

# NATIONAL LIBRARY BOARD'S BUSINESS EXCELLENCE JOURNEY

DR NARINDER KAUR  
CHIEF OF ORGANISATION EXCELLENCE



NLB | National Library Board  
Singapore

# 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

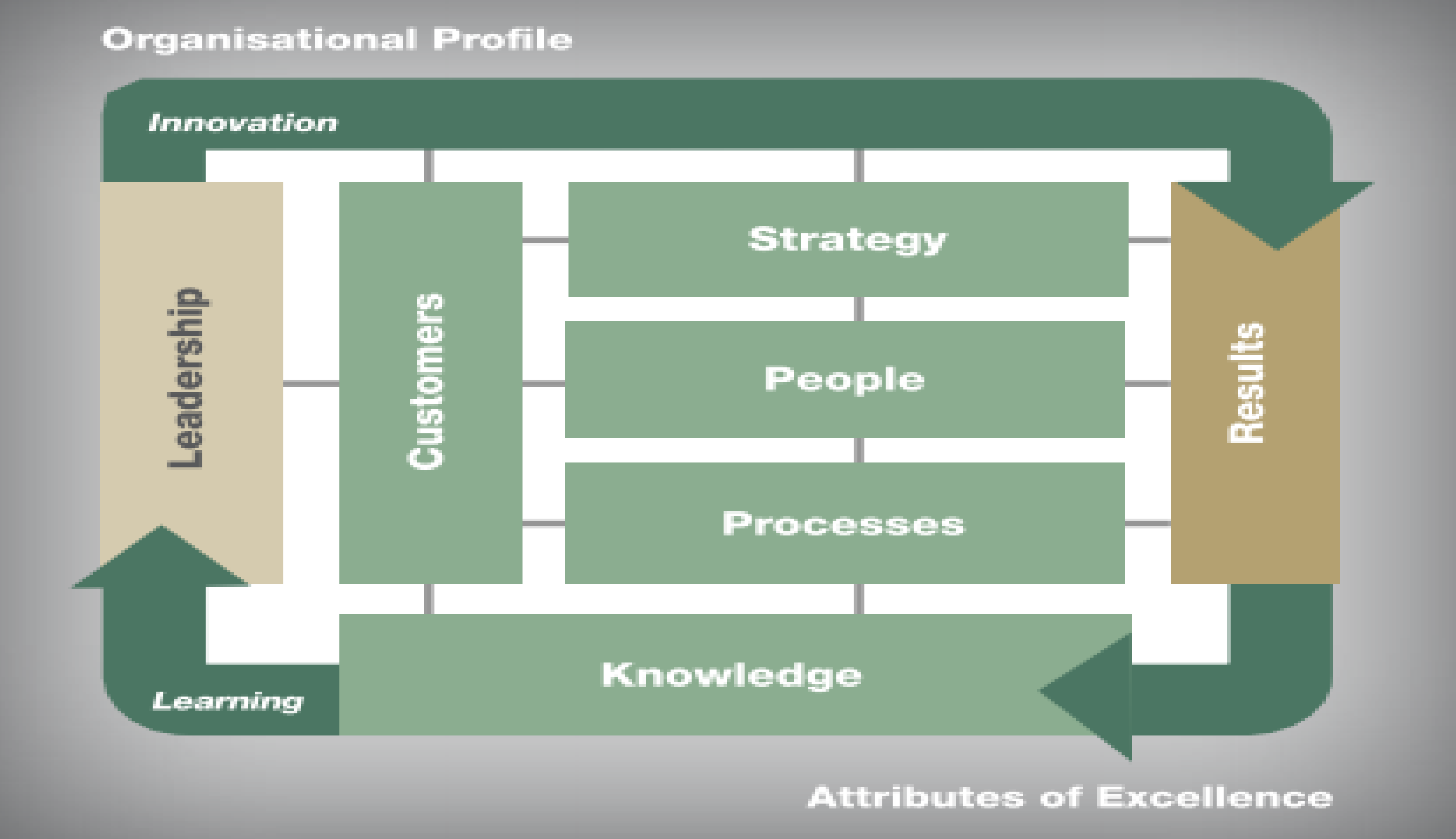
**WHAT:** Keeper of records of national or historical significance.

**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

## Thought Leader

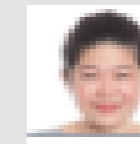
of the industry respected in the international library and archives communities



**MRS ELAINE NG**  
CEO  
• Member, Advisory Panel on Literacy, Library of Congress International  
• Member, HR & Establishment Committee, Qatar National Library



**MS TAY AI CHENG**  
DCE & CHIEF LIBRARIAN  
• Mentor, Dushu Lake Library Service Development  
• Member, CONSAL Board  
• Chair, IFLA Metropolitan Libraries Section (2015-2017)



**MS KOH LIN LI**  
ACTING DEPUTY DIRECTOR  
RESOURCE MANAGEMENT  
• Regional Manager, IFLA Regional Office for Asia & Oceania (2014-present)



**MS HALIDA JALANI**  
DEPUTY DIRECTOR RESOURCE DEVELOPMENT  
• Member, IFLA United Data Technical Sub-Committee (2017-present)



**MS JENE WEE**  
HEAD (INFORM) DESIGNATE  
• Committee Member, IFLA Public Libraries Standing Committee (2013-present)



**MR NORMAN LEE CHOH**  
CONSULTANT  
EXECUTIVE OFFICE  
• Governing Board Member, IFLA Governing Board (2013-2017)



**MS MADELINE BIN ANWAR**  
SERVISE LIBRARIAN  
NATIONAL LIBRARY  
IDENTITY & SERVICES  
• Committee Member (Information Coordinator), IFLA News Media Section (2013-2016)



**MS RAMEETHA D/O BAUNAFINN**  
DEPUTY DIRECTOR  
PUBLIC LIBRARY (CONTENT & SERVICES)  
• Committee Member, IFLA Libraries for Children & Young Adults Section (2015-2017)



**MR STANLEY TAN**  
DIRECTOR  
LIBRARY PLANNING & DEVELOPMENT  
• Member, IFLA Metropolitan Libraries Section (2013-2017)



**MS EDDY HOON**  
DEPUTY DIRECTOR  
NATIONAL LIBRARY  
IDENTITY & SERVICES  
• Committee Member, IFLA Rare and Special Collections Section (2015-2017)

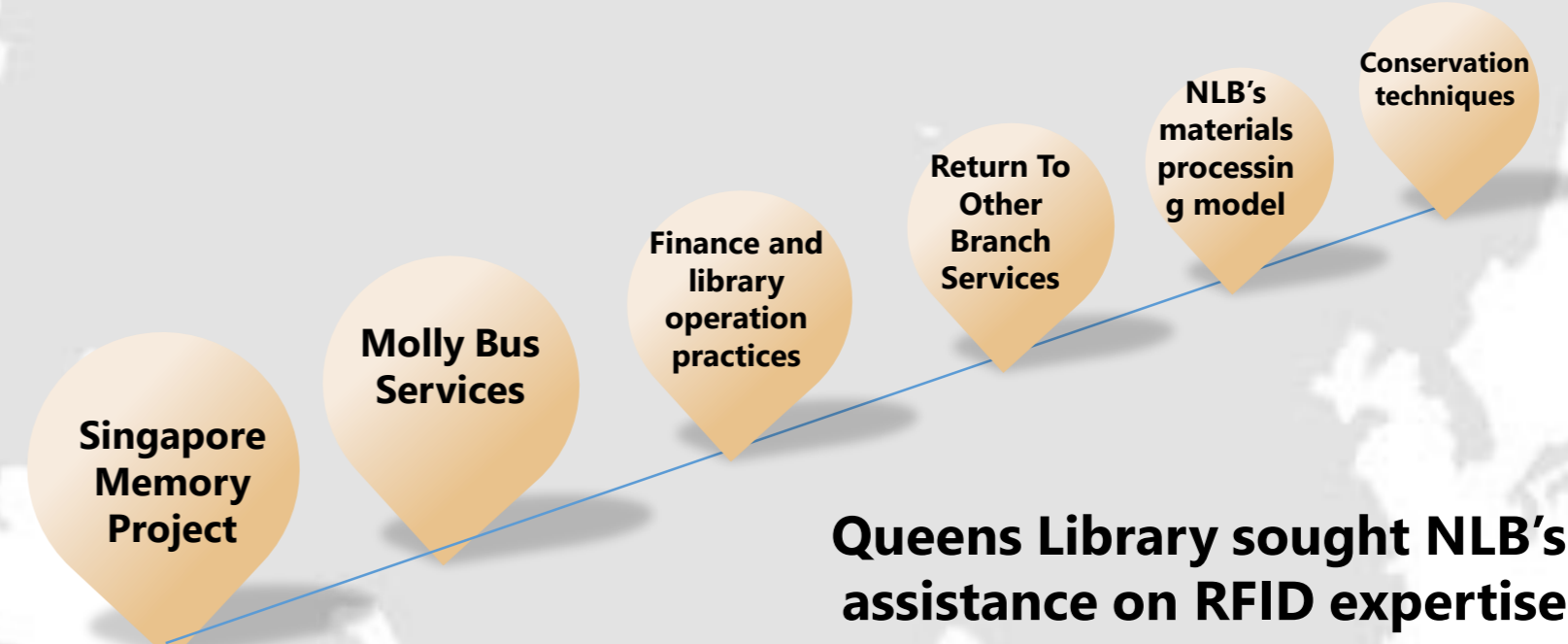


**MS VERONIKA LIM**  
SERVISE MANAGER  
PUBLIC LIBRARY OPERATIONS  
• Committee Member, IFLA School Libraries Section (2015-2016)

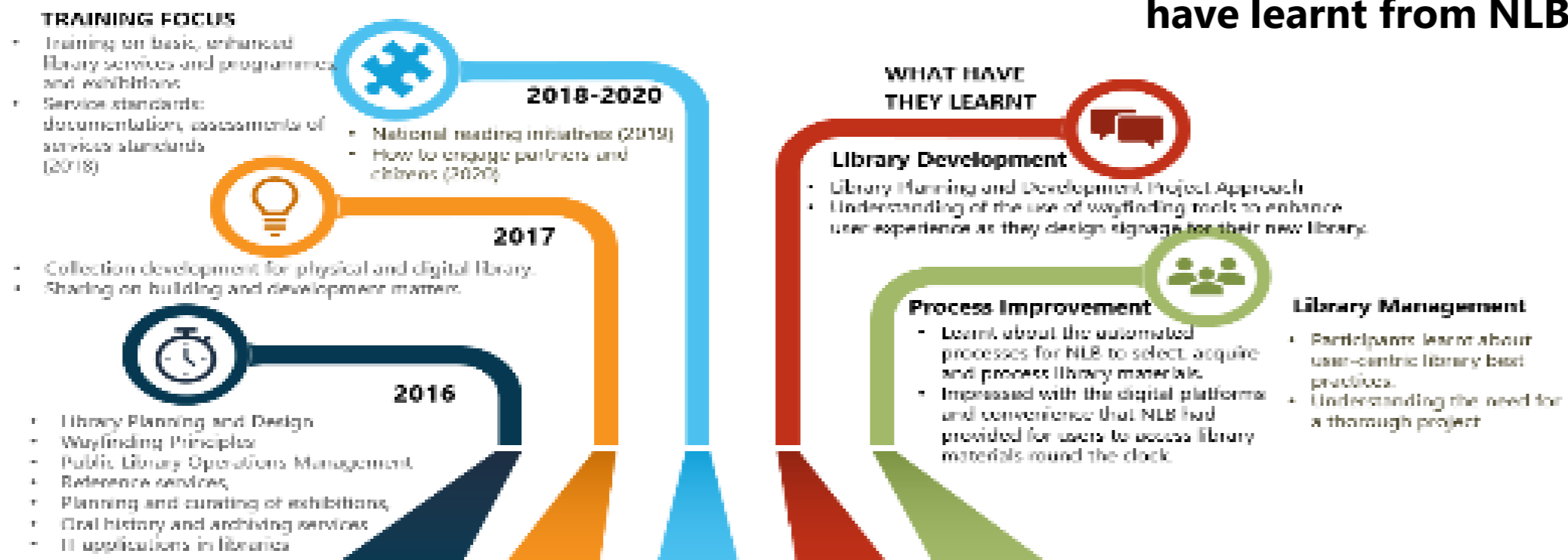
# A TRUSTED BRAND WITH SERVICES ADOPTED BY INTERNATIONAL LIBRARIES

- 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

<b>CHINA</b> <ul style="list-style-type: none"> <li>• Sino-Singapore Tianjin Eco-City Administrative Committee</li> <li>• Nanjing University Science &amp; Technology Library</li> <li>• Weifang City Public Library</li> </ul>	<b>INDIA</b> Nalanda university's library project	<b>SAUDI ARABIA</b> King Fahad Public Library	<b>USA NEW YORK</b> Queens Library	<b>MALAYSIA</b> Sutera Mall Library
	<b>THAILAND</b> <ul style="list-style-type: none"> <li>• Thai creative and design centre library</li> <li>• Thailand Knowledge Park</li> <li>• Sripatum University</li> </ul>	<b>UNITED ARAB EMIRATES</b> <ul style="list-style-type: none"> <li>• Dubai Public Library</li> <li>• Abu Dhabi Authority for Culture and Heritage</li> <li>• Mohammed Bin Rashid Al Maktoum Foundation</li> </ul>		



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





# 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

# A TREND SETTER FOR INTERNATIONAL LIBRARY

a leader in  
technological  
innovation

champion of  
social innovation

**innovator**  
**of library**  
**experiences**



## International awards for NLB's Mobile App



- 2012: **World Summit Award – Mobile (WSA-mobile)** under the “m-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

- **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

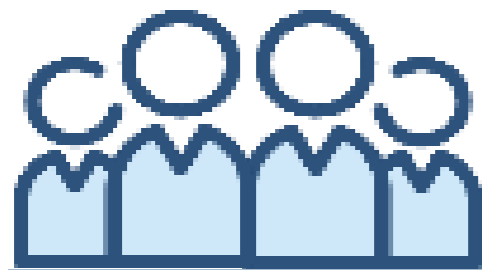
*Singapore’s libraries are some of the best in the world – the wide selection of media, captivating programming, the smart uses of technology, the convenience of returning your books at any branch, and the great ambience.*

*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



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

Leaders demonstrate Service Excellence & Innovation



- **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

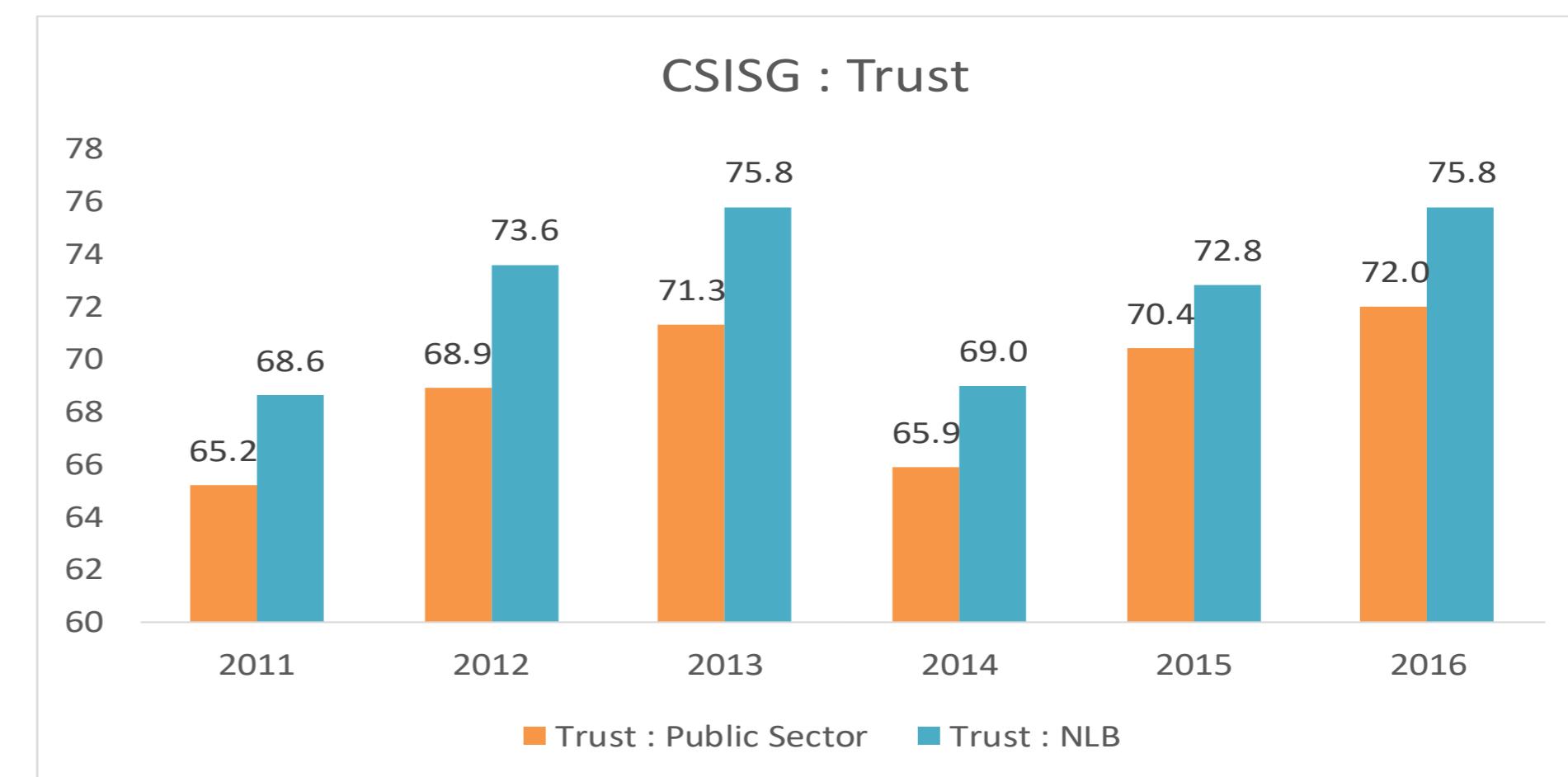
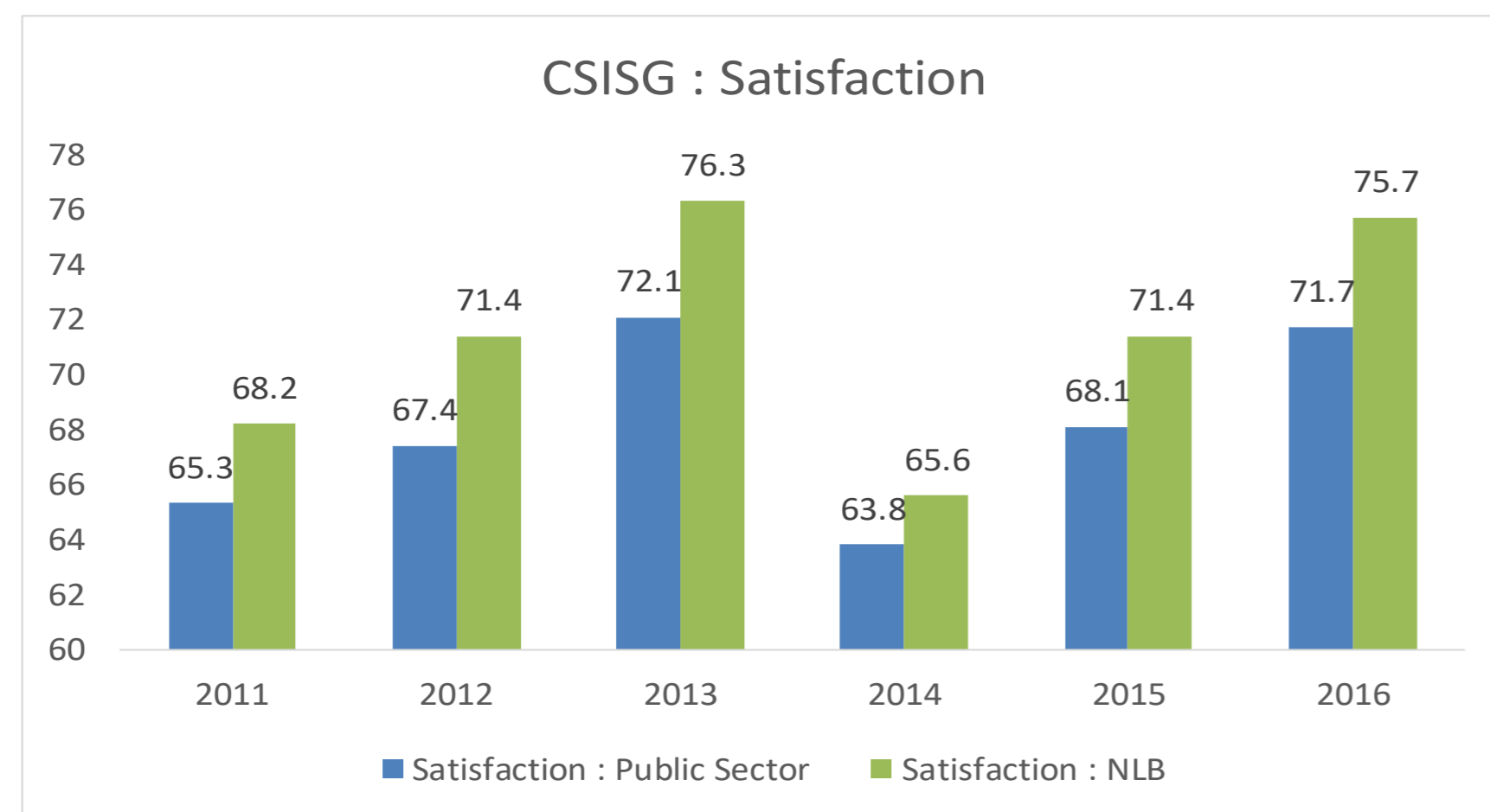


# DRIVING US TO OBTAIN EXCELLENT AND SUSTAINABLE CUSTOMER RESULTS

# LEADING CUSTOMER SERVICE AGENCY IN THE SINGAPORE PUBLIC SERVICE

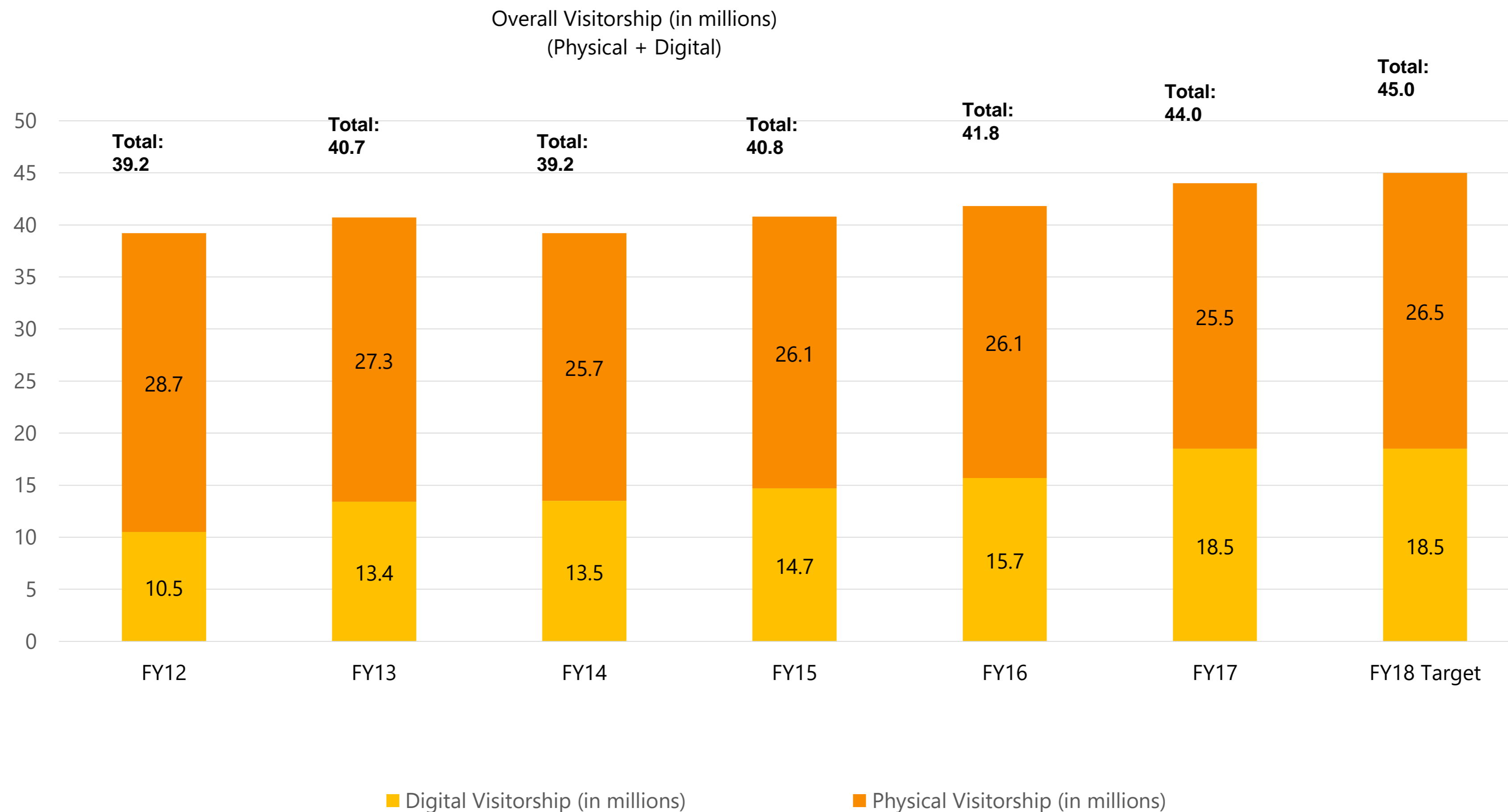
## Customer Satisfaction Index of Singapore, CSISG.

- 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



# 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**

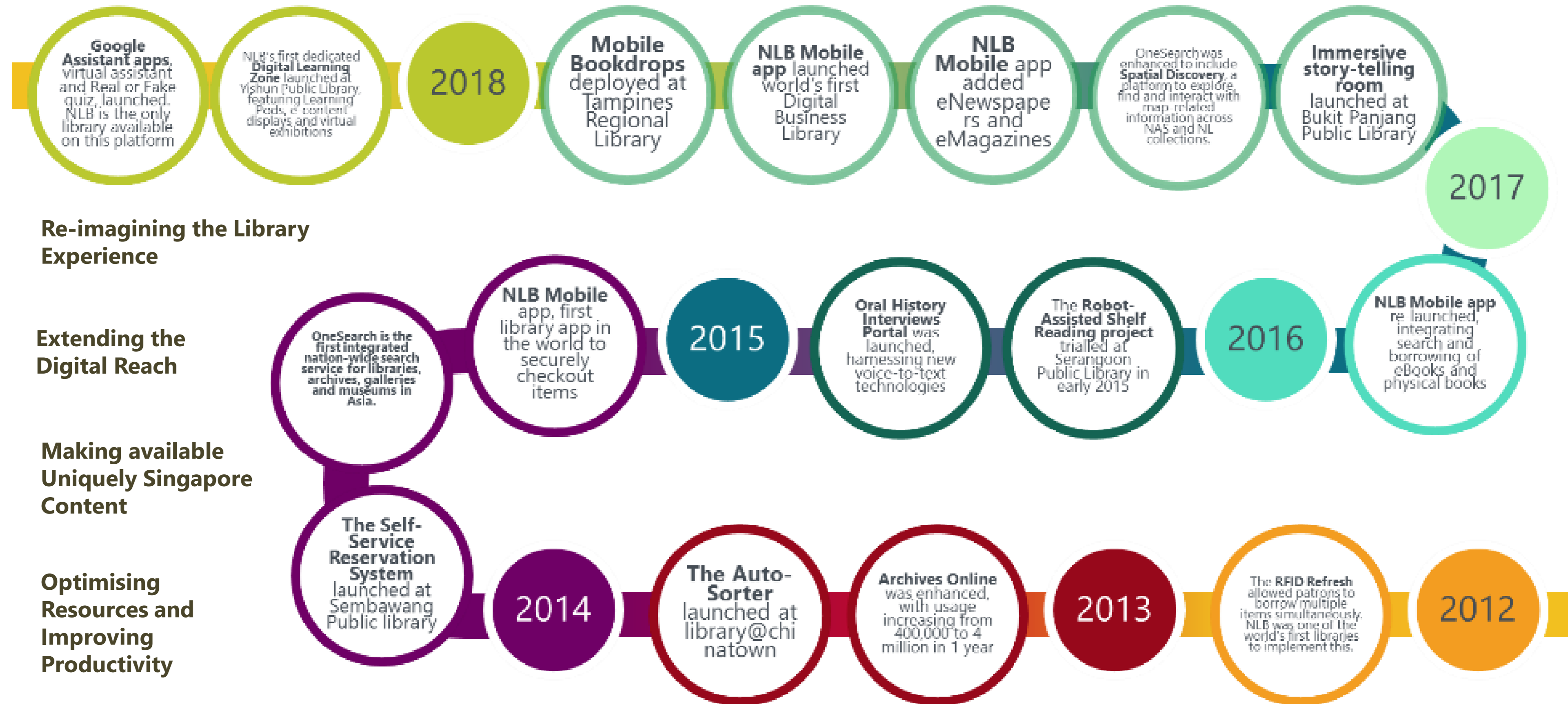


# TRANSFORMING THE TRADITIONAL ROLE OF THE LIBRARY

- 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



# LEVERAGING DIGITAL TECHNOLOGY TO DELIGHT CUSTOMERS AND ENHANCE PRODUCTIVITY



*"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

## SOCIAL ENGAGEMENT

### 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

## DIGITAL SERVICES

### NLB Mobile app: One-stop platform for easy access to NLB 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, 180% 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

## RESOURCE OPTIMISATION

### Global Sourcing: Driving process improvements in collections



### Demand-Driven Approach: Collection and budget optimization through analytics

- **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

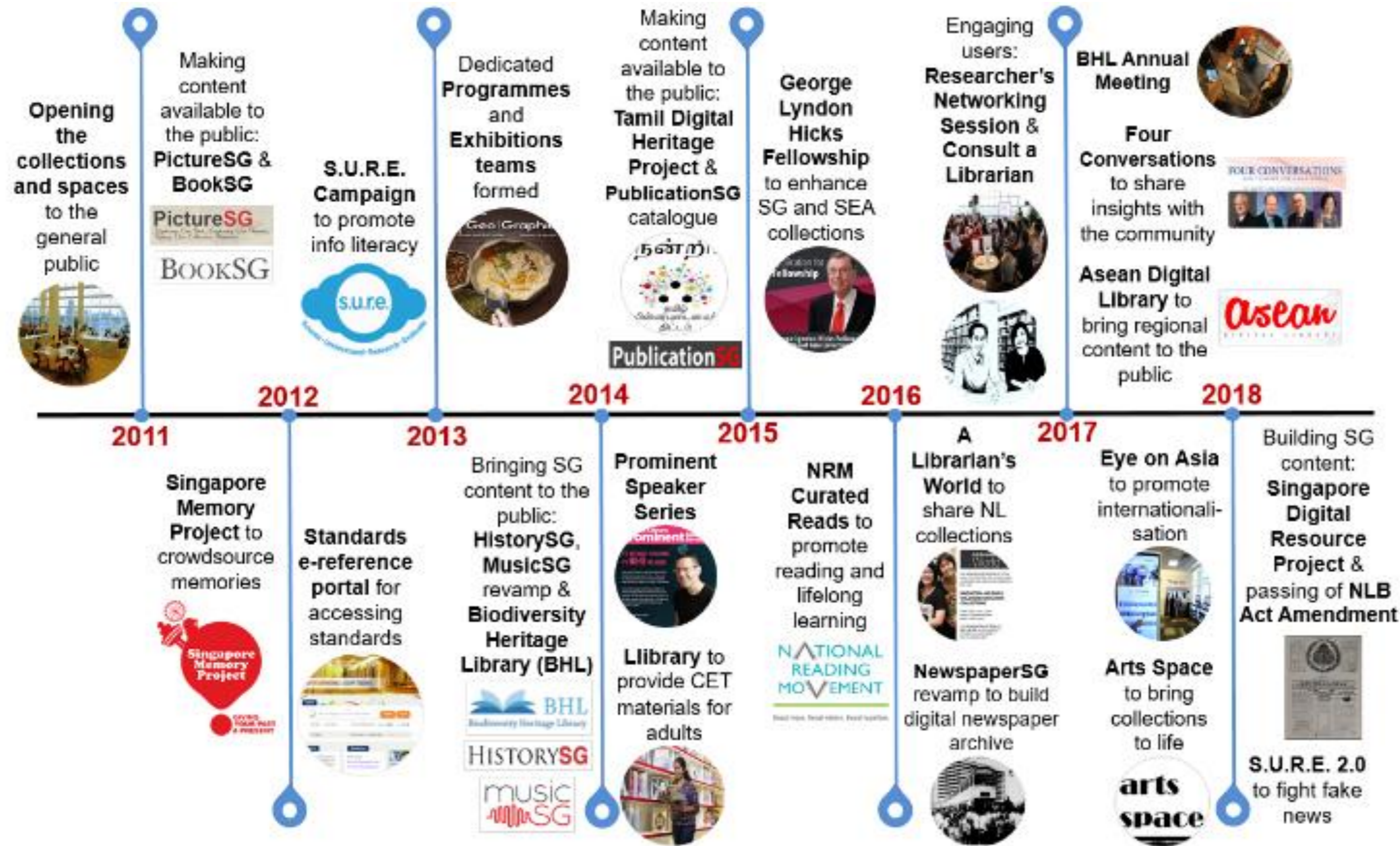


INNOVATION  
EXCELLENCE  
AWARD  
**2001**



INNOVATION  
EXCELLENCE  
AWARD  
**2016**

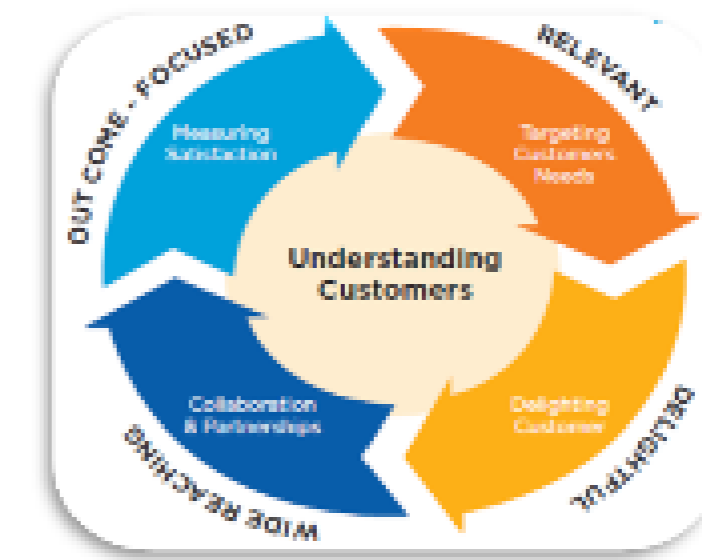
# SERVICE TRANSFORMATION IS KEY TO NLB



Bringing our collections to life

Preserving & enhancing discovery of our collections

Building collections for the nation



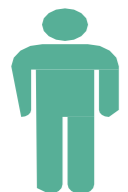
2011 - NLB Customer Centric Framework



2018 - OneNLB Service Vision **NEW!**

# 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



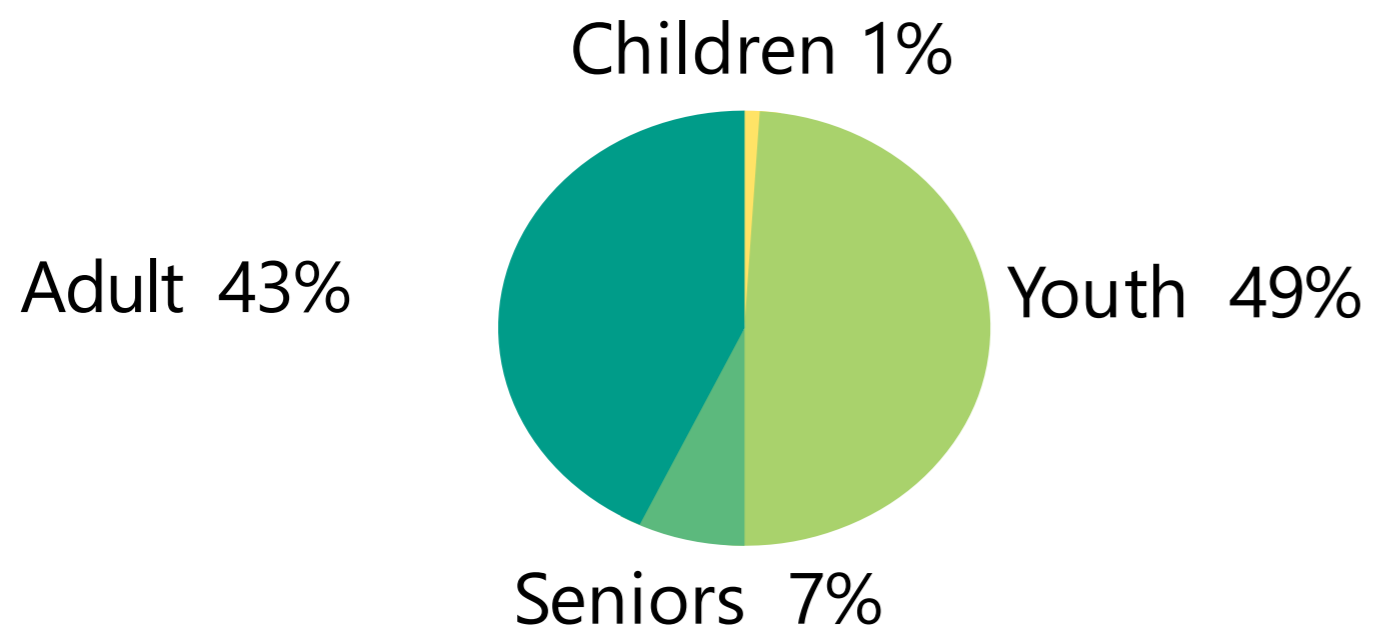
5,000 active volunteers



More than 100,000  
volunteering hours contributed in 2017



Age 4 to 89 years old



## TOWARDS SHARED RESPONSIBILITY

Matching community interest with a suite of NLB volunteering opportunities. Providing flexibility for preferred time, service commitment and locations.



### Functional

Volunteering at event-based programmes and initiatives.



### Core

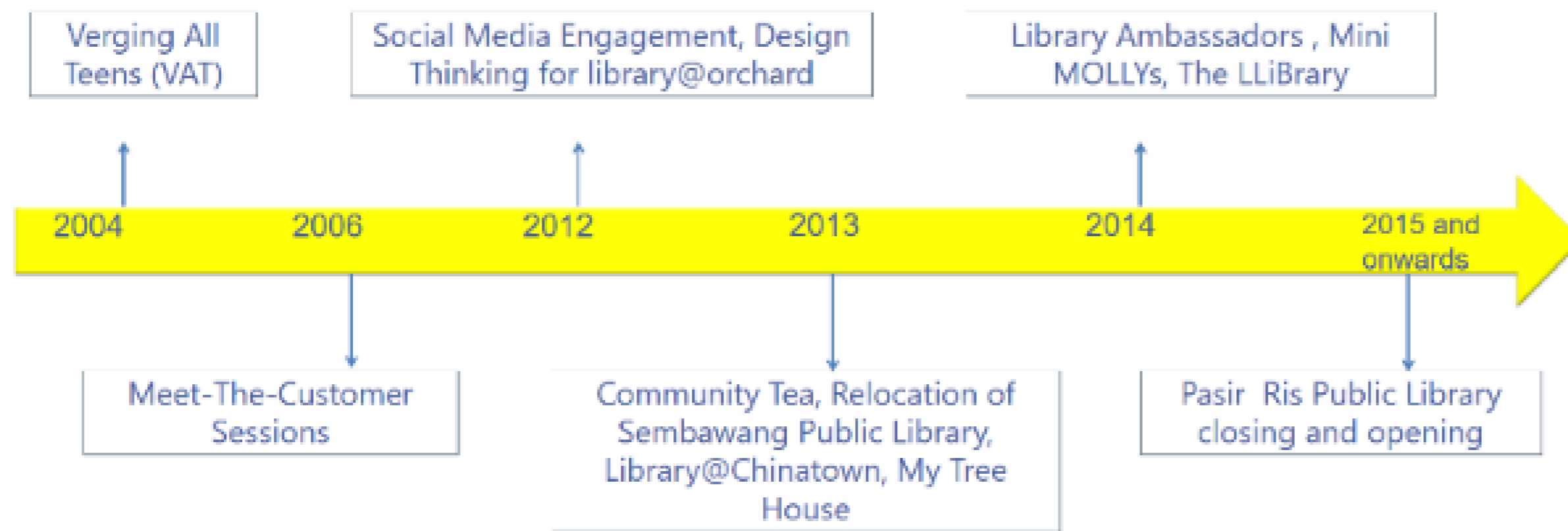
Volunteering in shared library and archive spaces.



### Pivotal

Volunteering to co-create content and programmes for the community.

# ENGAGING COMMUNITY AND BUILDING PUBLIC TRUST STEADFASTLY



## ENGAGING THE COMMUNITY FOR MY TREE HOUSE



The World's First Green Library for Kids

By the Community for the Community Partnering City Developments Limited in developing Green Children's Library

Platinum BCA Green Mark Award for an Interior Project

## LIBRARY@CHINATOWN HAS BEEN ANOTHER GAME-CHANGER FOR NLB



Most Innovative Project in the MO Family Innovation Awards (2013)



Silver Award in the Most Innovative Project/ Policy Category at the PS21 EsCB Awards, a prestigious annual public service convention



NLB wins the Innovation Excellence Award (2015)

## LIBRARY@ORCHARD AND DESIGN THINKING HAVE BEEN GAME-CHANGERS FOR NLB



President's Design Award in 2015  
Library@orchard was awarded this national award for its excellence in design and co-creation with users.

"Design is as much about creating solutions for people, as it is about space, form and details."



American Library Association's Presidential Citation for Innovative International Library Projects in 2016



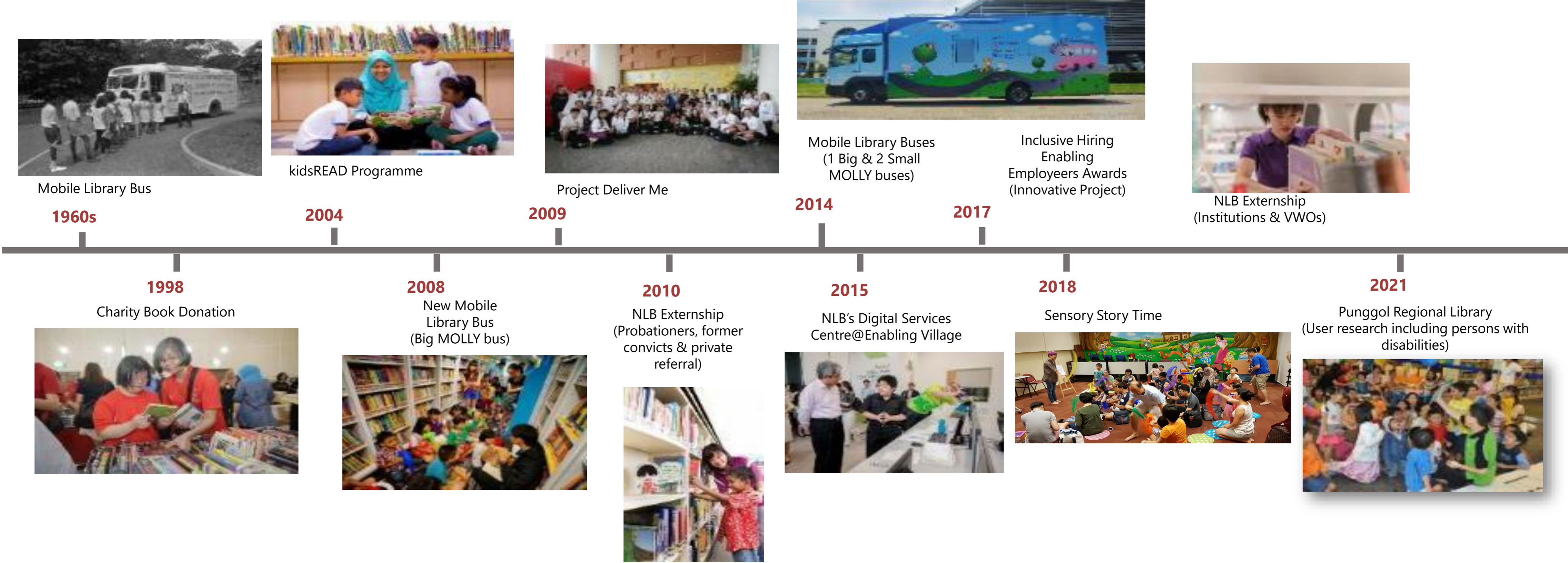
Venice Biennale 2018  
Library@orchard featured as one of the projects under the theme of Freedom for the Singapore Pavilion at 2018's 56th Venice Biennale in May 2018.

It is featured as an example of how Singapore has creatively made use of limited space it has by bringing learning experiences into a mall.

- **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.

Restricted

# BRINGING SOCIAL INCLUSIVENESS TO THE NEXT LEVEL



- 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 → skills transformation to meet future needs
- To improve **work productivity** amidst resource constraint, through re-design work processes, systems, structure, use of technology

How NLB supports  
Public Service Transformation

## Organisational Development

- Building the right culture
- Draw on behavioural insights and design thinking to improve employee experiences
- Transforming staff engagement –Leaders at the frontline

## Workforce Planning (Lean)

- Future Ready Workforce Plan
- Data analytics to support development of a future ready workforce.
- Competency based talent acquisition & attraction
- Job redesign, volunteers as part of NLB's workforce

## Digitalisation (Digital)

- Transforming Service Delivery through Automation- Robot Assisted Operations, Augmented experiences, Next Gen RFID, Mobile & Interactive Services, Content Delivery Infrastructure, Search & Discovery of Resources, CREST to ACE, RDM digitisation for WOG
- Digital Readiness@Libraries, SkillsFuture@Libraries
- Transforming Employee Experience – Automate Processes

## Capability Building (Agile)

- Unlock the potential of our people
- Competency based learning & development
- Invest in developing officers in the 7 future enablers competencies, upskilling them
- Leadership development and talent management
- Career development based on specialisation

# 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**

**1<sup>st</sup> 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

### RESOURCE OPTIMISATION:



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

**1<sup>st</sup> 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



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

**1<sup>st</sup> 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)

### SOCIAL ENGAGEMENT & COLLABORATION



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

**Over 29,000 items**  
described and transcribed

**Over \$470,000 savings**

**Won FutureGov Awards 2015 – Digital Inclusion category**

NLB has won the Innovation Excellence Award **TWICE**



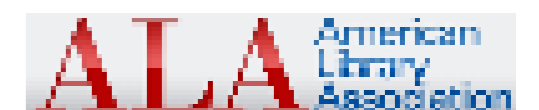
2001



2016



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



ALA Presidential citation: Innovative International library projects 2015



CIO Asia Awards (Innovation category) 2016

# 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

Process improvements in collections



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



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

Improving cost efficiency and gain productivity through automation



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



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

## 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

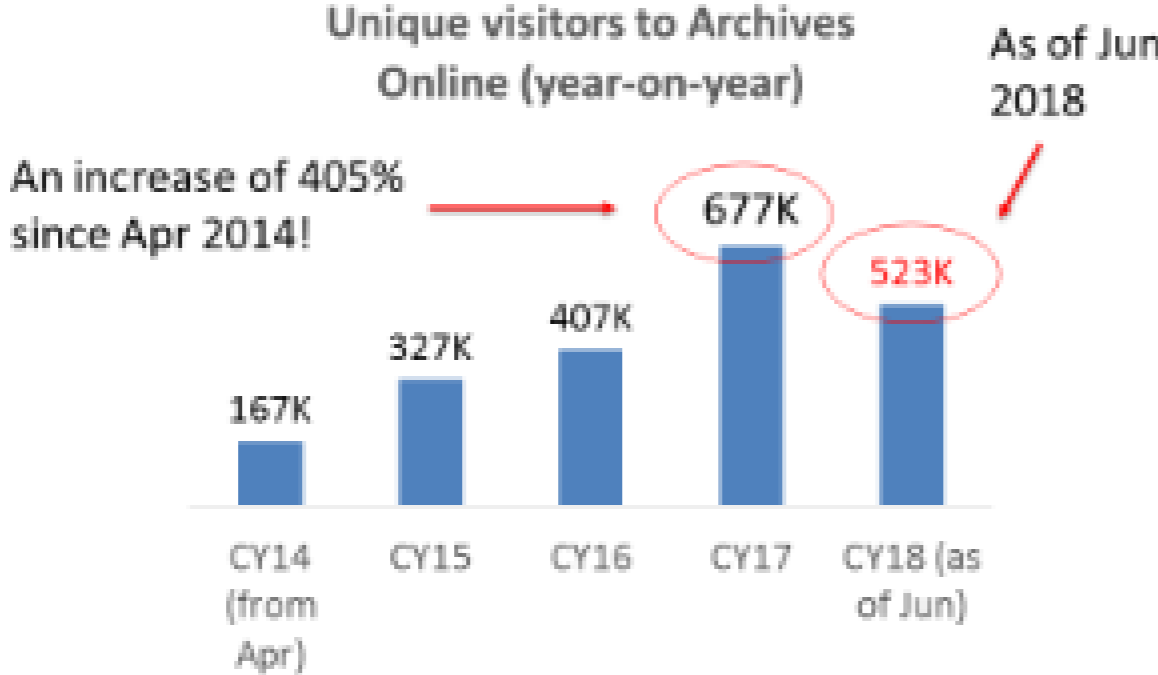
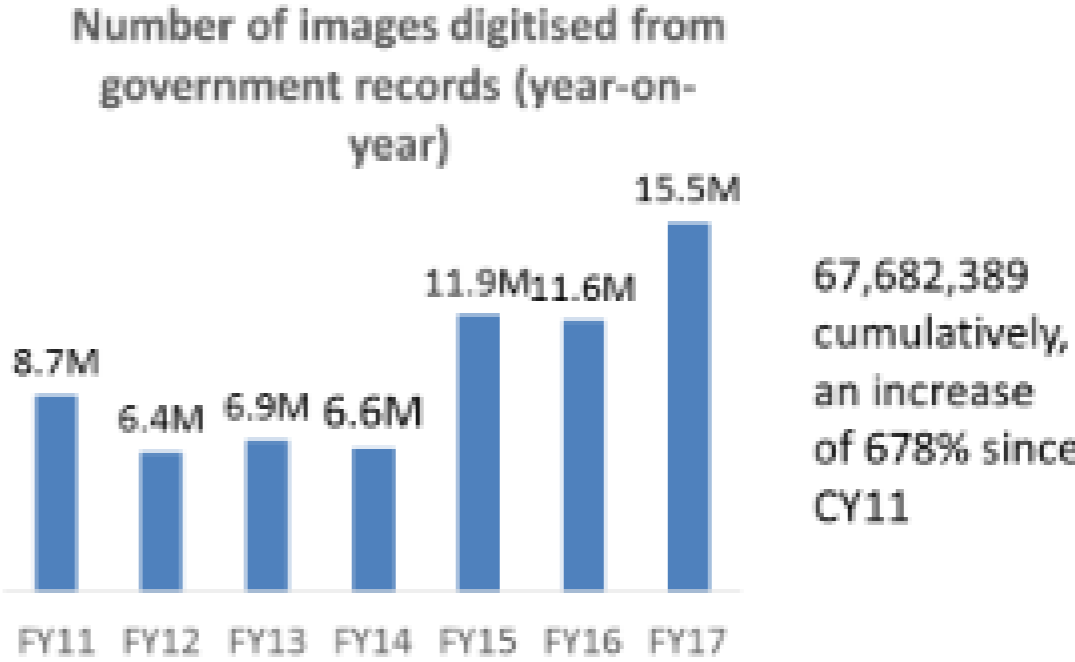
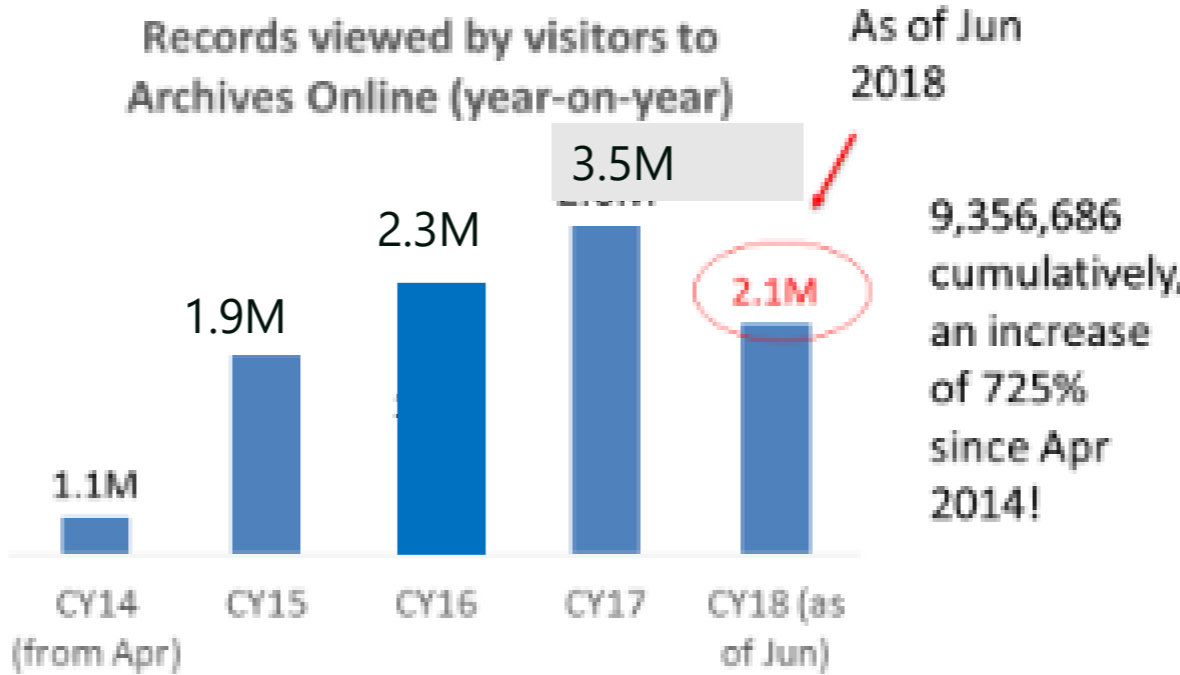
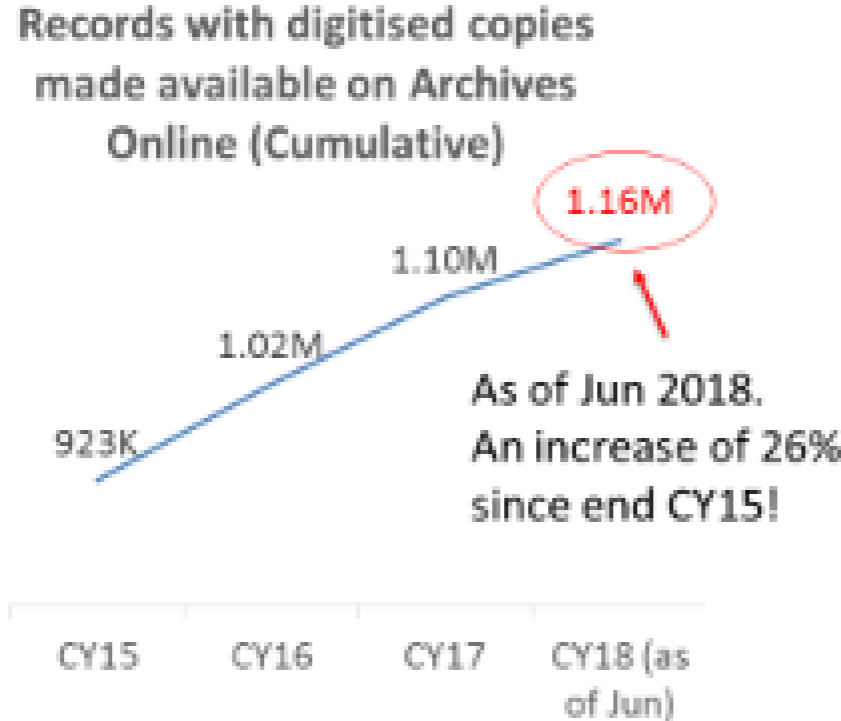


**Biodiversity heritage Library:** 1<sup>st</sup> institution to be global node

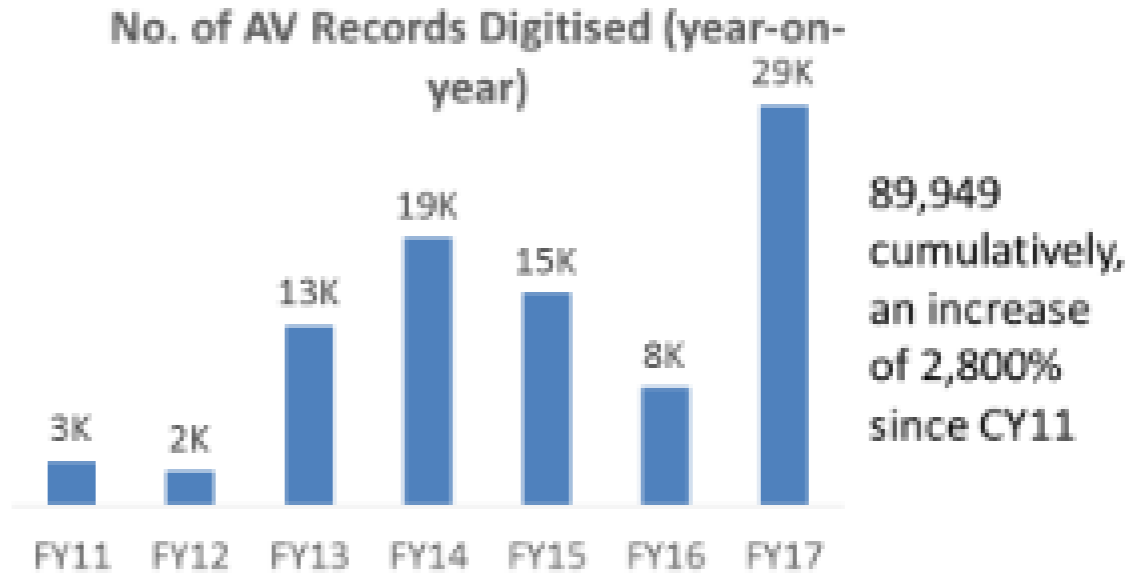
Over 7 million users, 13 million website visits

# EXCELLENT OPERATIONAL RESULTS

## ACHIEVEMENT FROM NATIONAL ARCHIVES



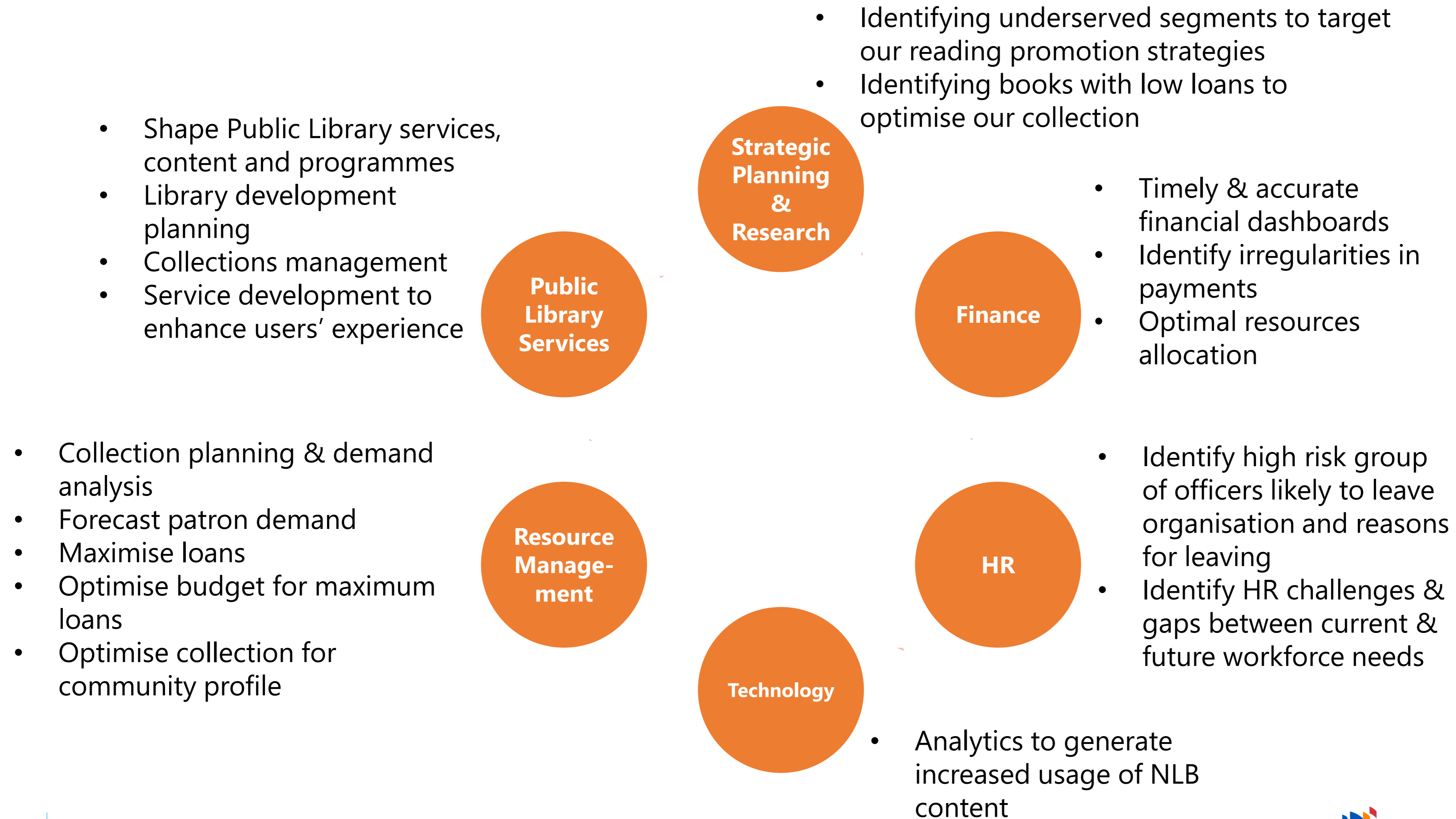
As of May 2018, **6** govt. agencies have digitised **1,164,150** pages using the WOG digitisation tender introduced in Oct 2017 by NLB in collaboration with GovTech, to help agencies meet NAS' WOG digitisation requirements



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

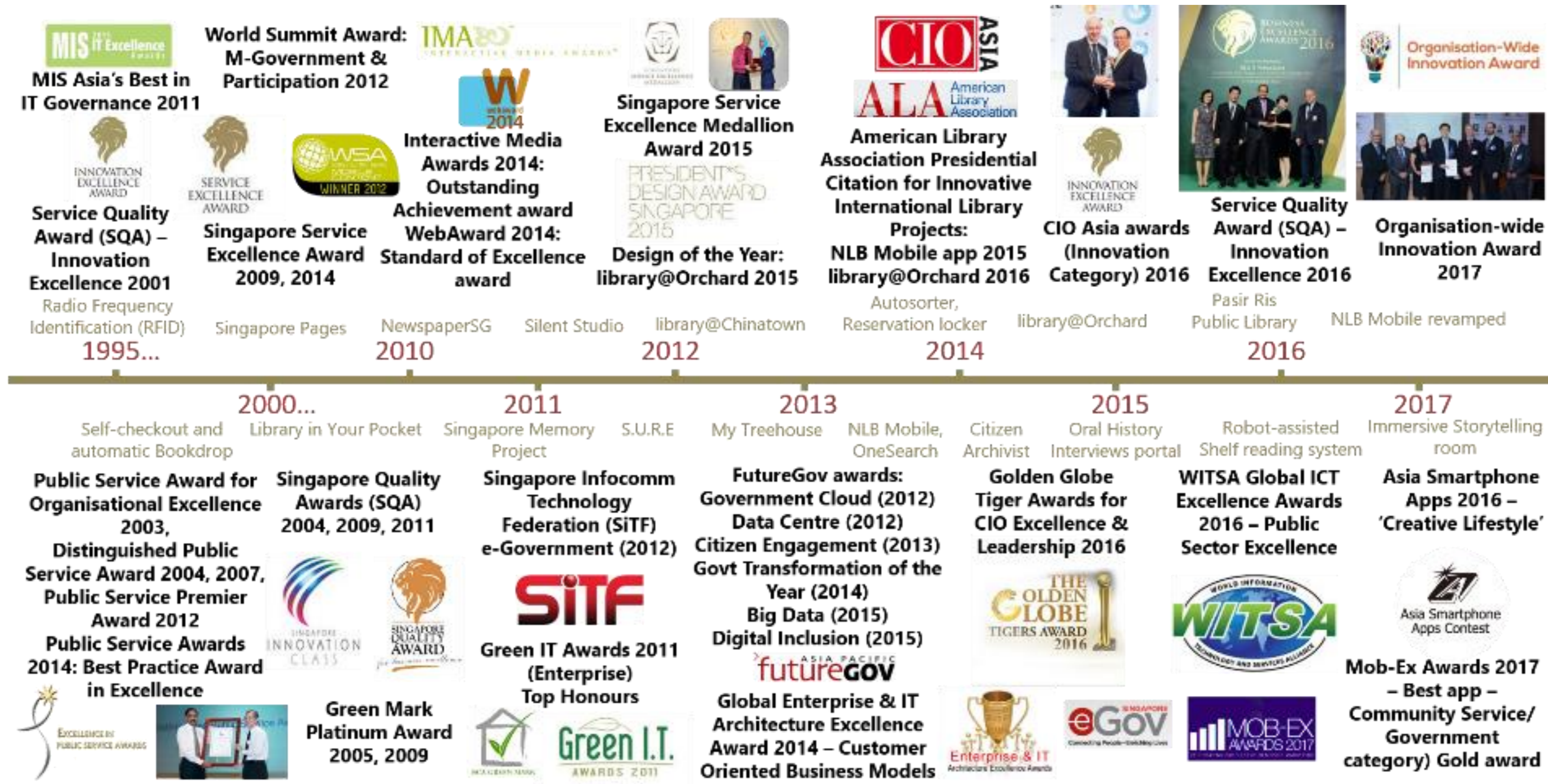


# THIRD PARTY ENDORSEMENTS AND AFFIRMATION



# AWARDS AND ACCOLADES

## NLB's Awards & Accolades



# TESTIMONIES FROM THE EXPERTS



Glòria Pérez-Salmerón  
President of International  
Federation of Library Associations  
and Institutions (IFLA)  
2017-2019

"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".



Donna Scheeder  
President of IFLA 2015-17

"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."



Ismail Serageldin  
Founding Director of the  
Bibliotheca Alexandrina, Egypt



Dr. Wu Jianzhong  
Director of Shanghai Library

"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

Customer(s)	Results
<p>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)</p>	<p>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.</p> <p>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.</p>
<p>Hidir, 9 years old, kidsREAD participant at New Town Primary</p>	<p>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.</p> <p>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.</p> <p>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.</p>

# NATIONAL LIBRARY BOARD BEING AWARDED 2018 SINGAPORE QUALITY AWARD (SPECIAL COMMENDATION)

**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.



**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.



**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.



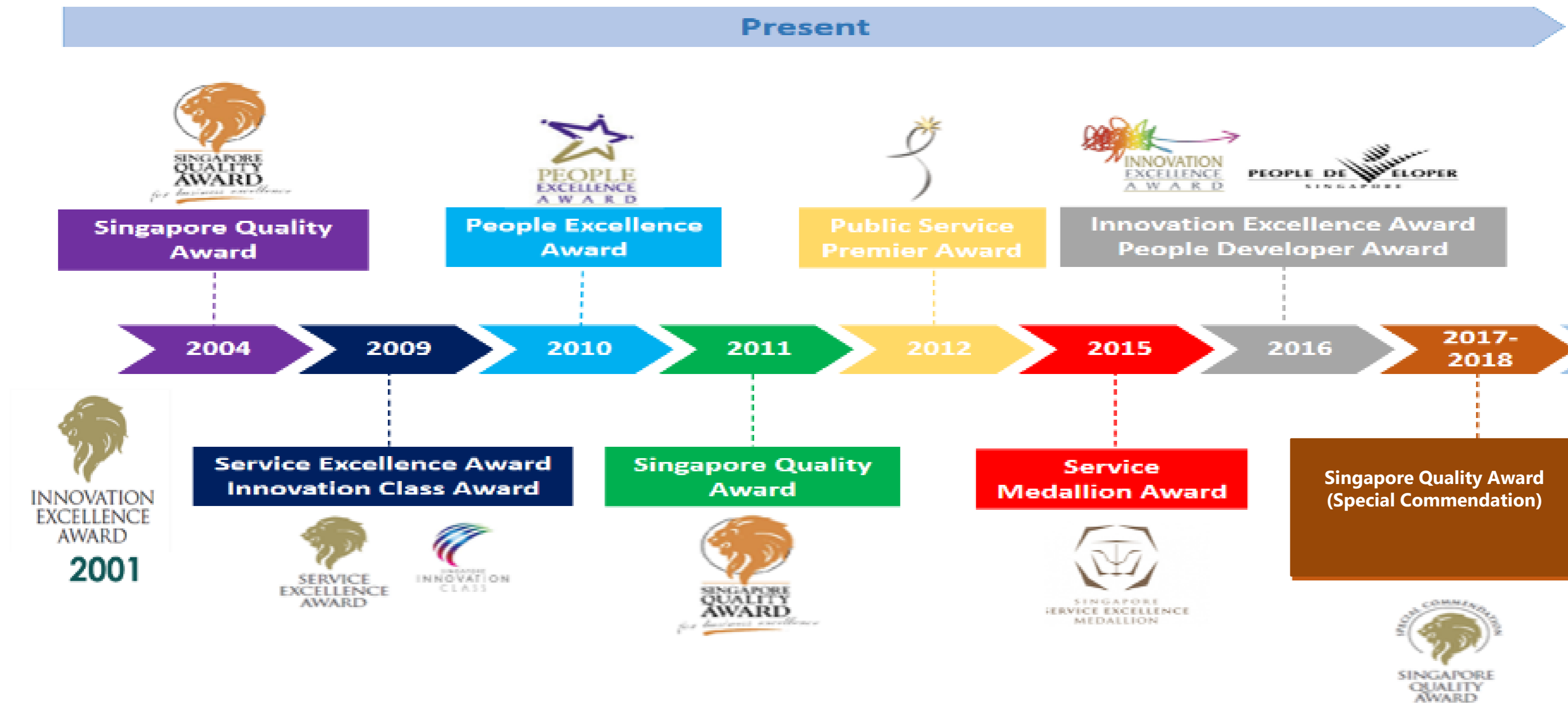
Presidential Citation for Innovative International Library Projects:  
 NLB Mobile App 2015  
 Library@Orchard 2016

**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.



# NLB IS THE MOST EXEMPLIFIED ORGANISATION THAT FULLY BELIEVES IN THE POWER OF BUSINESS EXCELLENCE FOR THE PAST 17 YEARS



# Thank you

