Merging Departments, Service Desks and Staff: Managing Change While Improving Customer Service and Staff Morale

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This presentation will examine the opportunities change brought to a newly created Access Services Department. Organization, management, staffing, expanded services and customer service will be covered as well as the efforts used to successfully maintain staff morale.
Background
Creation of the Access Services Department

Access Services Department
November 2011
Seized Opportunities

- Define our function, values and services
- Design the organization of a new department
- Examine management
- Examine workflows
- Examine staffing levels
- Examine services
Department Functions and Values

- Customer service
- Access to information
- Innovative services
- Team building
- Outstanding staff
- Skill development
- Workflow efficiencies
- Cost savings
Starting the Reorganization Process: Management and Staffing

- Head of Access Services position created at time of merger
- Charged with implementing a better management structure
- Analyzed affect of loss of Circulation positions (3)
- Analyzed current job titles and assigned workflows
- Analyzed services currently offered and created a new unit structure
- Each unit had a designated manager
- Possible addition of Graduate Library Assistants
Access Services
January 2012
Benefits to New Department Structure

- Better management of staff and services
- Semester review and assessment of workflows and services to improve user satisfaction
- Management skills development for staff
- More effective meetings
- More opportunities for brainstorming/feedback
- Better cross training
Evaluation of Workflows

- Conducted by unit managers and staff
- Input from staff-daily task sheets
- Evaluated what was no longer needed
- Identified things we could do better
- Needed to get a better understanding of workloads
## Typical Day Worksheet

<table>
<thead>
<tr>
<th>Task</th>
<th>Priority (1-High, 2-Medium, 3-Low)</th>
<th>How much time?</th>
</tr>
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<tbody>
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Results from Workflow Evaluation = Better Customer Service

- Develop cross-training for backups and to help with staff shortages
- Email notices instead of mailing them
- Use i-Pad for Searching
- Use QR codes in the stacks
- Created monthly ILL accounts
- Review ILL Workflows
- Reorganized workroom for better book return processing
- Types of new services to offer - review LibQual comments
New and Expanded Services

- Online Holds/Self-Service Hold Shelf
- Highland Street Book Drop
- Food for Fines
- Pay Fines by Phone
- Ask a Shelver
- State of the Stacks Report
- Textbooks on reserve
- Document Delivery
  - Articles for everyone
  - Faculty Delivery Service
- Combined Services Desk
Online Holds

- Site visits
- Circulation Workgroup
- User Interfaces
- Staffing & Workflows
- Self-Service Holdshelf
Online Holds

Library Catalog

Search History

Save item  Return to Browse  Limit/Sort Search

TITLE  cat in the hat  All Collections

Limit search to available items

Record 1 of 5

Previous Record  Next Record

The cat in the hat
By Dr. Seuss


Request this item for pickup.

<table>
<thead>
<tr>
<th>Location</th>
<th>Call Number</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>WILLIS LL Juvenile Collection</td>
<td>JE G313ca 1985</td>
<td>AVAILABLE</td>
</tr>
<tr>
<td>WILLIS LL Juvenile Collection</td>
<td>JE G313ca 1985 c.2</td>
<td>AVAILABLE</td>
</tr>
</tbody>
</table>
Online Holds Process

Request Item for Pickup: *The cat in the hat*

1. Verify Account & Enter Optional Information
2. Select Item
3. Select Pickup Location
4. Done

Please select the item you would like to request:

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Next: Select Pickup Location

Request Item for Pickup: *The cat in the hat*

Please select where you wish to pick up your item:

- Willis 1st Floor Pickup Shelf
- Discovery Park Library Svc Desk
- Eagle Commons Library Svc Desk
- Media Library Svc Desk
- Music Library Svc Desk
- UNT Dallas Library
- Faculty - Deliver to Dept Office

Faculty Delivery Service

Faculty at UNT Denton and Discovery Park may request items to be delivered to their department office. We will deliver them to you within 2-3 business days; deliveries are made on Mondays, Wednesdays, and Fridays.

Note: Music and Media Library items must be picked up at their respective home library location.
Online Holds: Journals
Highland Street Book Drop
Food for Fines

Food for Fines

20 Items Maximum. 1 Can = $1

November 24 - December 20
Pay Fines by Phone

Got a Library Fine?
No problem!

We now accept payments over the phone!

(940) 565-2414

Fines can still be paid in person at the Library Services Desk or by mail. Grab a business card for our address or visit us on the web!

*** www.library.unt.edu ***

Fine payments by check are also accepted at the Discovery Park Library, the Eagle Commons Library, and the Media Library during their hours of operation.

Paying library fines has never been so easy!
State of the Stacks Report

New Shelvers

Stacks Management has two new shelvers, Blake Ward and Kaela Williams.

Remote Storage Projects

We are currently weeding the bound periodicals (journal volumes that pre-date 2009) in the Lower Level and the general collection on the 3rd floor.

December Book Display

The Winter Is Coming themed December book display, a play off of Game of Thrones, was our most popular monthly display yet!

Number of Ask a Shelves Questions

- 67 October
- 42 November
- 16 December
Ask A Shelver

- Customer service presence in the stacks
- Use walkie talkies
- Easy to contact shelvers and vice versa
Textbooks on Reserve

- Worked with UNT Bookstore
- Received a list of textbooks used for the semester
- Checked catalog to see if we had the items
- Placed them on reserve for the semester
Need for More Document Delivery Services

- LibQual comments about more document delivery services needed
- More items moving to Remote Storage
- Provide more support for UNT research needs
- Simplify processes for patrons
Faculty Delivery and Document Delivery

- Faculty book delivery
  - Request via Online Holds or ILLiad
  - Deliver via campus mail
  - 48 hour turn-around time
- Scan any UNT-owned article/chapter
  - Expanded existing Faculty E-Delivery and Distance Learning services
  - Added ILLiad queues/emails to facilitate processing
- Deliver electronically-held items
  - Convenience for patron
  - Filled request instead of cancelled
  - Fill-rate jumped from 64% to 84%
Articles for Everyone: How are We Doing?

Document Delivery: Filled Article Requests, 2013
3100+ Filled

Distance Learning: 298
Faculty: 1019
Graduate: 638
PhD: 874
Staff: 45
Undergraduate: 234
PDF DELIVERY: HOW ARE WE DOING

(1574 Total)

PDF FILES DELIVERED, 2013
Electronic Resource Cancellations

ER Articles Cancelled

- 2008/2009: 390
- 2009/2010: 706
- 2010/2011: 1347
- 2011/2012: 1025
- 2012/2013: 1193
Web Interface

Request Item for Pickup: The cat in the hat

1. Verify Account & Enter Optional Information
2. Select Item
3. Select Pickup Location
4. Done

Important Information about Requesting

Need an Article, Etc.?
Do you need a specific journal article or book chapter? Or is the item you want already checked out, and you need it soon? Or, are you a distance learning student needing an item shipped to you? Request it through Interlibrary Loan.

UNT Students, Staff, and Faculty

EUID: 
Password: 
Forgot your EUID or password? Update it here.
I am a UNT faculty member.

Visitors

Name:
E.g., Smith, John
UNT ID:
E.g., 10001899
4-digit PIN:

Optional Information
Cancel my request if not filled by:
04/20/2014
Comments:

Next: Select Item
Request a Copy

Request Item for Pickup: Club cultures: music, media and subcultural capital

1. Verify Account & Enter Optional Information
2. Select Item
3. Select Pickup Location
4. Done

Important Information about Requesting

Need an Article, Etc.?
Do you need a specific journal article or book chapter? Or is the item you want already checked out, and you need it soon? Or, are you a distance learning student needing an item shipped to you? Request it through ILLiad, instead!

UNT Students, Staff, and Faculty
EUID: 
Password: 
Forgot your EUID or password? Update it here.
I am a UNT faculty member.

Visitors
Name: E.g., Smith, John
UNT ID: E.g., 10009899
4-digit PIN: 
Need a UNT ID or need help logging in? Contact the Circulation department.

Optional Information
Cancel my request if not filled by: 04/18/2014
Comments:
Requesting Articles Owned Through ILLiad
Overall Results

August 2013 – March 2014: 14,000 Online Holds!
- Increased Faculty deliveries by 32%
- Non-pick up rate for holds: 8%
- Fines collections increased by 25%
- Since implementing, about 400 requests have been submitted via ILLiad, from the online holds form
Library Services Desk

Our combined services desk for Circulation, ILL and Reference assistance
Reasons for Combining Service Desks

- Confusion for patrons
- Patrons sent from desk to desk for assistance
- Staffing costs
- Communication and management issues
- Missed opportunities
- More students: 36,000
Benefits of the Combined Service Desk

- Reference and AS staff learning from each other as they help patrons at the desk
- Proximity of reference staff enables reference questions to be answered more quickly
- Easy to call for assistance
- Expanded training for student assistants has freed up full time staff
- Good communication between managers and staff
- Patrons like the single service point
Marketing Strategies
(Internal and External)

- External Relations Division created
- Better marketing of services
  - Library Website
  - Library Newsletter
  - Digital ads
  - Facebook page
  - Bookmarks
  - Liaison in the Stacks Posters
Get a **jump start** on the semester.
Check to see if we have your textbook, **for free**!
Looking for more?

INTERLIBRARY LOAN

PROVIDING UNT STUDENTS, FACULTY, AND STAFF ACCESS TO THE WORLD
YOUR ANCHOR IN COMM STUDIES

Gayla Byerly
Instruction Coordinator
Location: Willis Library
(E) Gayla.Byerly@unt.edu
(P) 940.565.2014

NEED HELP WITH:
- Finding an article
- Research assistance
- Library services questions
Changing department meeting style
Increasing opportunities for feedback
Empowering staff to make decisions
Department retreats held each semester
Access Services Retreat

9a-9:30a  Breakfast/Pep talk from Suzanne
9:30a-10a  Wonder Wall: Look how far we have come!
10a-10:30a  Moving Forward: Goals for the upcoming semester
10:30a-10:45a  Break
10:45a-11:15a  Access Services Trivia
11:15a-Noon  The Marshmallow Challenge
Noon-1p  Lunch-New York Subway
1p-2p  Timesheet processing tips
2p-2:15p  Break
2:15p-3:45p  Team building exercises including board/video games
3:45p-4:00p  Wrap up (Award Certificates)

When: Dec. 20, from 9a-4p
Where: Media Library Classroom
Overall Results

- More input from staff
- More user-centered services
- Better communication
- Better understanding of coworkers’ work assignments
- Altered perspectives on change
Perspectives on Change

Change can be a good thing
- How you communicate it
- Getting input from staff
- Explaining the why’s

More opportunities to provide great customer service

Reorganization provides staff the opportunity to build managerial skills; excel in their area of expertise

Takes a lot of cooperation among various departments; building relationships
Lessons Learned

- Requires cooperation among various departments and building relationships
- Communicating the why’s of change
- Embracing change
- Inviting and welcoming feedback
- Leading with a positive attitude
- Assessing workflow efficiencies
- Engaging staff and patrons in the process
- Creating an innovative environment
- Marketing internally and externally
- Maintaining excellent customer services as a goal
Questions?

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