

Appendix F: Scenarios

Scenario 1

2002: A Team's Odyssey: The Original Cataloging Monographs & Continuing Resources Production Team

Introduction:

This story is meant to illustrate how a cataloging department using the organizational structure illustrated might carry out its work.

The Blue Ribbon Committee imagined the following scenario illustrates one way in which the structure could work. While the scenario is hypothetical and thus many of the details were developed quite arbitrarily, it is intended to provide a more concrete picture of how the proposed organization could function.

The Cast of Characters:

Faculty catalogers Abbie, Bill, Cody, Dinesh, Erik, Fatima, Gena, Hillary
LTIII catalogers Leeza, Mary, Natalie, Orville
Exempt cataloger Penelope

It is now July 2002. The current head of the Original Monographs & Continuing Resources Cataloging Production Team, Hillary, has been selected by the team. Hillary has prepared the following notes with input from the team in developing the team's annual report for the FY01/02 fiscal year.

Notes for Original Monographs & Continuing Resources Cataloging Production team annual report, July 2002

- Team formed in late September 2001, and selected first team leader.
- Faculty catalogers negotiated primary and secondary areas of specialization/expertise, as follows:

Staff member	Primary specialization	Secondary specialization
Abbie	Soc Sci & Allied Prof.	Rare/Special Coll.
Bill	Arts/Humanities	Electronic resources
Cody	Science/Technology	Soc Sci & Allied Prof.
Dinesh	Continuing Resources	Science/Technology
Erik	Authorities	Arts/Humanities
Fatima	Electronic Resources	Continuing Resources
Gena	Rare/Special Coll.	Digital Libraries
Hillary	Digital Libraries	Authorities

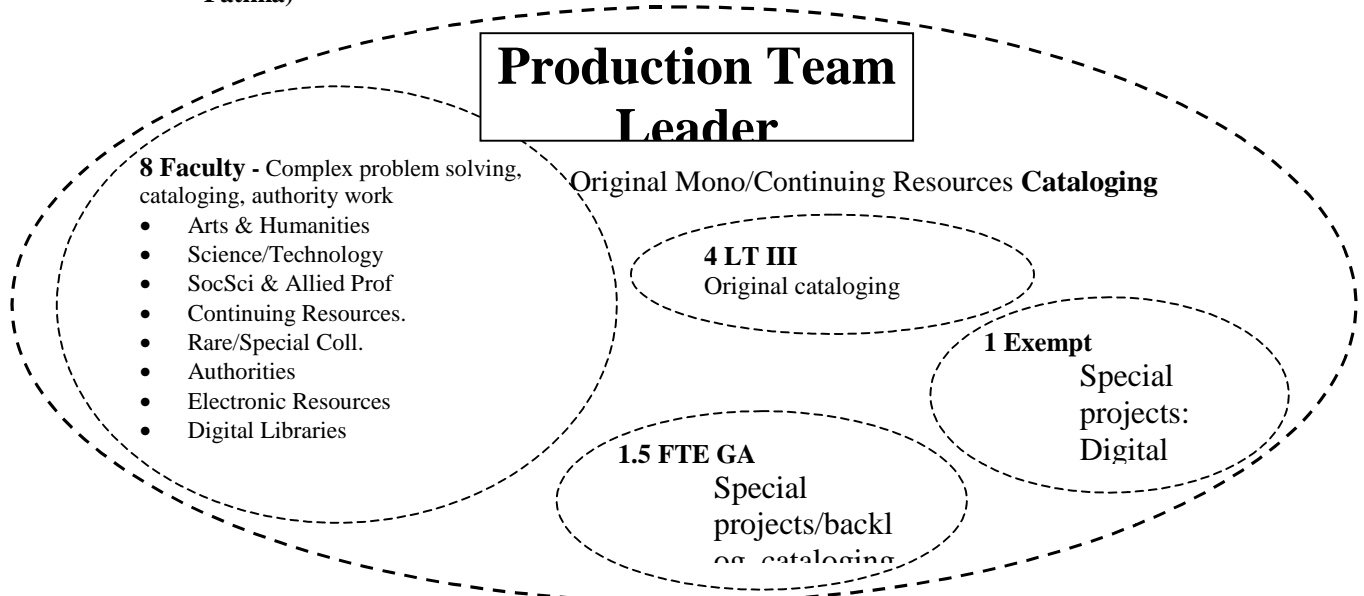
- Team members Dinesh, Bill, and Leeza made significant contributions to the work of the Training Coordinating Team, both in developing the TSD Core Competencies document, and in creating the training for the cataloging segment. The team is using this training plan to train the LT III catalogers, and to enhance the skills and knowledge base of the GA catalogers on the team.

- Dinesh and Fatima have developed a basic serials training module for faculty catalogers. The module has been tailored to the development needs of each faculty member. They have also developed a basic serials module for the LTIIIs and worked with staff in Serial Adds and the Adaptive/Fast Cataloging Production group.
- Erik has begun training Leeza and Mary, and Rhys, GA on the Non-Roman Cataloging Production Team, in name authority record creation.
- Team members serving on Coordinating Teams:
 - Fatima – Government Publications Coordinating Team
 - Bill – Training Coordinating Team
 - Erik – Policies Coordinating Team
 - Dinesh – Continuing Resources Coordinating Team
 - Penelope – Digital Libraries Coordinating Team
- Team member Natalie was elected to a term on TSSAC.
- Outcomes of the team’s consultation with Special Collections to clarify priorities for various collections.
- Team member Bill will be going on sabbatical (research leave) for 6 months beginning in January 2002. Erik and Fatima will cover Bill's areas of specialization (Arts/Humanities, Electronic resources) for the sabbatical duration.

While looking back over the team’s accomplishments, Hillary also has some notes on further work the team needs to address in its upcoming meetings. As with the notes for the annual report, in many cases the agenda items have been suggested by various team members.

Pending agenda topics include:

- **recruitment and allocation of the GA’s positions which will be vacated by upcoming graduations**
- **develop team goals for the upcoming fiscal year**
- **update performance standards for the LTIII’s and exempt staff person**
- **discuss some issues raised recently by the Policies Coordinating Team (Leader: Erik)**
- **discuss several issues raised recently by the Continuing Resources Coordinating Team (Leader: Dinesh)**
- **evaluate recent training and plan for further staff development**
- **develop a proposal for a revised workflow for cataloging electronic journals (Leader: Fatima)**



Scenario 2
How it Will Work
The Bindery, End Processing & Packing/Shipping Coordinating Team
In 2002

Introduction:

The following describes an imaginary group of people carrying out the work of the Bindery, End Processing & Packing/Shipping Coordinating Team a year from now. While the names are fictitious, their work and organization illustrates the vision behind the proposed reorganization scheme. Please note that people in this group interact with characters in “2002: A Team’s Odyssey.”

The Cast of Characters:

Coordinator (Exempt or Faculty): Abdiel

LTII staff in Bindery and Periodical Adds Group: Lavinia, Cicero, and Cornelia

LTI staff in End Processing, Packing/Shipping Group: Otto, Tabitha, and Vannis

Location:

The UM Libraries bindery operation has relocated from the basement to the second floor to form a new group that incorporates Periodical Adds. The Bindery-Periodical Adds Group, in turn, is conveniently located to interact easily with the End Processing & Packing/Shipping Group. With the help of the space consultant, the Team has organized their cubicles and work areas to maximize use of space, facilitate the workflow, and minimize distractions.

Notes for the Bindery, End Processing & Packing/Shipping Coordinating Team Annual Report, July 2002

- Team formed in late September 2001.
- The main work this year for this production team has centered on identifying primary staff assignments and primary responsibilities for each of the two production work groups, Bindery-Periodical Adds Group and End Processing and Packing/Shipping Group.
- Abdiel, the Team coordinator, and Cordelia, who has primary responsibility for periodical holdings, met with the Training Coordinating Team and Dinesh, the Cataloging faculty member several times throughout the year to begin the training necessary for the periodical adds component of the bindery workflow. Dinesh, Cordelia, and Abdiel have set up regular meetings to troubleshoot and to evaluate the learning process.
- Cornelia has taken the initiative to foster a strong working relationship with Dinesh, who advises Cornelia when problems or questions arise. In the future it is expected that as she has become more expert at periodical adds, Cornelia will be able to assume a leadership role with this work. She will be able to pick up the training and checking, where Dinesh leaves off.

- The Bindery Group and the End Processing Group have negotiated a shift of the stamping and other shelf prep tasks for commercial binding shipments from the Bindery workflow to the End Processing workflow. Early indications are that this shift facilitates a faster return of the materials to the shelves. This decision has also initiated a review of the distribution of student assistants throughout the team and the groups are working toward better ways to share this staffing resource.
- Cicero and Lavinia, who are primarily responsible for the processing, tracking, and quality control for bindery shipments, have worked with the Collections Conservator to iron out issues created by the fact that the Conservation Lab and the bindery prep work area are located on different floors. The physical separation has served as a catalyst for discussions related to flow of monographs from the damaged book review workflow.
- Otto, Tabitha, Vannis are trained in all aspects of the End Processing group's workflow. Otto and Tabitha have assumed primary responsibility for managing the large workflow for End Processing, and for performing the labeling, stamping, and security stripping of materials. This year's activities have focused on mastering ALEF and identifying the best ways to efficiently and effectively use the new system in producing labels.
- Vannis has primary responsibility for packing and shipping. Vannis works closely with Acquisitions staff, who need to add shelf-ready items to the shipments, and with Facilities staff, who move the materials in and out.
- Abdiel has instituted a morning meeting in the End Processing & Packing/Shipping Coordinating Team to reach consensus with the three LT1s about what work must be accomplished that day, and how best to deploy each staff member. This meeting has improved communication, allowed for better responsiveness to the workload demands on a daily basis, eased the stress of the transition, and has built a sense of shared responsibility for the work throughout production group.
- Although busy with training and transition issues, Abdiel has been able to resolve some standing issues with invoices, make improvements to budget tracking procedures and to make sure that standards are maintained.

Next year's goals:

- Continued focus on training - Next year's training will address cross training to build increased flexibility and extend the groups ability to respond to short-term and long-term priority and workflow shifts.
- Cordelia will, working with Abdiel and Dinesh, begin to train Cicero and Lavinia to add periodical holdings to maintain the bindery workflow. This cross training will allow the Group to deal with those times when Cornelia is out of the office for annual or sick leave, or there are increased periodical binding demands that must be met.
- Otto, Tabitha, and Vannis will each be trained in the core bindery tasks so that they may assist in the Bindery and Periodical Adds Group as needed.

- Each LTII in the Bindery group will also be trained in basic End Processing tasks, in order to fill in as needed for backups in EPU, or if they run out of work in the Bindery-Periodical Adds Group.
- The Conservator and Abdiel will work together to provide training for bindery and end processing staff in basic binding structures, focusing on the recognition of various leaf attachments and the Library Binding Standards. The desired result of this training is to facilitate quality control, allow staff to better recognize mistakes in product specification, and to build a common vocabulary.

Scenario 3

Continuing Resources Coordinating Team

Introduction:

The Continuing Resources Coordinating Team has yet to be fully detailed. The size and exact membership of the team remain to be determined. The Blue Ribbon Committee imagined the following scenario illustrates one way in which the team could work. While the scenario is hypothetical and thus many of the details were developed quite arbitrarily (such as the size of the team), it is intended to provide a more concrete picture of how the proposed organization could function.

The Cast of Characters:

Team Leader: Dinesh (Cataloging)

Team Members: Agnes (End Processing/Bindery), Blair (Adaptive/Fast Cataloging), Claudia (Public Services), Edwina (Acquisitions), Franklin (at large), Gustav (at large). Agnes, Blair, and Franklin are classified staff. Claudia, Dinesh, and Gustav are faculty.

Imagine that it is now July 2002. The current Team Leader has prepared the following notes with input from the team in developing the team's annual report for the FY01/02 fiscal year.

Notes for Continuing Resources Coordinating Team annual report, July 2002

- Team formed in late September, 2001, and selected first team leader.
- The team main project was a review current workflows and the development a plan for revising continuing resources workflows across TSD. The plan has two parts: part one is an experimental workflow that the group recommended for implementation and follow-up evaluation; part two was a training and development plan covering staff from a variety of units in TSD and including training for public services staff as well. The plan was recently approved by the Planning and Leadership Team. The Planning and Leadership Team commended the group on thoughtfulness of its analysis and the comprehensiveness of its recommendations.
- The team met jointly with the Training Coordinating Team twice in the process of reviewing the TSD core competencies documents related to all aspects of processing and cataloging for continuing resources. Began discussing the ways in which this documentation will be used to support the development of training plans for a multi-year phased integration of monographs and serials cataloging (charge from Planning and Leadership Team).
- The team created a subcommittee on LIMS III implementation. This group, Agnes, Blair, and Gustav, monitored capabilities in the new system and drafted several procedures for staff processing continuing resources in Acquisitions, Adaptive/Fast Cataloging, and Bindery/End Processing.
- The team worked with the Database Management Projects Team on two special projects to clean up batches of serial records prior to LIMS III implementation.

While looking back over the team's accomplishments, Dinesh also has some notes on further work the team needs to address in its upcoming meetings. As with the notes for the annual report, in many cases the agenda items have been suggested by various team members.

Pending agenda topics include:

- **arrange a meeting with supervisors of staff who work with continuing resources to discuss the implications of the team's approved work flows for performance review as well as other implementation issues.**
- **meet with the Policies Coordinating Team to consult on several policies issues relating to continuing resources**
- **develop team goals for the upcoming fiscal year**
- **develop a schedule for member rotation on the committee**
- **upcoming LIMS III implementation issues**
- **develop a program to monitor the productivity of key workflows for continuing resources.**

Scenario 4
Annual report of Training Coordinating Team, July 2002

- Team formed in August 2001 and began meeting in September.
 - Conducted assessment of TSD training needs in October 2001.
- Aleph training identified as highest priority
- Worked closely with the TSD Core Competencies Task Force (also formed in August 2001).
 - Three members of Training Coordinating Team also served on the Core Competencies Task Force.
 - Core Competencies Document drafted September 2001; review and comment from TSD staff during October 2001. Core Competencies Document defines common competencies needed by all TSD staff, and additional competencies needed to perform acquisitions, cataloging, and preservation tasks, and establishes standard measurements for competency through levels from basic to advanced.
 - Core Competencies Document adopted on December 1, 2001; seen as a working document that will require regular revision as new core competencies are identified.
 - Core Competencies have been integrated into performance evaluation and expectation setting for all TSD staff in the cycle beginning January 2002.
 - Training Coordinating Team began developing a training curriculum for TSD staff using the Core Competencies Document as the framework.
 - Staff in each Production Group were tasked to draft training outlines based on Core Competencies Document. Training outlines were completed in March 2002.
 - Work on developing and delivering training in each Production Group is underway. The Original Monographs & Continuing Resources Cataloging Production Team took the early initiative, and is currently using its training plan for LT III catalogers and GAs on the team.