Change Management and Return on Investment
Science & Engineering Libraries

● Some Numbers - Location (2002)
   1. 18 libraries (incl. many small library units without staff)
   2. Almost 1,000,000 volumes (incl. Depository)
Discussion on Centralization

- Arguments for continuation of pre-2002 situation
  - Short walking distance between library and office
  - Local commitment towards acquisition budget
  - Familiarity of librarian with his/her customers
  - Facilities for access
    (private keys to library door!)
2 Discussion on Centralization

Why do we still need a (physical) library?

- In spite of modern digital information technology, we still need space for *books*.
- University concept is moving towards more “guided self-study” by the students; learning centre.
  - We have to offer them the necessary infrastructure!
- The *intermediation* of electronic information requires a centralized management structure.
Difficulties

1. Large opening hours
2. Same 21 FTE
3. Large open access collection
4. New challenges e.g. digital library, information literacy courses, learning centre, new skills
Solutions

- We have to bring in new technology and new partners
- Automation of repetitive processes
- Which staff activities could be done by our customers?
- Change management
Staff and opening hours

- Large opening hours
  - Mo-Fri 8.30-20.00 hrs
  - Sa 9.00-1300 hrs
  - 21 FTE

- Business hours-staff
  - Evening hours: 1 staff member and 1 or 2 students; 12 times a year circulation desk duty
Staff and circulation services:

- Front office limited staff
- More IT support
- RFID
Activities

Customers/Staff
Sorting robot

Equipment
Sorting robot

Equipment
Self-check

Equipment
Staff station

Equipment
Gates

Equipment
Hand-held scanner
Staff and open-access collection

- Collection is divided in clusters of related disciplines
- 5 technical clusters and 1 didactical
- Initial space allocation on the racks and annual growth calculation

Locator

- Connection with catalogue
- Project with department of Computer sciences
- Master thesis
- Cost: staff time
Cost calculations
COSTS RFID (1)

- Tagging
- 1750 books / day
- 2 students
- Scan barcode
- Write cluster no

100,000 / 1750 = 57 d  
11,400 Euro

57 x 2 (stud) x 12.5 euro x 8 hrs
COSTS RFID (2)

- Equipment
- No gates included
- No maintenance
- free software upgrade
- SIP2 LMS LIBIS

- Tags (100,000)
- Total

- 126,500 Euro
- 50,000 Euro
- 176,500 Euro
Circulation 50,000 books/yr

- 3 minutes per book (estimation)
- check-out
- check-in
- sorting
- inventory
- = repetition !!

150,000 minutes
Locating 50,000 books/yr

- Estimation 2’/per book
- Catalogue call number
- Layout of stacks
- 100,000 minutes
ROI (1)

- Circulation of 50,000 books annually = 150,000’ / 480 (8x60’)
- Locating of 50,000 books in stacks annually (2’/book) = 100,000’ / 480
- Total

- 312.5 days
- 208.3 days
- 520.8 days
ROI (2)

- 1 full-time staff works 220 d/yr (520.8 days / 220 d)
- Cost per year staff = 50,000 Euro (1.42 FTE x 50,000)

ROI : 176,500 Euro (eq) / 71,000

- Customers take over
  - 1.42 FTE needed for two operations (locating and circulation)
  - 71,000 Euro per year for these operations

- 2.48 years
Conclusions

- Improvements
- More opening hours
- Less staff needed at the circulation desk
- Reduced stress of the librarian on duty in the evening and on Saturday
- New technology

- Automation of repetitive processes and change management are tools for quality improvement
Thanking You for your attention