



UniSA

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. Engage everyone in the change process

## 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?)



# A session in progress



City East Team brainstorming

# Storyboarding – sorting/editing



City West Team

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)



# 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

## 2. Create a Lean Supply Chain

### 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/>

## 2. Create a Lean Supply Chain

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)*

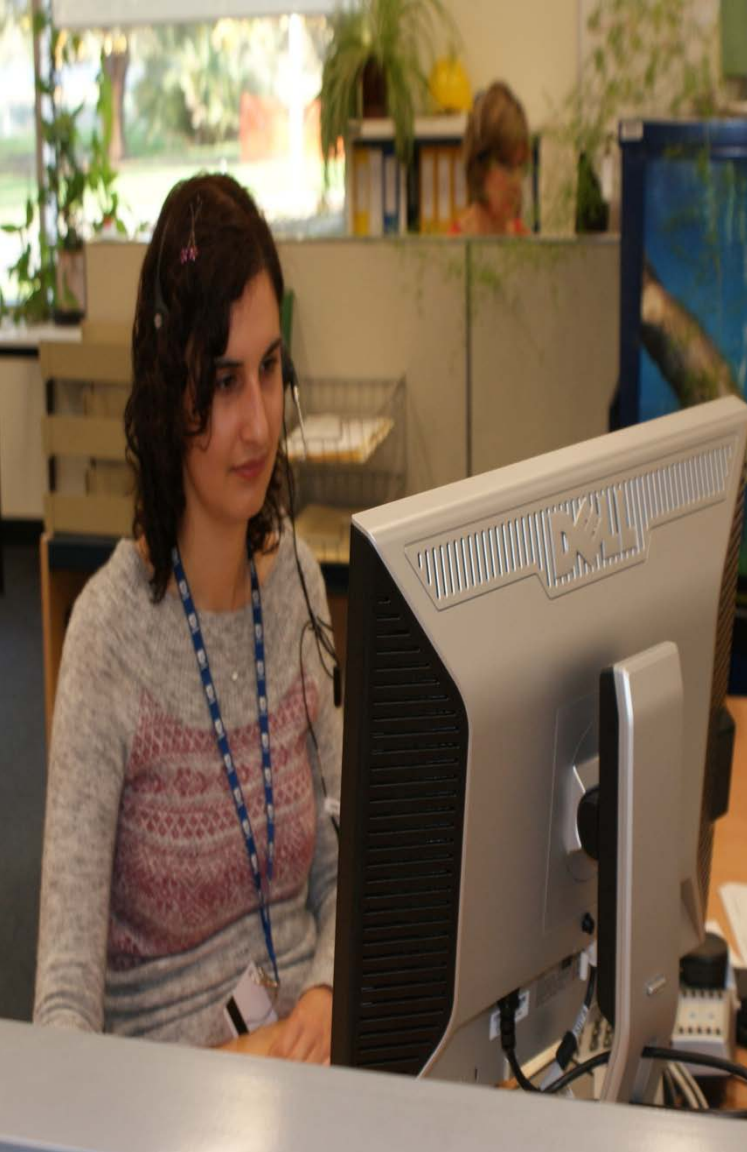
<http://www-personal.umich.edu/~alandear/glossary/>

## 2. Create a Lean Supply Chain

### Characteristics of a Lean Supply Chain

- Customer focussed
- Fast response
- Minimum waste and non-value adding activity

## Example



### **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

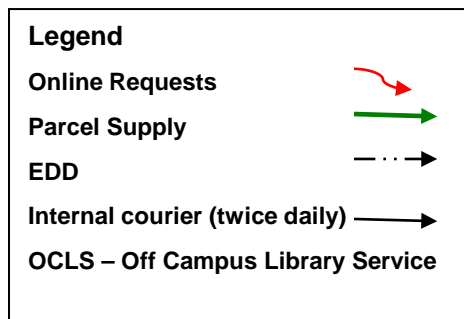
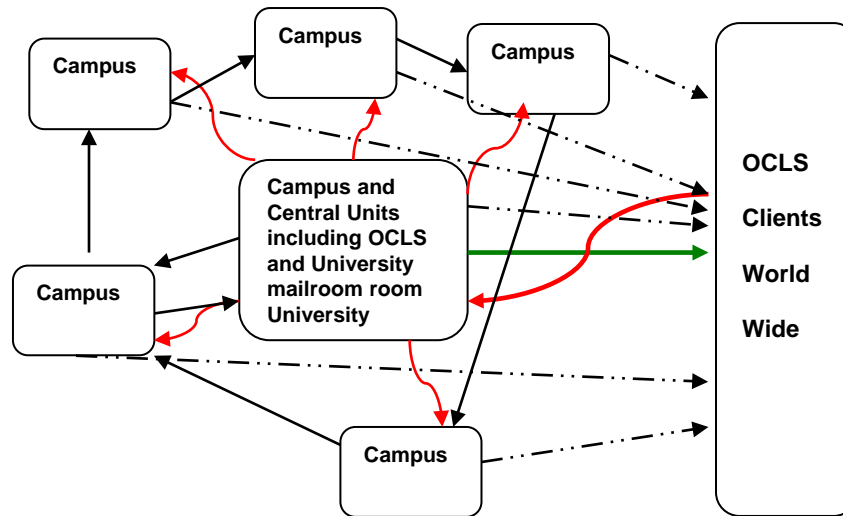
Team also responds to Virtual Reference and 'Chat'

## Ask the Library

			
Telephone	Email	Chat	In Person
Contact the Library Local call 1300 137 659 International 61 8 8302 6231	Ask a librarian	online with a University of South Australia librarian (more info)  <b>Unavailable</b>	<ul style="list-style-type: none"> <li>▪ Visit the Library</li> <li>▪ Borrow</li> <li>▪ Get help</li> <li>▪ Study</li> </ul>

	 Library virtual tour		
Help	Virtual Tour	Suggest a new resource	Feedback
Online - help yourself	Getting around	Didn't find it in the catalogue? Suggest we buy it.	Tell us - we will listen

# 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)

### 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

### 3. Standardise processes and measure performance



*‘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](http://www.globaltester.com/spl/define_qa.html)

### 3. Standardise processes and measure performance

## Statistics – monitoring performance and displaying results

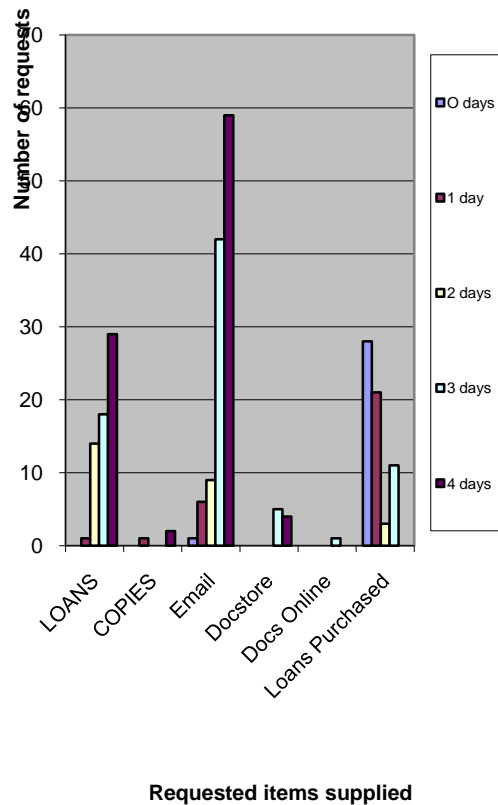
Engages the Team in achieving targets for projects and activities

Provides a platform for discussing delays and blockages

Encourages problem solving within Teams

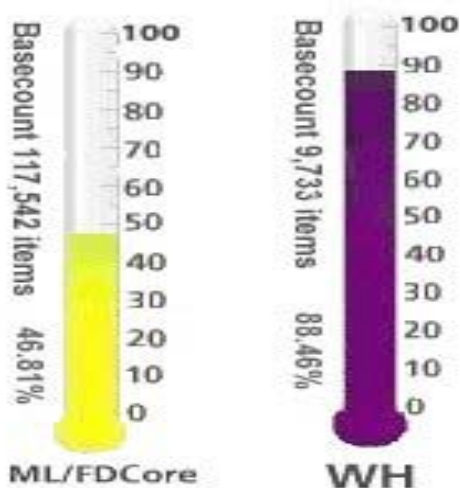
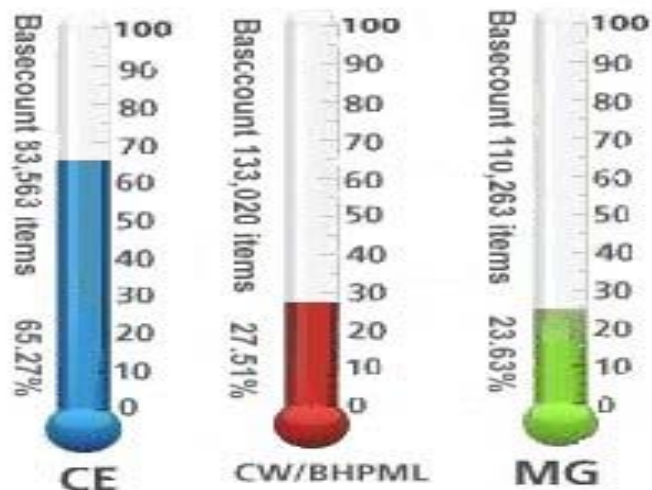
Supports continuous improvement of processes and workflows

ILL Requests supplied to UniSA staff/students within 4 working days - March 2009



# Monitoring performance and displaying results

## Resuffixing Main Collection % Completed



Updated 11/5/2005

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

### 3. Standardise processes and measure performance



#### **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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