LIBRARY ALL STAFF MEETING

September 28, 2015
WELCOME

Marilyn Thompson
Associate Provost, Human Resources
EXCELLENCE CANADA

Catherine Neville,
Vice President, Excellence Canada
Excellence Coach for University of Waterloo
CONGRATULATIONS ON YOUR GREAT RESULTS AT THE EIW BRONZE LEVEL

• This continues to be all about building on the good work you are already doing without adding a lot of extra burden to folks in what is already a very busy Library!
• In fact through a better focus on effective communication and improving processes with those that do them, people actually ‘find’ time.
Excellence, Innovation and Wellness (EIW) Standard

• EIW is a Canadian quality and wellness standard and program that aligns with the International Organization for Standardization (ISO) and other international quality standards like Baldrige, Deming, European Quality Awards

• The EIW framework is not a quick fix, but allows Waterloo to take a progressive approach to establishing and maintaining excellence over time
THE 8 PRINCIPLES

1. Leadership Involvement
2. A primary focus on the customer experience
3. Co-operation, teamwork, and continuous learning
4. A focus on excellence, innovation and wellness
5. A focus on continual improvement
6. Commitment to fact-based decision-making through the use of data and measurement
7. Commitment to corporate social responsibility
8. Commitment to good governance, including enterprise risk management, and financial controls

Aligns beautifully with one of your 8 strategic themes: Employer *Employee* Relationship
Organizational Initiatives

From this

→ To this
Lean Higher Education (LHE) Conference

Great conference to explain what LEAN is and isn’t:

1. All about continuous improvement and respect for staff
2. LHE is not driven by saving money, it is about improving service effectiveness to the students, faculty and staff we serve.
3. An organization’s staff is its most valuable asset, and LHE invests in staff to create positive change in organizations.
4. It is critical to have strong central leadership on a campus for a LHE project be successful. (Ditto for EIW)
5. Work with what you have. You often don’t need to change existing systems to improve something.
EIW integrates other initiatives/tools

- Your Strategic Plan
- Health & Safety
- Mental Health
- ISO 9001
- Balanced Score Card
- Lean
  - Six Sigma
  - Kaizen
- Enterprise Risk Management

Integrates existing and new initiatives
The EIW Standard

- The Standard has four levels for effective implementation
- Self-assessment is encouraged at all stages and required for certification
- Certification is provided through a submission, employee survey, and on-site verification for all levels
- There is a comprehensive Guidance document
- Training and coaching is available to assist you
EXCELLENCE CANADA MILESTONES

Bronze
• Foundation

Silver
• Advancement

Gold
• Role Model

Platinum
• Sustained World Class
**EIW Silver**

- Builds on the commitment and foundation established at Bronze (e.g. policies, etc.) – helps turn words into action
- Transition from reactive to proactive approach to issues in the organization
- Positive results are being achieved from improvement efforts in some areas
- All staff have a wider understanding of the organization’s strategic approach to excellence, innovation and wellness
- Strategic and operational plans are in place
- Baseline indicators, measures and related goals have been established

*Recommend starting with one or two Drivers, e.g. People Engagement, followed by Process (an opportunity from Bronze)*
Process to achieve Certification

- Prepare a Charter, Implementation Path and communications strategy
- Appoint a Champion and Steering Committee
- Utilize the benefits of being a partner of Excellence Canada
- Review EIW Standard and conduct a self-assessment with a cross-functional Excellence Council
- Close any gaps identified during self-assessment
- Prepare Submission and apply for EIW Silver Level
- Provide education/highlights for all staff
- EIW submission verification process
- Celebrate achievement and continue with EIW Gold and a Canada Award for Excellence
What’s in it for you?

A better day at work!

• Feeling genuinely respected and cared about by your employer
  » e.g. having wellness programs focused on your well-being
• Having your senior leaders truly engaged
• Being able to contribute all you can in a healthy work environment
• Having an opinion about the work you do to make it better
• Team and individual recognition
• Engagement in planning, program and process design
• Wellness awareness and training
• Experiencing a positive change in CULTURE
EXCELLENCE CANADA
UNIVERSITY OF WATERLOO LIBRARY
SILVER CERTIFICATION PROJECT

September 28, 2015

Pascal Calarco
Associate University Librarian,
Research & Digital Discovery Services
WHAT WE WILL COVER

• Excellence Canada – a brief overview
• Outcomes: Bronze
• Silver vs. Bronze
• Continuous Improvement
• Next steps
• Q&A
FOUNDATIONAL LEGS

1. University Strategic Plan
2. Library Strategic Directions
3. Excellence Canada
4. MAP$^3$

Credit: https://www.flickr.com/photos/verzo/115812414584
MORE INFORMATION ON EC EIW @UWATERLOO:

HTTP://UWATERLOO.CA/EXCELLENCE-CANADA
EXCELLENCE CANADA EIW SILVER CERTIFICATION PROJECT: SUMMARY

- 12-18 months duration
- Work through these one or two at a time
- Decide on and document Library planning framework, process mapping and process improvement
- Engage and empower staff
- Consistency across Library
- Establish baseline measures for the organization
- Continuous improvement
- Invest in staff skills, training
LIBRARY STRATEGIC DIRECTIONS

- Advancing Research & Scholarship
- Enabling Student Success
- New Skills for New Times
- New Spaces for New Times
EXCELLENCE CANADA

• Excellence Canada (EC) is a national, independent, not-for-profit organization

• Mission: To improve organizational performance and recognize excellence
ACHIEVED BRONZE CERTIFICATION

“In all of the six drivers, the Library has exceeded the requirements and minimum scores for certification at the foundation level of the Excellence, Innovation and Wellness standard. This report outlines strengths and opportunities that were noted while reviewing the [Library's] submission and in talking to employees during the site visit.” – EIW report by EC verifiers
ACTIVITIES SINCE BRONZE CERTIFICATION (DECEMBER 2014)

• Library projects documentation and tracking
• Establishment of Library Health, Safety & Wellness Committee
• Updated onboarding checklist for new staff
• Articulation of Multi-Annual Planning & Prioritization Process
• Library Managers’ Retreat: Silver pre-work
• EC EIW Silver survey
HOW THINGS FEEL AT BRONZE FOR EMPLOYEES

• Know more about the Vision and direction
• Are more aware about excellence
• Starting to see new policies on things like Excellence, Wellness and Innovation
• Have a sense that something real is going on but still early days
HOW THINGS FEEL AT SILVER FOR EMPLOYEES

• Transition from reacting to proactive approach to issues in the organization
• Positive results are being achieved from improvement efforts in some areas
• A wider understanding of the organization’s strategic approach to excellence, innovation and wellness
• Strategic and operational plans are in place
• Baseline indicators, measures and related goals have been established
BRONZE VS. SILVER

• Assessment of quality of our work and workplace vs. simple existence
• Consistent Library-wide documentation on projects, processes, priorities
• Continuous Improvement
• Enabling innovation across Library to improve services & systems
BRONZE GAP ANALYSIS RETREAT
(MAY 2014)
JULY 2015 LIBRARY MANAGERS’ GAP ANALYSIS RETREAT
WATERLOO LIBRARY SILVER SURVEY: FINDINGS
65 EMPLOYEES RESPONDED – THANK YOU!

24. The following statement best reflects my employment status at the University of Waterloo.

- I am a permanent employee: 86% (56)
- I am on a contract or temporary appointment: 11% (7)
- I am a student worker: 3% (2)
- None of the above: 0% (0)

Total: 65
AREAS OF STRENGTH
80% EFFECTIVE JOB TRAINING & PD SUPPORT FROM UNIVERSITY

18. We have effective job training and professional development support at the University.

- Strongly Agree: 18% (12)
- Agree: 62% (40)
- I don't know: 12% (8)
- Disagree: 8% (5)
- Strongly Disagree: 0% (0)

Total: 65
74% EFFECTIVE JOB TRAINING AND PD SUPPORT FROM LIBRARY
AREAS OF OPPORTUNITY
32% measure employee satisfaction to improve workplace.

12. We measure employee satisfaction and use the feedback to improve the workplace.

- Strongly Agree: 2%
- Agree: 29%
- I don't know: 31%
- Disagree: 32%
- Strongly Disagree: 6%

Total: 65
25% ENCOURAGE EMPLOYEE INNOVATION AND NEW IDEAS TO IMPROVE SERVICE

11. Our Library encourages employees to come forward with innovative and new ideas for improving our service and systems.

- Strongly Agree: 9% (6)
- Agree: 51% (33)
- I don't know: 11% (7)
- Disagree: 25% (16)
- Strongly Disagree: 5% (3)

Total: 65
22% OPEN DOOR ENVIRONMENT WITH LIBRARY MANAGERS AND LEADERS

7. We have an open door environment whereby we can talk to Library leadership and managers on issues that concern us.

- Strongly Agree: 12% (8 people)
- Agree: 49% (32 people)
- I don't know: 12% (8 people)
- Disagree: 22% (14 people)
- Strongly Disagree: 5% (3 people)

Total: 65
AREAS OF “I DON’T KNOW”
35% RELATIONSHIP WITH KEY SUPPLIERS AND VENDORS

20. We have cooperative relationships with our key suppliers and partners.

- Strongly Agree: 8% (5)
- Agree: 51% (33)
- I don't know: 35% (23)
- Disagree: 5% (3)
- Strongly Disagree: 2% (1)

Total: 65
40% PROCESS IMPROVEMENT TEAMS

13. We have process improvement teams and we follow through on their recommendations for improvement.

- Strongly Agree: 2% (1)
- Agree: 29% (19)
- I don’t know: 40% (26)
- Disagree: 26% (17)
- Strongly Disagree: 3% (2)

Total: 65
31% KEY LIBRARY GOALS AND MEASURES

2. I am aware of our key Library goals and some of the ways we will measure our progress (e.g., key metrics or indicators in a scorecard).

- Strongly Agree: 3% (2)
- Agree: 46% (30)
- I don't know: 31% (20)
- Disagree: 15% (10)
- Strongly Disagree: 5% (3)

Total: 65
CONTINUOUS IMPROVEMENT @ WATERLOO

- Circulation Services & Library Technology & Facilities Services: Kaizen projects
- Health, Safety & Wellness Committee efforts
- International Lean in Higher Education conference (September 2015)
- Establishing continuous improvement teams @ Waterloo with trained Lean facilitators
NEXT STEPS: SILVER

• Identify leadership team for 1 driver to start with

• Populate first team:
  » Leadership & Governance
  » Strategy & Planning
  » Customer Experience
  » People Engagement
  » Process & Project Management
  » Partners & Suppliers

• Work through Silver requirements
KAIZEN PROJECTS IN CIRCULATION SERVICES

Alex McCulloch
Head, Circulation Services
KAIZEN – LIBGREEN!

• Genchi Genbutsu = “go and see”
• We saw that approximately 40% of Davis garbage is recyclable material
• LibGreen target → 95% of recyclables into recycling
• Follow-up measurement next week to assess success
WHAT IS A KAIZEN AND HOW IS IT DIFFERENT?

• a focused activity on a particular process to make an improvement
• encourages those closest to a process to be the most involved in improving it – they are the experts on it
ANOTHER 8 STEP PROGRAM!

1. Clarify the Problem
2. Break Down the Problem
3. Target Setting
4. Root Cause Analysis
5. Develop Countermeasures
6. See Countermeasures Through
7. Monitor Results and Processes
8. Standardize Successful Processes
STEP 1: CLARIFYING THE PROBLEM

Ultimate Goal (Why are we here?)
Create a learning environment to support student library needs

Ideal Situation
Have no space saving in the silent study areas

Problem
13 blue slips handed out at 88.5% occupancy

Current Situation
Week 1- Five blue slips handed out at 87% occupancy
Week 2- Eight blue slips handed out at 90% occupancy
STEP 4: ANALYZE THE ROOT CAUSE

- Visit the location
- Gather facts and ask **WHY**
  - Ex. Ask the students
- Examine causes and identify the root cause
STEP 5: DEVELOP COUNTERMEASURES

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<th>Expected Cost</th>
<th>Expected Leadtime</th>
<th>Influence on others</th>
<th>Comprehensive evaluation</th>
<th>Total Points</th>
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Compare countermeasures through CSM
Think outside the box!
Build consensus with all parties
LIBRARY HEALTH, SAFETY AND WELLNESS COMMITTEE

Nancy Collins
Liaison Librarian,
Information Services & Resources
Dana Porter Library
LIBRARY HEALTH, SAFETY AND WELLNESS COMMITTEE

• Establishment of Library Health, Safety and Wellness Committee
  » Inaugural meeting was held in January
  » The inclusion of wellness was a direct result of our Excellence Canada EIW bronze certification work
LIBRARY HEALTH, SAFETY & WELLNESS COMMITTEE

- Coordinating health, safety, and wellness activities
- Reviewing issues across the Library related to the wellbeing of staff, preventative safety measures, and overall safety awareness
- Facilitating an open forum for library staff to discuss health, safety, and wellness related topics in the workplace
THE LIBRARY HSW OPEN HOUSE

• Raise awareness of the Library HSW Committee’s activities, launch initiatives, and provide additional opportunities for feedback
THE LIBRARY HSW OPEN HOUSE

- Demo and information on Tai chi
- Launch of the FitDesk
SOLICITING FEEDBACK ... AND TAKING ACTION

• Survey
• Comments from the open house events
• Your questions, concerns, and ideas sent via email
ADDRESSING RELATED MATTERS ALONGSIDE LIBRARY HSW ACTIVITIES

• New office chairs

• Healthy snacks survey
Q&A
LIBRARY SPACE REVITALIZATION: ENABLING STUDENT SUCCESS & NEW SPACES FOR NEW TIMES

Sharon Lamont
Director, Organizational Services
A SIGNIFICANT SPACE REVITALIZATION INITIATIVE

Overall plan: a series of renovations over the coming years as funds become available through fundraising and other funding opportunities
PROJECT GOALS

• more bright, ergonomic spaces for individual and group work and study and socializing
• learning/working spaces that are user-focused, integrated and accessible
• make the most efficient use of library floor space
• modernize and repurpose to facilitate and enable campus and Library strategic goals
• support the emerging focus on wellness and Lean Management
FIRST PHASE: DANA PORTER 3rd & 5th FLOORS AND DAVIS CENTRE CRITICAL ISSUES

- Planning stage: Project Charter almost ready for publication
- Includes all aspects of this renovation
- Implementation anticipated to be divided into 3 stages
- Projected budget for Phase 1: $2,000,000
GOVERNANCE STRUCTURE

- Steering Committee
- Advisory committee
- Project Manager
- Core Project Team
- Project Teams, including Project Leads
TIMELINE

• Planning continues in earnest this fall

• First stage of the renovations in spring of 2016
DELIVERABLES

Vision and change management plan to include:
- Analysis of space use, needs, and adjacencies
- Identification of campus collaborative service delivery opportunities
- Consultation and communication plan
- Scope of work and designs for the identified renovations
- Cost estimates for the renovation plans
- Staging plan for the identified renovations
APPROACH AND METHODOLOGY

• Engaged, iterative planning
• Project management and stakeholder management best practices
• Supports a new skills for new times approach
• Enable the next generation of library space planners
• Consultation will occur at every stage
• Discussions and consultations will relate to both DC and DP initially
SUCCESS CRITERIA

• High level of library user and staff satisfaction with the new spaces and with their participation in the process

• Project comes within budget and on time

• Changes to scope and timelines are communicated
MAP³: MULTI-YEAR ANNUAL PLANNING & PRIORITIZATION PROJECT

Mark Haslett
University Librarian
PURPOSE

• Consult within and across departments and committees
• Identify issues, opportunities and challenges
• Establish Library-wide priorities and goals which lead to development of departmental, committee and individual goals
A MULTI-YEAR ANNUAL PRIORITIZATION & PLANNING PROCESS:

• Builds on Library Review plans and outcomes
• Informs and communicates to Library staff and campus
• Provides a framework for resource and project requests
• Contributes to Excellence Canada certification readiness and success
PLANNING AND PRIORITY SETTING PROCESS

- Builds on best practices on campus, in libraries and in higher education
- Involves the active engagement of all staff
- Takes into account staff wellness
- Identifies risks, challenges and opportunities
- Allows for flexibility
- Is transparent and well communicated
- Aligns with internal and external priorities
- Establishes accountabilities for the process and the outcomes
- Efforts are monitored, measured, evaluated, documented and acknowledged/celebrated
PRIORITIZATION CRITERIA

- Alignment with Library and Campus strategic directions
- Balancing strategic objectives and operational needs
- Impacts on/Benefits to end-users and staff of doing and not doing
- Evidence-based, engaged approach to proposal development
- Cost (including staff time)
- Timeline and feasibility for involved staff
- Mission-critical nature/urgency
- Partnership development and building
- Skills development opportunities
- External requirements and mandates
- Advances innovation
- Seriously impacts our ability to meet our user needs