

**University of South Florida**

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**From the Selected Works of Carol Ann Davis**

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November, 2007

# From Chaos to Effectiveness: Results of a Workflow Analysis

Carol Ann Borchert

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Michael A. Arthur, University of Central Florida  
Tonia Graves, Old Dominion University  
Carol Ann Borchert, University of South Florida

Charleston Conference, November 2007

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# From Chaos to Effectiveness: Reasons for Completing a Workflow Analysis

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Michael A. Arthur

Head of Acquisitions & Collection Services

University of Central Florida Libraries

Charleston Conference, November 2007



University of Central Florida

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# Today's Agenda

- Introduce the speakers for today's session
- What is a workflow analysis
- What to remember when planning a workflow analysis
- What we have learned from our various projects
- Some information about our project at UCF
- Results from Old Dominion
- Results from USF



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# Today's Speaker's

- Tonia Graves has been involved in workflow analysis at Old Dominion University since 2004. She presented on this topic at the North Carolina Serials Conference (2006) and published an article in *Serials Review* (2006).
- Carol Ann Borchert participated in a workflow analysis at the University of South Florida in 2004. She will discuss how the reporting structure and specific duties have changed as a result.
- Michael A. Arthur was involved in workflow analysis at Old Dominion University 2004-2006. He presented on this topic at the North Carolina Serials Conference (2006) and published an article in *Serials Review* (2006). UCF just completed a similar project.



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# What is a Workflow Analysis?

- A chance to follow materials as they go through the technical services process
- Provides documentation to either prove benefits of processes or justify elimination
- Helps to identify bottlenecks or inefficient/ineffective processes
- Breakdown step by step all major processes
- Includes a report on what works and what should be changed with recommendations and benchmarks
- Should be requested by, or supported by a higher level manager



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# What to Remember When Planning a Workflow Analysis Project

- Make sure you are clear on the goals
- Determine the major functions that will be analyzed
- Identify those who will do the charts, will each staff member do their own, one person to do final charts for consistency
- Pre-determine how specific you want to be
- Note comments by staff along the way as these may be useful for the final report
- Have a plan for how information will be reported



# What the speakers have learned about workflow analysis projects

- Staff need training on how to construct workflow charts
- It is important to let people know why it is being done and what types of changes are to be expected
- Don't get too specific – no need to chart every step in the process – rather look for overall trends
- Probably not useful to document every step within online system – the charts and reports we have done stay away from documenting every click – more important to know how and why work moves through the way it does
- This process is particularly useful in Technical Services
- It is important to include benchmarks in final report
- Some changes are beyond our control





# Some Information About the Project at the University of Central Florida

- Requested by the Associate Director for Technical Services as part of my first year objectives
- Purpose was to document workflow with understanding that space and staffing was an issue
- Charts are posted around the room – also some general information about the Acquisitions & Collection Services Department at UCF
- What has changed as a result of the analysis – approval plan processing, binding, reduction in physical space, gifts processing
- Ideas for the future – Electronic Resources Unit



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# From Chaos to Effectiveness: Results of a Workflow Analysis at Old Dominion University

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Tonia Graves

Electronic Resources & Serials Services Librarian

Old Dominion University

Charleston Conference, November 2007

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# Agenda

- ❑ Workflow Recommendations
- ❑ New Responsibilities
- ❑ Accomplishments
- ❑ Business As Usual
- ❑ Future

# About ODU

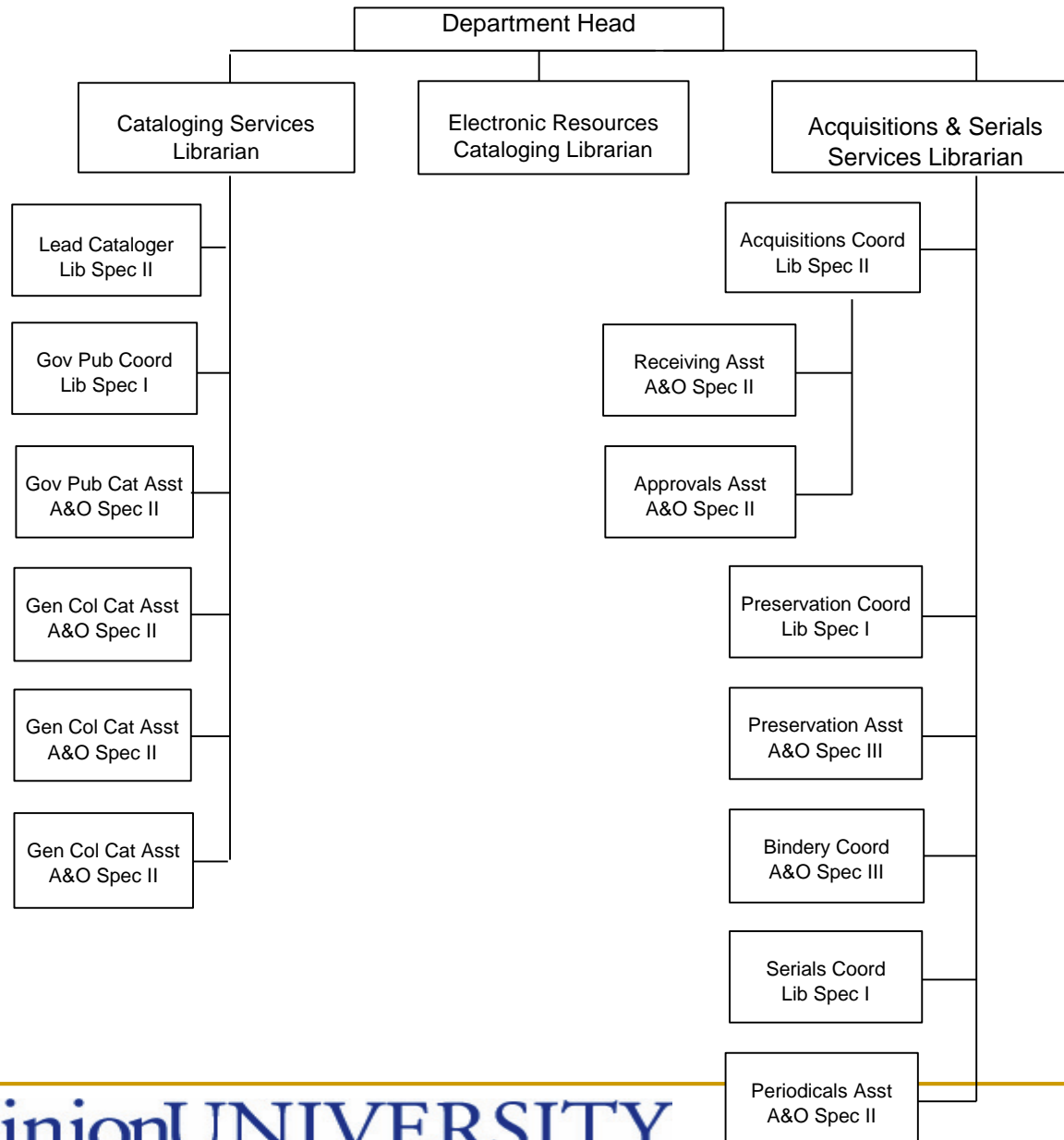
- ❑ Founded in 1930
- ❑ State-supported with enrollment of 21,000
  - 14,209 Undergraduate; 6,593 Graduate
  - International: 1,400 from 108 countries
- ❑ Carnegie Extensive Doctoral/Research
- ❑ Six colleges
  - Arts & Letters, Business & Public Administration, Education, Science, Engineering, Health Sciences
- ❑ University Libraries has 70 total employees
  - 22 librarians/43 support staff

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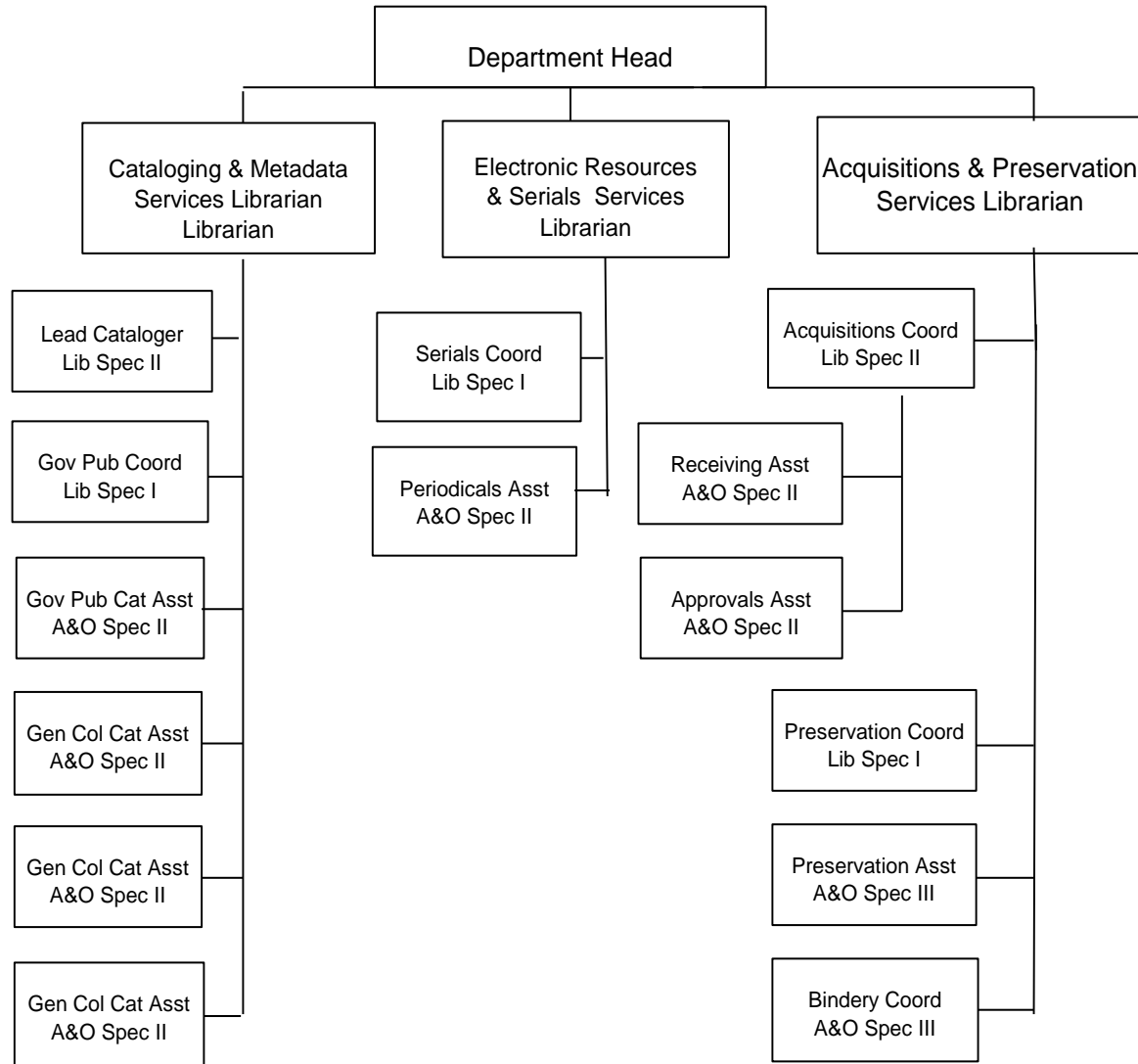
# Recommendation: Collaboration

- ❑ Establish an electronic resources unit
  - (accomplished)
- ❑ Assign new electronic resource responsibilities to Serial Coordinator
  - (ongoing)
- ❑ Transfer print responsibilities from Serials Coordinator to Periodicals Assistant
  - (ongoing)

## BIBLIOGRAPHIC SERVICES



## BIBLIOGRAPHIC SERVICES



# Recommendation: Check-In

- ❑ Eliminate title labels on current journal issues
  - (miserable failure)
- ❑ Cease newspaper check-in
  - (not a chance)
- ❑ Review check-in of all titles not bound
  - (see above)
- ❑ Reduce number of routed journals
  - (successful)
- ❑ Student help with journal check-in
  - (successful)



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# Recommendation: Claiming

- ❑ Transfer claiming duties from Serials Coordinator to Periodicals Assistant
  - (successful)
- ❑ Reduce number of titles claimed
  - (in progress)

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# Recommendation: Reduce Print Titles

- ❑ Continue reducing print journal subscriptions
- ❑ Investigate cooperative collection development
- ❑ Reduce newspaper subscriptions
- ❑ Review limited retention print subscriptions

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# Serials Coordinator

- 2003-2007
  - 35% Reduction in managing print journal collection
  - 10% Reassigned to bibliographic research for new acquisitions
  - 25% Reassigned to ERM

# New Responsibilities for Serials Coordinator

- ❑ Download title and url lists, determine local fields, assign macros
- ❑ Catalogs electronic only journals
- ❑ Broken Link Maintenance
- ❑ E-journal management system
- ❑ ERMS

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# Periodicals Assistant

- ❑ 2005-2007
  - 10% Reduction in journal check-in time
  - 15% Reduction in maintaining shelf labels and routing files
  - 25% Reassigned to assist with ERM

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# Accomplishments/New Responsibilities

- ❑ Formation of a new operational unit within the department
- ❑ Updated, accurate position descriptions
- ❑ Training (Excel, creating lists in ILS, ERMS)
- ❑ ERMS and MARC records service
- ❑ Trials
- ❑ Usage Statistics

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# Business As Usual

- ❑ Within Our Control (Kind of)
  - Link Resolver
  - Access Issues
  - Public Service – 231.5 hours in FY 06-07
- ❑ Beyond Our Control
  - New Computers
  - Periodical vendor database/interface upgrade
  - ERMS vendor database/interface upgrade



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# Future

- ❑ New staff position in unit
- ❑ Improved ERMS population
- ❑ Develop a usage statistics report cycle
- ❑ New standing orders vendor

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# Related Materials

- ❑ For links to the:
  - ❑ ODU Serials Workflow Analysis Report
  - ❑ ODU Serials Workflow Analysis Flowcharts
  - ❑ ODU Serials Workflow Analysis
  - ❑ 15<sup>th</sup> North Carolina Serials Conference (2006)  
Power Point Slides
- ❑ Go to:  
<http://libstaff.lib.odu.edu/~tgraves/ncserialsconf/index.htm>

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# From Chaos to Effectiveness: Documenting workflows at the University of South Florida

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Carol Ann Borchert

Coordinator for Serials

University of South Florida Libraries

Charleston Conference, November 2007

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# Technical Services Plan for Optimization & Productivity 2003-2004

- Purpose of the project:
  - ❑ To examine all workflows in the Technical Services area
  - ❑ To examine all job descriptions and functions in the Technical Services area
  - ❑ To examine which statistics are being kept and the method of recording them

# Goals of the Project

- Establish and implement a sustainable productivity strategy designed to add 65,000 volumes to the collection annually.
- Critically examine and document (e.g. Serials) all workflow processes within the Cataloging-Acquisitions areas (except the Fiscal Unit) – all jobs, all functions.
- Revise (document revisions) all divisional workflow processes within the following parameters:
  - ❑ attain Goal 1;
  - ❑ maintain and document acceptable professional standards (i.e. current cataloging standards);
  - ❑ maximize the use of technology;
  - ❑ ensure compliance with institutional auditing rules and requirements; and
  - ❑ implement a systematic quality control process.

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# Members of the TS POP group:

- Carol Ann Borchert, Chair, Reference Librarian
- Susan Heron, Head of Cataloging
- John Keeth, Head of Acquisitions
- Suzanne Kleim, LTA Supervisor in Cataloging
- Monica Metz-Wiseman, Coordinator of Electronic Collections
- Tom Miller, LTA Supervisor in Acquisitions

# Timing--Why 2003?

- Impending statewide move to a new library management system (LMS)
  - accomplished July 2005 for USF
- Goal of ARL membership
  - still working on this
- A new institutional emphasis on research



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# E-Resource Challenges

- No Serials Librarian for over 10 years as print titles were moving electronic
- No cohesive workflow for electronic journals
  - New titles or titles converted to online
- Integrity of SFX data
- Coordinator of Electronic Collections had no staff and far too much work
- How to keep track of ERMS-type data?

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# End Results

- Full-text of the final report is available at [http://www.lib.usf.edu/public/\\_files/POP.pdf](http://www.lib.usf.edu/public/_files/POP.pdf)
- E-Journals Workflow Group continued work for several months beyond this project
- E-Resources subcommittee of CPC
- E-journals and E-Resources processing slips
- Microsoft Access database created in-house as an ERM

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# End Results continued

- Student assistant to assist with binding, checking in government documents, etc.
- E-journal records set up to link to SFX from catalog instead of to vendor sites
- SFX set up to display subscription targets before aggregator and free targets
- Cataloging statistics database

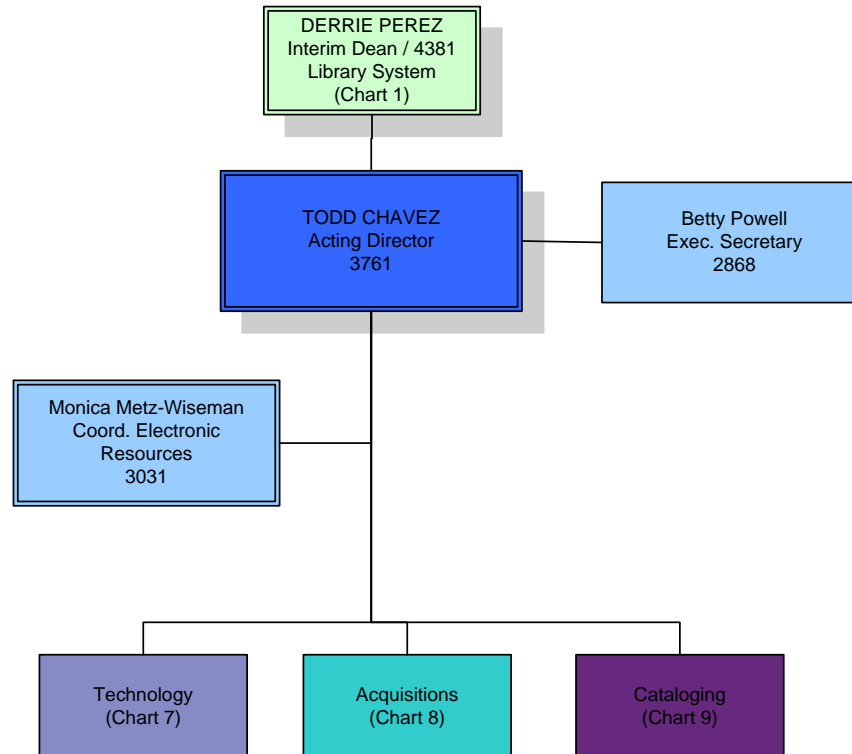
# Organizational changes

- New position May 2004: Coordinator for Serials
  - No supervisory responsibility originally, but now supervises Serials Acquisitions staff (4 FTE plus one student)
- Coordinator for Electronic Collections
  - Now supervises two staff members, including one who is gathering usage statistics (2 FTE plus graduate students)
- Combined Acquisitions and Cataloging

# 2004 Organization Charts

University of South Florida  
Library System

## Technology and Technical Services

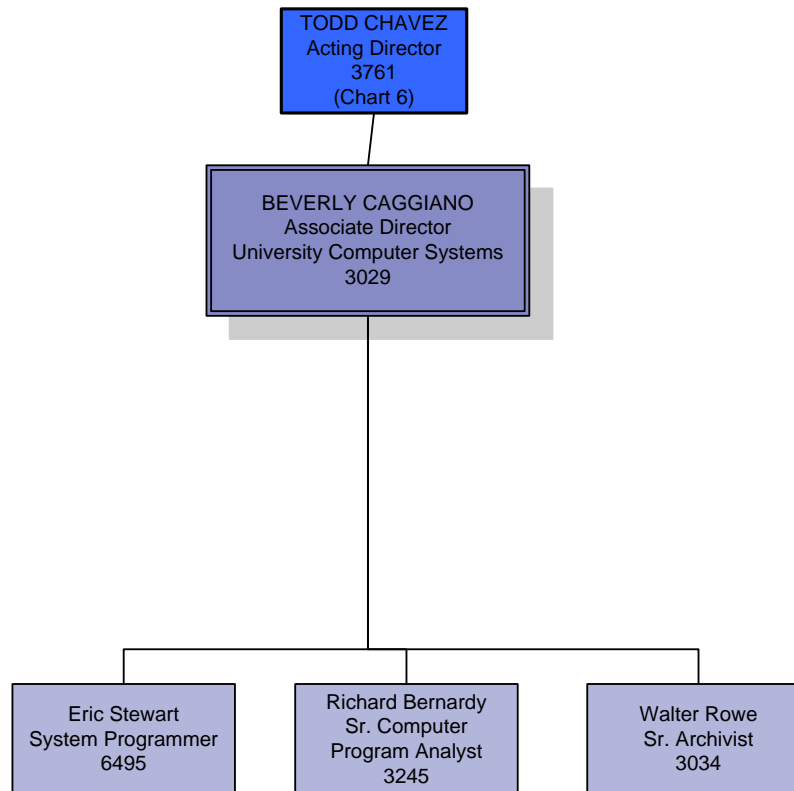


**Chart 6**

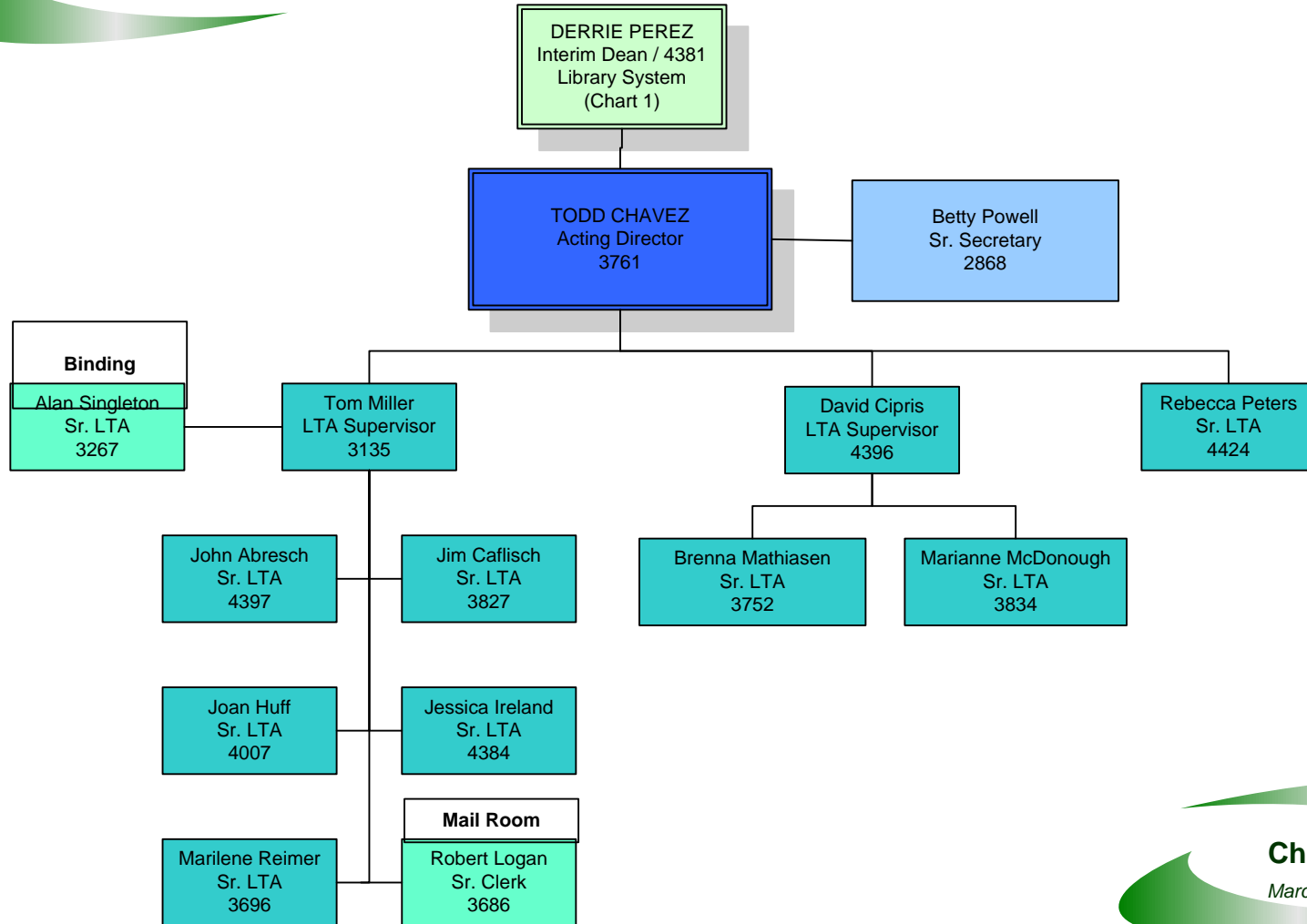
March 2004

# 2004 Organization Charts

University of South Florida  
Library System  
**Technology**



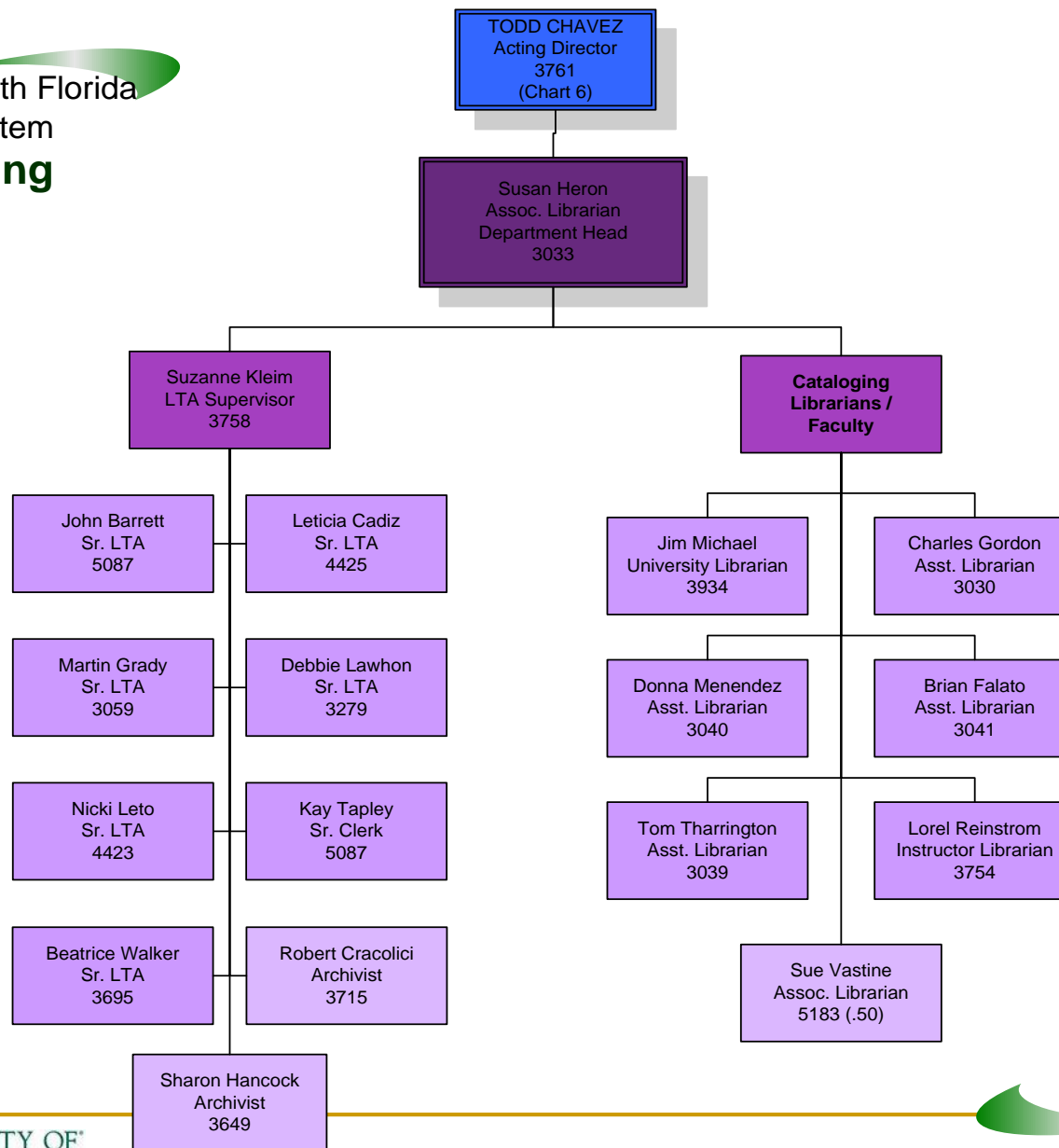
# University of South Florida Library System **Acquisitions**



**Chart 8**

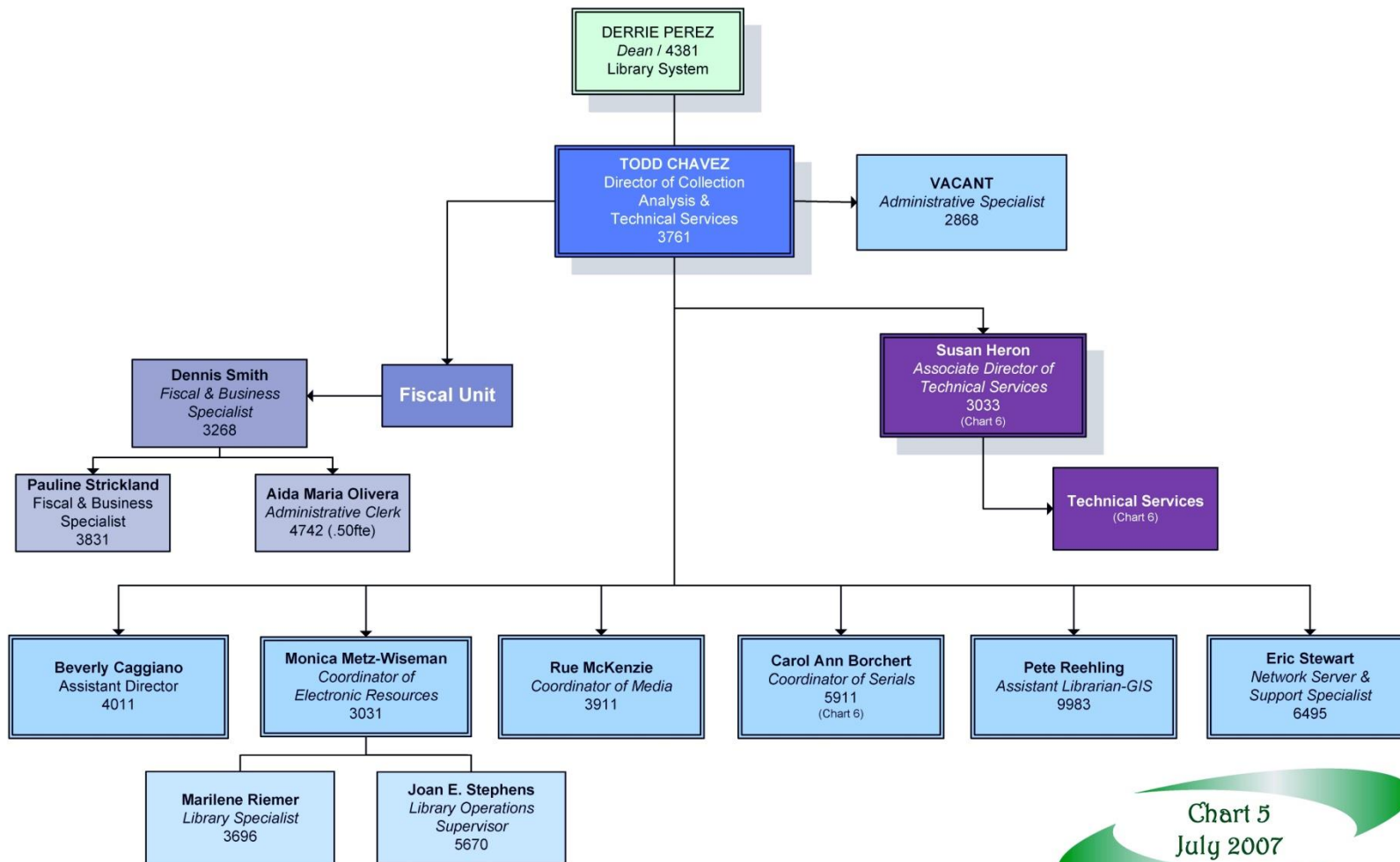
March 2004

University of South Florida  
Library System  
**Cataloging**



**Chart 9**  
March 2004





**Chart 5**  
**July 2007**

**TODD CHAVEZ**  
Director  
Collections Analysis &  
Technical Services  
3761

**Susan Heron**  
Associate Director for  
Technical Services  
3033

**Coordinator of Serials**

**Carol Ann Borchert**  
Associate Librarian  
5911  
(Chart 5)

**Binding**

**Alan Singleton**  
Library Specialist  
3267

**Jessica Ireland**  
Library Specialist  
4384

**Jacquelyn Benitez**  
Library Specialist  
4397

**Gladys Moore**  
Library Specialist  
3298

**Acquisitions Coordinator**

**Tom Miller**  
Acq Coordinator  
Library Operations  
Supervisor  
3135

**Richard Pierce**  
Library Specialist  
4424

**Kay Tapley**  
Library Operations  
Supervisor  
4396

**Pam Drouin**  
Library Specialist  
(Gifts)  
14843

**Beatrice Walker**  
Library Specialist  
3695

**Nicki Leto**  
Library Specialist  
4423

**Brenna Mathiasen**  
Library Specialist  
3752

**Shaun Ylatupa-McWhorter**  
Library Assistant  
4434

**Leticia Cadiz**  
Library Specialist  
4425

**Debbie Lawhon**  
Library Specialist  
3279

**Jim Caflich**  
Library Specialist  
3827

**Marianne McDonough**  
Library Specialist  
3834

**Jerry Smith**  
Library Assistant  
3059

**Archivists**

**Sharon Hancock**  
Collections Specialist  
3649

**Robert Cracolici**  
Collections Specialist  
3715

**Cataloging Librarians / Faculty**

**Charles Gordon**  
Asst. Librarian  
3030

**Jim Michael**  
Librarian  
3934

**Donna Menendez**  
Asst. Librarian  
3040

**Brian Falato**  
Asst. Librarian  
3041

**VACANT**  
3039

**Loel Reinstrom**  
Assoc. Librarian  
5183 (.50)

**Chart 6**  
July 2007

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# Questions?

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  - Tonia Graves, Old Dominion University  
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  - Carol Ann Borchert, University of South Florida  
[borchert@lib.usf.edu](mailto:borchert@lib.usf.edu)
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