Moving From Print-Centric to e-Centric Workflows: A Reorganization of the Technical Services Group at Mason Libraries

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Potomac Technical Processing Librarians
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Overview

Introduction to Mason
Impetus for the Reorganization
Reorganization Process
New Structure
Impact
George Mason University Libraries

- Northern Virginia
- Distributed library system with 4 library buildings on 3 campuses
- VIVA member
- WRLC member
  - Consortial catalog
  - Mason (local) catalog

Fenwick Library, Fairfax Campus
George Mason University Libraries

- Centralized Technical Services for all 3 campuses
- 1.4+ million print volumes
- ~1 million eresources
- ~130 librarians and staff
2009 Technical Services Group

Director, Technical Services

Acquisitions
1 department head, 6 staff
Ordering, payments, receiving, gifts

Cataloging & Metadata Services
1 department head, 3 librarians, 6 staff
Cataloging, processing, database management

Serials
1 department head, 6 staff
Subscription management, processing, bindery
Impetus for Change

- 1999 Task Force
- 2007 Self Study

Timeline: May 2010 - January 2012
Task Force Charge (May 2010)

We are currently at a time when Technical Services departments are undergoing major changes related to an increased number of services available for purchase, as well as the explosion in the availability of electronic content and the related effects on workflows related to the print collections.
Task Force for the Reorganization

- Membership
  - Librarians and staff
  - Within and outside of Technical Services
- Conduct a lit review
- Map Technical Services workflows
- Talk to focus groups
- Conduct surveys
Task Force Membership

**Technical Services**
- Director, Technical Services (chair)
- Head, Serials
- Head, Cataloging & Metadata Svcs
- Cataloger for Arlington Library
- Acquisitions Fiscal Coordinator

**Outside Technical Services**
- Head, Systems
- Head, Johnson Center Library
- Eresources Librarian
- ILL Coordinator
- Engineering Liaison Librarian
Analyzing Current Workflows

**PromptCat materials**

**Approval Coordinator:**
- Checks bib record. Edits per guidelines set by the Head of CMS or flags title for further processing in CMS (unacceptable bib record, added copies/volumes, label problems)
- Does holdings/item work (linking the barcode, changing the location)
- Creates a Voyager purchase order
- Invoices and receives each title.

**Non-PromptCat materials**

- **Student:**
  - Searches OCLC for a bib record and imports to Voyager. Creates a short "dummy" bib if not record is available.
  - Does not do any holdings/items work.
  - Creates a Voyager purchase order.
  - Invoices and receives each title.

**Fenwick materials with good copy go directly to**

**All non-PromptCat titles and PromptCat titles with unacceptable bib records**
<table>
<thead>
<tr>
<th>APPROVALS</th>
<th>STANDING ORDERS</th>
<th>SERIALS</th>
<th>ELECTRONIC RESOURCES</th>
</tr>
</thead>
</table>
| Approval Coordinator/Student  
(Post in Voyager) | Standing Order Coordinator  
(Post in Voyager) | Serials Personnel  
(Post in Voyager) | RCMS  
(Post in Voyager) |
| Workflow Coordinator  
(attach vouchers from Voyager)  
Deposit Acct  
Non-Dedempt Acct | Acquisitions Fiscal Coordinator  
(Post on S/O List) | Acquisitions Fiscal Coordinator  
(Post Direct Orders on D/O List) | Acquisitions Fiscal Coordinator  
(Post on ER List & ER Access) |
| Acquisitions Fiscal Coordinator  
(Post on CMD) | | | Workflow Coordinator  
(distribute for signatures) |

- Workflow Coordinator  
- Acquisitions Fiscal Coordinator  
- Serials Personnel  
- Workflow Coordinator  
- Acquisitions Fiscal Coordinator  
- Acquisitions Fiscal Coordinator  
- Workflow Coordinator  
- Acquisitions Fiscal Coordinator  
- Workflow Coordinator  
- Acquisitions Fiscal Coordinator  
- Workflow Coordinator  
- Acquisitions Fiscal Coordinator
Cataloging an Item

Copy Cataloging – comparing an item against an existing Voyager record to see if there are changes to the record. Minor editing steps include:
- Adjusting the cutter to fit the record
- Editing spelling or grammar
- Overlaying an existing Voyager Record (without editing)
- Removing unnecessary fields (e.g., AC etc.)
- Adding a local field (e.g., gift cataloging locally assigned subjects, etc.)

Upgrade Cataloging – comparing a screen to a bibliographic record and making changes to the record to provide updated information. Many of these changes will allow the record to become a master record in OCLC. Substantial editing steps include:
- Adding an LC call no. not on Voyager
- Adding subject headings
Focus Groups & Surveys

- Internal to Technical Services
- External to EVERYONE in the Library
Sample Questions for TSG

- Are there some problems or issues in TSG that you think a reorganization could address?
- If you could have one thing NOT change in a reorganization, what would it be?
- If you could have one thing that definitely DOES change in a reorganization, what would it be?
- Are there strengths or weaknesses that you have, or your department has, that should be taken into consideration when planning the reorganization?
Sample Questions for the Library

- How do you interact with Technical Services, or do you?
  What brings you to Technical Services?
- Do you know what TSG does (and does not) do?
- What do you like about your interactions with TSG?
- What do you not like about your interactions with TSG?
- What do you wish were different?
- Are there things you wish TSG could or would do?
Study Results/Reorganization Goals

- Prioritize processing of electronic over print
- Communicate more effectively across TSG and CDP for e-resources
- Eliminate chronic backlogs in non-book cataloging (e-books, DVDs, theses, ETDs)
- Create an electronic ordering workflow
- Maintain audit-required separation between ordering, receiving, invoicing
Study Results/Reorganization Goals

- Distribute workload evenly among staff
- Minimize slow times and “crunch” times due to Acquisitions calendar
- Expand ability to absorb catalog management projects
- Create flexible department structure
Key Components of New Structure

- Information Analyst for Technical Services
- New & Broader Job Descriptions
- Team Structure
Information Analyst for TSG

This position will:

• Help staff think through what they need from the various library information systems
• Determine functional requirements
• Work with the dedicated Systems Group team to fulfill those needs
2014 Technical Services
Preparation for New Responsibilities

- Competencies Matrix
- Creating and drafting new Job Descriptions
- Desk audits
- TSG department & one-on-one meetings
- Support for TSG Managers
- Working with HR to discuss implementation plan
<table>
<thead>
<tr>
<th>Competency</th>
<th>How to acquire?</th>
<th>Resource Acquisition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tools</strong></td>
<td>E.g. Series of three training sessions led by TSG Managers. At the end of the trainings, staff will be able to complete short exercises demonstrating competency.</td>
<td><strong>Position</strong></td>
</tr>
<tr>
<td>Searching, knowledge of different indexes</td>
<td></td>
<td>E-Resources Specialist</td>
</tr>
<tr>
<td>Record structure (bib, holdings, items, orders, checkin)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acq: EDI loading, using Acquisitions (POs, invoices, funds, subscriptions,</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Voyager-Cataloging Module</strong></td>
<td></td>
<td></td>
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<tr>
<td>Record structure (bib, holdings, items, orders)</td>
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<tr>
<td>Searching, knowledge of different indexes</td>
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<tr>
<td><strong>Voyager-Circulation Module</strong></td>
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<tr>
<td>Searching, knowledge of different indexes</td>
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<tr>
<td><strong>Connexion</strong></td>
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<tr>
<td>Using the software (best practices for navigation, etc.)</td>
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<tr>
<td>In-house training by Head of Cataloging</td>
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<td>OCLC-created tutorials (online)</td>
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## Training Plan for Staff

<table>
<thead>
<tr>
<th></th>
<th>Lisa</th>
<th>Ginger</th>
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<tbody>
<tr>
<td>2</td>
<td><strong>Learn</strong></td>
<td><strong>Learn from:</strong></td>
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<tr>
<td></td>
<td><strong>Tasks/Concepts</strong> Supervision skills</td>
<td>[HR Classes Mtgs w TSG Director Mtgs w Head, Employee Relations]</td>
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<tr>
<td></td>
<td><strong>Tasks/Concepts</strong> Supervision skills</td>
<td><strong>Tasks/Concepts</strong> Serials ordering, including publication patterns</td>
</tr>
<tr>
<td>3</td>
<td><strong>Teach</strong></td>
<td><strong>To Teach to:</strong> Hope, Ruth, Tran</td>
</tr>
<tr>
<td></td>
<td><strong>Tasks/Concepts</strong> Creating purchase orders for databases and e-books Placing orders for databases and e-books directly with publishers Updating the ER12 spreadsheet Returning print books</td>
<td>Hope, Ruth, Tran</td>
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<tr>
<td>Mon</td>
<td>Tue</td>
<td>Wed</td>
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<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>7 9am</td>
<td>8 10am: Order Training #1 (Voyager) 2pm</td>
<td>9 9am</td>
</tr>
<tr>
<td>14 9am</td>
<td>15 11am</td>
<td>16 9am E-Resources Training #1</td>
</tr>
<tr>
<td>TBD</td>
<td>22 Tentative: Order Training #2 (Voyager &amp; OCLC)</td>
<td>23 TBD</td>
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</table>
Since 2012

- Additional RDMS staff on E-Team
- Record set loading
- Ordering Coordinator doing streaming licensing
- RDMS ACT Coordinator
- Expanded role for Information Analyst
Technical Services Group

- Resource Acquisition
  - Ordering
  - E-Team
  - Bindery

- Resource Description & Metadata Services
  - Receiving & Processing
  - Cataloging
  - Catalog Maintenance
Thank you!

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