

Progressive Alignment Step Characteristics

Larry Nash White, Ph.D.

Table 1. Progressive Alignment Step Characteristics

	Non-Aligned	Practice	Process	Organizational	Environment
Metrics	Inconsistent use of metrics	Consistent use of metrics for assessing projects, programs, services efficiency	Practice description plus metrics used for determining internal assessment of effectiveness	Process description plus metrics used for internal assessment of value reporting	Organizational description plus metrics used for all external assessments of library service environment impact over time
Methodologies	Inconsistent or non-existent use of assessment methodologies	Consistent use of methodologies for assessing key projects, programs, services	Practice description plus for assessing all projects, programs, services	Process description plus inclusion in tactical planning and decision making	Organizational description plus integration of methodologies into strategic planning and decision making process
Culture / Resources	No culture of assessment, no dedicated resources to assessment processes	Rudimentary culture of assessment; some dedicated resources to assessment processes	Practice description plus widely accepted culture of assessment; internal resources dedicated for all assessment processes	Process description plus proactive culture of assessment; external resources made available for all assessment processes	Organizational description plus innovative / fully integrated cultural of assessment; strategic planning for resource allocation of future assessment processes
Stakeholders	Inconsistent or non-existent involvement of stakeholders in assessment processes	Consistent involvement of some key internal stakeholders in parts of reporting assessment results	Practice description plus involvement of all internal / some key external stakeholders in reporting assessment results	Process description plus involvement of all stakeholders in all aspects of conducting / reporting assessment	Organizational description plus involvement in design and planning of assessment processes
Service Environment Understanding	Inaccurate or incomplete information on service environment and needs	Selective information on service environment and needs as received	Practice description plus periodic efforts to update key service environment information / needs	Process description plus regular updating of all service environment information / needs	Organizational description plus proactive integration of library and service environment information / needs
Innovation of Assessment	No innovation of assessment processes, metrics, methodologies	Isolated incidents of innovation of library assessment metrics, methodologies, processes as necessary	Practice description plus periodic innovations of key metrics, methodologies, processes	Process description plus regular innovations of all metrics, methodologies, processes	Organizational description plus proactive innovation of all metrics, methodologies, processes

	Non-Aligned	Practice	Process	Organizational	Environment
Examination of External Assessment Resources / Options	No examination of external assessment sources of innovations, methodologies, and metrics	Inconsistent examination of some similar / related service assessment sources of innovations, methodologies, and metrics as necessary	Practice description plus periodic examinations of some similar / related service assessment sources of innovations, methodologies, and metrics	Process description plus regular examinations of some similar / related service assessment sources of innovations, methodologies, and metrics	Organizational description plus proactive examination of strategic service assessment sources of innovations, methodologies, and metrics
Evaluation of Assessment Processes	Assessment processes not evaluated for efficiency, effectiveness, or strategic information needs	Assessment processes evaluated as required for efficiency in meeting library strategic information needs	Practice description plus evaluated regularly for effectiveness in meeting library strategic information needs	Process description plus evaluated for impact/value in reporting /meeting library strategic information needs	Organizational description plus evaluated for impact/value in reporting/meeting library and service environment strategic planning / decision needs
Assessment Results	Results not used, valued, or made available to stakeholders	Selected results used or made available to key internal stakeholders as needed	Practice description plus all results made available to all internal stakeholders periodically	Process description plus all results made available to key external stakeholders regularly	Organizational description plus all results proactively and continuously made available to all stakeholders
Primary Assessment Types	Inputs, outputs	Efficiency	Effectiveness	Impact/Value	Impact/Value over time: