Access Services Innovative Management in the Changing Era

Dell Davis, Head of Public Services
University of the Incarnate Word
Amy Chang, Head of Access Services
University of Texas San Antonio

Access Services Conference, 2010
Innovative Management for Access Services in the Changing Era

- Changes in public services
- How change affects Access Services
- Innovative management for change: what’s working
- Challenges

University of the Incarnate Word
Changes in Public Services

Causes?

➤ Space
➤ Customer-centered services
➤ Technology: e.g. mobile devices, social media networks...
➤ Administrative decisions
➤ Bottom-up innovative ideas
How Changes affect Access Services

No longer a service entity by itself:
AS is driven by other services and/or drive other services to change
  Interconnected with research services, reference desk services, instruction, and orientation,....

Change is vast, constant,....
How Change affects Access Services

Establishing interconnectivity:

- Retreat
- Communication: e.g. joint meetings
- Collaborative projects
- Managers’ roles
  - Assessing needs
  - Projecting trends
  - Informing and training staff (equipment, tools)
  - Communicating with Administration
  - Setting expectations
  - Updating staff as things change
  - Presenting results after service is in place
Innovative Management for Change: Make it work

Know when to lead and when to manage:

- Leading
- Managing
Innovative Management for Change: What’s Working

- **Clarify the direction:**
  Staff need to know:
  - Strategic initiatives of the University
    - Library’s strategic goals
  - Where change may lead
  - What Administrators expect
  - What students expect

- **Identify barriers:**
  - Not *who* is resisting change, but *why* they are resisting
  - Understand the weaknesses and strengths of each person –
    - new responsibilities?
    - maintain current responsibilities?
Challenges – Personnel Management

► “That’s not what I was hired to do”
  ► HR support, financial support, top-down support, effective communication, training/learning

► Think outside of the box:

► Personnel
  ► Repurposing staff/cross-training/new position responsibilities (not job descriptions) to allow for continued change
  ► Longevity?
    ► Seniority? Not age or years of service, but years of exposure to a service or technology

► New positions, filling vacant positions – include new responsibilities for vacant positions that will provide new and needed skill sets in that area
Innovative Management for Change: Challenges

- Space
- Relocate staff
- Reward, compensation...
- Generation differences
- Advanced computer skills
Steps to Successful Change – recap

• Establish solid working relationships with other managers
• Establish relationships between departments
• Introduce change gradually
  – In forum with AS
  – In forum with all Public Services
• Based on feedback, begin to determine “who” & “what”
Also remember to...

- Draft documents if there will be changes in job responsibilities
- Work with Library Administrators & HR to determine impact of new responsibilities
  - Change in job grade
  - Compensation
- New position?
  - Internal (keep detailed records on internal candidate selection in case the decision is challenged)
  - Post position
Evaluation and Support

• Develop program/service evaluation
• Develop employee’s new role assessment/evaluation
  – Provide on-going mentoring throughout the first year.
  – First evaluation is more of a coaching tool rather than a critical assessment of performance.

Remember to implement change incrementally, establishing milestones that can be achieved.

Professional development locally and through conference travel is encouraged.
Change In Access Services

- Many services to many customers, onsite and online
- One-stop seamless services
- Customer-centered service
- Embedded services
Innovative Management

Involves:
1. Ideas
2. Technology
3. People
Effective Communication for Innovative Management

I. Communication tools
II. Why statistics
III. How to use statistics for
   - Service management
   - Communication
IV. Elements to be considered
V. Challenges
Digital Tools for Communication

Information Commons, UTSA

Tools:
- LibGuides
- Intranet page
- Blackboard
- Youtube
- Blog: AS blog page

One-way communication
Two-way communication
Why Stats?

- Make the right decisions
- Provide a real picture of service activities
- Help staff be more flexible and adaptive
- Know the changing needs of our users and make responsive changes
Use stats for service management

- Know your users: user categories
- Monitor changing needs: service categories
- Staffing purposes: analyzing service activities
Use stats for Communication

Show productivity: overall activities

Demonstrate results of a decision, an idea, and an improvement:

Labor day and extended hours, a new or improved service, new devices
Use Stats for Communication

- **Demonstrate needs:** staff needs or equipment needs
- **Create excitement:** “big jumps”
- **Milestones:** Annual and/or semester report
- **Promote Library Services:** present usage growth

Pagers                               | media viewing                            | laptops
Elements To Be Considered

Samples

Ask:

- What’s the purpose?
- What do these stats mean to services, staff, and the top administrators?
- How to collect and structure data.

Prepare for questions and clarification
Elements To Be Considered

We need to ensure:

✓ Accuracy,

✓ Consistency,

✓ Frequency, and

✓ Accountability
Challenges

- Illustrative, yet readable
- Timely, yet systematic
- Analytic, yet explanatory
- Factual, yet refreshing
Thank you!

Gracias, Merci,

謝!

Questions?

San Antonio River Walk, come and visit us!