NATIONAL LIBRARY BOARD’S BUSINESS EXCELLENCE JOURNEY

DR NARINDER KAUR
CHIEF OF ORGANISATION EXCELLENCE
NLB’S VISION AND MISSION

Vision
Readers for Life
Learning Communities
Knowledgeable Nation

Mission
We make knowledge come alive, spark imagination and create possibilities
NLB’S KEY DOMAINS

Public Libraries
- Network of 26 Public Libraries
- Reading Programmes and Initiatives
- Programmes and Exhibitions targeted at Singapore communities

WHAT: Promote reading and learning through engaging public library services
WHERE: 26 Public Libraries
COLLECTION: Children, Young People, Adults

National Library
- Preserving Singapore’s Print and Literary Heritage, and Intellectual memory
- Reference Collections
- Legal Deposit (including electronic)

WHAT: Reference & Research, legal deposit
WHERE: L7-L13, NL Building
COLLECTION: Nation’s published heritage & Reference

National Archives
- Custodian of Singapore’s Collective Memory
- Responsible for Collection, Preservation and Management of Singapore’s Public and Private Archival Records
- Promotes Public Interest in our Nation’s History and Heritage

WHAT: Keeper of records of national or historical significance.
WHERE: Archives Reading Room at the National Archives Building, Former Ford Factory
COLLECTION: Significant records & Reference
HOW THE BUSINESS EXCELLENCE FRAMEWORK HELPS
BUSINESS EXCELLENCE FRAMEWORK
SPURRING US TO LEAD IN THE INTERNATIONAL LIBRARY COMMUNITY
Small in size but big in influence

- NLB has helmed one of the three prestigious International Federation of Library Associations (IFLA) Regional Offices for the past 13 years amid intense competition from neighbouring nations.

- NLB leads 62 countries in the Asia-Oceania Region, providing vital expert advise, consultancies and technical assistances.

- 20 NLB management and Staff represented in 30 international library and archives committees, shaping the development of international library world.

- NLB hosted the IFLA World Library and Information Congress (WLIC) in 2013, attracting over 3,500 delegates from 120 countries, and regarded as one of the largest and the best in satisfactory rating.
A TRUSTED BRAND WITH SERVICES ADOPTED BY INTERNATIONAL LIBRARIES

• 13 International libraries have engaged NLB’s consultancy services on library planning, and development projects. Andhra Pradesh, India is a new upcoming international consultancy project.

• NLB’s services on community engagement, corporate and library operations practices adopted by 7 international libraries

CHINA
• Sino-Singapore Tianjin Eco-City Administrative Committee
• Nanjing University Science & Technology Library
• Weifang City Public Library

INDIA
• Nalanda university's library project
• King Fahad Public Library

THAILAND
• Thai creative and design centre library
• Thailand Knowledge Park
• Sripatum University

UNITED ARAB EMIRATES
• Dubai Public Library
• Abu Dhabi Authority for Culture and Heritage
• Mohammed Bin Rashid Al Maktoum Foundation

USA
• New York Queens Library

MALAYSIA
• Sutera Mall Library

What the Management and Staff of Tianjin Eco-City Library have learnt from NLB

• Conservation techniques
• Library Management
• Library Development
• Library Operations
• Materials processing model
• Return to other branch services
• NGO's materials processing model
• Finance and library operation practices

2018-2020
2019
2016
2017
2018
2019
2020
A CRUCIAL PARTNER FOR THE SINGAPORE’S INTERNATIONAL DIPLOMACY

- SG50 books selected by NLB played an important role in international diplomacy

National Library of China, (From left): Mr Han Yong Jing, President of National Library of China; President Tony Tan and Mrs Mary Tan

- US State Department asked NLB to be a partner to promote digital content and digital access to the region

Protecting Singapore’s sovereignty through Archive’s research on the Pedra Branca case

16 MOUs signed with various countries
Best practices shared:
- Skills and knowledge transfer
- Operational workings on interlibrary loans, document delivery and other information retrieval arrangements
- Provision of digital services

37 embassies from various countries collaborated with NLB

25 reading corners were set up by NLB internationally

148 international organisations visited NLB from April 2012- March 2018

SG50 books selected by NLB played an important role in international diplomacy

US State Department asked NLB to be a partner to promote digital content and digital access to the region

Protecting Singapore’s sovereignty through Archive’s research on the Pedra Branca case
A TREND SETTER FOR INTERNATIONAL LIBRARY

innovator of library experiences

to library

care

a leader in technological innovation

champion of social innovation

• First in Asia to develop OneSearch for Global Users
• World’s First Green Children’s Library My Treehouse@Central Public Library
• First in the World to have Integrated Digitisation Standards for whole of Singapore Public Service
• Windows to Singapore at Suzhou library, a permanent display of Singapore Collections
• NLB ranks 3rd in WorldCat with records used by 72,000 libraries from 170 countries
• Trained 150 regional librarians and repurposed 293,000 books to libraries in the region through Words on Wheels project

International awards for NLB’s Mobile App

2012: World Summit Award – Mobile (WSA-mobile) under the "In-Government & Participation" category. NLB is the sole winner from Singapore in the WSA-mobile 2012.
2014: FutureGov Awards - Government Transformation of the Year
2015: ALA Presidential Citation – Innovative International Library Projects – NLB Mobile App
2016: CIO Asia Awards Innovation Category - Transforming the user experience in physical and digital library spaces
2016: Asia Smartphone Apps in the category of ‘Creative Lifestyle’
2017: Mob-Ex Awards – Gold Award Best App – Community Service/Government category

Singapore’s libraries are some of the best in the world – the wide selection of media, captivating programming, the smart uses of technology, the convenience of returning your books at any branch, and the great ambience.

Please visit the library at BPP (Bukit Panjang Plaza) with your family. There is something for everyone regardless of age. My deepest appreciation to Mrs Elaine Ng, CEO of NLB, the imaginative and enthusiastic project team for their great work at our library. A special shout out especially for the NLB volunteers who do this out of the goodness of their hearts.

Dr Vivian Balakrishnan
Minister for Foreign Affairs, Singapore, at the opening of BPPL in 2017
ALL THESE WILL NOT BE POSSIBLE WITHOUT THE CAPABLE LEADERSHIP

Leaders engage to improve Employee Experience

Leaders demonstrate Service Excellence & Innovation

• Strong engagement efforts
• Facilitate open communications
• Encourage teamwork
• Engagement sessions increased by 25% (from 2015 to 2017)

• Lead innovation and change
• Demonstrate relentless pursuit of service excellence
• A trusted brand both internationally and locally

“Elaine is a visionary leader, always identify possibility for others, and does not allow her staff and partners to give up early…”

MP Mdm Denise Phua, President of Autism Resource Centre
DRIVING US TO OBTAIN EXCELLENT AND SUSTAINABLE CUSTOMER RESULTS
Customer Satisfaction Index of Singapore, CSISG.

• NLB's scores for satisfaction were **consistently higher than the public sector score**, despite the dip in 2014, when there was an overall slide in perception of service levels across the government sector.

• NLB's scores are consistently **above the public sector score for the last 6 years**.

• NLB was **ranked as no 1 for 4 years** – in 2016, 2013, 2012 and 2011.

• The scoring can be referenced to the American Customer Satisfaction Index for the Federal Government, which was 68.0 in 2016.
OUR CUSTOMERS VALUE OUR SERVICES

REVERSE PHYSICAL VISITORSHIP DROP AND IMPROVING OVERALL VISITORSHIP BY DIGITAL MEANS

Overall Visitorship (in millions) (Physical + Digital)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Physical Visitorship (in millions)</th>
<th>Digital Visitorship (in millions)</th>
<th>Total:</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>10.5</td>
<td>18.7</td>
<td>29.2</td>
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<tr>
<td>FY13</td>
<td>13.4</td>
<td>27.3</td>
<td>40.7</td>
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<td>FY14</td>
<td>13.5</td>
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<tr>
<td>FY15</td>
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<td>26.1</td>
<td>40.8</td>
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<td>FY16</td>
<td>15.7</td>
<td>26.1</td>
<td>41.8</td>
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<tr>
<td>FY17</td>
<td>18.5</td>
<td>25.5</td>
<td>44.0</td>
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<tr>
<td>FY18 Target</td>
<td>18.5</td>
<td>26.5</td>
<td>45.0</td>
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Digital Visitorship (in millions)  Physical Visitorship (in millions)
BUILDING SPACES THAT CUSTOMERS WANT

LIBRARIES WHICH REOPENED AFTER THE REVAMP SAW A 30% INCREASE IN LOANS AND VISITORSHIP

Seng Kang Public Library (reopened March 2017)
S.T.E.A.M.* Programmes were introduced to Tweens to encourage young minds to try their hands on robotics and video gaming.

Bukit Panjang Public Library (reopened July 2017)
It’s unique immersive Storytelling Room allows storytellers to enhance storytelling sessions and better captivate children through the use of technology.

Tampines Regional Library (reopened August 2017)
In collaboration with IMDA, NLB offers Tech Clinics for Seniors to ensure that as Singapore becomes more digitally ready, no one gets left behind.
WE HAVE STRATEGIES THAT HELP US TO TRANSFORM
TRANSFORMING THE TRADITIONAL ROLE OF THE LIBRARY

• In 2011, NLB was still very much managing physical libraries only
• But NLB has expanded the conventional scope of physical libraries
• First it provides more digital offerings for all readers in Singapore
• Then it has become a hub for knowledge building in various forms
• More importantly, it has transformed into an important venue for community building in Singapore, a place we called Home
“The lifestyle and demand for our readers have changed drastically... they want more mobile, 24/7 services... the expectation of library infrastructure has also changed”

Mr Chan Heng Kee, Chairman (NLB)
INNOVATIVE STRATEGIES THAT TRANSFORM

• NLB has won Innovation Excellence Award twice – 2001 and 2016
• Earlier innovation focused on resource optimisation
• Innovation has now geared towards digitalisation (making content easily available to patrons) and social engagement

Citizen Engagement and Collaboration

library@chinatown: A library for the community, run by the community
• Engaged stakeholders and the community to co-develop and manage the library
• The success of library@Chinatown encouraged NLB to expand volunteer-run spaces to other libraries eg. Tampines, Bukit Panjang

Making NLB Content Discoverable

NBL Mobile app: One-stop platform for easy access to NBL resources, anytime, anywhere
• First library app in the world to check-out books securely
• 371% increase in eNewspaper & eMagazine usage since Dec ’16, surpassing usage of print versions, 100% increase in eBook loans in FY17 compared to FY16
• ALA Presidential citation: Innovative International library projects 2015
• Mob-Ex Awards 2017: Best app – Community Service / Gov (Gold)

Resource Optimisation and Efficiency

Global Sourcing: Driving process improvements in collections
• First in Asia to adopt DDA
• Shorter selection and purchase process: Broader range of titles immediately available to users
• Usage of books is guaranteed: titles only purchased when borrowed

Demand-Driven Approach: Collection and budget optimization through analytics

INNOVATION EXCELLENCE AWARD
2001
2016
SERVICE TRANSFORMATION IS KEY TO NLB

Opening the collections and spaces to the general public

Making content available to the public: PictureSG & BookSG

S.U.R.E. Campaign to promote literacy

Dedicated Programmes and Exhibitions teams formed

Making content available to the public: Tamil Digital Heritage Project & PublicationSG catalogue

George Lyndon & Hicks Fellowship to enhance SG and SEA collections

Engaging users: Researcher’s Networking Session & Consultation with Librarian

BHL Annual Meeting

Four Conversations to share insights with the community

Asean Digital Library to bring regional content to the public

2011 - NLB Customer Centric Framework

2018 – OneNLB Service Vision NEW!

We ♥ Knowledge! Connect. Delight. Inspire.

National Library Board

2011 - NLB Customer Centric Framework

Building collections for the nation

Preserving & enhancing discovery of our collections

Bringing our collections to life

2011: Singapore Memory Project to crowdsources memories

2012: Standards e-reference portal for accessing standards

2013: S.U.R.E. Campaign to promote literacy

2014: Making content available to the public: PictureSG & BookSG

2015: Dedicated Programmes and Exhibitions teams formed

2016: Making content available to the public: Tamil Digital Heritage Project & PublicationSG catalogue

2017: George Lyndon & Hicks Fellowship to enhance SG and SEA collections

2018: Engaging users: Researcher’s Networking Session & Consultation with Librarian

2018: Asean Digital Library to bring regional content to the public
PARTNERING WITH THE COMMUNITY AND ENGAGING VOLUNTEERS

- Volunteers are integral to NLB, in which they contribute their time and effort to support NLB programmes and share their love for reading.
- It also effectively alleviates NLB’s manpower constraints.

5,000 active volunteers
More than 100,000 volunteering hours contributed in 2017
Age 4 to 89 years old

50% female, 50% male

- Functional: Volunteering at event-based programmes and initiatives.
- Core: Volunteering in shared library and archive spaces.
- Pivotal: Volunteering to co-create content and programmes for the community.

Matching community interest with a suite of NLB volunteering opportunities. Providing flexibility for preferred time, service commitment and locations.
ENGAGING COMMUNITY AND BUILDING PUBLIC TRUST STEADFASTLY

• **Co-creation with users** started back in June 2004 with Verging All Teens in Jurong Regional Library - co-creation of a social and learning space to meet the lifestyle needs and interests of teens.

• **Keeping customers well-informed** of happenings at libraries and consulting them through regular Meet-The-Customers sessions, since 2006.

• **User centricity** in programme design across NLB

• **Goodwill and trust** underpins strong community engagement and donation of collections by various organisations to NLB.

• **Chinatown Library, Library@Orchard, Tree House** are great examples for co-creation with communities.

• **Crowdsourcing the wider community** and tapping on their knowledge through the Citizen Archivist Project, where the public transcribe and describe old photographs, oral history and archival records.
• NLB takes care of all patrons including those with special needs
• Integrate social inclusiveness into NLB’s core business of growing knowledge nation

“NLB is the most supportive agency for our cause... very creative... they are always ready to come up with scalable, suitable and sustainable system of opportunities for our clients...”
MP Mdm Denise Phua, President of Autism Resource Centre
HELPING US TO BUILD A FUTURE READY WORKFORCE
**LEAD IN ANTICIPATING & PLANNING FOR A FUTURE READY WORKFORCE**

- Use of **data analytics** to analyse, and predict workforce trends and gaps

- Identify **future-oriented competencies**, rationalise current workforce profile and skills proficiency $\rightarrow$ skills transformation to meet future needs

- To improve **work productivity** amidst resource constraint, through re-design work processes, systems, structure, use of technology

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<thead>
<tr>
<th>Organisational Development</th>
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<tr>
<td>• Building the right culture</td>
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<tr>
<td>• Draw on behavioural insights and design thinking to improve employee experiences</td>
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<td>• Transforming staff engagement – Leaders at the frontline</td>
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<th>Workforce Planning (Lean)</th>
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<tr>
<td>• Future Ready Workforce Plan</td>
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<td>• Data analytics to support development of a future ready workforce</td>
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<tr>
<td>• Competency based talent acquisition &amp; attraction</td>
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<tr>
<td>• Job redesign, volunteers as part of NLB’s workforce</td>
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<tr>
<th>Digitalisation (Digital)</th>
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<tr>
<td>• Transforming Service Delivery through Automation – Robot Assisted Operations, Augmented experiences, Next Gen RFID, Mobile &amp; Interactive Services, Content Delivery Infrastructure, Search &amp; Discovery of Resources, CREST to ACE, RDM digitisation for WOG</td>
</tr>
<tr>
<td>• Digital Readiness@Libraries, SkillsFuture@Libraries</td>
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<tr>
<td>• Transforming Employee Experience – Automate Processes</td>
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<th>Capability Building (Agile)</th>
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<tr>
<td>• Unlock the potential of our people</td>
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<tr>
<td>• Competency based learning &amp; development</td>
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<tr>
<td>• Invest in developing officers in the 7 future enablers competencies, upskilling them</td>
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<tr>
<td>• Leadership development and talent management</td>
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<td>• Career development based on specialisation</td>
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IMPROVING OUR PROCESSES
EXCELLENT OPERATIONAL RESULTS

LEVERAGE ON INNOVATION TO ACHIEVE OPERATIONAL EXCELLENCE

DIGITAL SERVICES: Making NLB Content Discoverable

NLB Mobile app: One-stop platform for easy access to NLB resources, anytime, anywhere

1st library in the world to check-out books securely

76% increase in unique users between 2017 and 2016

371% increase in eNewspaper & eMagazine usage since Dec ‘16, surpassing usage of print versions

OneSearch: Fostering Singapore identity through one-stop search across libraries, archives, museums and galleries

1st in Asia to aggregate cultural material across libraries, museums, archives and galleries

100% increase in page views from FY14 to FY17

CIO Asia Awards 2016 (Innovation category)

RESOURCE OPTIMISATION:

Demand-Driven Acquisition (DDA) Approach: Collection and budget optimization

1st in Asia to adopt DDA

81% increase in eBook checkouts since implementation of DDA

31.6% less eBooks with no loans DDA books have assured usage

SOCIAL ENGAGEMENT & COLLABORATION

Citizen Archivist: Engaging citizens to enrich Singapore’s history and culture

Over 29,000 items described and transcribed

Won FutureGov Awards 2015 – Digital Inclusion category

Over $470,000 savings

CIO Asia Awards (Innovation category) 2016

NLB has won the Innovation Excellence Award TWICE

2001

2016

Mob-Ex Awards 2017: Best app – Community Service / Gov (Gold)

ALA Presidential citation: Innovative International library projects 2015

OneSearch: Fostering Singapore identity through one-stop search across libraries, archives, museums and galleries

CIO Asia Awards 2016 (Innovation category)
EXCELLENT OPERATIONAL RESULTS

NLB CONTINUALLY RE-ENGINEERS KEY BUSINESS PROCESSES

Robust processes to create value, improve service delivery and increase productivity

- Global Sourcing:
  - 400 to 16 vendors
  - 3mths to 37 days delivery lead time
  - Best Practice Award for Resource Management ExPSA 2014

- Auto-Sorter system
  - $750,000 manpower savings/yr

- Robot-assisted Shelf reading system
  - $1.2 million manpower savings/yr

- Self-service Reservation Locker
  - $360,000 manpower savings/yr

- Mobile Bookdrop
  - Handles >50% of books at Tampines Regional Library

Process improvements in collections

Improving cost efficiency and gain productivity through automation

OUTSTANDING CO-CREATION WITH PARTNERS & SUPPLIERS

Leveraging NLB’s extensive network of partners to co-create new and innovative services

- My Tree House: World’s first green children’s library
  - Won BCA’s Green Mark Platinum Award (2013)

- library@chinatown: A library for the community, run by the community
  - NLB has over 5,000 volunteers, with more than 100,000 hours contributed in 2017

- Biodiversity heritage Library: 1st institution to be global node
  - Over 7 million users, 13 million website visits

Robust processes to create value, improve service delivery and increase productivity

Leveraging NLB’s extensive network of partners to co-create new and innovative services
EXCELLENT OPERATIONAL RESULTS

ACHIEVEMENT FROM NATIONAL ARCHIVES

National Archive’s performance at various areas have been improving since joining NLB in 2013.
MAKING EFFECTIVE USE OF INFORMATION & KNOWLEDGE
BUSINESS ANALYTICS APPLIED ACROSS NLB TO ACHIEVE BETTER OUTCOMES

- Shape Public Library services, content and programmes
- Library development planning
- Collections management
- Service development to enhance users’ experience

- Collection planning & demand analysis
- Forecast patron demand
- Maximise loans
- Optimise budget for maximum loans
- Optimise collection for community profile

- Identifying underserved segments to target our reading promotion strategies
- Identifying books with low loans to optimise our collection

- Timely & accurate financial dashboards
- Identify irregularities in payments
- Optimal resources allocation

- Identify high risk group of officers likely to leave organisation and reasons for leaving
- Identify HR challenges & gaps between current & future workforce needs

- Analytics to generate increased usage of NLB content

BUSINESS ANALYTICS APPLIED ACROSS NLB TO ACHIEVE BETTER OUTCOMES
THIRD PARTY ENDORSEMENTS AND AFFIRMATION
## NLB’s Awards & Accolades

### AWARDS AND ACCOLADES

<table>
<thead>
<tr>
<th>Year</th>
<th>Award Description</th>
</tr>
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<tbody>
<tr>
<td>2015</td>
<td>Oral History Interviews portal Robot-assisted Shared Reading System</td>
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<tr>
<td>2017</td>
<td>Immersive Storytelling Room</td>
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### Awards & Accolades

- **World Summit Award**: M-Government & Participation 2012
- **Singapore Service Excellence Awards**: 2009, 2014
- **Interactive Media Awards**: 2015
- **Design of the Year**: library@Orchard 2015
- **Singapore Service Excellence Medallion Award**: 2015
- **American Library Association Presidential Citation for Innovative International Library Projects**: NLB Mobile app 2015, library@Orchard 2016
- **Autosorter, Reservation locker**: library@Orchard 2014
- **NLB Mobile revamped**: 2016
- **Service Quality Award (SQA) – Innovation Excellence 2001**: Radio Frequency Identification (RFID) 1995...
- **National Library Board’s Awards & Accolades**: 2000...
- **Public Service Award for Organisational Excellence**: 2003
- **Distinguished Public Service Award**: 2004, 2007
- **Public Service Premier Award**: 2012
- **Public Service Awards 2014**: Best Practice Award in Excellence
- **Green Mark Platinum Award**: 2005, 2009
- **WITSA Global ICT Excellence Awards**: 2016 – Public Sector Excellence
- **Mob-Ex Awards 2017**: Best app – Community Service/Government category (Gold award)
- **Asia Smartphone Apps Contest 2016 – "Creative Lifestyle"**

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*Image credit: NLB Singapore*
“I consider NLB to be amongst the top global libraries in terms of library innovation and service. NLB’s use of technology to deliver its services may be said to be an example for other libraries to emulate. This is seen in its leading role in co-creating services together with its stakeholders. For example, the library@orchard was designed and built with inputs from library users. It is also seen in the way NLB expands its reach in the digital front by providing smart services that make it easier for users to access library service at their own leisure.

Finally I would like to add that NLB is a role model in terms of how to partner with the community to get them to work together with librarians and archivists on its projects. This is seen in the successful Chinatown Library which is completely run by volunteers.”

“The National Library Board of Singapore is a role model for libraries around the world. It is looked to as an innovation leader in the field and library staff are frequently sought out to share their professional knowledge and insights at conferences around the world. The National Library Board is to be highly commended for its efforts to use technology to bring its services to the people of Singapore and for its efforts to work closely with library users to co-create new services. As someone who leads an organization that is the global voice of libraries I am grateful for the leadership shown by the National Library Board of Singapore and I truly look forward to hearing about the many more innovations it will develop that will move libraries forward around the world”.

“The NLB has been at the forefront of the international community of libraries and librarians in terms of standards of service and info-literacy. In short, if you want to see how the library of tomorrow will function, come to Singapore…. that is where you will see the cutting edge, where the past is being left behind and the future is being incubated.”

“The National Library Board Singapore has demonstrated to the world how to establish the best practices of Singaporean experience in the library community. The innovative services of the National Library Board Singapore not only promotes the development of the library in its own country, but also set an example and play the guiding role for its neighboring countries, especially China.”
## HEART WARMING STORIES FROM PATRONS

<table>
<thead>
<tr>
<th>Customer(s)</th>
<th>Results</th>
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<tbody>
<tr>
<td>A family of four volunteers at the NLB kidsREAD club: Mdm Sharifah Ummu Hani, Mr Mohamed Jailani bin Kadis, Nyla Marsya Bte Mohamed Jailani (11 years old), Eiliyah Mysha Bte Mohamed Jailani, 9 years old)</td>
<td>Despite their family challenges (Mdm Sharifah has diabetes and high blood since 2012 and her husband, Mr Jailani has Parkinson since 2016), the family is passionate about volunteering at NLB’s kidsREAD club at MENDAKI Pasir Ris. Due to these illnesses, they are not able to work and the family survives on Social funding. Yet, the family will be at the kidsREAD sessions every Sunday. Mdm Sharifah loves doing the storytelling and will be assisted by her husband and 2 children. Her husband helps with the club logistics and guiding the kids in the reading activities as he cannot speak fluently due to his illness, while the 2 children support their mother in telling the stories. Their efforts are appreciated by the kidsREAD participants who look forward to attend the sessions every week. Affendi Sumiati, the Coordinator at MENDAKI@ Pasir Ris commended the involvement of the family as they have helped the kidsREAD participants with their reading abilities and built their confidence. They are also good role models for other families.</td>
</tr>
<tr>
<td>Hidir, 9 years old, kidsREAD participant at New Town Primary</td>
<td>Hidir used to be very quiet in class. His Form Teacher, Mrs Lim, did not know what really happened to him, but decided to get him to join NLB’s kidsREAD programme as he was a LSP student. Sometimes his brother, Harie, would be roped in to assist him in completing the post reading activities after the storytelling sessions as Hidir could not do most of the simple things such as cutting papers. However, the teachers and volunteers did not give up on him. They continued to read stories to Hidir even though he was still quiet and most of the time non-responsive. He would only nod if he wanted to respond. After a few months in kidsREAD, things started to change. Hidir started to speak up and could read many words. His reading level increased to almost the same as his chronologic age.</td>
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RESPECTED THOUGHT LEADERS IN THE INTERNATIONAL LIBRARY AND ARCHIVES COMMUNITY
Extensive reputation and representation in library and archive professional committees world-wide. Numerous delegations and visits came to learn from us and adopted our ideas.

A TRUSTED AND RELIABLE GLOBAL BRAND
Instrumental in shaping the international library agenda, a choice partner for major international conference such as IFLA World Library and Information Congress and the International Book Summit.

CHAMPION OF SOCIAL INNOVATION
Strong engagement of volunteers and people with special needs. Work closely with counterparts to level up library profession in overseas countries.

A LEADER IN TECHNOLOGICAL INNOVATION
NLB is the first to adopt RFID on such a large scale, which we share (and sold) to other libraries; developed a highly acclaimed mobile app. The only library in the world to catalogue our entire legal deposit and make it accessible online through OneSearch.

AT THE FOREFRONT OF SINGAPORE’S TRANSFORMATION TO A SMART NATION
NLB is ahead of Public Service Transformation with established digital readiness programmes, skills future partnerships, info literacy programmes. A leader in co-creation, service delivery, design thinking, digital services with citizen at the core.

NATIONAL LIBRARY BOARD BEING AWARDED 2018 SINGAPORE QUALITY AWARD (SPECIAL COMMENDATION)
NLB IS THE MOST EXEMPLIFIED ORGANISATION THAT FULLY BELIEVES IN THE POWER OF BUSINESS EXCELLENCE FOR THE PAST 17 YEARS.
Thank you