The (workflow) map is not the territory

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Motivations for mapping

• Justify organizational changes
• Improve communication across departments
• Rethink processes
Project execution

• Timeline: January–May 2017
• Overview of steps
  • Prep
  • Kickoff
  • Working groups
  • Standard tools and techniques
  • Review and revision
  • Wrap-up celebration
Mapping project: Prep

- Outlined goals
- Developed template
- Defined terms
  - Unit Responsibilities
  - Workflows
  - Procedures
Mapping project: Kickoff

• Two groups: print and electronic
• Brainstormed processes to map
• Working groups set follow-up dates
Mapping project: Working groups

- Individuals nominated by supervisors
- Balance knowledge of process and outside voices
Mapping project: Standard tools and techniques

- LucidChart
- Standard workflow symbols
- Swim lanes representing departments
Mapping project: Review and revision

• Peer Review process
  • Review for fundamental elements
  • Review for readability

• Most common issues
  • Missing map title
  • Missing legend
  • Overly complex workflow
Mapping project: Wrap-up celebration
What didn’t happen

• Analysis of compiled data
• Improved inter-departmental communication
• Process streamlining
• Ongoing systematic process review and improvement
Why not?

- Not sure how to move forward
- Lack of ownership and accountability
- Confidence that changes will happen and matter
- Larger communication issues
- Time and motivation
Plans in place

• Create a framework for analyzing workflows
• Evaluate current and potential services
• Refine existing processes
• Make organizational changes
• Trainings and professional development
• Communicate with stakeholders
## Plans in place: Workflow analysis

<table>
<thead>
<tr>
<th>Workflow Name</th>
<th>Link</th>
<th>Electronic or Physical</th>
<th># of people</th>
<th># of units</th>
<th>Refers to existing map</th>
<th>Refers to additional (unrecorded) workflow</th>
<th># of decision points</th>
<th># of steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Books</td>
<td><a href="https://">https://</a></td>
<td>Physical</td>
<td>5</td>
<td>3</td>
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<td>4</td>
<td>1</td>
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<td>4</td>
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</tr>
</tbody>
</table>

- Number of handoffs between individuals
- Number of handoffs between units
- Names of systems or tools used
- What employee level makes decisions
- Etc....
Plans in place: Evaluate services

Justify discontinuing existing services
Justify creating new services
Plans in place: Refine processes

Make changes within processes based on what we learn from mapping them

Get input from staff who are new to the process
Book Replacement Orders Workflow

Circulation

Librarian or user reports a book as missing

Book that should be on hold shelf is not when shelf is cleared

Circulation student (at desk) fills out the Lost Book form

Circulation Assistant (CA) changes book status to "on search" in Sierra

CA searches for the book for 7 days

If the book is not found, CA changes item record status to "missing" in Sierra

At the beginning of each month, CA runs report of books missing at least one year

Collection Development

Collection Development Librarian (CDL) reviews list

Should the item be replaced immediately?

Yes → CDL pursues regular firm order

No → Should the item be considered for later replacement?

Yes → CDL schedules the book for later review

No → CDL sends list of items to Cataloger to initiate withdrawal process

Key

Start or end point

Carried out by classified staff

Carried out by faculty

Carried out by student
Plans in place: Make organizational changes
Reassign duties in new Collection Management unit
**Firm eBook Orders**

- eBook Request placed in GOBI
  - Do We Own? Yes → Is it a Print Copy? → Check w/ Selector if need e-Version → Order eBook
  - Do We Own? No → DDA Title? Yes → Upgrade license if available & affordable → Place Order → Create Sierra Order/Bib Record → Process Invoice → Give Invoice & Voucher to Maria
  - DDA Title? No → Cancel Order

- Have Cheryl A. remove DDA record & place ebk order

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**Firm Orders - Print Books**

- Book Request
  - No → Email Selector
  - Yes → Do We Own? Yes → GOBI? Yes → Is it Available? Yes → Place Order → Shelf Ready? Yes → Send to Cataloging → Send to Circulation
  - No → Different Vendor

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- Cataloging

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- Cataloging

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- Cataloging
Plans in place: Process trainings and professional development

• Train people directly involved in the workflow
• Share information with people affected by how the workflow is done
• Share information with library decision-makers
• Identify skill gaps stemming from institutional knowledge isolated in single individuals
Plans in place: Communicate with stakeholders

- Display workflow maps in staff areas
- Share maps of key workflows with patrons
- Present proof of concept to Library administration to move forward with analysis
- Create Library-wide report
Conclusion

Buy-in comes from a clear and decisive vision of what to accomplish and why

Workflow mapping can be applied at any level of the organization

Share and compare across institutions

Further research: best practices in workflow analysis
Bibliography


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