

Blue Ribbon Committee
Update on April 2, 2001

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The Committee has been assigned the task of reviewing the overall structure of TSD. We have continued to evaluate data gathered from reports on workflow and procedures that were completed last fall as well as the information gathered from the focused discussion groups. Most of the recommendations from those reports have been sorted into the following categories:

1. Changes that can be implemented now;
2. Tasks that are "long term, " that is, tasks that should be done along with the ILS implementation or shortly thereafter;
3. Library-wide policies that need to be reviewed;
4. Work activities that are suitable for process improvement analysis;
5. Projects that we are not doing, but should incorporate into the new structure and workflow;
6. Continuing education areas that are needed;
7. Issues that will affect the deployment of staff in the organization of work.

The activities that were listed in the first category have been sent back to the TSD departments to be addressed. The items listed in categories 2-7 were brought to the C-Team, (the Dean's Team for organizational planning), for their input. Their recommendations are being incorporated into the list. We hope to have the revised list available on the Program Review Web site later this week. The activities listed under each of the categories will be referred back to the TSD Council for prioritization and action.

In addition to evaluating the data gathered, the Committee has mapped the workflow on floor plans of the 2nd floor space and the basement space. This exercise gave us a visual sense of the flow of material through TSD in relation to the space available. The diagrams illustrated how complex our workflow is as well as clearly identifying where there are bottlenecks.

The Committee has also begun to identify the qualities that are needed in a strong and viable Technical Services Division. Thus far, the qualities listed below are those that we feel should be adopted:

1. A structure that is flexible and innovative - responsive to changing environment and needs.
2. Responsive service - understanding what end users need.
3. Excellence - balance of quality and quantity.

4. Good Stewardship - maximizing use of available resources use our resources wisely (people, time, \$\$).
5. Cooperation and Teamwork - both inside and outside of Technical Services.
6. Staff who are leaders and serve as resources for projects inside the library as well as for national and regional initiatives.
7. An Environment that promotes system thinking - encourage broader mindset - not just TSD focused.
8. Shared Decision-Making - encourage collaborative and creative problem solving.
9. Effective Communication between units/functions and across all staff levels
10. Continuous Learning and Development of Core Competencies.
11. Self mastery - respect others, assume the best and create pride in achievements
12. Physical environment, infrastructure - good working conditions.

The BRC discussions of the reports and the discussions of the workflow mapping have given the Committee a clear sense of how the work is done now. We can see strengths and weaknesses in the current workflow. Our discussion of values, (that is, what we think is important about the work in which we do and the environment that we do it in), will assist us greatly as we begin to look at the structure of the organization.

You may remember that the BRC was to complete its work at the end of March. Obviously we are not yet finished with our work. The Committee has agreed to attempt to complete the study and offer our recommendations for discussion by early May.