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## Utilizing the Power of Continuous Process Improvement in Technical Services

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# Utilizing the Power of Continuous Process Improvement in Technical Services

## Lamar Soutter Library, University of Massachusetts Medical School

### 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

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### 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

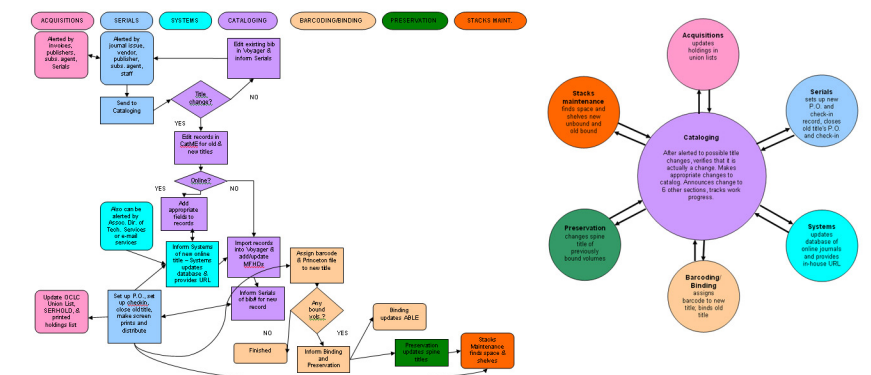
Pilot Project In Progress: February - July 2004

### 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

#### 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