Reorganization & ILL:
Supporting Staff Through Growth & Transition.

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&

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Binghamton University Libraries:

- Over 3 million items
- FTE 17,000
- 2 million visits a year

**ILL Lending:** 32,000 processed/16,000 filled

**ILL Borrowing:** 15,000 processed/13,500 filled

- 80 Library employees
  - 5 dedicated ILL employees
  - 6 support to ILL from other branches/departments
Version 2010:

**ILL Borrowing moves to Technical Services**

Retirement of Head of ILL & Head of RS leads to re-org

Growth of Purchase on Demand

Document Delivery - a function of borrowing

Lending stays with Reader Services

Challenges of geography
Version 2013:

**ILL Goes Home to Reader Services**

- Resignation of Resource Sharing Coordinator
- Staff relocated but centralized
- Temporary but functional leadership
- Interim Dean
- Borrowing and Lending still split
Enter: Resource Sharing Coordinator (BmBmBmBmBm).

Previously at Georgia State University

Interlibrary Loan experience: Yes.

Supervisory experience: ?

Started at BU in August 2014
Enter LDP Leadership Development program

Creating a “Premier University”

Introduction to transformational leadership

Perfect timing for department in transition

Opportunity to put theory to into practice
Transfomational Leadership

“When leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self-interest for the good of the group” (Bass, 1990).
four components of transformational leadership

Idealized Influence
Inspiration Motivation
Intellectual Stimulation
Individualized Consideration
Sticky points in workflow:

- Redundancy between ils and illiad
- Email templates
- Writing and centralizing documentation
- Uncoupling Borrowing and Document Delivery
- Branch Libraries
Adopting Best Practices

(THANK YOU IDEO!!)

#IdealizedInfluence

Making decisions based on thoughtful analysis and input from others.
Streamlining our services and increasing efficiency
Using the Workflow toolkit as a base
How?
adding new services and procedures

Website redesign
New overdue workflow/Emails
Branch printing
Writing up job procedures and centralizing them in one place
Separating Document Delivery from Borrowing transactions

#Inspirational Motivation: Using your employees to update your vision, mission, and strategies
#Intellectual Stimulation
encouraging participation & innovation

#Intellectual Stimulation: Inspire employees to share their own ideas for new procedures or better ways to handle old ones

- Encourage reevaluating the status quo
- Encourage sharing ideas without fear
  - Resource Sharing Roundtable
  - Shared Folders
  - Developing Document Delivery policies and procedures
#Individualized Consideration: Advise each employee according to individual needs

Creating a safe and inclusive work environment
Creating an innovative environment
Communication is key
Document, document, document

Transparent: workflow
Corrective: coaching, discipline,
What did we learn during our initial transformation?

Be open to learning from one’s mistakes.
Be open to changing course midstream-try new things!
Be persistent and consistent in maintaining trust and buy-in within department and across the Libraries.
Introduce staff to new and exciting projects throughout the organization to increase their sense of value.
Everything is iterative, and ever changing-stay innovative!
Encourage employee generated ideas to improve motivation and increase self-determination.

What’s next...
Renovating Reader Services and Resource Sharing

**Growth:** Adopting Access Services

**Transition:**
- 5 new employees in the department
- Stacks Maintenance responsibilities
- Remote Storage & Courier Services

**Benefits of this Transformation:**
- Opportunities for promotion
- Emerging Leadership
- Seamless Document Delivery
In closing...

We’ll never stop changing, ever.

Determine your best leadership strategy and stay focused on practicing the theory.

There is always room for improvement-always.

Stay positive and enthusiastic!

Give feedback generously and receive feedback with an open mind.
Questions/discussion/comments?

ASK AWAY

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References
