May 2004

Utilizing the Power of Continuous Process Improvement in Technical Services

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Keywords
continuous process improvement, value-added flow analysis
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Goal 1: Monographs from “Order to Shelving”

Major Recommendations:
- Reduce review period for approval books from 30 to 5 days
- Do not suppress “on order” records in OPAC
- Develop a “cataloging on demand” service for newly received books with guaranteed 48-hour turnaround
- Eliminate duplicative processes

Method
Continuous Process Improvement
- Many different methods and approaches
- How can we do things better?
- Uses “small steps” improvements
- Eliminate activities that have no value
- 80/20 rule: often said that processes account for 80% of problems while people account for 20%

One Approach: Value-Added Flow Analysis
1. Imagine yourself as the actual thing in process
2. Identify steps in the process
3. Determine if the steps add value:
   - The customer cares about it and recognizes it is important and correct (important to note that for Technical Services, customers are library staff and patrons)
   - The step physically changes the thing in process (moving/copying doesn’t count)
   - The step is done right the first time

Goal 2: Implementing Serials Title Changes

Major Recommendations:
- Develop e-mail or electronic tracking system to be used by staff when title change is identified
- Test a goal of 10 working days for in-house systems to be updated
- Encourage staff and patrons to search OPAC for serials information
  - Discontinue manual updating of printed holdings list (print annually)
  - Provide more training and documentation

Project Goals
Examine the efficiency of work processes in the Technical Services Department, with the goal of reducing the turnaround time by 50% or more for three specific processes:
1. Monographs from “order to shelving”
2. Implementing serials title changes
3. Handling of journal issues from “receipt to binding”

Goal 3: Handling of Journal Issues from “Receipt to Binding”

Major Recommendations:
- Discontinue keeping daily check-in statistics manually
- Develop priority list for binding
- Estimate binding costs for calendar year and submit in budget request
- Rubber stamp library name on top edge only of bound volumes
- Tattle taping a good insurance policy, but investigate reliability of less expensive tattle tape

Pilot Project In Progress: February - July 2004

Lisa Palmer, Jennifer Varney, Penny Glassman, Barbara Ingrassia, Elaine R. Martin
Medical Library Association Annual Meeting
Washington DC, May 21-26, 2004

Title Change Processes

Before Pilot
During Pilot

Conclusions
- Value-added flow analysis is a useful tool for continuous process improvement
- We anticipate project goals will be achieved
- Technical Services better able to serve its internal and external customers
- Technical Services staff will have more time available for other projects: image database, rare books cataloging, digitization of Clara Barton letters