ensure that effective KM systems were put in place.

Figure 3.1.2 – NLB KM Framework

3.1e How the organisation evaluates and improves its management of information and knowledge.

In the evaluation and improvement of information management conducted during the CPR and at intermediate performance review meetings at the corporate, group and divisional levels, the following key factors are considered:

The reliability and usefulness of the existing performance indicators in meeting business and stakeholder needs;

New performance indicators needed to measure strategic and operational success;

The effectiveness of the current information accessibility and dissemination methods;

The need to enhance the analytical competence of staff involved in the collection and analysis of data, in addition to the basic WIT tools, and

The effectiveness of information sharing to facilitate learning and innovation.

3.2 COMPARISON AND BENCHMARKING

3.2a How the organisation selects and uses comparative and benchmarking information to improve performance.
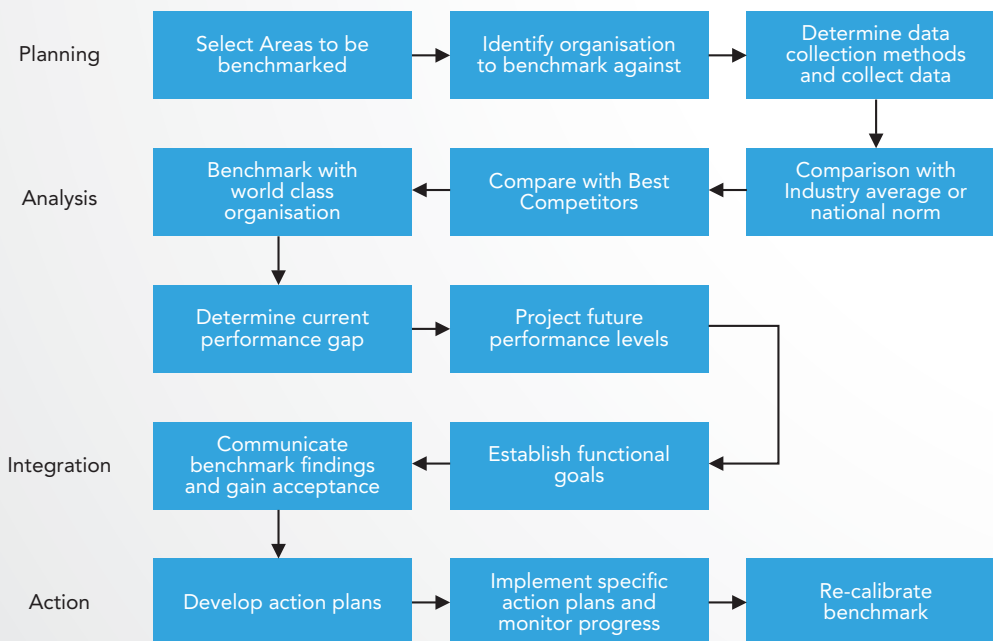
Figure 3.2.1: NLB's Comparison & Benchmarking Process

NLB's benchmarking process (see Figure 3.2.1) focuses on the achievements of 'benchmark organisations' (i.e., comparative studies in both public and private sector domains) and considers "how" the organisation achieved what it has achieved (i.e., best practices/ processes).

3.2b How comparative and benchmarking information is used to improve processes and to set stretch goals and/or encourage breakthrough improvements. Include a summary of comparative and benchmarking activities and studies done.

Figure 3.2.2 shows a summary of the comparative activities conducted.

Areas of Comparison or benchmarking (Three example shown below)	Comparative Activities	Criteria		
		Strategic Outcomes	High Impact	Position
CSI vs Top public organisations	NLB's Customer Satisfaction Indicators are compared against past SQA winners. Customer satisfaction is also compared using the SMU ISES survey and PS21Mystery customer audit.	✓	✓	✓
Corporate KPIs vs overseas partner Libraries	NLB's Corporate Key Performance Indicators are compared against overseas partner libraries.	✓	✓	✓
Building Faults Measurement	The Properties and Facilities Management Division compares NLB performance with industry standards.		✓	

Figure 3.2.2 Summary of Comparative Activities

3.3c How the organisation evaluates and improves its overall process of selecting and using comparative and benchmarking information.

Every three years, NLB conducts comparative or benchmarking projects or activities, to improve the overall process of selecting and using comparative and benchmarking information to close learning or performance gaps and improve organisational processes.

Review mechanisms	Review Outcomes	Improvement
CPR-Long Term Strategic Planning	During the Strategic Planning Innovation phase, we identified 4 areas which were critical to the success of NLB's vision and mission : • Digital libraries • Next Generation Public Libraries • Reading and Information literacy • Intellectual and Cultural Capital	We were able to be more focused in our in-depth study by 4 teams comprising of staff from different functional areas to look at trends, behaviour, innovations affecting libraries both locally and internationally in these areas.
OCS	We faced difficulty in sourcing for comparative indicators. While conducting OCS, we decided to use the external consultants who were experts in OCS data to provide us with comparative data for benchmarking.	We were able to obtain 3 levels of comparative data: 1. Singapore National Norm 2. Singapore Public Sector Norm 3. Global High Performing Norm Thus enabling us to achieve even higher standards. In 2010, we selected renowned international MNCs dealing in information and Internet Social Media for comparative comparisons of our Customer Satisfaction Index.

Table 3.3.1 Benchmarking Review Mechanisms

People

Category 4: People

4.1a How the organisation develops its human resource strategies, policies and plans. This includes how the human resource strategies, policies and plans are aligned to the strategic plans.

NLB aims to be an employer of choice by attracting, rewarding, and retaining the most suitable talent through career and personal growth opportunities and provide an environment for work life balance. HR goals are aligned with the HR strategies, supporting the overall NLB corporate strategies, mission and vision as illustrated below:

Strategic Outcomes	Information and knowledge services powering a competitive economy	Preferred stop for Asian Content and Collection Services	Libraries as Social Learning Spaces	Self sustaining learning communities	Professionalism and Collaborative Culture	Services Excellence
HR Strategies	Employee Branding	Open Communication, Working Together and Inovation	Capability Development & Career Development Opportunities	Work-Life Strategy	Competitive Compensation & Rewards	Organisation Re-structuring Leadership Renewal
HR Goals	Talent Attraction & Recruitment	Talent Development		Talent Retention		Talent Harvesting
Human Resource Mission	To position NLB as an employer of choice, we will attract, recruit, reward and retain the most suitable talent by providing career and personal growth opportunities, and an environment for work-life balance.					

Figure 4.1.1: Human Resource Strategic Planning

As NLB undergo a review of its long term strategic focus, the HR strategies are being evolved to align with the emerging changes to prepare for L2020 (See Table 4.1.1).

New NLB L2020 Focus	HR Strategies	Outcomes
• Digital libraries • Next Generation Public Libraries • Reading and Information literacy • Intellectual and Cultural Capital	1. Develop a Competency Management System to identify, measure and develop desired competencies. 2. Integrated Competency Based Human Resource Framework for recruitment and talent management 3. Adopt Online Social Learning Tool to engage Gen Y learning behaviours 4. Increase flexibility in Work Arrangement to support work life balance	1. Capability development 2. Talent Attraction and Retention 3. Employee Engagement 4. Talent Attraction and Retention

Table 4.1.1: Long term HR strategies to support NLB's L2020

4.1b Describe the organisation's human resource requirements and plans, based on the organisation's strategic objectives and goals.

Recruitment & selection policy is aligned with the human resource strategies and action plans

The recruitment and selection policy is aligned with the HR strategies and action plans to help enhance the recruitment branding and position NLB's as the Employer of Choice.

Figure 4.1.2. HR strategies and action plan

4.1c How the organisation uses feedback to improve human resource strategies, policies and plans.

HR plans are reviewed through the mechanisms during the Corporate Planning Review (CPR), the bi-monthly Human Resource Steering Committee (HRSC), quarterly Establishment Committee (EC) and periodically at the Senior Management Committee (SMC).

4.2   EMPLOYEE ENGAGEMENT

4.2a The strategies adopted and the mechanisms available to encourage and support individual and team participation in achieving the organisation's objectives and goals.

The NLB's employee engagement strategies that contribute to NLB's organisational objectives and goals are classified into three areas : Innovation, Teamwork & Team Learning and Sharing & Communication. Figure 4.2.1 shows the Integrated Employee Engagement which engaged employees at individual level, operational team level and corporate level.

NLB Vision, Mission, Objectives & Goals		
Strategies	• Create a culture of Open Communication, Working Together, and having a Passion for Learning; • Provide opportunities to innovate	
Five Shared Values	Commitment to Customer Service & Excellence, Valuing the Community, Working & Sharing Together, Passion for Learning and Taking Responsibility	
Mechanism		
Corporate Level	Operation Level	Individual Level
• Cross-functional Project Teams • Staff Surveys • Staff Forum • Black Box • Library Innovation Centre • MICA Innovation Fiesta • Excel Convention • Sports Interest Groups • Retreats	• Work Improvement Teams (WITs) • Communities of Practice (COP) • One Learning Hour (OLH) • Guest Speaker Series (GSS) • Divisional Roadshows • MICA Innovation Fiesta • Retreats	• Staff Suggestion Schemes (SSS) • Dialogues with CE • Work Improvement Teams (WITs) • In Conversation Series • e-Forums • Blogs
Key Indicators	Projects/WITs & SSS Achievement, Staff Engagement Index	
Review	Conduct comparative studies with public and private organisation, pulse survey, periodic reviews by SMC	

Figure 4.2.1: NLB's Integrated Employee Engagement Framework

4.2b The process of implementation of the mechanisms for employee engagement and the review of their effectiveness.

Mechanisms to involve employees in improvements and innovation

Amongst the mechanisms for individual staff involvement is our Staff Suggestion Scheme which yielded a number of impactful and award-winning suggestions.

Mechanisms to involve employees in team-based activities for innovation and the achievement of organisational objectives and goals.

Project-centric environment provides ample opportunities for staff from different functional areas to be involved in organisation-wide projects through online project management system (PROMS) and project management training for all executive staff.

4.2c How the organisation evaluates and improves its overall employee engagement process.

Staff engagement activities are tracked, reviewed and reported to senior management on a regular basis ranging from bi-monthly (e.g. OCS follow-ups at division level), quarterly (e.g. WITS, SSS reports) and to annual (e.g. Staff Forum)and bi-annual (OCS) meetings to evaluate effectiveness and to improve the overall process in a systematic manner.

Review Mechanism	Findings (Areas for Improvement)	Improvement (Improved process, system, approach, etc)
OCS results communication session	Communication	CEO, NLB personally held a session for all staff so that she could explain the results of the OCS to all staff as well as answer any questions that they might have.
		Introduced CE espresso and CE talk shop for informal meet CEO, NLB sessions were held for all staff to tackle areas of concerned that were identified via the OCS. These were targeted at specific levels of staff to help the staff better understand NLB policy

Table 4.2.2: OCS findings for employee engagement

4.3 EMPLOYEE LEARNING AND DEVELOPMENT

4.3a How the organisation identifies the learning and development needs for all employees to support its objectives and goals.

NLB's annual learning and development cycle engages staff at all levels to develop and contribute as a high performing workforce. Each year, the Senior Management team identifies the corporate learning priority areas for staff in line with the 6 strategic outcomes, and reviews and sets the targets for NLB's learning key performance indicators (KPIs).

4.3b How learning and development opportunities are delivered, and reviewed for their contribution to individual and organisational effectiveness.

NLB systematically tracks the learning indicators (Average learning hours, Utilisation of learning plan, Average learning places and Learning investment). In addition, it also tracks staff satisfaction scores for learning and development through the Organisation Climate Survey.

Integrated Induction Plan for new employee and existing employees given new job function

With the line managers involved, the integrated induction programmes (Table 4.3.1) adopted a multi-prong approach for all levels of staff so as to allow them assimilate to their job efficiently.

Programmes to identify, develop and retain talents with potential for greater contributions

NLB's Talent Management Framework includes identifying, developing and retaining talent with potential for greater contributions.

Leadership Development

Senior management conducts career dialogues with high potential staff and jointly agreed on the Individual Development Plan (IDP). Each IDP is personalised to meet both the organisation as well as the individual's development needs through a myriad of development options that comprises of learning programmes, job postings and projects.

| Induction Timeframe	Induction Item	Conducted by	Applicable to
1st day of joining	Structured HR Induction	HR Department	New hires
Within 2 weeks of joining/posting	Department Induction – Generic	Line Manager or designated staff	New hires/Existing staff
Within a stipulated period	Department Induction – On-the-Job Training (OJT)	Line Manager or designated staff	New hires/Existing staff
Quarterly	New Staff Orientation Programme	NLB Academy Department	New hires
3 months from 1st day of joining	Buddy System	Appointed buddy	New hires/Existing staff
Within the 1st Year	Mandatory Training Programmes	NLB Academy Department	New Hires

Table 4.3.1: Staff Induction Programme
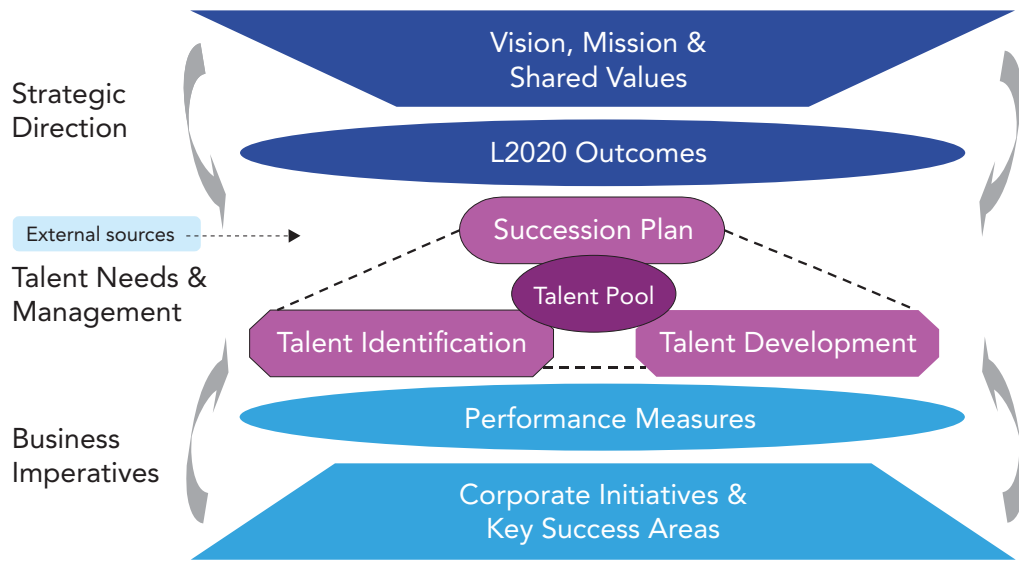
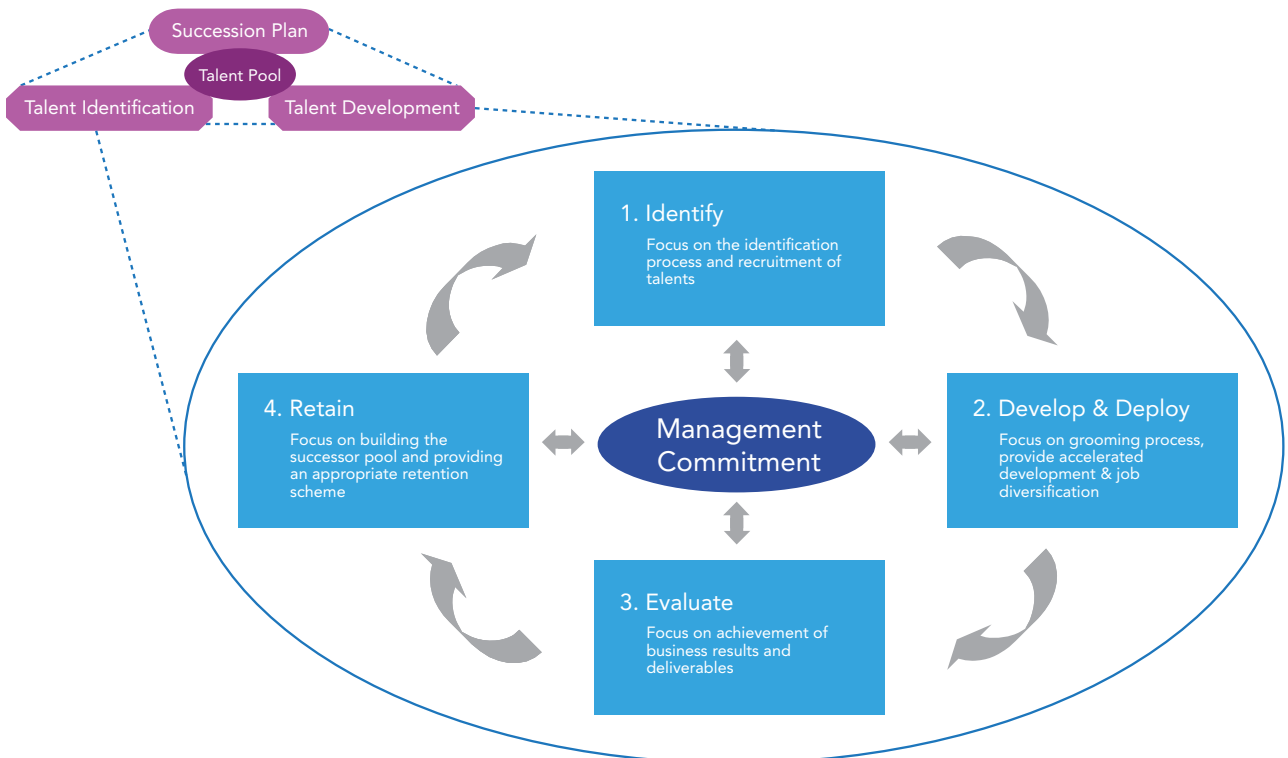Figure 4.3.1: Aligning Organisation Strategies and Talent Needs

Figure 4.3.2: Talent Management Model for NLB

4.3c How the organisation evaluates and improves its overall learning and development process.

The overall learning and development process is reviewed on an annual basis. Significant improvements identified (and implemented) from such reviews include the following:

Review Mechanisms	Finding	Improvement
Review of Awards in NLB	Need to identify and recognise role models for Learning	Introduction of the NLB Learner Award (in 2008)
Annual review of leadership programmes for NLB talent pool and succession plan	Ad-hoc leadership development	• Formulated an integrated Talent Management Framework in 2008 to identify, develop and retain the talent pool • Revised job posting guidelines for all levels of staff in 2010

Table 4.3.4: Evaluation & Improvement of Learning & Development

4.4 EMPLOYEE HEALTH AND SATISFACTION

4.4a How the organisation develops a supportive work environment that enhances employee well-being and satisfaction, and promotes a harmonious relationship between management and unions/employees. Include how the organisation supports the needs of a diverse workforce.

NLB's WorkLife Framework adopts a three-pronged approach for establishing a conducive work environment as shown in Figure 4.4.1.

Work-Life Strategy
To create a work environment that enhances customer service, effective employee development and high employee satisfaction

Mechanisms/Programme

Work Life Balance	Workplace Health Programmes (WEALTH)	Workplace Safety
Work Life Coaching Service	Health at Work Charter	Appropriate equipment provided to staff
Flexi-Work Arrangement	Monthly events	Pleasant and conducive work environment
Work Life Advocate	Regular evening classes	Compiled with statutory requirements on employee's safety
Work Life Ambassador	Annual health screening	
Corporate Volunteerism Programme	One Learning Hour	Work Injury Compensation
Work.Life.Learn Festival	Sports Interests Groups	Risk Assessment and Management
Gym, pantry and cafeteria		Business Continuity/Crisis

Figure 4.4.1: NLB's Work-Life Framework

4.4b How the organisation measures and assesses employee well-being and satisfaction.

One of the most effective feedback platforms is the Organisation Climate Survey (OCS), conducted online once every two years. The survey covers issues ranging from NLB's culture, workplace satisfaction, work-life balance, management commitment and leadership to learning and development and feedback on NLB's commitment to customer service and innovation excellence.

CEO, NLB took personal responsibility in conducting communication sessions to address issues raised by the Survey. Special focus groups and informal sessions like CE espresso & CE talk shop led by the CEO were also organised for specific level of staff to clarify and to help staff better understand NLB's policies. At the Group and divisional level, senior management have also initiated follow-ups to clarify divisional objectives and enhance innovation and empowerment, as reported in the Groups' bi-monthly reporting to SMC since Jul 09. The staff engagement levels are also

tracked at the corporate level and the results are shared with all staff.

4.4c How the organisation evaluates and improves its approach to enhancing employee well-being and satisfaction.

HR review NLB Wealth and Health programmes and activities periodically with WEALTH Committee chaired by Work Life Advocate or HR Steering Committee (HRSC).

4.5a How the organisation's employee performance management and recognition systems support high performance, innovative and creative behaviours and achievement of objectives and goals.

NLB's salary structure and policies are governed by PSD's and MICA's policies and guided by the Establishment Committee's inputs.

Staff performance to achieve the organisation's objectives, strategies, goals and targets

The NLB performance appraisal framework or Performance Management Programme (PMP) follows a 3-phase cycle that is in line with the corporate planning and review cycle, it encompasses the performance review and feedback cycle guided by the shared values principles evolves a continuous improvement process to achieving the corporate objectives.

4.5b How the organisation evaluates and improves its employee performance management and recognition systems.

In FY2008, the Open Appraisal and Communication System was fully implemented as a result of the management review. All levels of staff were told about their performance assessment and performance grading by their respective supervisors. This has not only provided clarity to the expectations and transparency in performance assessment, it has also helped to manage the staff's personal goals as well as contribute to the achievement of NLB corporate goals. All new staff joining NLB are required to attend PMP training within their 1st month of service.

Processes

Category 5: Processes

5.1a How innovation management processes support value creation. Include how creative ideas are harvested, evaluated and implemented.

An innovation process management system has been put in place at NLB to guide and facilitate the various activities relating to innovation – from generating ideas, to gathering, evaluating, and implementing them and reviewing their effectiveness

Idea generation, gathering and screening

NLB takes a proactive approach in generating and gathering ideas by focusing on processes to generate ideas internally through staff and externally through customers, suppliers and partners.

An Innovation Process (Figure 5.1.1) has been implemented in NLB to guide and facilitate the various activities relating to innovation, from generating ideas, to gathering, evaluation and implementing them and reviewing their effectiveness.
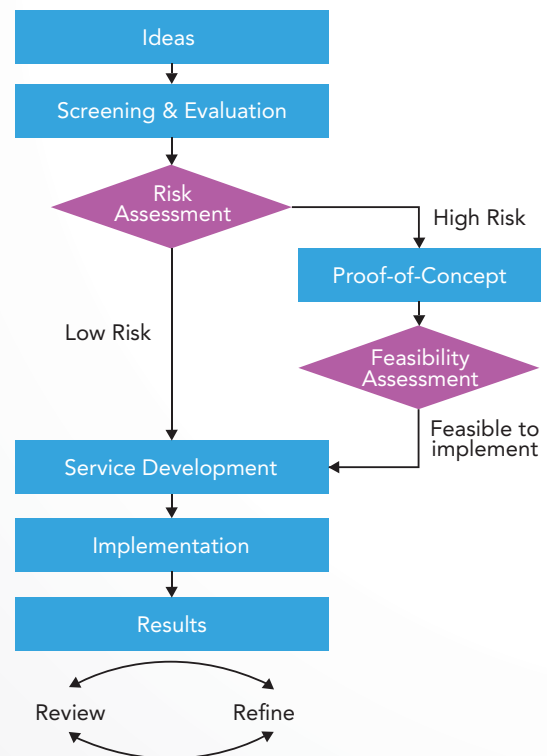

Figure 5.1.1: Innovation Process Chart

Ideas implementation and review

Ideas that are evaluated, validated and accepted are implemented through two platforms:

i) Operations implementation

The relevant division or branch would implement ideas for immediate implementation at the operations level by forming Work Improvement Teams (WITs)

ii) Project implementation

The Project Management Methodology (Figure 5.1.2) enables NLB to plan and manage the design process in terms of resources, schedule and scope in an effective and efficient manner.

5.1b. How new products and services and their related production and delivery systems are designed and introduced. Include how employees, customers and suppliers/partners are involved in the design process.

Figure 5.1.3 describes the process for developing new products and services from idea inception to implementation. NLB has adopted the Proof-of-Concept (PoC) and prototyping approach in its product and service design process. The approach enables NLB to develop and test the viability of new service ideas through rapid experimentation in an effective and efficient manner. Ideas can be tested early in the development cycle, and customer feedback is incorporated during each phase review.

Implementing innovations to achieve business outcomes

Assessing risks related to innovations

NLB has an Enterprise Risk Management (ERM) framework to manage strategic and operational risks. ERM has supported NLB in decision-making, fundamentally allowing it to understand where trade-offs could be made and what risks these entail in responding to the dynamic changes that are prevalent today.
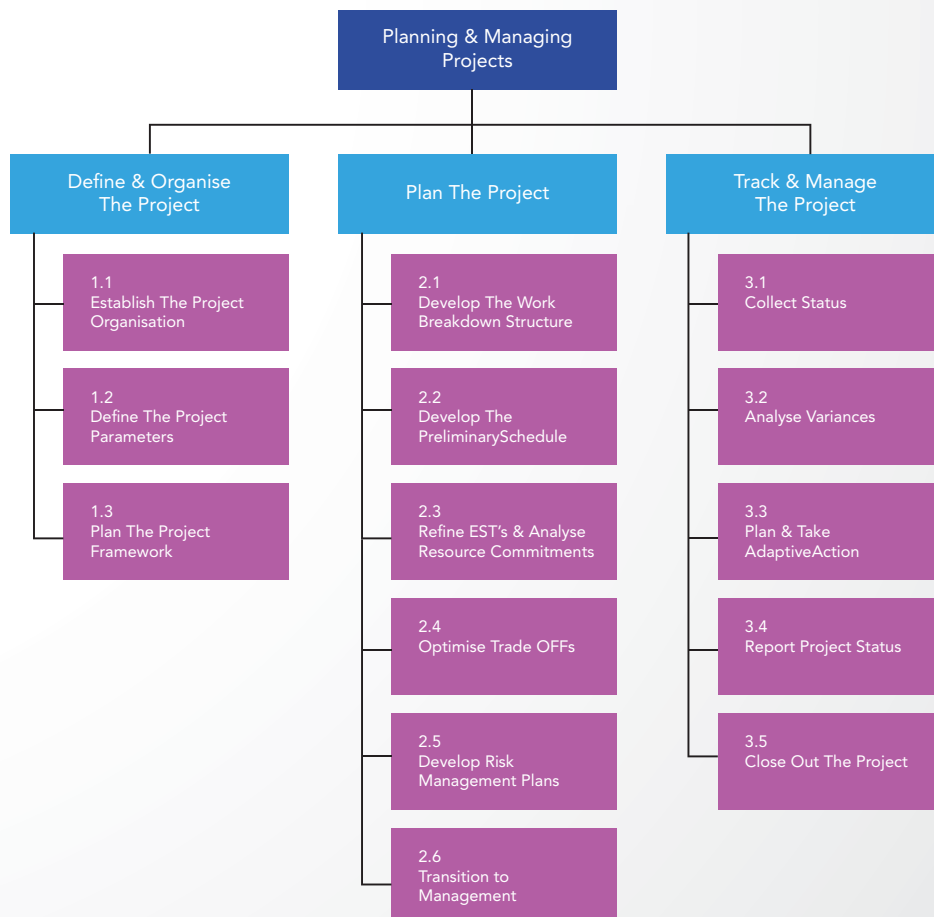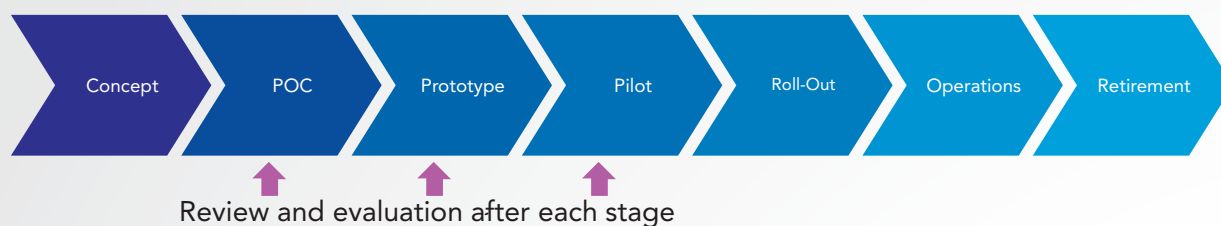

Figure 5.1.2 : NLB's Project Management Methodology

Review and evaluation after each stage

Figure 5.1.3 New Service Development Process

5.1c How the organisation evaluates and improves these innovation processes.

NLB reviews and improves its innovation and design processes at three levels:

Review Mechanisms	Review Objectives	Improvement (Improved process, system, approach, etc)
Review at strategic level (CPR process) NLB management evaluates the effectiveness of the innovation processes regularly.	Alignment of innovation to strategic outcomes	The Blackbox competition process was refined so that experienced staff are assigned to provide guidance to the winning teams. During CPR exercise, NLB management also provides innovation directions. For example, 4 focus areas have been identified for L2020 and teams formed to develop strategies and initiatives in these areas (See Category 2).
Review at project level (project close-out) Project close-outs are conducted on all projects by the project teams.	Facilitate learning and improve process	In project close-out sessions, the effectiveness of the development process and the service offerings relating to a particular project are reviewed. Successes, failures and the lessons learned are documented to facilitate learning and improvement.
Review at organisational level Review and improvements made to the innovation processes	Build innovation culture	IDEAS website is established to inculcate an innovation culture, encourage staff to creatively explore new possibilities or ideas that leverage on technology to create a new or better way of doing things. Introduction of Innovation Team awards and Team excellence awards in 2009 to encourage creativity and teamwork. Sandbox Labs setup in 2010 to enable NLB staff to carry out product testing in a safe and secured environment

Table 5.1.1: Innovation Review Mechanisms

5.2a Define the key production and delivery processes of products and services and the support processes. Include a description of their requirements and performance measures or indicators.

NLB integrates processes into management processes, key processes and key support processes to ensure products and services meet customer and operational requirements as shown in Figure 5.2.1.

5.2 PROCESS MANAGEMENT AND IMPROVEMENT

Management Processes

International Relation	Partnership Management	Knowledge Management
Strategic Planning	Innovation Management	Corporate Governance

Key Processes

Loan Services*	Programmes & Exhibitions	Collection Services
Digital Library Services		Reference & Enquiry Services*

Key Support Processes

Facilities Maintenance*	Info Comm Technology*	Library Logistics	Suppliers
Finance	Human Resource	Risk Management	

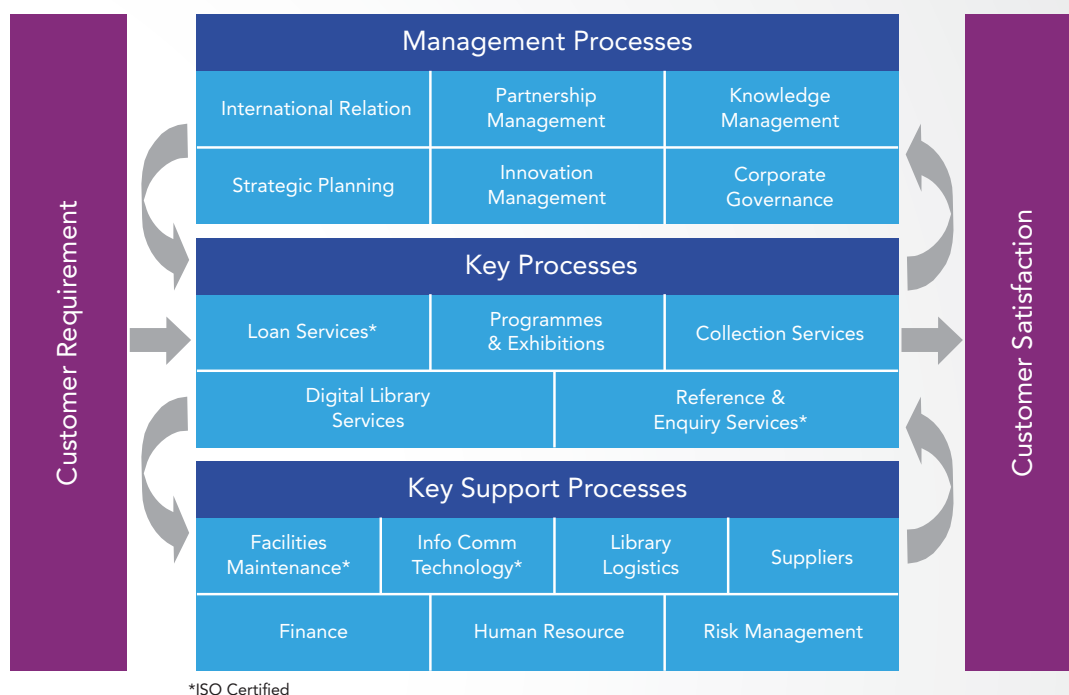Customer Requirement → Customer Satisfaction

*ISO Certified

Figure 5.2.1: NLB Integrated Business Process Framework

5.2b Describe how the organisation manages these key processes to meet process requirements and maintain process performance to ensure that products and services meet customer and operational requirements. Include how the organisation is able to sustain its operations in emergencies and disasters for business continuity.

Measuring process performance and setting targets

NLB's key business and support processes are certified ISO 9001:2008 in the management of key library operations (loan and information services and customer relations), as well as key support operations (IT support and facilities maintenance support services). To monitor the performance of key and supporting processes, NLB set performance indicators and targets

and these are regularly reviewed at appropriate platforms to ensure performance targets are met.

Sustain operations in emergencies and disasters for business continuity

NLB has also established a Business Continuity Management (BCM) framework that adopts the Singapore SS540 BCM Standard (Figure 5.2.1). This framework identifies potential impacts that threaten an organisation and provides a process for building resilience and capability for an effective response. The SS540 Standard allows identification of potential gaps, and specifies the requirements to build competence and readiness to respond to and recover from events that threaten to disrupt its business operations.
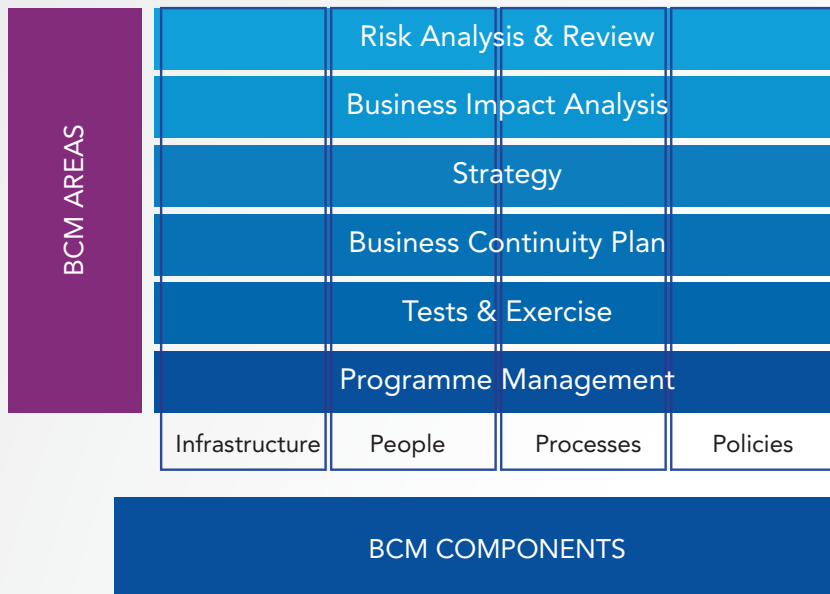
Figure 5.2.1: Business Continuity Management framework based on SS540 framework.

NLB has established Business Continuity plans for its core groups to identify the critical functions and the necessary strategies to employ to recover and continue operations specific to each group. See Figure 5.2.2.
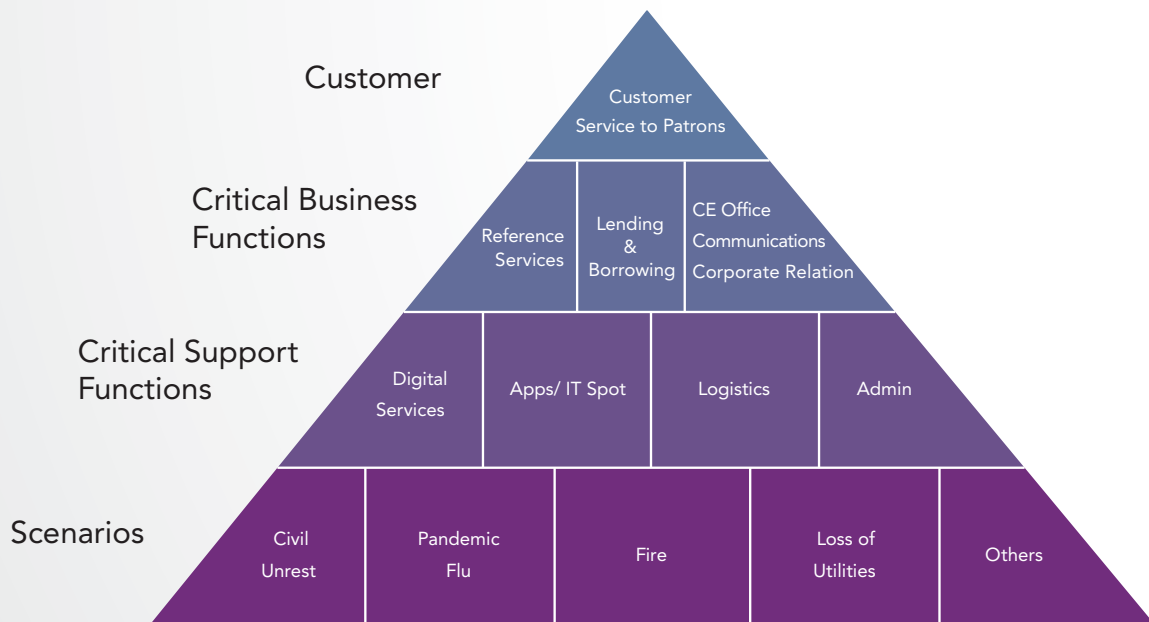

Figure 5.2.2: NLB's critical business functions.

5.2c Explain how the organisation evaluates and improves these key processes to achieve better process performance and improvements to products and services.

NLB has put in place a comprehensive set of mechanisms to implement process and service improvements;

i) Products & Services

The process indicators are reported and reviewed at management meetings. In addition, the process performance indicators are reviewed by the respective operational staff through regular staff meetings. In this way, management is kept informed of the current performance level of the key processes, and staff are also aware of the performance level of their own operational processes and are able to contribute ideas toward improving process performance.

At the individual level, there is a Staff Suggestion Scheme (Triple I) for staff to contribute ideas for improvement. There are also small group activities in the form of Work Improvement Teams (WITs) to investigate any process and service issues faced and find solutions. For issues that cut across functions, cross-functional teams are formed.

5.3 SUPPLIERS AND PARTNERSHIP MANAGEMENT

5.3a How the organisation identifies and selects its suppliers and partners. Include a description of the key performance requirements for suppliers and/or partners and how the relationship and partnership fit into the overall strategy of the organisation.

5.3b How the organisation communicates and ensures that its requirements are met by suppliers and/or partners and how timely and actionable feedback is provided to suppliers and/or partners.

5.3c How the organisation works with suppliers and/or partners to understand their needs, and the plans and processes established to help suppliers and/or partners improve their goods and services, as appropriate.

Partnership strategy

Partnerships in NLB are identified with the aim of improving internal operations and improving NLB's service to its customers, it also draws on external resources and assets to develop new products and services. Partnerships are also forged to increase NLB's resources either through new sources of funding or cost control, increase our market share, or to reduce the time to market. NLB's partners fall into one of two types of partnerships: (a) network partnerships and (b) tactical partnerships

NLB proactively works with partners through a process of regular communication. In this way, NLB establishes good rapport resulting in tangible mutual benefits.

i) Tactical partners

Sharing plans and information

A portal has been created to provide relevant information and communicate NLB's plans for the near future to enable the collection suppliers to plan more efficiently and work toward providing better services to NLB.

Providing feedback on performance

Performance information is sent to the respective suppliers to inform them of their performance. Periodic meetings are also held to discuss their performance and sharing of learning points, especially where suppliers have process-related issues or improvement ideas. Guidelines and training are provided to suppliers to help them to understand NLB's compliance procedures. Opportunities such as long-term contracts or urgent purchases are offered to suppliers who have performed well, and to those who value-add with ideas or service improvements.

ii) Network partners

Key partnership programmes involve overseas libraries, other government agencies and non-profit organisations as well as private organisations.

For MOU partners, staff visits and exchanges are the main communication channels to share and exchange ideas and to identify gaps, foster better relationships and execute the MOU. These exchanges nurture relationships and generate win-win outcomes for NLB and its partners.

Incorporating feedback from partners and suppliers into the innovation processes

NLB manages its partners and suppliers by proactively working with them to identify and develop innovation opportunities. Partner and supplier opinions are gathered and assessed through various platforms. Feedback that is assessed to be practically feasible is implemented.

Customers

Category 6: Customers

6.1 CUSTOMER REQUIREMENTS

6.1a How the organisation segments its customers and/or markets. State the customer/market requirements for each segment.

A total customer centric approach to service excellence is adopted within NLB, through ensuring a commitment to:

- Deliver our Strategic Service Intent
- Deal Well with Problems and Queries
- Provide a Personal Touch to our service & Go the Extra Mile

These commitments are in line with MICA's Strategic Outcomes of Enhanced Quality of Life, Knowledgeable and Connected People and a Vibrant and Distinctive Cultural Scene, as NLB's efforts seek to support these with our

own outcomes. The Figure 6.1.1 summarises NLB's total customer centric approach and management system.

Figure 6.1.1 NLB's Customer-Centric Management Framework, shows the relationships centred on customers understanding which then leads to efforts in targeting, delighting, collaborating with partners/vendors and finally satisfaction is measured to ensure that customers are receiving what they have requested and need. Adopting this approach has enabled NLB to clearly differentiate and identify customer requirements in terms of the different customer profiles, their respective unique developmental characteristics, learning needs and styles.

Figure 6.1.1: NLB's Customer-Centric Management Framework

6.1b How the organisation uses different listening and learning strategies to analyse current customer/market needs and anticipate future ones.

A principle that NLB upholds is to establish customer expectations and needs first before planning and developing any new or modified service or product (see Customer-Centric Management Framework in Figure 6.1.1). The mechanisms used by NLB to analyse and anticipate future and new customer needs can be classified into two broad categories: listening and learning tools (Table 6.1.1). NLB solicits customer inputs using traditional on-going customer feedback channels as well as proactive polling and brainstorming to catalyse customer thinking and expectations on their new and/or changing learning needs.

Listening Tools	Learning Tools
• Customer Satisfaction Survey	Trends Analysis
• PS 21 External Customer Perception Survey on Government Services 2005	Study Visits
• The Institute of Service Excellence in SMU carried out surveys in 2008 and 2009	Best Practices
• The Market Research Study of a new public library at *scape, Orchard Road	Benchmarking
• Forbes NCSI (Public Sector) 2009 cited NLB as 193 or 9.1% impacting satisfaction with public services in Singapore	
• Focus groups with customers	
• Customer feedback channels	
• Quality Service Manager (QSM)	

Table 6.1.1 Listening and Learning Tools

6.1c How the organisation incorporates customer requirements and future market needs into strategic and improvement plans.

Table 6.1.2 provides the service offerings for the various customer segments aligned to NLB's strategic outcomes and also their future needs.

Delighting Customers by segments		NLB Strategic Outcomes						Future Requirements
		SO1	SO2	SO3	SO4	SO5	SO6	
Children	Fun with Tots			x	x			• Engage through online community
	KidsASK			x				
	10,000 Fathers Reading				x			
	Junior Reading Club			x	x			
Teenagers	Programme zones in libraries made available as study areas in response to the need for more space for students.			x	x			• Opportunities for interaction through virtual and physical means
	Verging All Teens (VAT) at Jurong Regional Library.			x	x			
	Pseudo Book Club			x	x			
Adults	Read! Singapore			x	x			• Continuous learning • Personal Growth • Professional & Career Enhancement
	Learning communities - Taxi Sifu Chinese Reading Club, Read to Lead for adults interested in self-improvement,			x	x			
	Collaborations eg. With Marriage Central at JRL and WRL.			x		x		
	SMS Reference Service (researchers and adults)	x						
Seniors	Quiet reading rooms at standalone and regional libraries			x	x			• Accessibility to services and learning resources • Basic IT competence • Independent
	Senior Reading Club			x	x			
	Large Print materials at QUPL and TPPL			x	x			
Researchers	Music SG at NLB (a national repository of Singapore music)		x					• Research communities • Access to local heritage resources in all formats • On-time information & intelligence
	Asian-centric collection at LKCRL		x					
	Centres of Excellence at LKCRL: Arts and Heritage collections.	x	x			x		
	Newspaper SG: A digital archive of current and historic Singapore and Malaya newspapers published from 1831, enabling patrons to retrieve full-text news content via the Internet.	x	x					
	Local History service: Launched in Aug 2008, this service aims to provide resources on genealogies and family histories that are Asia-centric.	x	x					

| Delighting Customers by segments | | NLB Strategic Outcomes | | | | | | Future Requirements |
		SO1	SO2	SO3	SO4	SO5	SO6	
Disadvantaged	Audio Book collection (in four languages, fiction and non-fiction)			x	x			• Acquire reading skills and lifelong reading habits • Accessibility to library services
	Project Deliver Me			x	x			
	Molly			x	x			
	KidsREAD			x	x			
Others	driven Programming Strategy Segment-driven library programmes for children (Bounce), young people (Vibes), seniors (Life), adults (Simply, Fast Forward) and subject-driven programmes such as Heritage, Business or language-based ones (Paarvai for Tamil; Ex Libris for Chinese and Arena for Malay)							• Library as a social learning space for various niche groups

Table 6.1.2: Service Offerings by customer segmentation

Note :
Strategic Outcome 1 (SO1) : Information and knowledge services powering a competitive economy
Strategic Outcome 1 (SO2) : Preferred stop for Asian Content and Collection Services
Strategic Outcome 1 (SO3) : Libraries as Social Learning Spaces
Strategic Outcome 1 (SO4) : Self sustaining learning communities
Strategic Outcome 1 (SO5) : Professionalism and Collaborative Culture
Strategic Outcome 1 (SO6) : Services Excellence

6.1d How the organisation evaluates and improves its processes for determining current and future customer requirements.

NLB continuously reviews its process of determining customer requirements (see Table 6.1.3) to ensure that it is meeting the needs of its customers.

Review Mechanisms	Areas For Improvement	Improvements
Group Senior Staff Meeting	A review of the listening mechanisms was also carried out in 2009 when all the touch points were reviewed	Organised focus group sessions, such as the focus group session organised to gather inputs from the public before the provision of audio books for loan and other focus group sessions to gather feedback on some proposed changes to the loan policy. Such studies were carried out as a result of senior management's review and recommendations for qualitative data to complement quantitative ones.
Senior Management Meeting	Sets the corporate culture which shapes the review methodology e.g. design thinking methodology	A project methodology is adopted to incorporate the principle of establishing customers' needs via a research tool (be it survey or focus group study or environment scan) and incorporating them into the design and implementation of new services and products.

Table 6.1.3: Evaluate and improve processes for determining customer requirements

6.2 CUSTOMER RELATIONSHIP

6.2a How the organisation provides easy access for customers to conduct business, seek assistance and information, and make complaints. Describe key customer contact requirements and how these requirements are determined and deployed to everyone in the response chain.

The design of new or additional, as well as review of existing, customer touch points have taken the following priorities into consideration:

Continually develop new insights to create and improve the delivery of library and information services to customers;

Provide easy access to proactive, user-friendly, responsive and relevant services that are consistently and affordably delivered;

Increase and extend the reach of services, especially to the under-served communities.

These customer contact priorities are manifested in our READ services (see Table 6.2.1)

READ Attributes		Customer—Centric Initiatives
Relevance:	Cater to the diverse needs of the different customer segment groups	• Age specific programmes and collections • Seniors Roadmap • Young People's Roadmap
Easy access:	Easy access to information and learning opportunities	• Counter service • Contact centre • e-Resources • Services to the disadvantaged
Accurate and responsive:	Feedback channels and measurement of satisfaction	• Customer handling process • No wrong door policy • Collecting feedback from a variety of channels (face-to-face, email, fax, phone)
Delighting our customers:	Going beyond books and focusing on experience	• Empowerment of different levels of staff • Customer Appreciation Day • Focus groups with customers • Meet the customer sessions

Table 6.2.1: READ Services

6.2b How the organisation ensures that complaints are resolved effectively and promptly, and how complaints received are aggregated and analysed for use in overall improvement.

Customer Complaints Handling (Service Recovery)

The workflow (Figure 6.2.1) below shows a typical customer feedback/complaint handling and recovery process. To ensure a full, complete and sustainable response in a customer service recovery situation, NLB recognises the importance to focus recovery and concentrate analysis of findings for subsequent improvement efforts in the following dimensions:

- Customer recovery
- Process/system enhancements and improvements
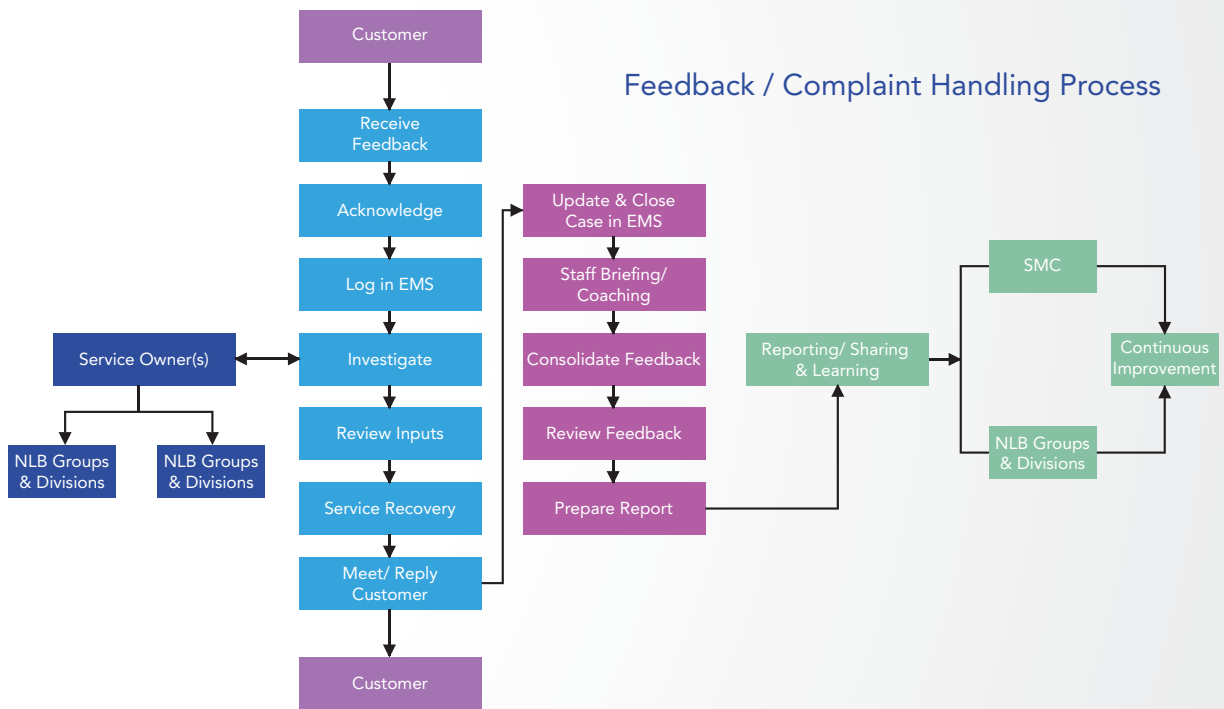- Employee empowerment to delight customers

Feedback / Complaint Handling Process

Figure 6.2.1 Customer Complaints Handling Workflow

6.2c How the organisation evaluates and improves its customer relationship management.

Customer relationship management efforts are evaluated and improved using a regular management review platform. On a monthly basis, a Service Quality Report focusing on the agreed performance standards for customer handling is submitted to monthly NLB Senior Management Committee and Group Management Committee and discussed at the monthly Group Senior Staff Meeting. Corrective actions are tracked for identified service gaps while staff compliments are regularly submitted for the quarterly internal Staff-in-the-Limelight award to acknowledge and encourage continuous excellent customer service. Communication on the service shortfalls is normally made through the monthly staff sharing sessions or region meetings.

In the case of new customer service points, products and services, customer needs are ascertained either through an environment scan and literature review or through direct customer feedback via surveys or focus groups. Post-implementation surveys are carried out to determine customer response as well as to form the basis for service enhancements. Such activities are also reported during the regular management review platforms as well as to important stakeholders such as the NLB Board and MICA.

For partner selection, this evaluation and improvement process is tied to the annual work plan cycle of the division. Based on the agreed strategic focus and work plan for the

year, partners are identified and collaborative projects are formalised for implementation. For the vendors, the customer-facing groups in NLB work out an internal service level agreement with support divisions to regularly monitor and track vendor performance. These regular meeting platforms allow recurring or new issues and concerns to be surfaced and resolved. They also allow new requirements to be given to vendors in order to ensure their responsive service level.

Review of the tools and channels used in the customer relationship management process is done during regular management review platforms. (see Table 6.2.2)

Review Mechanisms	Areas For Improvement	Improvements
Post-Implementation Review of new public library website	Need to encourage feedback from users on library services	Added "Feedback" as one of the links on the sidebar on the webpage, thus increasing visibility and ease of access for library users keen to submit their feedback on our services. The Recommend-a-Title service which receives recommendations on new library materials for NLB to consider purchasing is currently embedded within the online NLB catalogue and will eventually be placed as a more prominent link on the NLB website as a further improvement.
Senior Management Meeting	Need to provide centralised contact point to aggregate and provide better focus to customer strategies	Ongoing review of the overall process was the reorganising of key units such as the Customer Relations and QSM functions into the CE Office in FY 2010 to bring better focus to customer strategies across NLB.

Table 6.2.2: Evaluation and improvement to customer relationship management

6.3   CUSTOMER SATISFACTION

6.3a How the organisation determines customer satisfaction.

The key means of determining customer satisfaction for the various customer segment is through NLB's Annual Customer Satisfaction Survey (CSS) of library users (see Table 6.3.1).

The CSS surveys the Business and Researcher customer segment as well as the adults, teenagers and children to gauge satisfaction and needs. Thus the results allow analysis at both the overall level as well as by the category of for example the environment, or by customer segment such as the children's segment, and enables NLB and individual branches to know how customers feel.

Segment	Mechanisms determining customer satisfaction	Outcomes of customer satisfaction survey
Adult	• Customer Satisfaction Survey • SMU ISES • PS21Mystery customer audit • QSM • Meet the customer session • Focus groups	• Self service as a preferred service delivery channel • CSS highlighted the need for improved physical access to collections and services. This was addressed through OPAC clean up project. • Increased emphasis on digital and new media
Pre-schoolers, Children	• Done through parents using the above channels	• CSS results indicate poor physical conditions of the children's collections. Increased weeding and refreshing the collections followed this. • Promotion of reading • Programmes for family
Young People	• Customer Satisfaction Survey • QSM • PS21Mystery customer audit • Focus groups	• Creating social learning spaces. • Increased demand for digital, interactive and new media. This lead to gaming focus for Serangoon Public library after a successful public trial at Jurong Regional Library. • Introduction of comics into collection
Researchers and Businesses	• Customer Satisfaction Survey for researchers • QSM • PS21Mystery customer audit • Focus groups	• Preservation and accessibility to Singapore heritage • Improved online contents for researchers
Seniors/ Disadvantaged	• Customer Satisfaction Survey • QSM • PS21Mystery customer audit	• Introduce ways to help seniors to cope with self-service and IT based library offerings through literacy workshop for senior as well as outreach programmes for seniors. • Homebased services (Deliver me) to the disadvantaged • Mobile service for the disadvantaged • Audio books for seniors and disadvantaged • KidsRead programme for disadvantage children and setting up online portal

Table 6.3.1: Mechanisms to determines customer satisfaction

service gaps identified, e.g., computerisation, design of new products and services, these requirements may be incorporated into the next corporate planning process.

6.3c How the organisation evaluates and improves its overall process of determining customer satisfaction.

Customer Satisfaction Survey is carried out to measure the level of customer satisfaction of the services provided by NLB, gather future needs/requirements and close the service gaps identified during the annual Customer Satisfaction Survey. After each CSS was carried out, the results were shared at the various Management platforms and SMC and the individual branch reports shared with Managers from the libraries who drive the evaluation and improvements to address the concerns from each Survey.

Annually, NLB benchmarks its performance against that of the key public and national libraries worldwide through comparative information obtained from INTAMEL. The strengths and areas for improvement of NLB are then identified and included in the corporate planning process. If significant performance gaps exist, goals will be set and action plans formulated to bridge the gaps identified. If necessary, a benchmarking team may be formed to carry out a benchmarking project.

6.3b How the organisation translates customer satisfaction feedback into strategic and improvement plans.

The customer-related performance indicators like loans, visitorship and enquiries, are monitored monthly by NLG and PLSG as well as SMC meetings. This enables management to identify and prioritise improvement opportunities to enhance customer satisfaction. Improvement actions will be planned by PLSG and implemented through branch libraries and responsible functions.

In all the above cases where major service effort is found to be necessary to close any of the

Results

Results

NLB Customer Satisfaction Index

Index

	FY06	FY07	FY08	FY09	FY10
Target	4.30	4.30	4.30	4.30	4.30
Benchmark	4.00	4.00	4.00	4.00	4.00
Actual	4.20	4.29	4.18	4.33	

Legend: Actual, Target, Benchmark

Collection Shelf Life

Years

	FY07	FY08	FY09	FY10	
Target	4.10	4.10	4.10	4.10	4.21
Actual	4.81	4.88	4.38	4.47	4.42

Legend: Actual, Target

Total Visitorship (Physical & Digital)

Millions

FY06	FY07	FY08	FY09	FY10
44.73	45.04	43.65	44.09	44.71

Legend: Total Visitorship (Physical)

No. of Library Programmes & Exhibitions

Millions

	FY06	FY07	FY08	FY09	FY10
Target	6.04	6.50	6.61	6.93	7.50
Actual	6.47	7.44	7.22	8.15	9.73

Legend: Actual, Target

Total Loans

Millions

	FY06	FY07	FY08	FY09	FY10
Target	30.00	30.00	29.00	29.00	30.00
Actual	28.84	28.63	28.33	32.27	33.48

Legend: Actual, Target

Operating Budget Utilisation

Percent

	FY06	FY07	FY08	FY09	FY10
Target	100.00	100.00	100.00	100.00	100.00
Actual	93.04	97.07	95.00	90.00	100.00

Legend: Actual, Target

User Visits (Digital)

Millions

	FY06	FY07	FY08	FY09	FY10
Target (User Visits Digital)	7.00	9.00	9.50	4.50	6.10
Actual (User Visits Digital)	7.35	7.16	5.48	6.12	8.18
State Library of Western Australia	1.55	1.83	2.12	1.32	1.98
Ottawa Public Library		5.07	5.78	6.31	12.47

Legend: Actual (User Visits Digital), State Library of Western Australia, Ottawa Public Library, Target (User Visits Digital)

7.3 PEOPLE RESULTS

Staff Usage of NLB's Internal Knowledge Platforms

Number

FY09	FY10
100,000	300,000
233,825	489,983

Actual Target

Staff Contribution of NLB's Internal Knowledge Platforms

Number

FY09	FY10
6,000	20,000
13,605	96,466

Actual Target

Average Learning Hours per Staff

Hours

FY06	FY07	FY08	FY09	FY10
60	60	60	60	60
76.00	66.80	69.30	73.80	74.10

Actual Target

OCS Engagement Score

Score

2006	2008	2010
85	85	86

7.4 OPERATIONAL RESULTS

Total Membership

Millions

FY06	FY07	FY08	FY09	FY10
2.06	2.06	2.10	2.14	2.17
1.94	1.97	2.01	2.05	2.06

Actual Target

Number of Digital Library Members

Millions

FY06	FY07	FY08	FY09	FY10
1.00	1.11	1.22	1.31	1.40

Actual

Number of E-Retrievals

Millions

FY06	FY07	FY08	FY09	FY10
10.10	28.00	25.00	35.00	46.80
37.90	32.41	27.80	47.84	47.42

Actual Target

Staff Participation in Community Projects

Percentage

FY07	FY08	FY09	FY10
50.50	63.50	69.00	63.00

67

Number of Community Activities

FY07	FY08	FY09	FY10
18	20	22	17

Savings on Energy Consumption ($)

Actual / Target

	FY06	FY07	FY08	FY09	FY10
Actual	53,806	89,578	64,000	145,840	206,402
Target	110,000	40,000	71,000	156,000	146,000

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