The (workflow) map is not the territory

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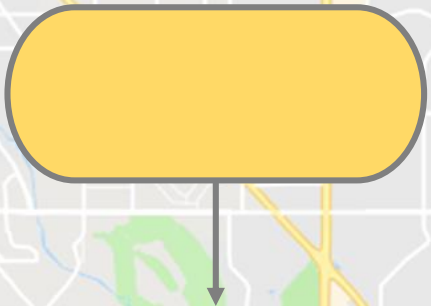
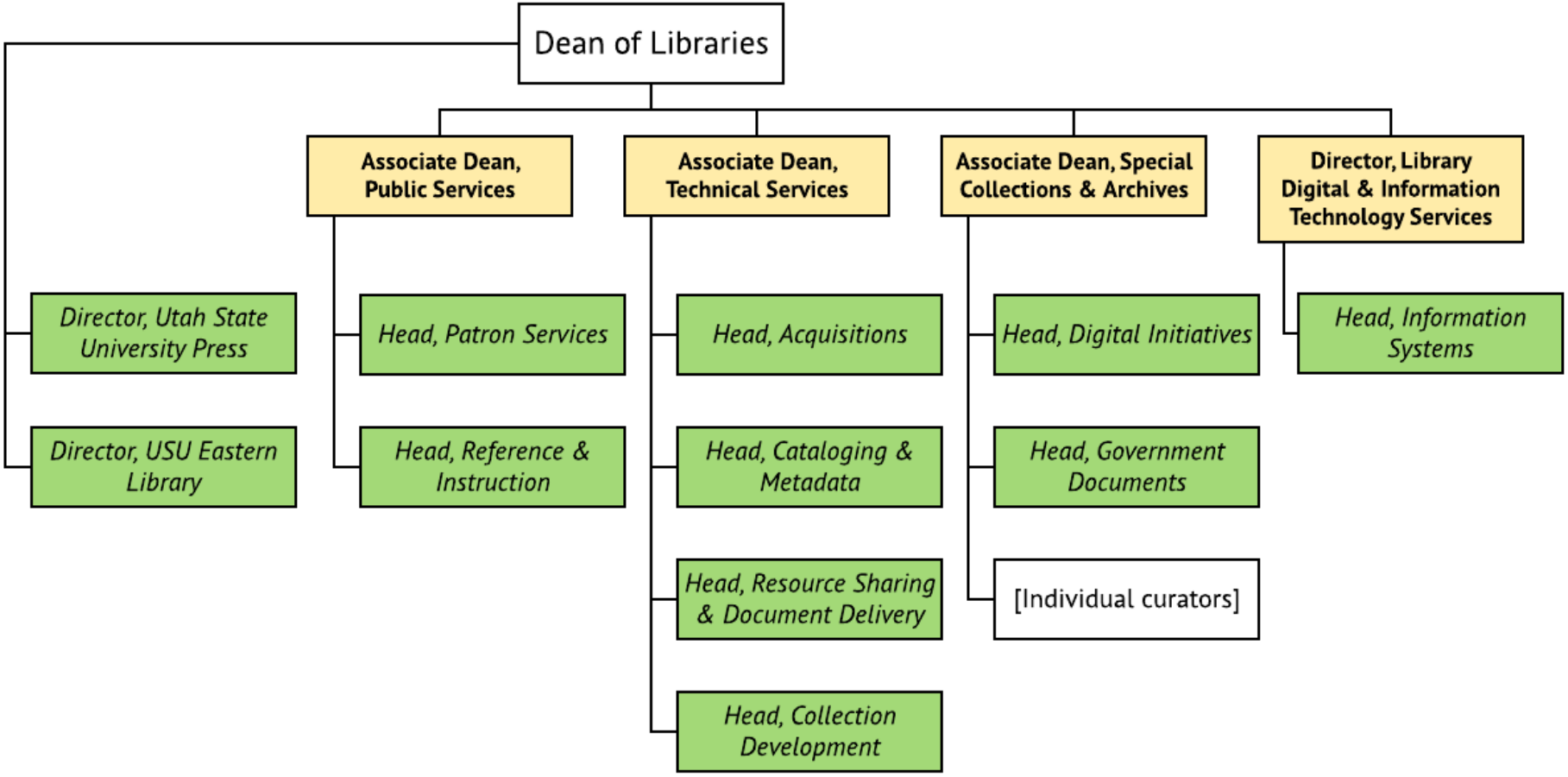
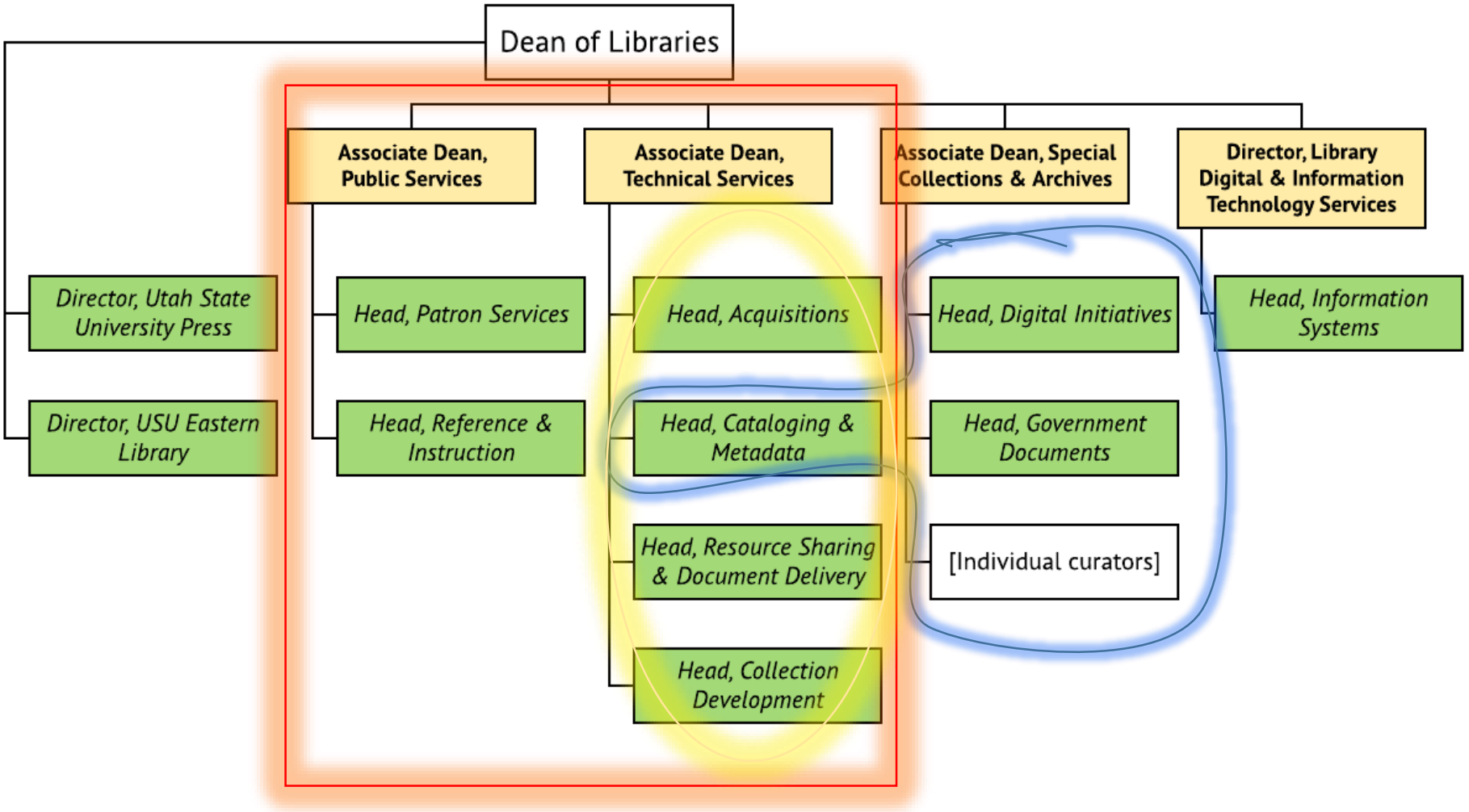
Utah State University Libraries



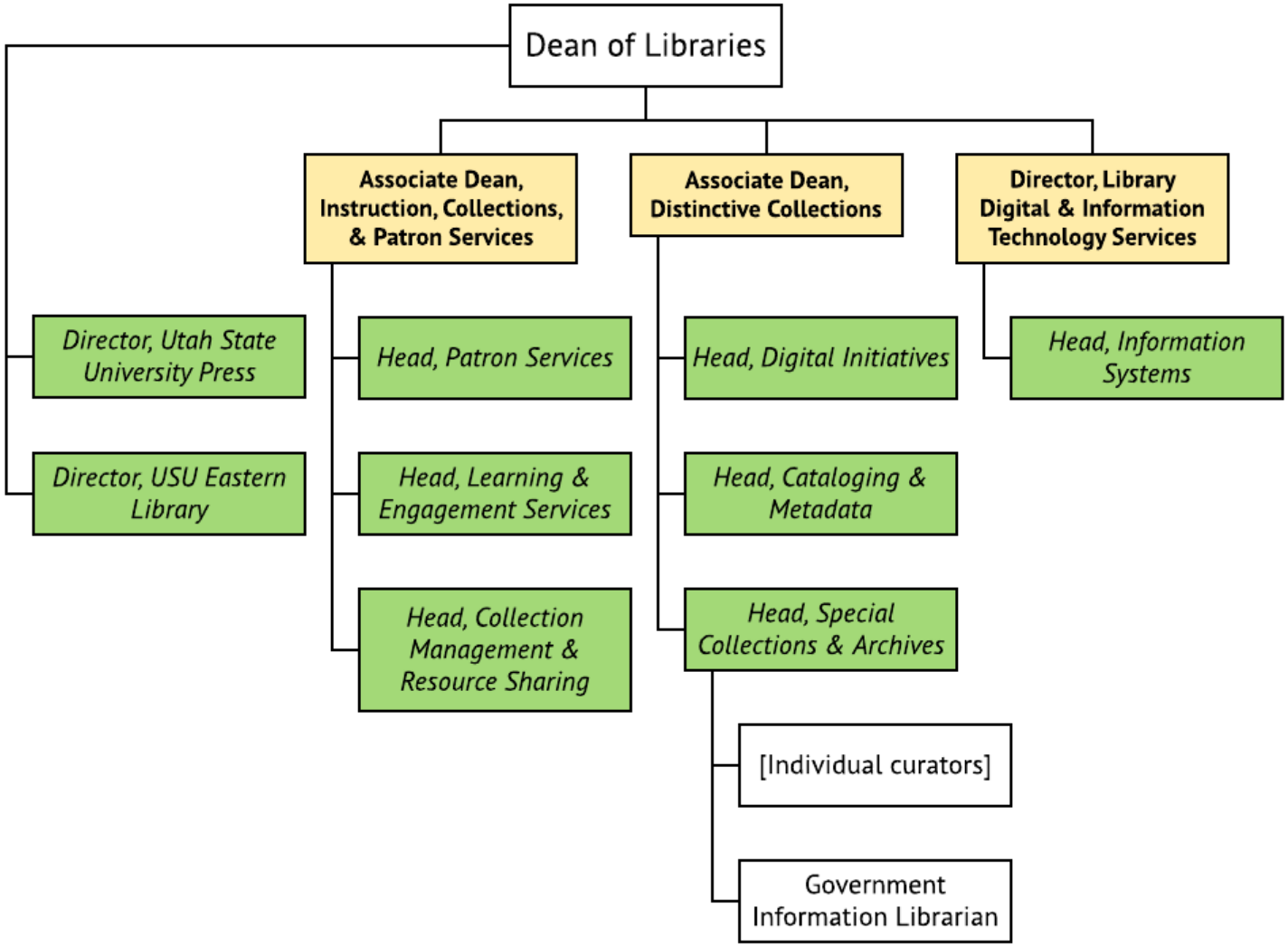
USU Libraries (Summer 2016)



USU Libraries Reorganization

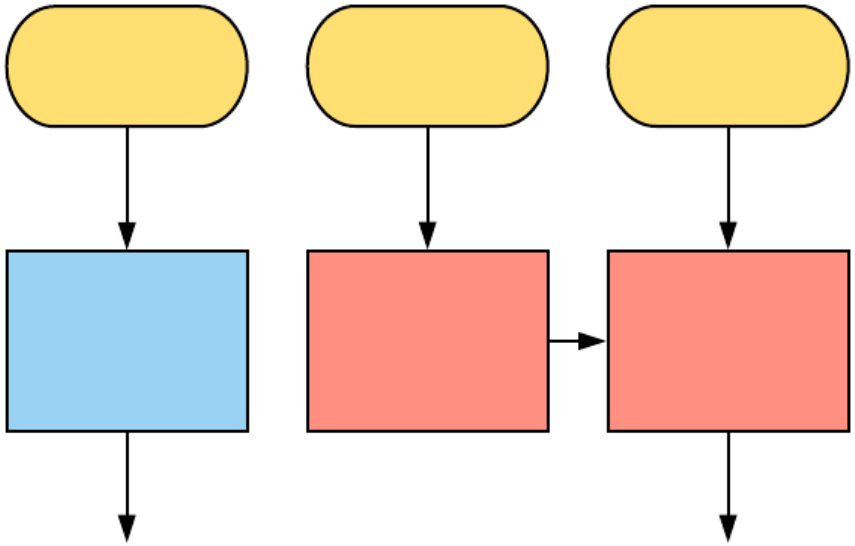


USU Libraries (Spring 2017)



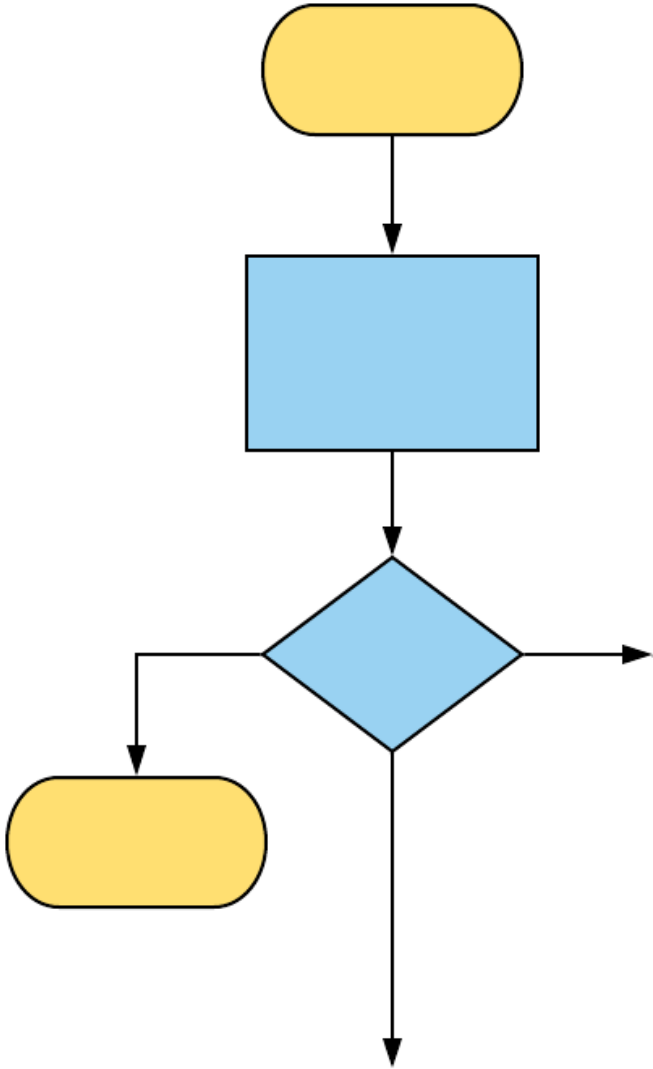
Motivations for mapping

- Justify organizational changes
- Improve communication across departments
- Rethink processes



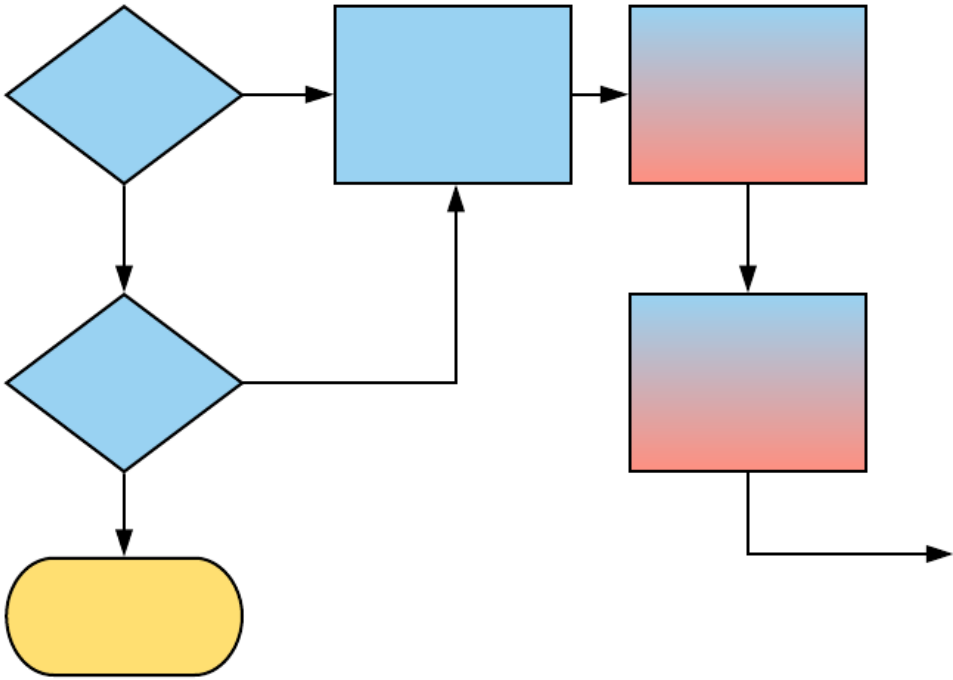
Project execution

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



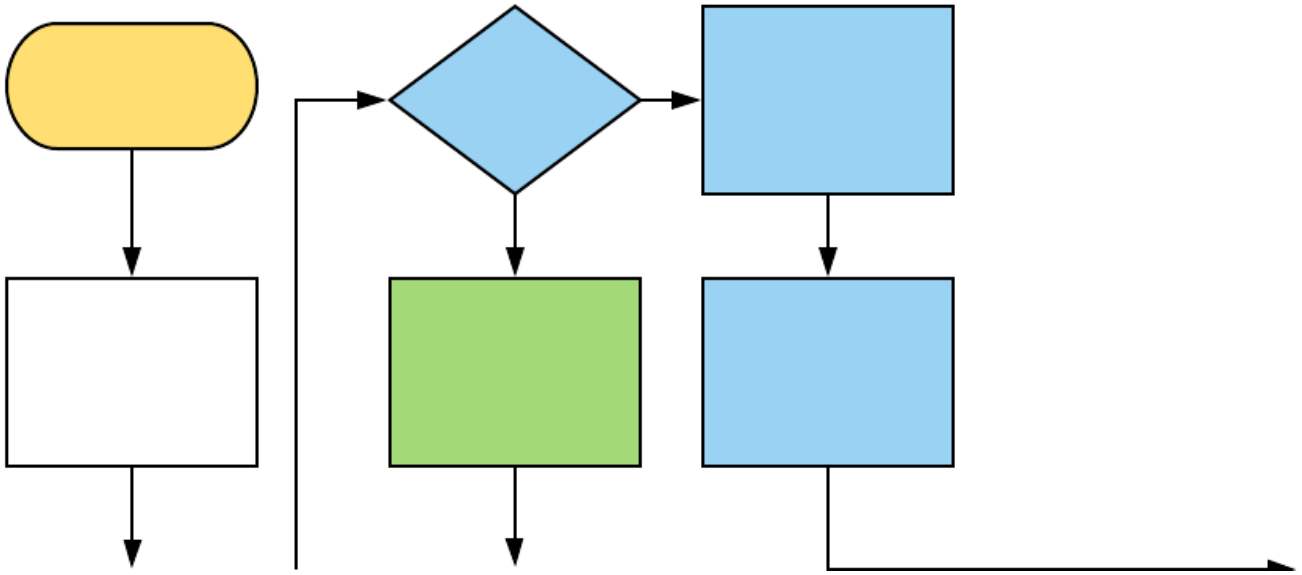
Mapping project: Prep

- Outlined goals
- Developed template
- Defined terms
  - Unit Responsibilities
  - Workflows
  - Procedures



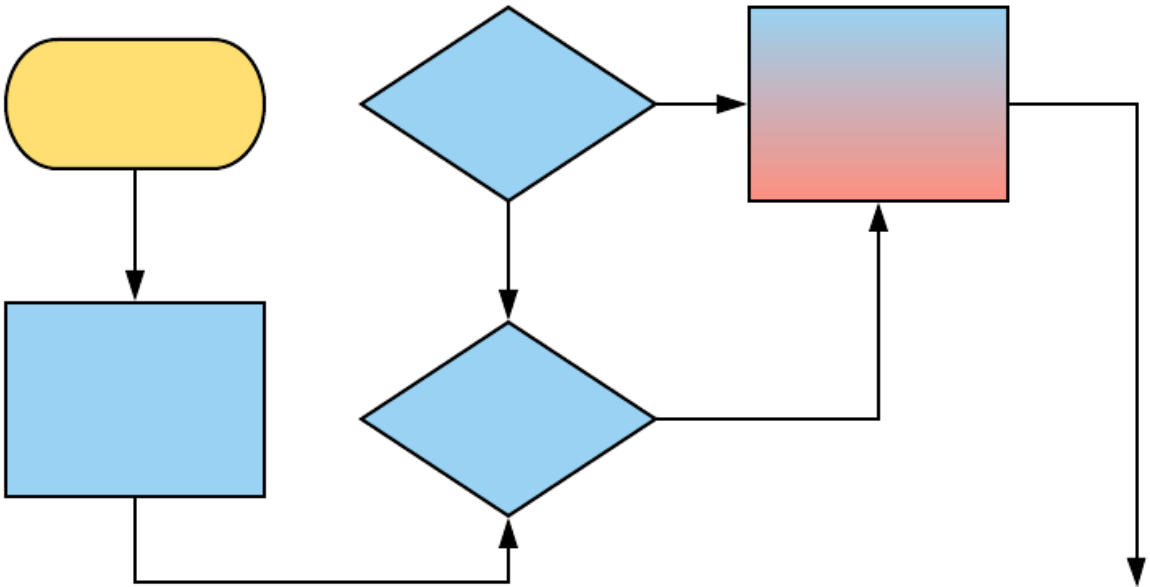
Mapping project: Kickoff

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



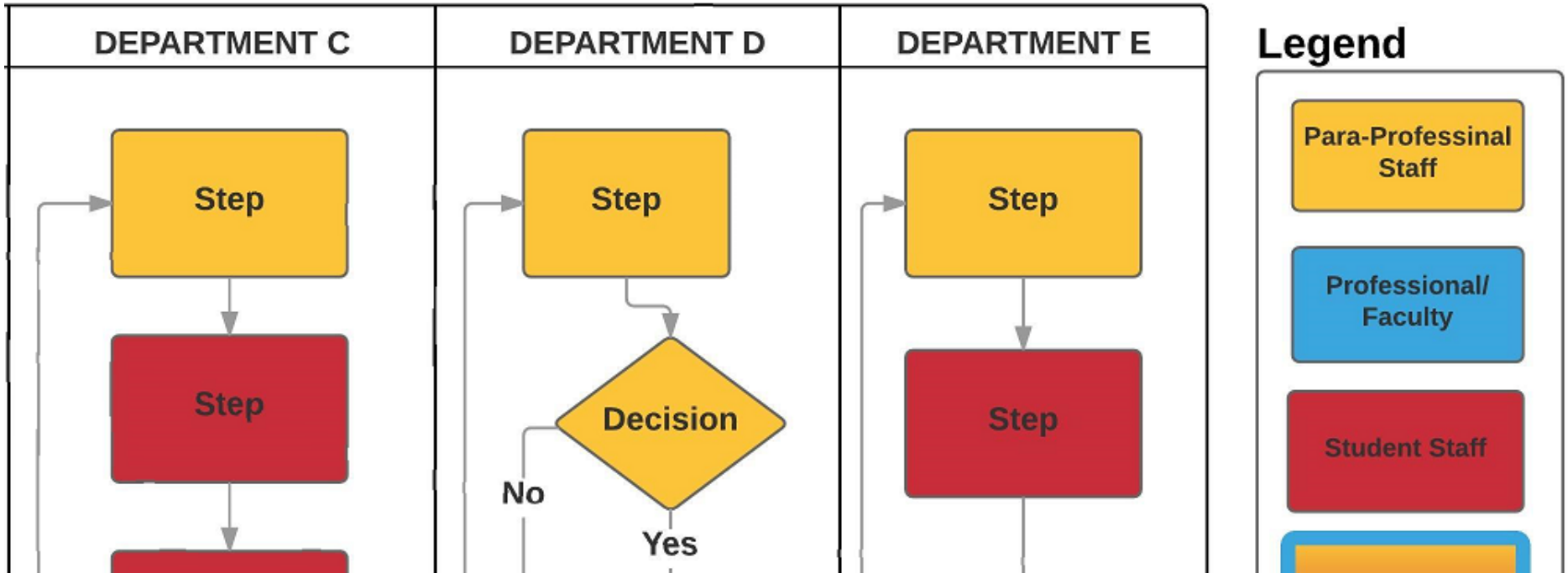
Mapping project: Working groups

- Individuals nominated by supervisors
- Balance knowledge of process and outside voices



Mapping project: Standard tools and techniques

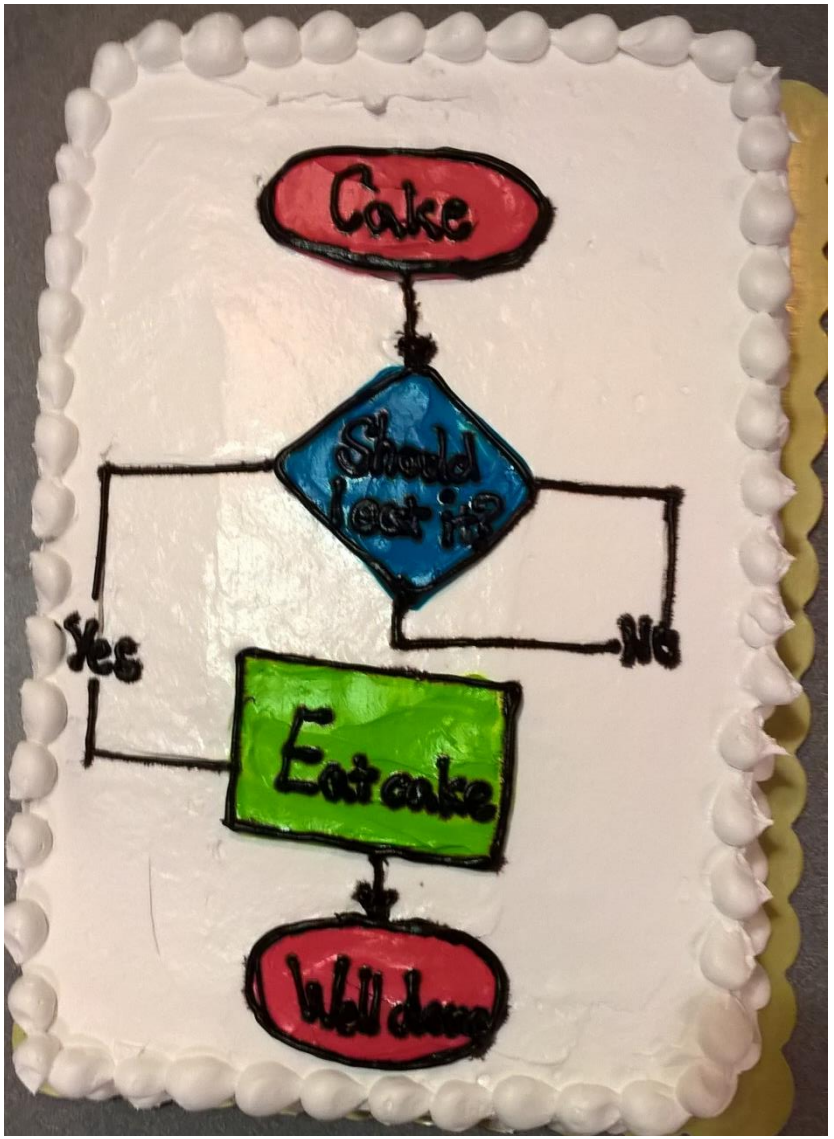
- LucidChart
- Standard workflow symbols
- Swim lanes representing departments



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

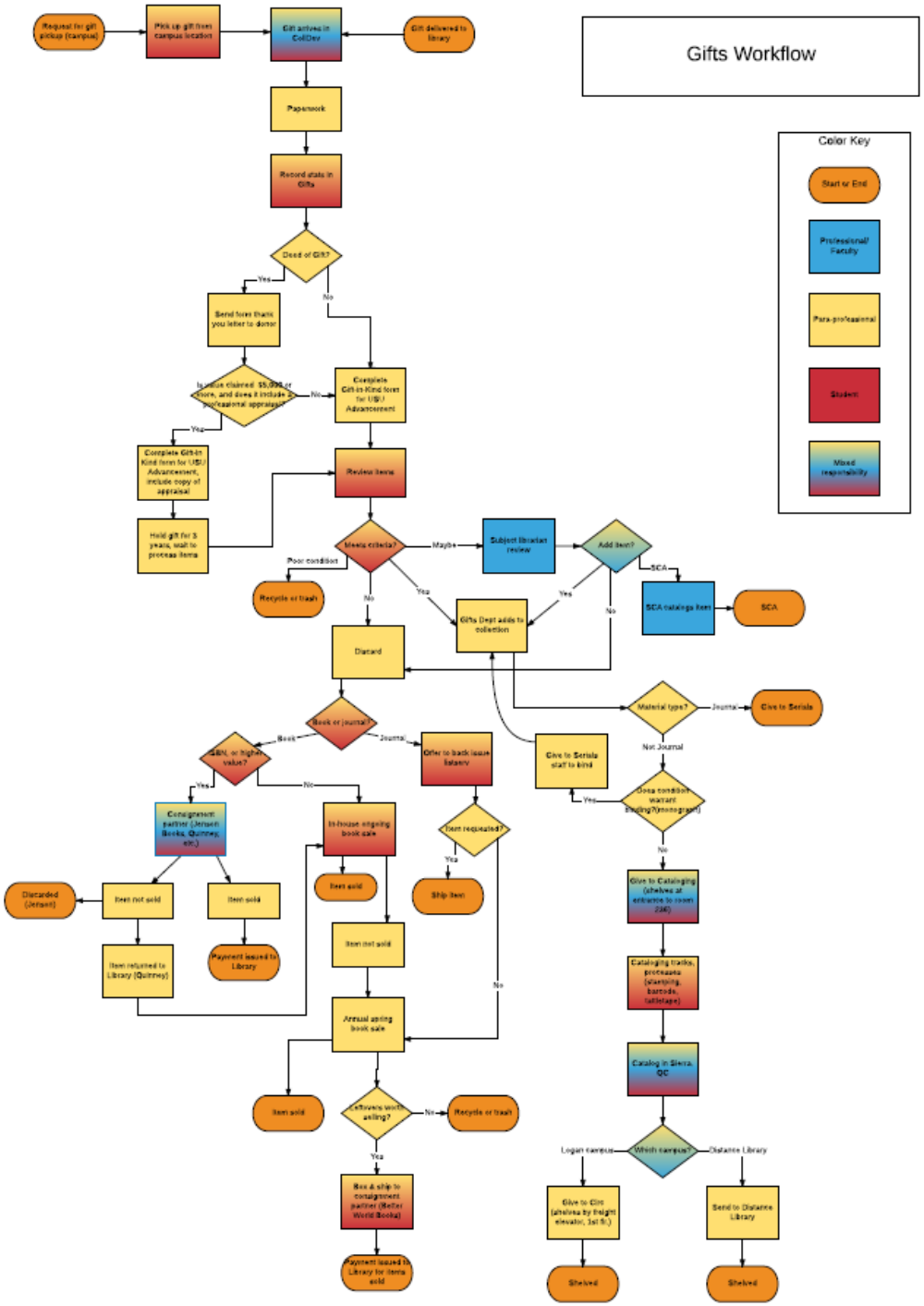
Workflow Name	Link	Electronic or Physical	# of people	# of units	Refers to existing map	Refers to additional (unrecorded) workflow	# of decision points	# of steps
Approval Books	https://	Physical	5	3	1	1	2	18
AV Media	https://	Physical	4	3	1	1	5	28
Binding	https://	Physical	2	1	0	0	6	22
Borrowing Books	https://	Physical	7	4	1	1	12	63
Distance Delivery	https://	Physical	6	4	2	0	8	56

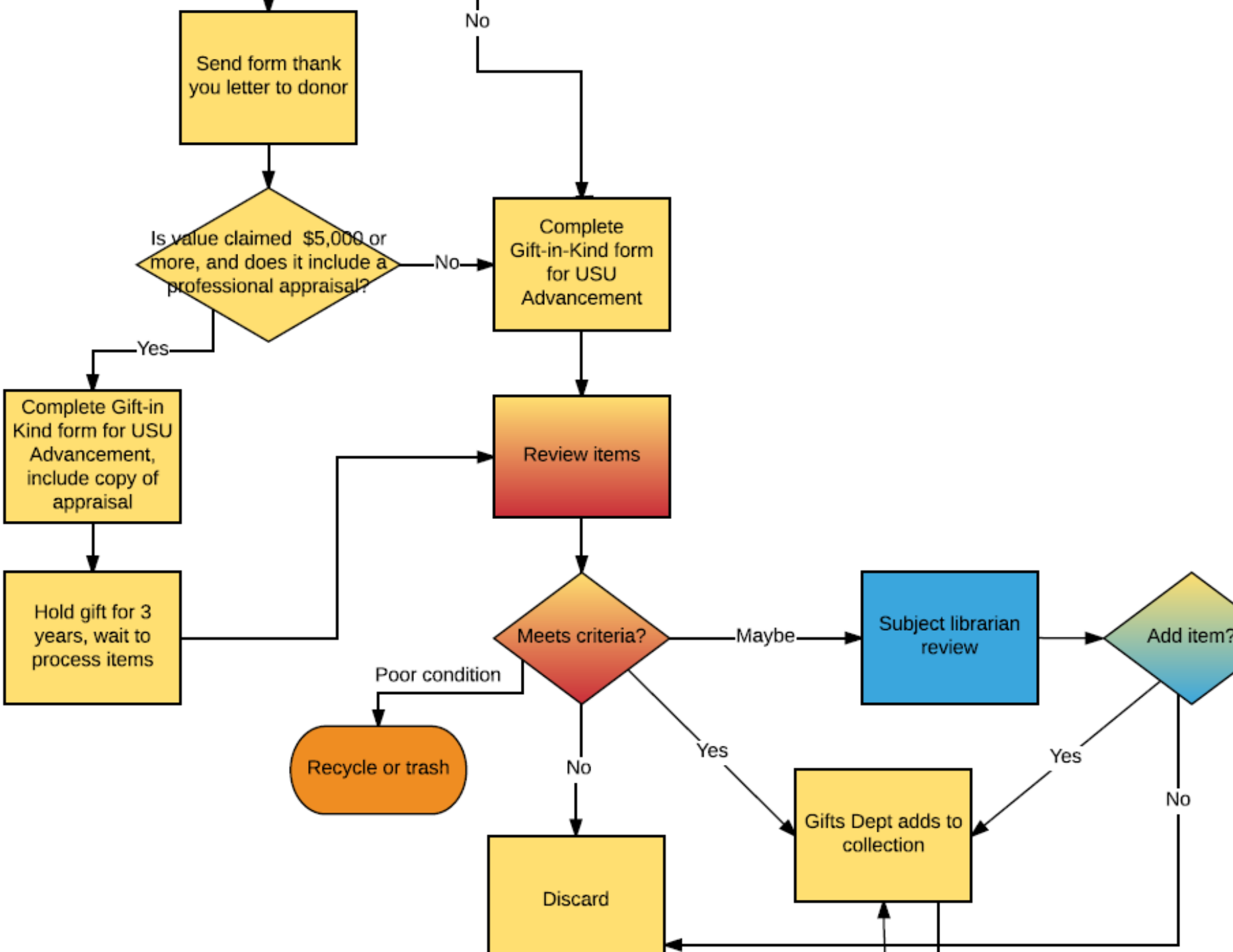
- Number of handoffs between individuals
- Number of handoffs between units
- Names of systems or tools used
- What employee level makes decisions
- Etc….

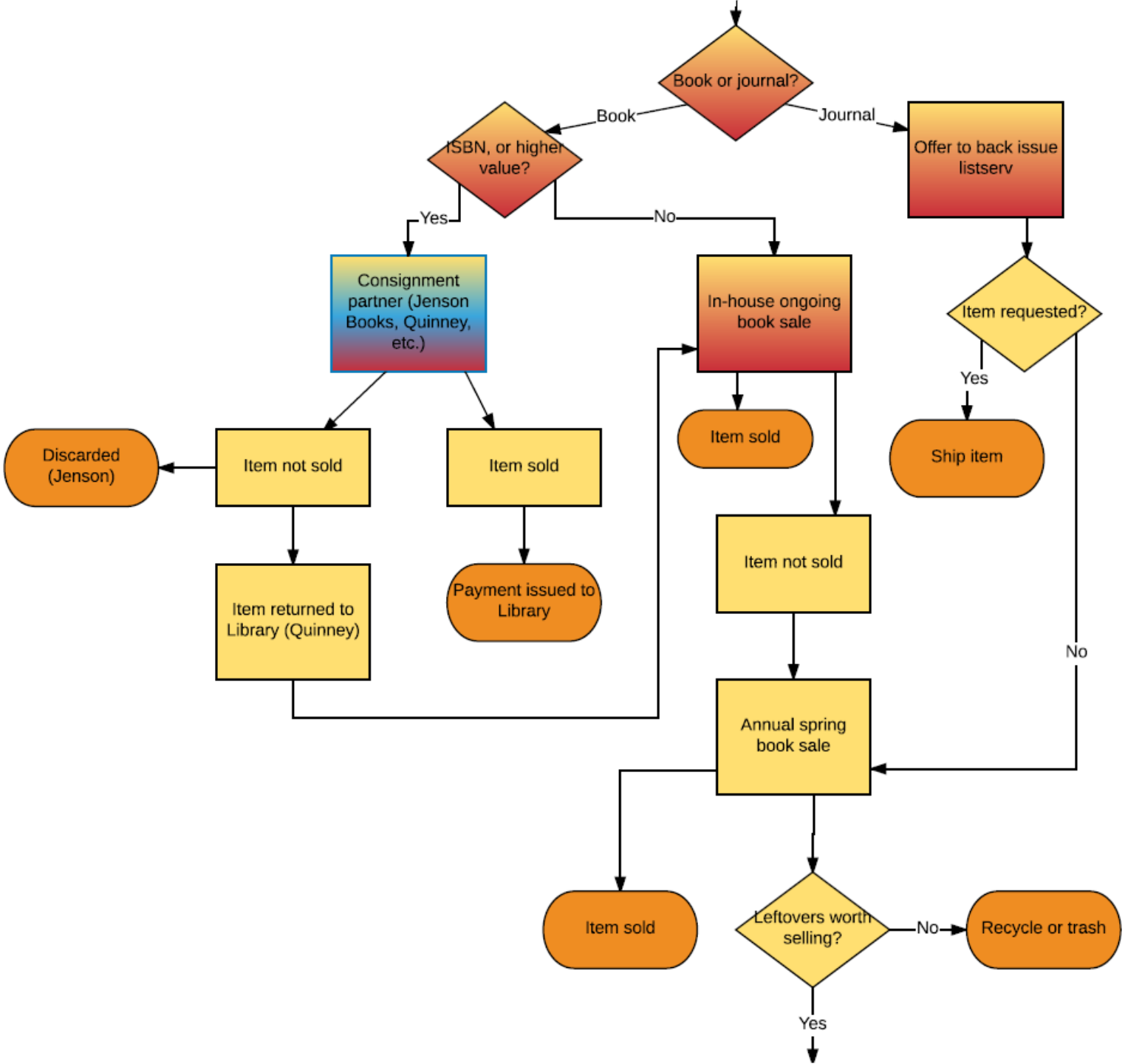
Plans in place: Evaluate services

Justify discontinuing existing services

Justify creating new services


Gifts Workflow
Color Key
Start or End
Professional/ Faculty
Para-professional
Student
Mixed responsibility
Request for gift pickup (campus)
Pick up gift from campus location
Gift arrived in CollDev
Gift delivered to library
Paperwork
Record stats in Gifts
Deed of Gift?
Yes
No
Send form thank you letter to donor
Is value claimed $5,000 or more, and does it include a professional appraisal
No
Yes
Complete Gift-in-Kind form for UB/ Advancement
Complete Gift-in Kind form for UB/ Advancement, include copy of appraisal
Review items
Hold gift for 3 years, wait to process items
Meets criteria?
Maybe
Subject librarian review
Add item?
SCA
SCA catalogs item
SCA
Poor condition
Recycle or trash
No
Yes
Gifts Dept adds to collection
Yes
No
Discard
Material type?
Journal
Give to Serials
Not Journal
Book or journal?
Book
Journal
Offer to back issue listserv
Give to Serials staff to bind
Does condition warrant binding?(monograph)
ISBN, or high-value?
Yes
No
Consignment partner (Jensen Books, Quinney, etc.)
In-house ongoing book sale
Item requested?
Yes
No
Discarded (Jensen)
Item not sold
Item sold
Item sold
Ship item
Item returned to Library (Quinney)
Payment issued to Library
Item not sold
Annual spring book sale
Give to Cataloging (shelves at entrance to room 236)
Cataloging tasks, processing (stamping, barcode, labeltape)
Catalog in Sierra, QC
Which campus?
Logan campus
Distance Library
Give to Circ (shelves by freight elevator, 1st fl.)
Send to Distance Library
Shelved
Shelved
Item sold
Item worth selling?
No
Recycle or trash
Yes
Box & ship to consignment partner (Keller World Books)
Payment issued to Library for items sold


No
Send form thank you letter to donor
Is value claimed $5,000 or more, and does it include a professional appraisal?
No
Complete Gift-in-Kind form for USU Advancement
Yes
Complete Gift-in Kind form for USU Advancement, include copy of appraisal
Review items
Hold gift for 3 years, wait to process items
Meets criteria?
Maybe
Subject librarian review
Add item?
Poor condition
Recycle or trash
No
Yes
Yes
No
Gifts Dept adds to collection
Discard

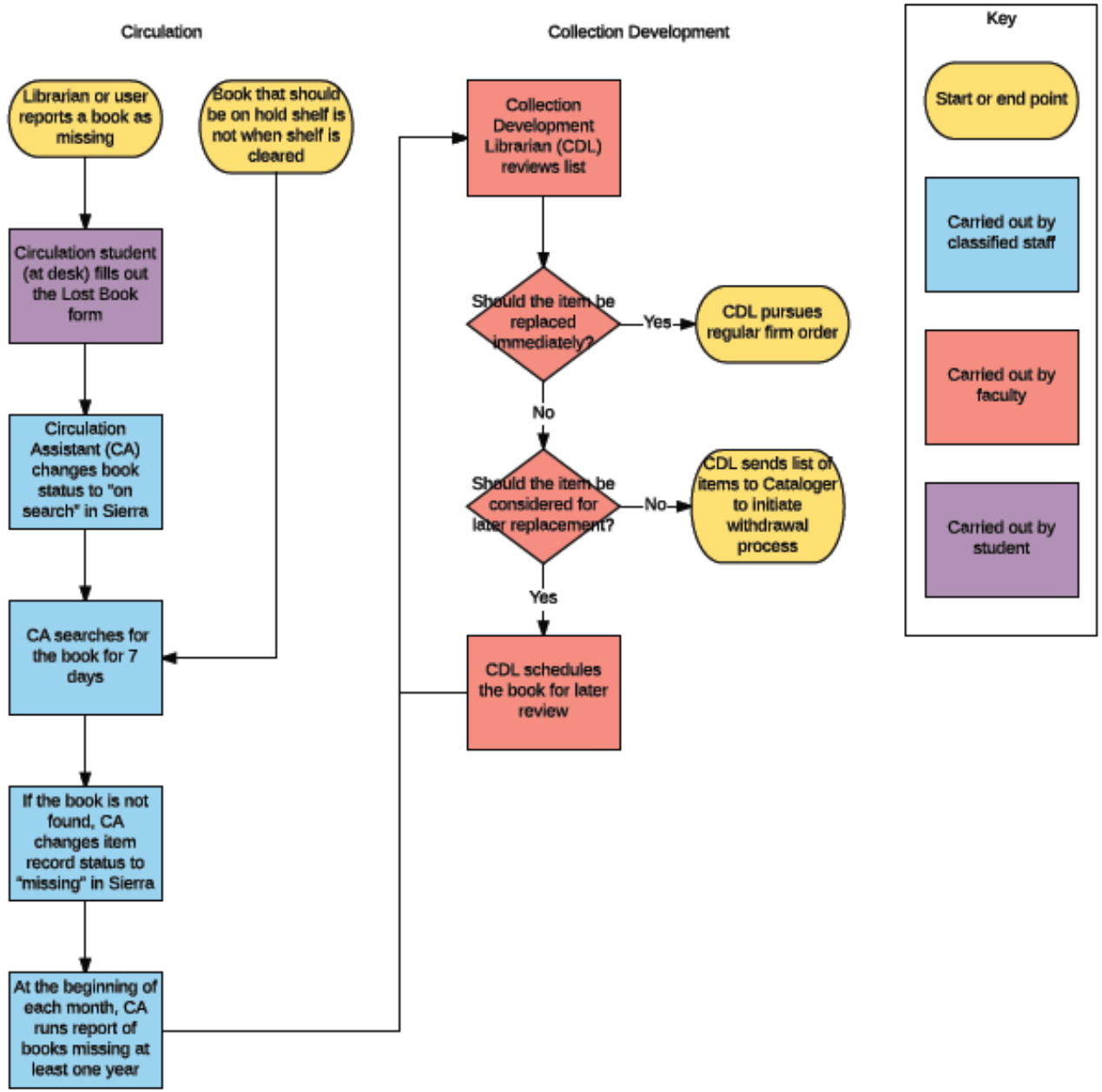

Book or journal?
Book
Journal
ISBN, or higher value?
Offer to back issue listserv
Yes
No
Consignment partner (Jenson Books, Quinney, etc.)
In-house ongoing book sale
Item requested?
Yes
Discarded (Jenson)
Item not sold
Item sold
Item sold
Ship item
Item returned to Library (Quinney)
Payment issued to Library
Item not sold
No
Annual spring book sale
Item sold
Leftovers worth selling?
No
Recycle or trash
Yes

Plans in place: Refine processes

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

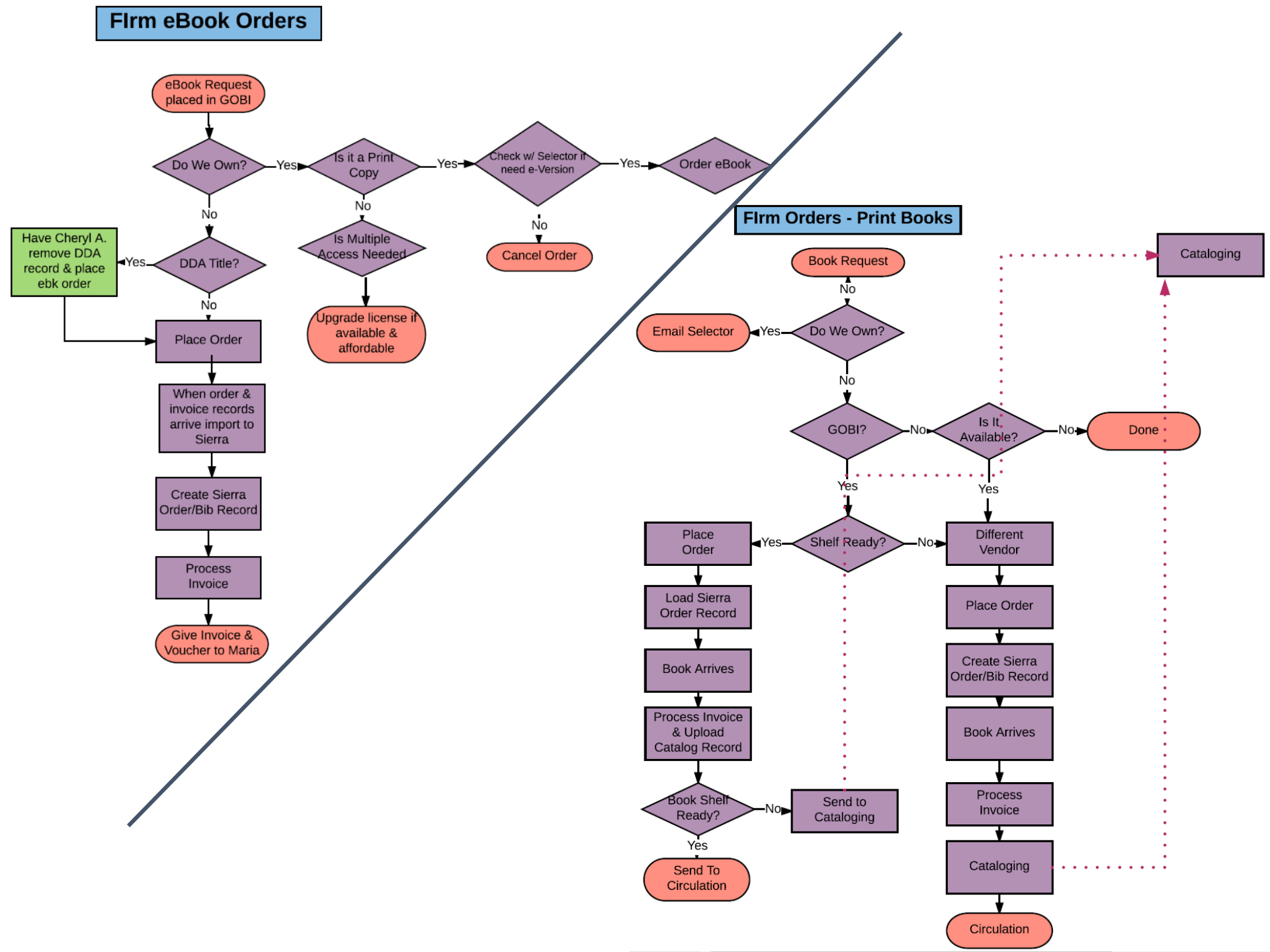
Get input from staff who are new to the process

Book Replacement Orders Workflow



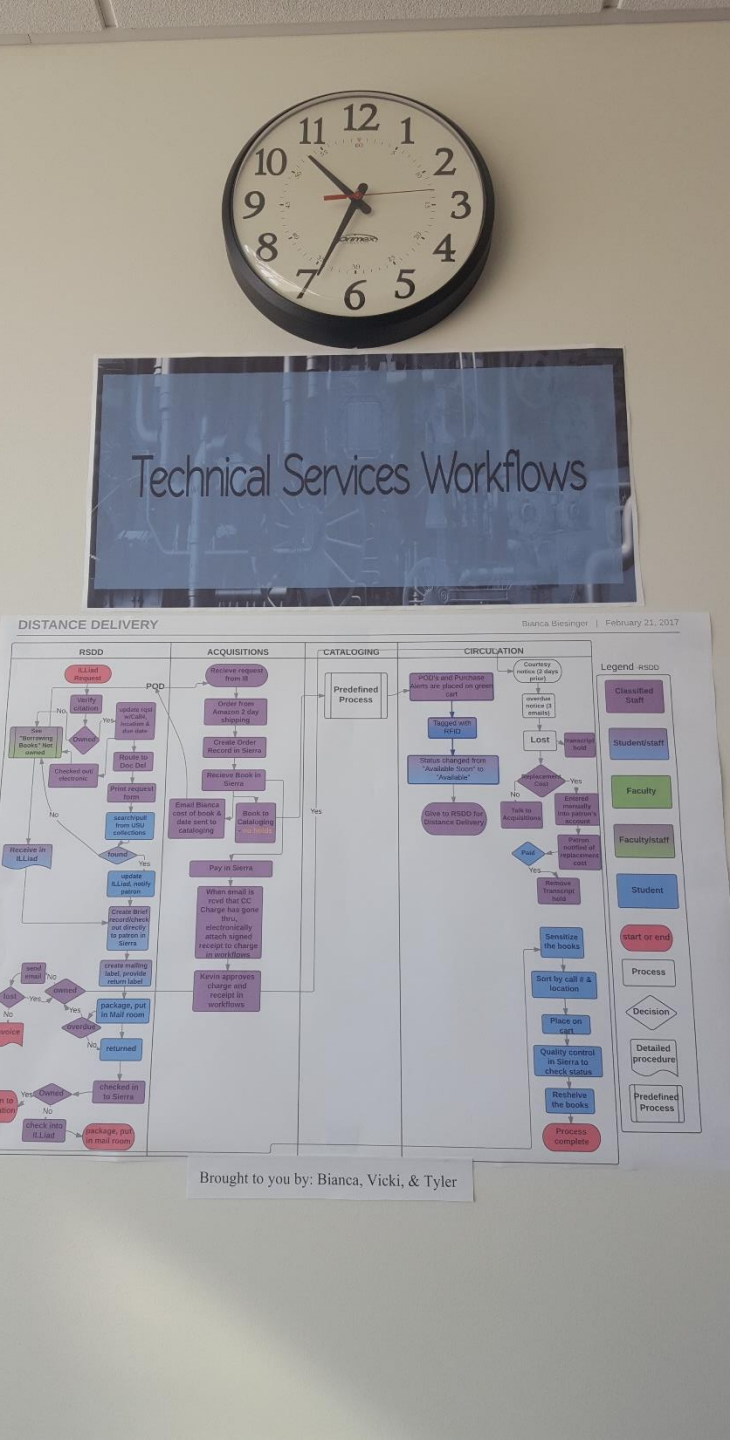
Plans in place: Make organizational changes

Reassign duties in new Collection Management unit


FIrm eBook Orders
eBook Request placed in GOBI
Do We Own?
Yes
Is it a Print Copy
Yes
Check w/ Selector if need e-Version
Yes
Order eBook
No
Is Multiple Access Needed
No
Upgrade license if available & affordable
No
Cancel Order
Have Cheryl A. remove DDA record & place ebk order
Yes
DDA Title?
No
Place Order
When order & invoice records arrive import to Sierra
Create Sierra Order/Bib Record
Process Invoice
Give Invoice & Voucher to Maria
FIrm Orders - Print Books
Book Request
No
Email Selector
Yes
Do We Own?
No
GOBI?
No
Is It Available?
No
Done
Cataloging
Yes
Yes
Place Order
Yes
Shelf Ready?
No
Different Vendor
Load Sierra Order Record
Book Arrives
Process Invoice & Upload Catalog Record
Book Shelf Ready?
No
Send to Cataloging
Yes
Send To Circulation
Place Order
Create Sierra Order/Bib Record
Book Arrives
Process Invoice
Cataloging
Circulation

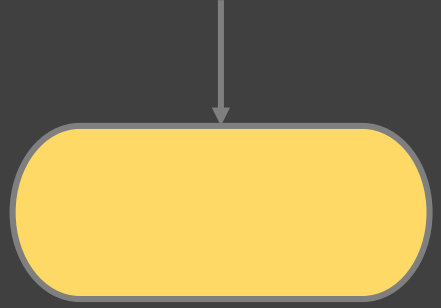
Plans in place: Process trainings and professional development

- 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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