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From Chaos to Effectiveness:
Results of a Workflow Analysis

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From Chaos to Effectiveness: Results of a Workflow Analysis

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Tonia Graves, Old Dominion University
Carol Ann Borchert, University of South Florida

Charleston Conference, November 2007
From Chaos to Effectiveness: Reasons for Completing a Workflow Analysis

Michael A. Arthur
Head of Acquisitions & Collection Services
University of Central Florida Libraries
Charleston Conference, November 2007
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
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.
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
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 to 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
From Chaos to Effectiveness: Results of a Workflow Analysis at Old Dominion University

Tonia Graves
Electronic Resources & Serials Services Librarian
Old Dominion University
Charleston Conference, November 2007
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
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)
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)
Recommendation: Claiming

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

- Continue reducing print journal subscriptions
- Investigate cooperative collection development
- Reduce newspaper subscriptions
- Review limited retention print subscriptions
Recommendation: Reduce Print Titles

- Continue reducing print journal subscriptions
- Investigate cooperative collection development
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- Review limited retention print subscriptions
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
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
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
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
Business As Usual

- **Within Our Control (Kind of)**
  - Link Resolver
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- **Beyond Our Control**
  - New Computers
  - Periodical vendor database/interface upgrade
  - ERMS vendor database/interface upgrade
Future

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

- For links to the:
  - ODU Serials Workflow Analysis Report
  - ODU Serials Workflow Analysis Flowcharts
  - ODU Serials Workflow Analysis

- Go to:
  [http://libstaff.lib.odu.edu/~tgraves/ncserialsconf/index.htm](http://libstaff.lib.odu.edu/~tgraves/ncserialsconf/index.htm)
From Chaos to Effectiveness: Documenting workflows at the University of South Florida

Carol Ann Borchert
Coordinator for Serials
University of South Florida Libraries
Charleston Conference, November 2007
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.
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
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?
End Results

- Full-text of the final report is available at 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
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 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

TODD CHAVEZ
Acting Director
3761

DENNIS PEREZ
Interim Dean / 4381
Library System (Chart 1)

Monica Metz-Wiseman
Coord. Electronic Resources
3031

Technology (Chart 7)

Acquisitions (Chart 8)

Cataloging (Chart 9)

Betty Powell
Exec. Secretary
2868
University of South Florida
Library System
Cataloging

TOOD CHAVEZ
Acting Director
3761
(Chart 6)

Susan Heron
Assoc. Librarian
Department Head
3033

Suzanne Kleim
LTA Supervisor
3758

John Barrett
Sr. LTA
5087

Leticia Cadiz
Sr. LTA
4425

Martin Grady
Sr. LTA
3059

Debbie Lawhon
Sr. LTA
3279

Nicki Leto
Sr. LTA
4423

Kay Tapley
Sr. Clerk
5087

Beatrice Walker
Sr. LTA
3695

Robert Cracolici
Archivist
3715

Sharon Hancock
Archivist
3649

Cataloging
Librarians / Faculty

Jim Michael
University Librarian
3934

Charles Gordon
Asst. Librarian
3030

Donna Menendez
Asst. Librarian
3040

Brian Falato
Asst. Librarian
3041

Tom Tharrington
Asst. Librarian
3039

Lorel Reinstrom
Instructor Librarian
3754

Sue Vastine
Assoc. Librarian
5183 (.50)

TODD CHAVEZ
Acting Director
3761
(Chart 6)

Chart 9
March 2004
Questions?

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  tgraves@odu.edu
- Carol Ann Borchert, University of South Florida
  borchert@lib.usf.edu