

6-6-2014

Using Process Mapping to Facilitate Positive Library Change

Emily Campbell

University of Michigan - Ann Arbor

Follow this and additional works at: http://academicworks.cuny.edu/ols_proceedings_lac

 Part of the [Library and Information Science Commons](#)

Recommended Citation

Campbell, Emily, "Using Process Mapping to Facilitate Positive Library Change" (2014). *CUNY Academic Works*.
http://academicworks.cuny.edu/ols_proceedings_lac/20

This is brought to you for free and open access by the Conference Proceedings at CUNY Academic Works. It has been accepted for inclusion in CUNY Library Assessment Conference by an authorized administrator of CUNY Academic Works. For more information, please contact AcademicWorks@cuny.edu.

Using Process Mapping to Facilitate Positive Library Change

Emily Campbell
Special Projects Librarian for
Collections
University of Michigan

What is Process Mapping?

“Business process mapping takes a specific objective and helps to measure and compare that objective alongside the entire organization's objectives to make sure that all processes are aligned with the company's **values and capabilities.**”

Why Process Mapping in a Library?

- Sometimes we need to separate the personalities and people from the processes
- Helps us to focus on what our values are as a library

Why Process Mapping at Michigan?

- Old reorgs
- Tight budgets
- Production units and changing workloads
- Looming retirements

A Quick Glance at Our Process

- Permanent Team Created
- Scope out the issue at hand
- Interviews/Meetings
- Charting
- Sharing
- Revising
- Reporting Out

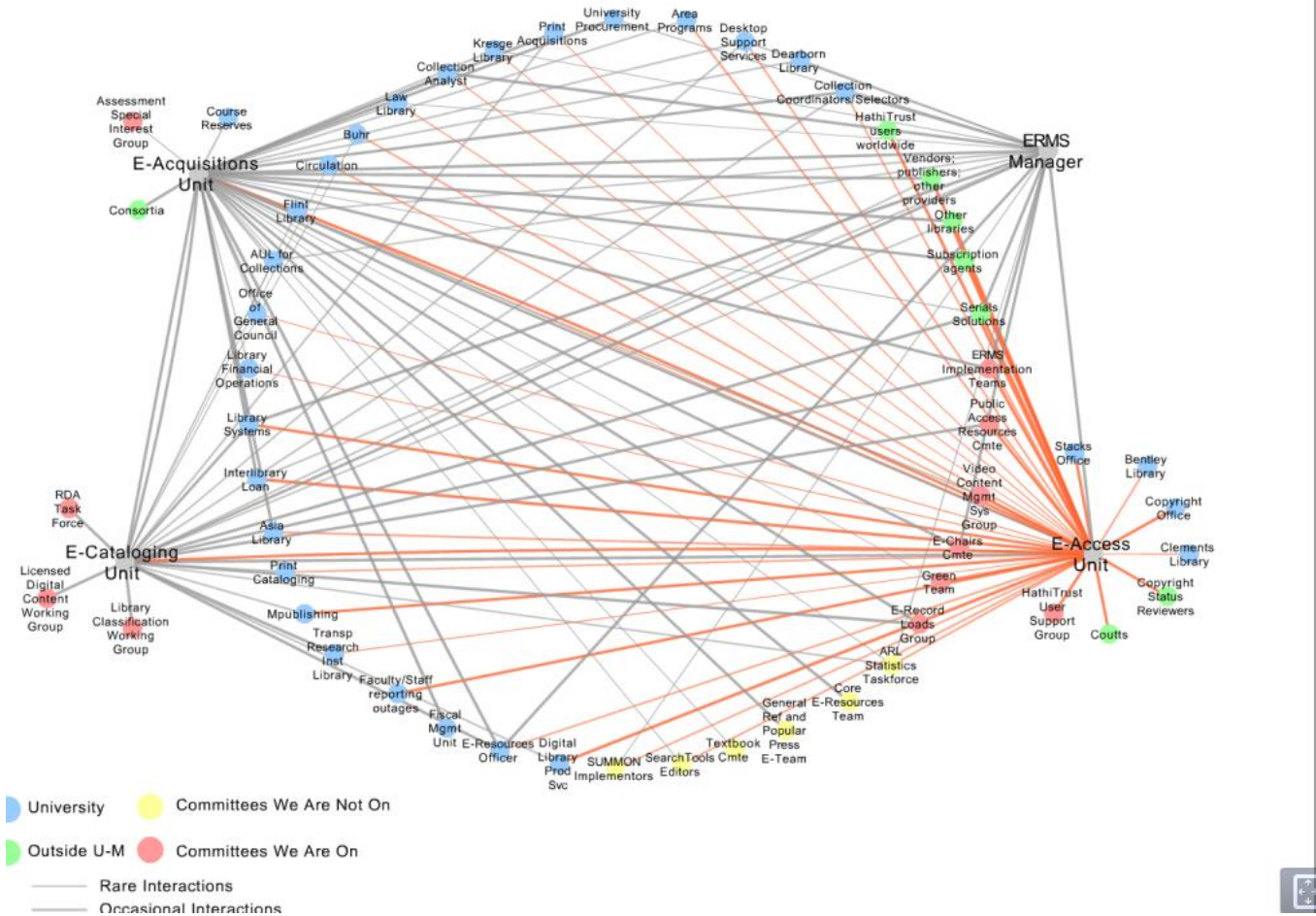
Some Rules We Live By

- Transparency
- Inclusion
- Active Listening
- Cone of Silence
- Evidence based decision making
- Staying true to our library's values and mission

Visualizing the Work

- Interaction Graphs
- Staff Responsibility Matrix
- And of course Flow Charts

E-Unit Interactions

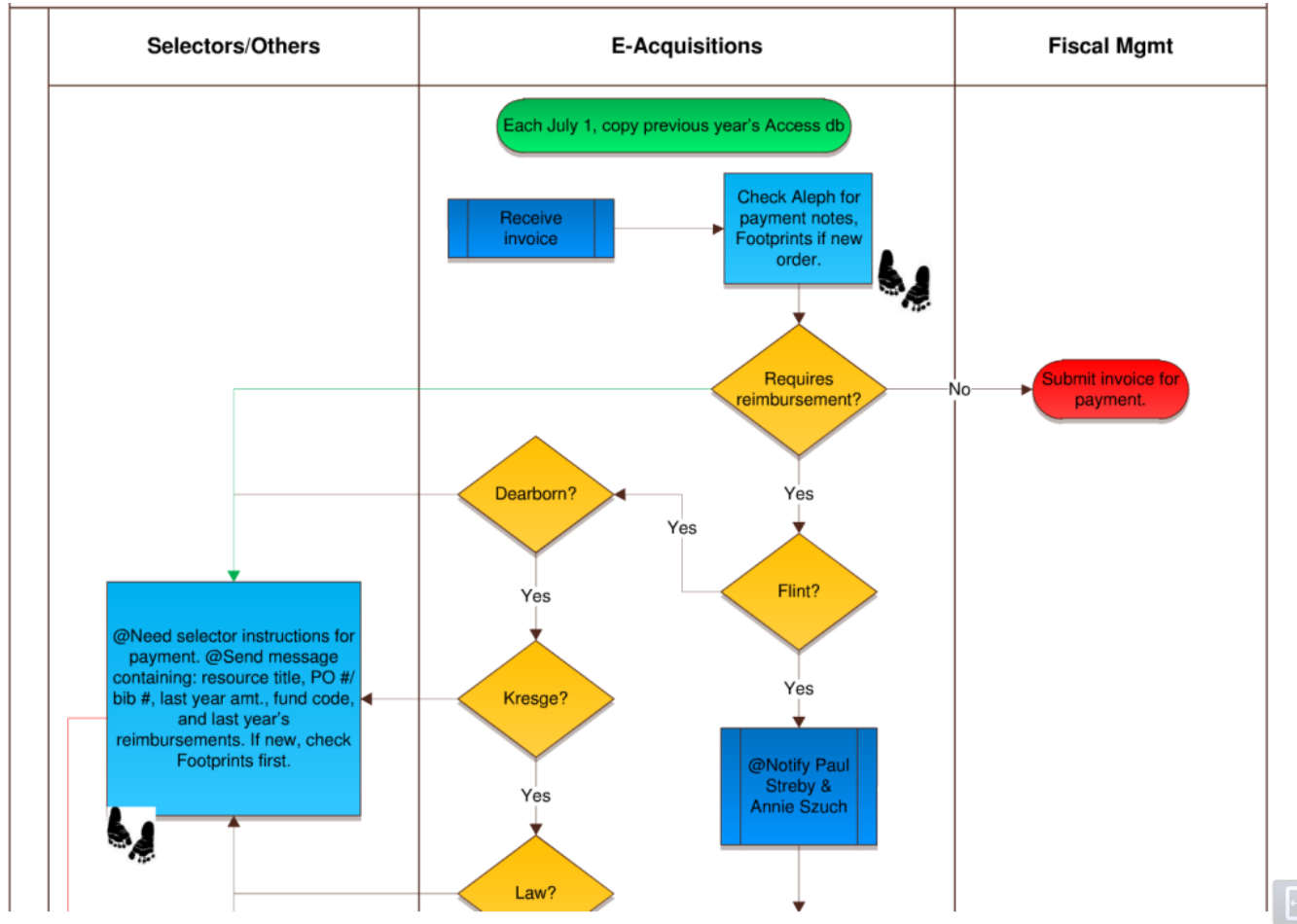


Staff Responsibility Matrix

Staff Responsibility Matrix for E-Resources

E-RESOURCE LIFE CYCLE	TASKS	SUBJECT SPECIALISTS	E-RESOURCES OFFICER	E-ACQ UNIT	E-CAT UNIT	E-ACCESS UNIT	ERMS MANAGER	COMMENTS
SELECT	Manage trial	X	X					E-acq enables access to trials
	Evaluate and select e-resource	X	X					
	Negotiate pricing	X	X					
	Assign budget and approve purchase	X						e-acq corrects fund codes + Flint
	Publicize e-resource to users	X						
ACQUIRE	Negotiate license			X				
	Place order			X				
	Identify and communicate license terms of use			X				Martin: "I'd like to talk more about "Identify and communicate license terms of use." How do the four groups of users contribute to this task?"
	Process invoice and authorize payment			X				
	Coordinate and track reimbursements			X				
Process renewals			X					
PROVIDE ACCESS & MAINTENANCE	Oversee activation of user access			X	X			
	Update Search Tools	X						
	Maintain OpenURL link resolver					X		
	Load/create/edit bibliographic records				X			E-acq creates bib records
	Activate e-resources in Summon				X		X	E-acq activates resources in Summon
	Update coverage and holdings				X	X		E-acq manages subscriptions
	Oversee Deep Blue normalization					X		
Perform URL maintenance					X	X	Connie: "Is URL maintenance also done by E-Access?"; Martin: " URL maintenance: I believe Dennis said he doesn't edit URLs that are reported through mirlyn-corrections and Heather and Kenyon create E-Cat tickets when they encounter them during outages"; Kenyon: I do it as part of Linkscan maintenance but only for free resources so not often. If I'm doing Linkscan work and I see a URL for a paid resource that needs to be changed I save it along with other paid URLs I find through Linkscan during the month and open a ticket with E-Cat with the list.	
ADMINISTER	Facilitate high level browse					X	X	e-Cat assigns classification #s to minimal level records and adds classification #s to OCLC records that lack a call number.
	Perform authority control					X		
	Maintain title lists			X	X			E-Cat creates title lists, usually by downloading a list or spreadsheet from the publisher's website
	Track title/publisher/platform changes			X	X	X		
	Coordinate 3-campus and consortial purchases	X	X	X				
	Track vendor and publisher contacts			X				
PROVIDE SUPPORT	Participate in copyright determination					X		
	Troubleshoot/triage outage problems					X		
	Perform e-access quality control					X		e.g. quality testing of the success and failure of linking of users to electronic resources via MGett and 360Link.; E-Cat monitors and reports Serials Solutions bibliographic, coverage, and URL problems. The unit also monitors and reports problems with vendor and OCLC records that are batch loaded.
EVALUATE & MONITOR	Manage Mirlyn corrections					X		
	Log and analyze incidents					X		
	Log and analyze breaches		X					
	Provide collection evaluation analysis	X	X					
	Gather usage statistics		X	X				
END OF LIFE	Manage preservation and archival units			X				
	Cancellation of e-resource			X				
	Remove Search Tools entry	X						
	Update Catalog (delete, amend, close end date)				X			
	Put up speed bump							
Investigate post-cancellation access			X					

Flow Charts



Benefits of Process Mapping

- Move beyond the mindset of “We’ve always done it this way.”
- Allows for positive change management and continued efficiencies
- If we can make these processes lean and mean we can get on with the real work-promoting scholarship and library magic.

Where are we now?

- Permanent team
- Library wide Process Mapping boot camp and workshops
- Continue to refine our structure and processes
- New goal setting and retreat initiatives
- Working strategically

Questions?

ekflanag@umich.edu

Twitter: emmyclibrarian