From big change to no change: discovering lean through action
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My 25 minute challenge
Set the scene
Describe three strategies
Demonstrate the outcomes
Keep it interesting
Reach a logical conclusion
Make sure there is time for questions
The University of South Australia

Founded in 1991

Is spread over 5 campuses, one 400ks north of Adelaide

Has presence on a TAFE campus 550ks south in Mt Gambier

A student population of about 31,000

Employs about 2,100 staff

Closed 2 campuses, built 1 new campus and established in Mt Gambier (without a library)
Three Strategies

Engage everyone in the change process
Create a Lean supply chain
Standardise processes and measure performance
1. Storyboarding and brainstorming

Definition

‘Storyboarding is a structured process, which enables a small team of participants to explore a topic and arrive at a consensus view on a course of action or a set of conclusions. The process uses pin boards and cards as the principle means of collecting, sorting and editing ideas.’

(Cother, R. F.1998)
The importance of asking the right questions

(Weldon, Andrew. *Blamestorming session*, Age Newspaper, Melbourne, Vic (200?)

![Cartoon of a blamestorming session](image-url)
A session in progress

City East Team brainstorming
Storyboarding – sorting/editing

This stage is undertaken in silence

Is complete when a consensus is reached

Takes about 15 minutes

Allows the more timid to step forward when the thruster/organisers lose interest

Margerison and McCann ‘Team Management Index (TMI)’ (1985)
Final story board

Facilitator ‘presents the board to the team

Confirms that the story accurately reflects the consensus of the group

Permanently fixes the cards to the board

Records the outcomes and in some cases provides the opportunity for the Team to present the ‘story’ to senior management
Outcomes from the Storyboards

Improved Team spirit through:

Realisation and acknowledgement of achievements

Consensus on how ‘we’ could be better

How Teams can solve a problem or implement a change and

Empower Teams or individuals to make changes or improve processes and workflows within agreed limits

Magill Team editing and sorting

All images and Storyboards published on the Library intranet for future reference and reflection
Definition of a supply chain

*The sequence of steps, often done in different firms and/or locations, needed to produce a final good, from primary factors starting with processing of raw materials, continuing with production of perhaps a series of intermediate inputs, and ending with final assembly and distribution.*

(Deardorff’s Glossary of International Economics)

http://www-personal.umich.edu/~alandear/glossary/
My interpretation for a Library setting

The sequence of steps, often done in different organisations and/or locations, needed to deliver a resource or service, from primary factors starting with selecting, continuing with production of perhaps a series of intermediate inputs, and ending with final availability and distribution to clients in print or online.

(with apologies to Deardorff’s Glossary of International Economics)

http://www-personal.umich.edu/~alandear/glossary/
Characteristics of a Lean Supply Chain

- Customer focussed
- Fast response
- Minimum waste and non-value adding activity
Ask the Library – Telephone Enquiry Service

A centralised service located in the OCLS

Local call 1300

First point of contact for all enquiries

Available during opening hours when library staff are present

More than 80% of calls resolved at the time of call

Team also responds to Virtual Reference and ‘Chat’
### Effective communication with the customer

**Ask the Library**

<table>
<thead>
<tr>
<th>Telephone</th>
<th>Email</th>
<th>Chat</th>
<th>In Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact the Library</td>
<td>Ask a librarian</td>
<td>online with a University of South Australia librarian (more info)</td>
<td>Visit the Library</td>
</tr>
<tr>
<td>Local call</td>
<td></td>
<td></td>
<td>Borrow</td>
</tr>
<tr>
<td>1300 137 659</td>
<td></td>
<td></td>
<td>Get help</td>
</tr>
<tr>
<td>International</td>
<td></td>
<td></td>
<td>Study</td>
</tr>
<tr>
<td>61 8 8302 6231</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Unavailable**

<table>
<thead>
<tr>
<th>Help</th>
<th>Virtual Tour</th>
<th>Suggest a new resource</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online - help yourself</td>
<td>Getting around</td>
<td>Didn’t find it in the catalogue? Suggest we buy it.</td>
<td>Tell us - we will listen</td>
</tr>
</tbody>
</table>

- **Virtual Tour**

- **Library virtual tour**

- **Help**

- **Feedback**
Lean supply chain - OCLS

Mail and Document Delivery

Requests managed centrally

Parcel supply managed centrally

Based on optimum pickup time for same day or overnight delivery

Return delivery postage paid

Documents and articles direct to clients by Electronic Document Delivery (EDD)

Legend
- Online Requests
- Parcel Supply
- EDD
- Internal courier (twice daily)
- OCLS – Off Campus Library Service
3. Standardise processes and measure performance

Quality Assurance

All planned and systematic activities which are required to provide adequate confidence that a product or service will fulfil specified requirements for quality’ (ISO 8402 Quality Glossary)

Encompasses all client services including:

- Loans and enquiry
- Returns, re-shelving, collection maintenance
- Off Campus Services
- Interlibrary Loans and Document Delivery
‘For me QA is the ultimate “run anywhere” sort of concept because it is, if done right, designed to tailor itself to its host organization (much like a benign virus) and work within that to achieve quality to whatever degree possible; basically to spread its tendrils throughout the organization in a Body Snatchers-like fashion – sometimes utilizing what already exists, sometimes modifying what already exists, and sometimes establishing something that does not exist’

http://www.globaltester.com/spl/define_qa.html
3. Standardise processes and measure performance

Statistics – monitoring performance and displaying results

Engages the Team in achieving targets for projects and activities

Provides a platform for discussing delays and blockages

Encourages problem solving within Teams

Supports continuous improvement of processes and workflows
Innovative ways to keep staff informed of progress and achievements against performance targets:

Dynamic updates from standard statistical data on:

- Intranet Home Page
- SharePoint sites
- Library newsletters

If of public interest;

- On the Corporate Web or Portal
- Screen displays in the Library
Outcomes:

Consistent procedures for all processes, across all locations

Agreed performance measures

Engagement of staff in the day to day

Elimination of black holes and silos of knowledge
The strategies outlined:

Provide a process for thinking differently in a library setting

Encourage participation

Empower staff

In one circumstance enabled change (cash handling) to be removed from the Library
This leads to:

Quality assured services

Process improvement

A platform for performance measurement

Team building and a culture of continuous improvement
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