

Using Process Mapping to Analyze Workflows in Technical Services

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Today's presentation:

- What is process mapping?
- How do I create a process map?
- How did we use this technique?

Technical Services at AU

- Three Units: Acquisitions, Cataloging, Electronic Resources Management
- 4 FTE Librarian Managers, 15 FTE staff
- Collections Budget: \$5.2 million
- Collection size: over 400 databases and aggregators, 800,000 print titles, 350,000 ebooks purchased via various programs, 90,000 ejournals, 2,000 print journal titles
- Members of Washington Research Libraries Consortium (WRLC)

It's complicated:

- We use every acquisitions vehicle available:
- Firm orders, subscriptions, standing orders
- DDA/PDA, Print on demand
- Approval plans for print, e-preferred approval plan
- Leased ebooks, purchased ebooks
- Streaming media, DVDs
- Big deals, aggregator packages, publisher packages
- Consortial purchasing, consortial borrowing
- Cataloging has 25 individual workflows

Challenges for Technical Services

- Are we working as efficiently as possible?
 - How do things work?
 - Are we organized appropriately?
 - Are our workflows efficient?
- Departmental move to offsite location Fall, 2016
 - How can we explain why we need more space?

What is business process mapping?

- A graphic representation of processes
- A structural analysis of a process flow
- Holistic review of a system
- Exposes problems

Why process mapping?

- Makes the work and the work architecture visible
- Understanding of work of others
- Improve communication
- Present work activities in context
- Create a common understanding of the flow
- Clarify assumptions
- Identify and clarify the output
- Improve the process

Type of process map: Flowchart

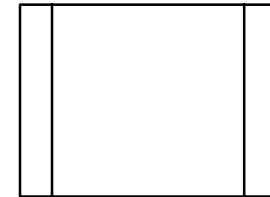
- Graphic representation of series of actions
- Represents a portion of a larger process
- Distinguish between valuable actions and wasteful actions
- Makes waste visible

Getting started

- Define source or starting point
- Define output or ending point
- Define symbols to represent actions, handoffs, decisions

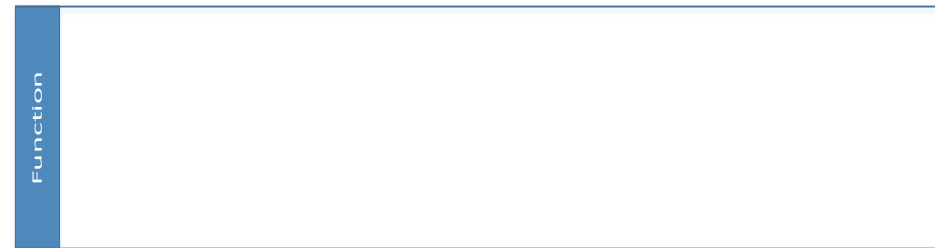
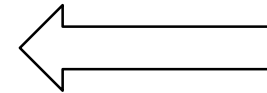
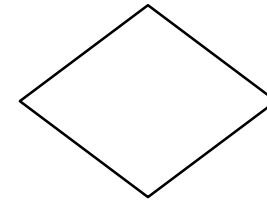
Symbols Used

- Terminator: start and end points in a process—can only have one input and one output.
- Process step: a specific step in the process—Must have one input and one or more outputs
- Pre-defined process: a step which consolidates a complex, multi-step process

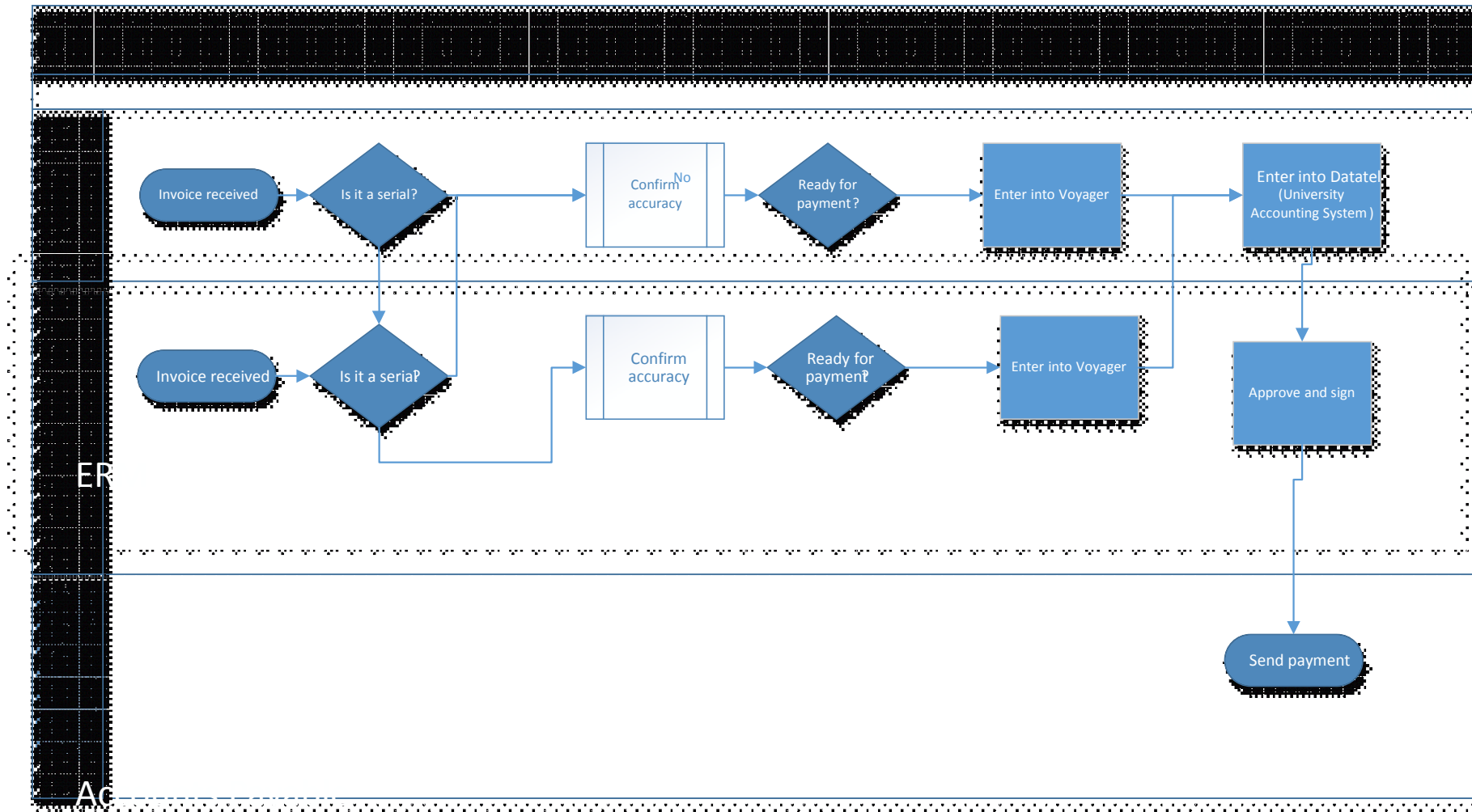


Symbols used (con't)

- Decision point: a branching in the process flow. Must have one input and one output for each possible decision outcome
- Process flow: a directed arrow that specifies the process sequence
- Functional bands (swim lanes): show which departments, units or functional roles are associated with different parts of the process



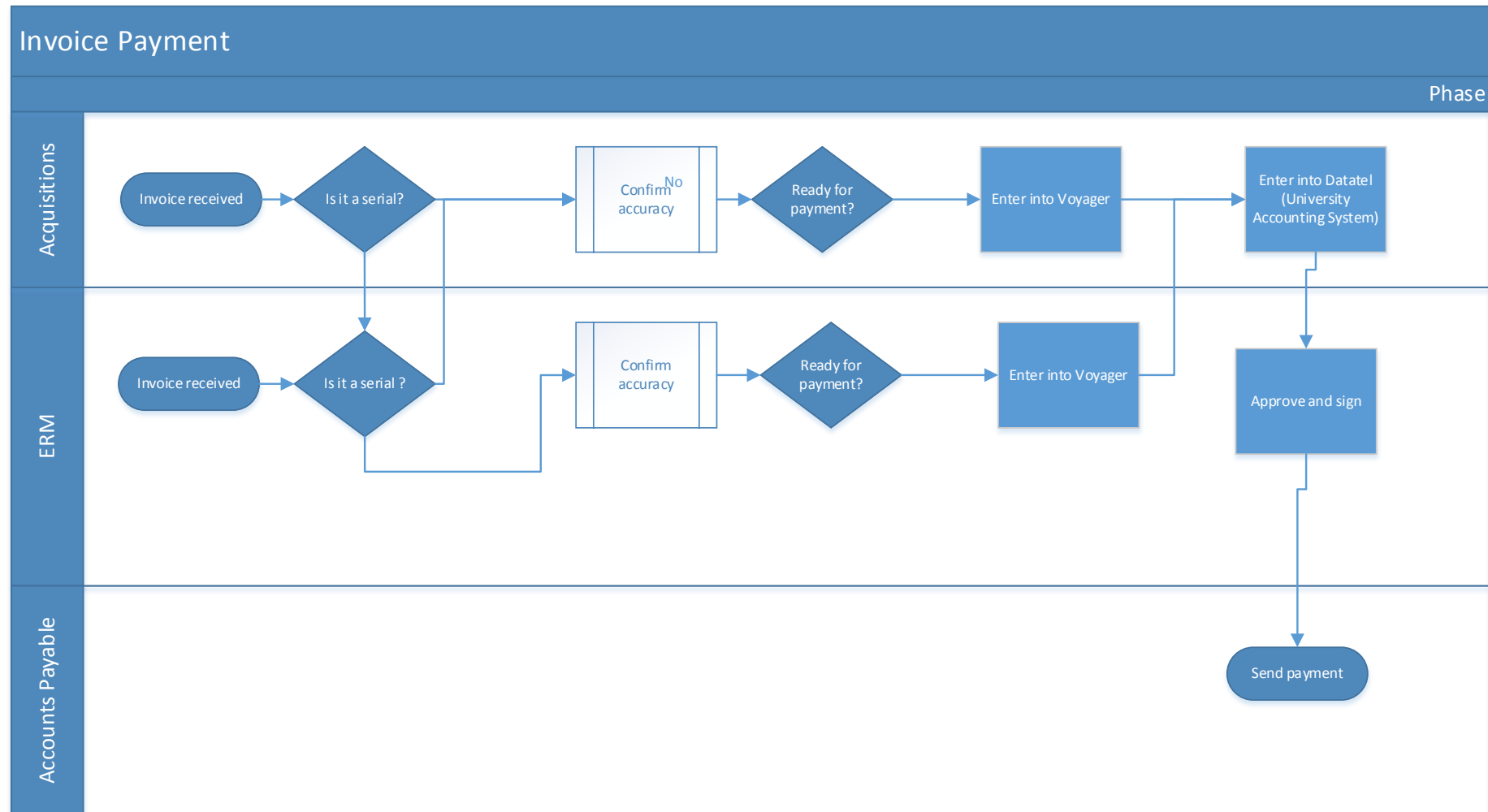
Initial invoice payment workflow



Cross-functional or swim lane diagram

- Illustrates workflow between people or functional groups
- Shows where the work takes place
- Illustrates hand-offs
- Identifies patterns in the workflow

Initial invoice payment workflow

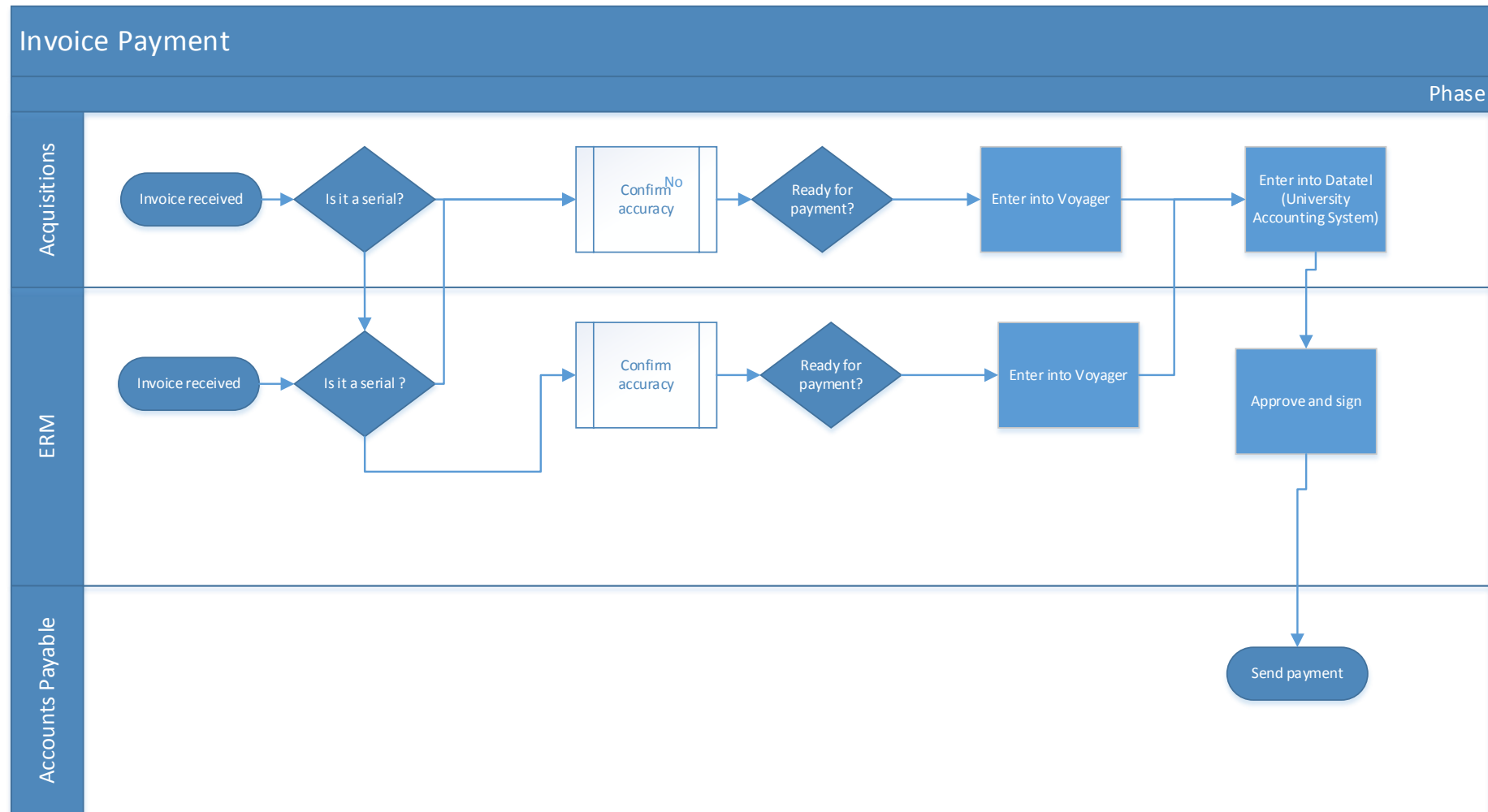


Types of waste

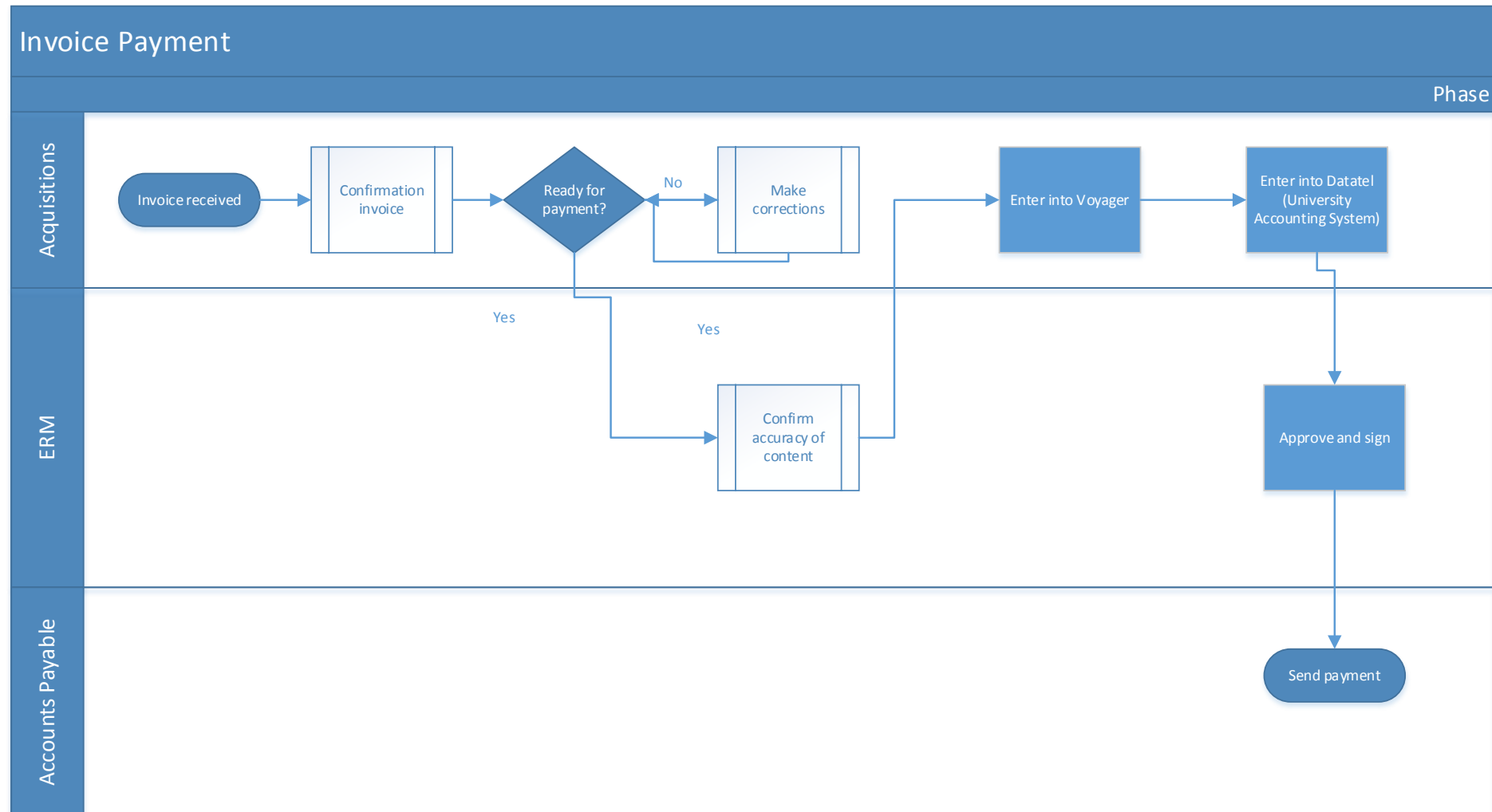
- Overproducing
- Inventory
- Waiting
- Extra processing
- Correction
- Excess motion
- Transportation

Daniel, Robert. The Basics of Process Mapping, 2nd edition. CRC Press: NY 2011

Initial invoice payment workflow



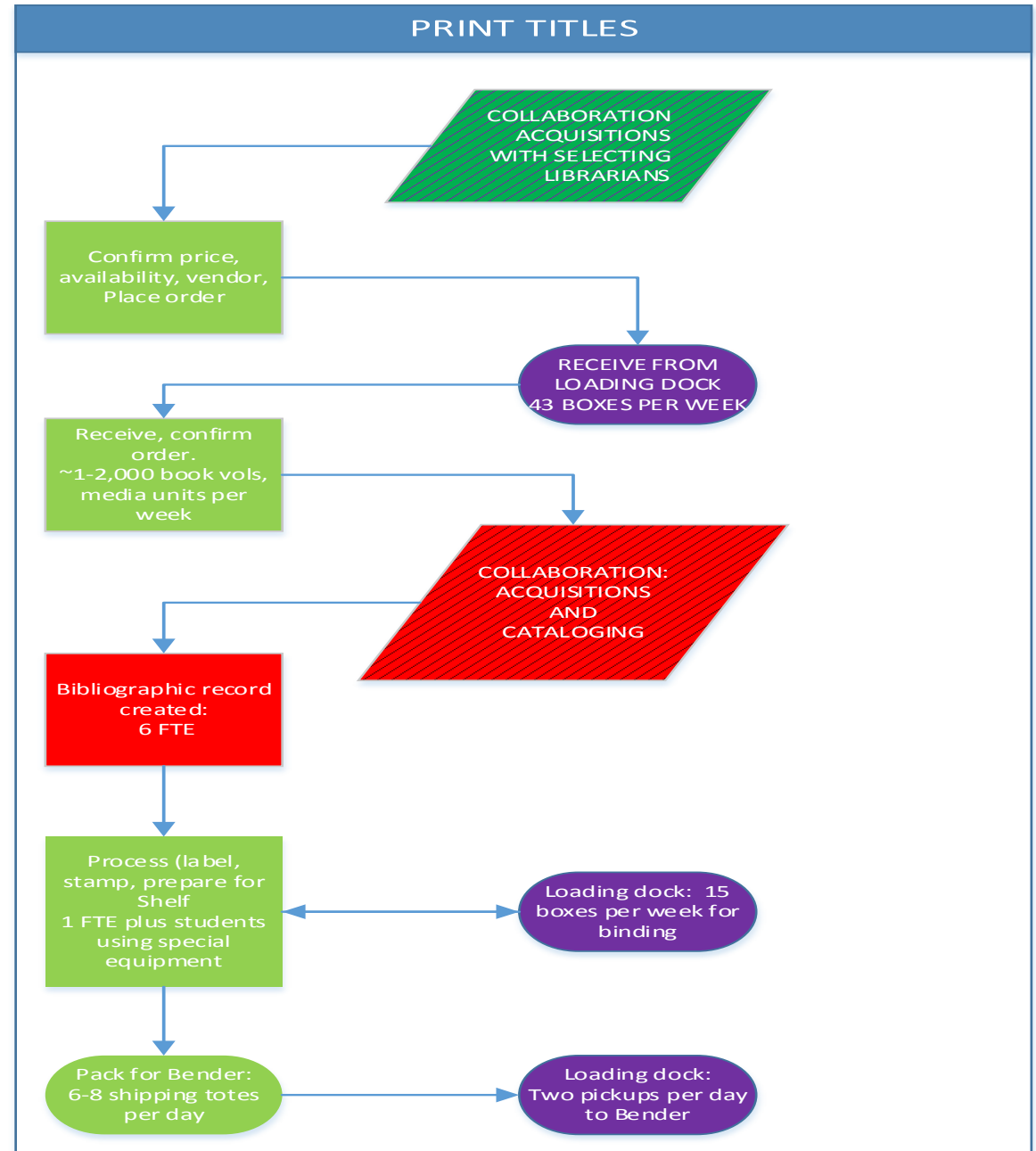
Revised invoice payment workflow



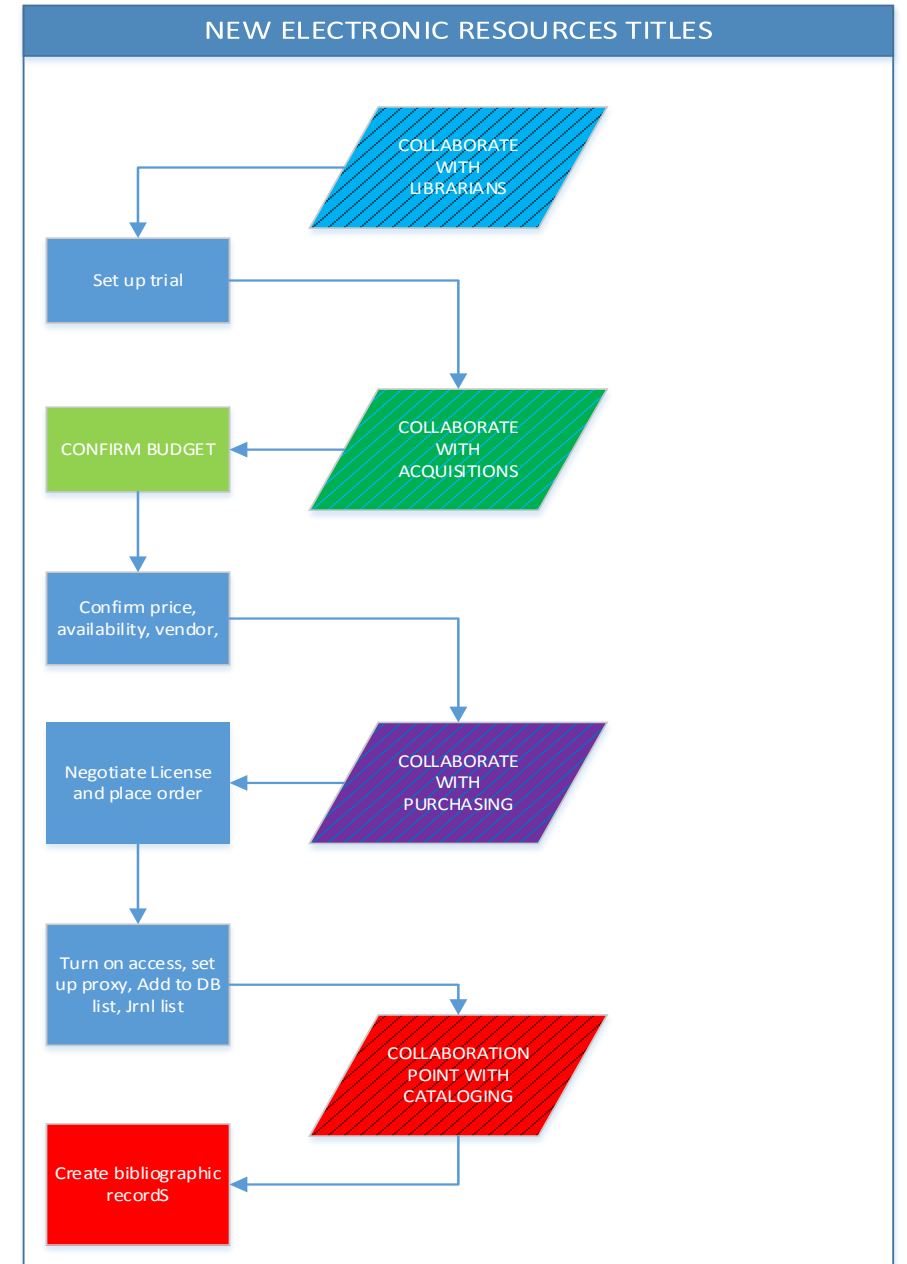
Visualizing workflows for space planning

- Needed to represent how people use space to complete their work
- Colors to represent different departments:
 - Green—Acquisitions
 - Red—Cataloging
 - Blue—ERM
 - Striped—points of collaboration

Purchasing new print monographs



Purchasing new databases



What did we learn?

- We can always improve our processes
- Lack of shared understanding of our work and our goals
- Importance of context
- It's not easy
- Depersonalizes change

Most important

[illegible]

Questions?

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