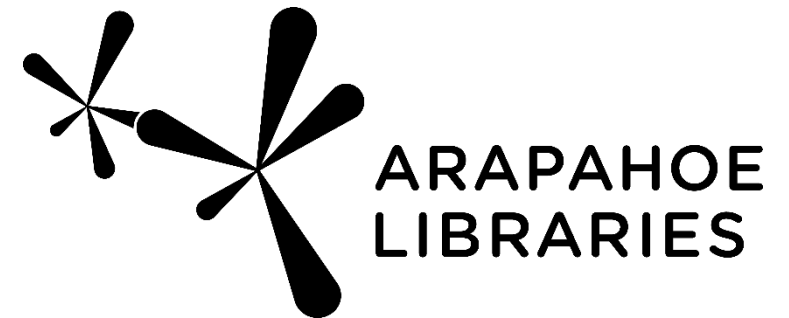


Pre-recorded Session #3 of 3
RIPL 2020
Jane Martel

Diagnosing Library Process Problems Using Maps and Metrics



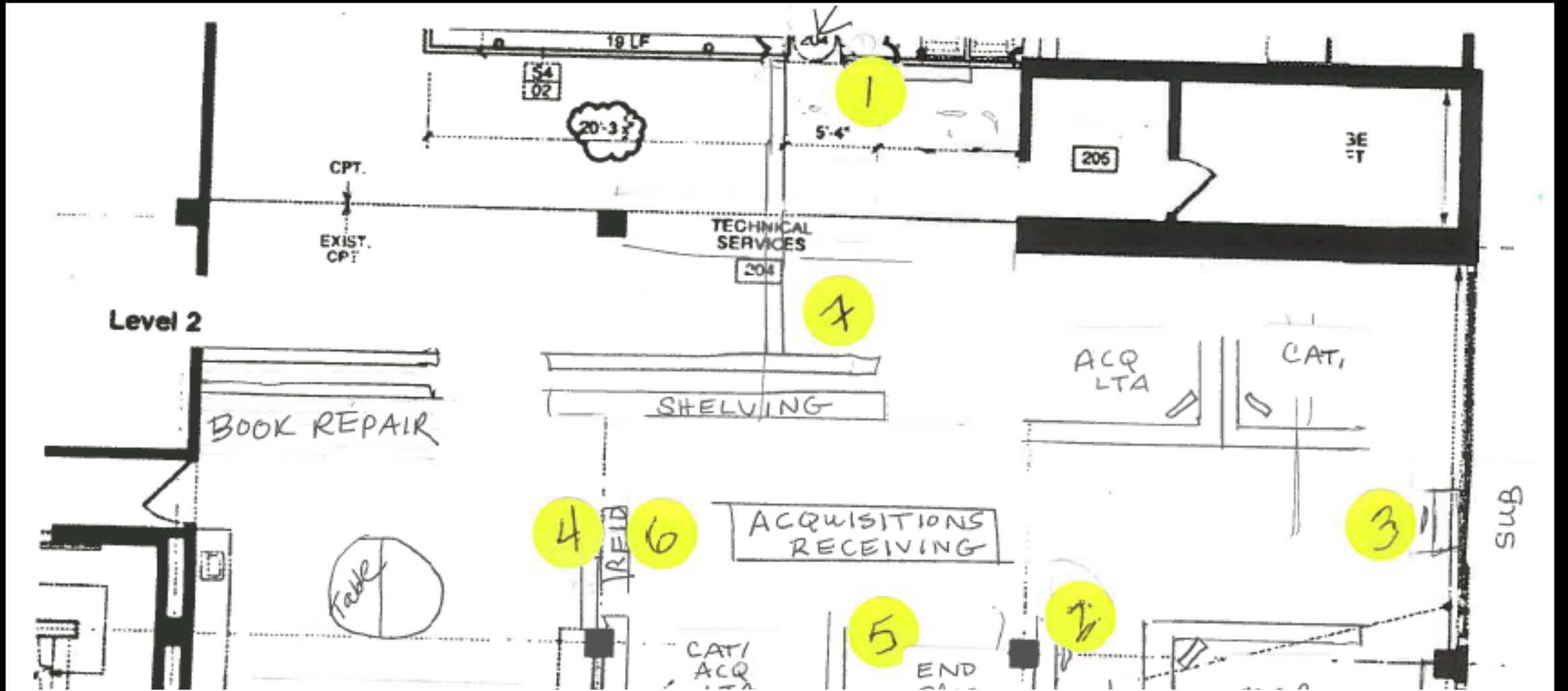


Exploring Three Types of Process Maps

- Spaghetti Maps
- Process Maps
- Swimlane Maps

Spaghetti Map



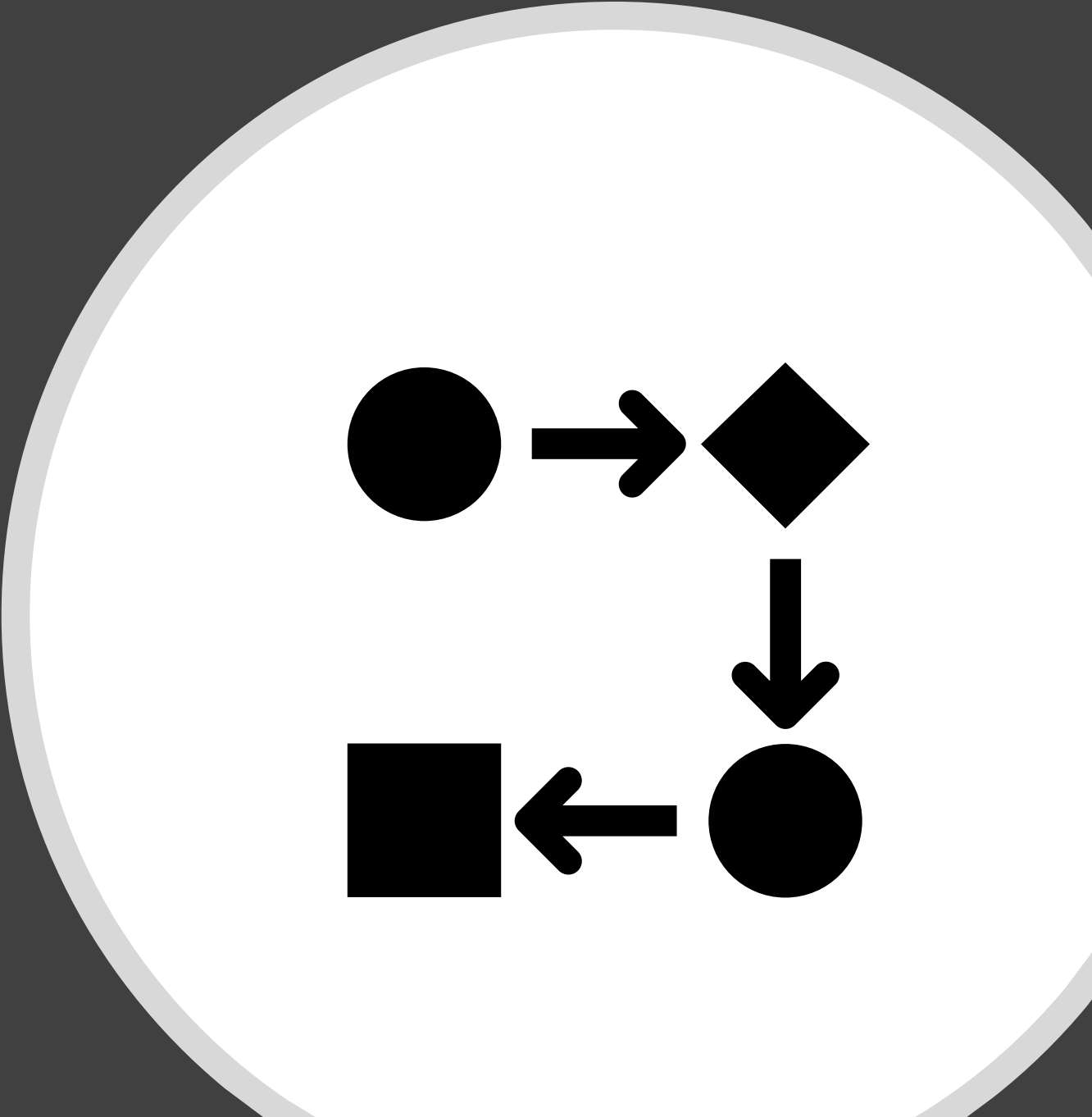


Spaghetti Map






How to make a spaghetti map

1. Make a sequenced list of the steps in your process, giving each a number corresponding to its sequence in the process (e.g., step 1, step 2, etc.).
2. Locate or roughly draw a map of the area that contains the process (for context). It might help to make it to scale but that's not 100% necessary.
3. Put the step numbers on the map.
4. Draw a line from step 1 to 2, 2 to 3, 3 to 4, etc.
5. Look at the results. Spaghetti?
6. For added value, note the distance between each step (e.g., 1→2: 14.5', 2→3: 3.3').

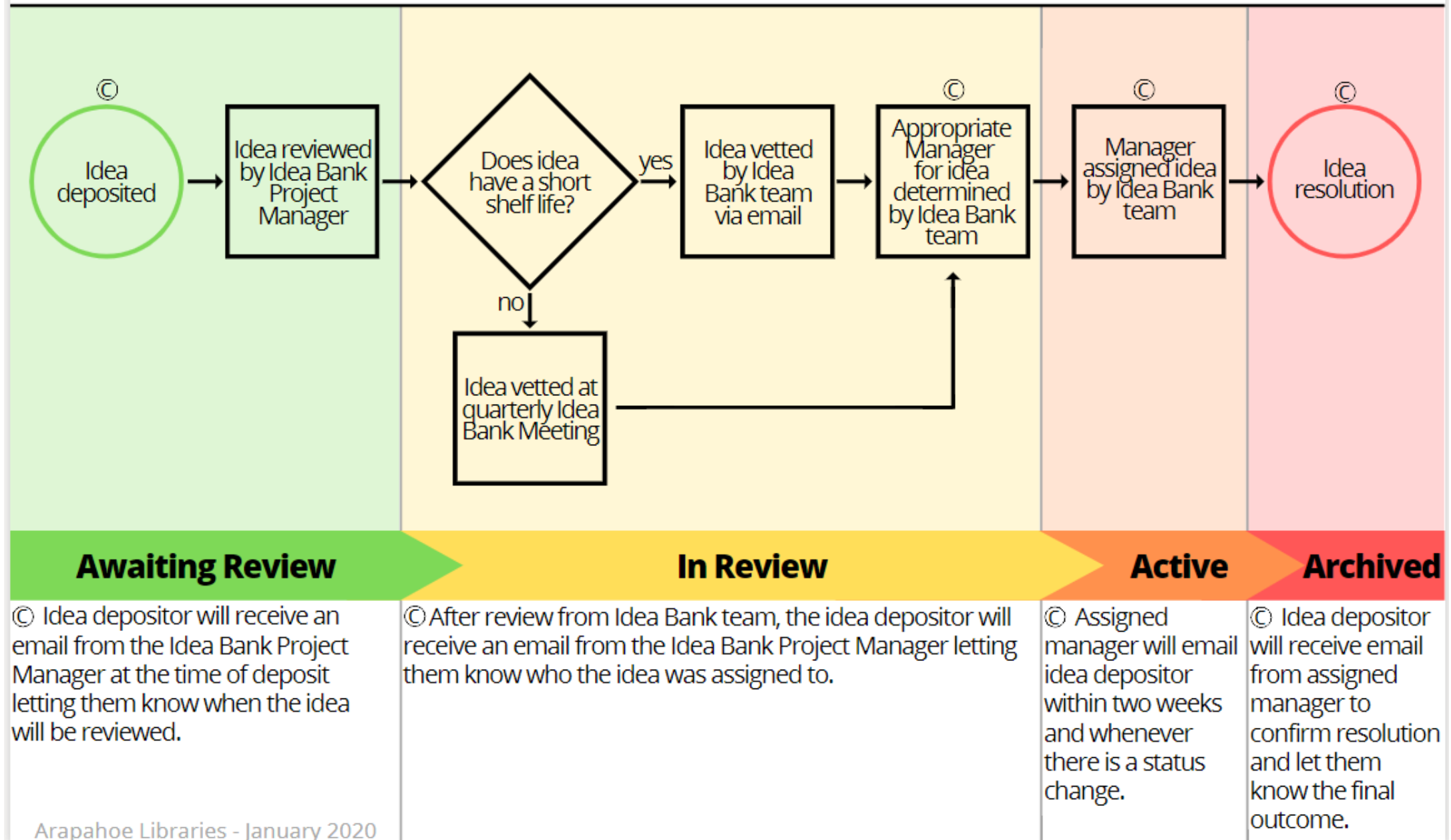
Process Map



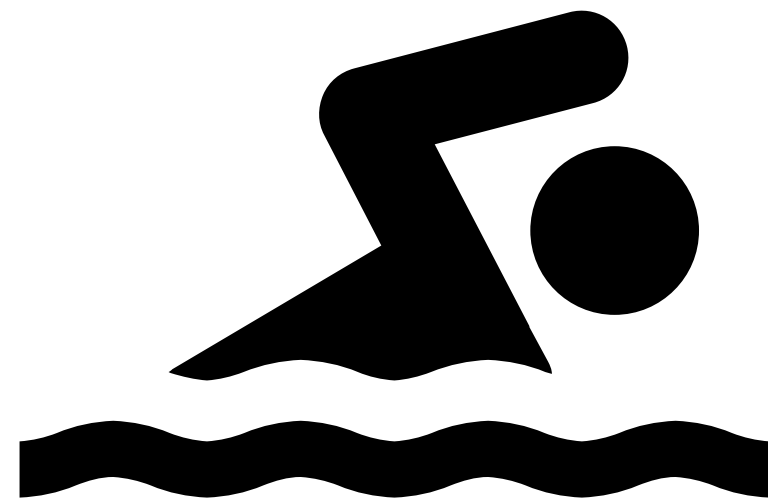
Let's Keep it Simple

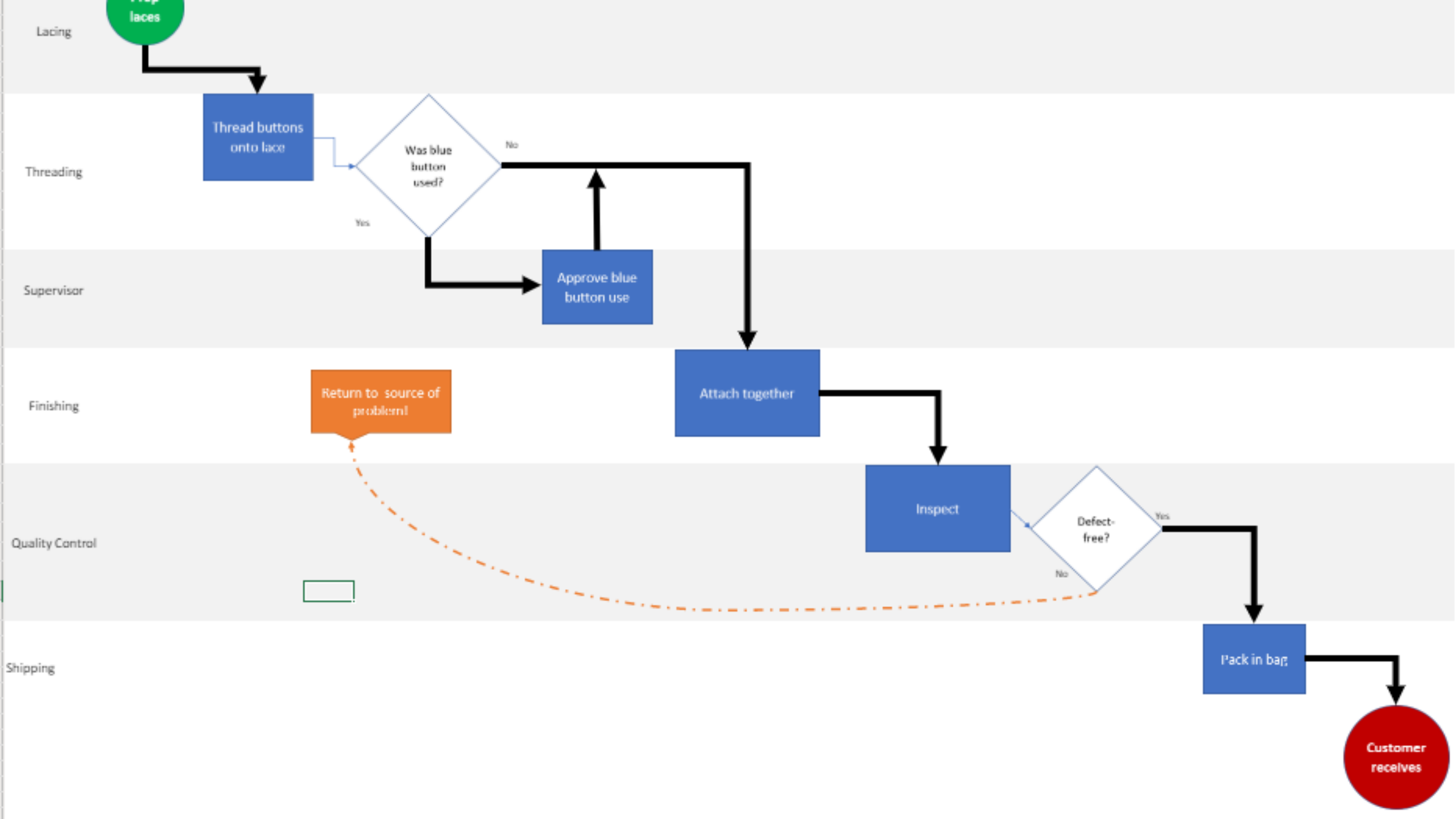
Symbol	Denotes
	Starting and ending steps of process
	Step of a process
	Yes/no questions
	Used to connect shapes
	Delay

Idea Bank Process Map



Swim Lane Map





Before the Live Session on December 14

1. Use one of the three map types (spaghetti maps, process map, swim lane map) introduced in this pre-recorded session to map a process that you have at your workplace. Observe the process happening; don't just draw it from your memory. Try to consolidate it to no more than eight main steps, just to capture the big picture.

Gemba Walk

- Don't just drop by; give advance notice and share purpose
- Observe process; about understanding it, not about evaluating people
- Ask about inputs and outputs, why things done as are, who does what
- Do *not* suggest changes; just make notes for yourself
- Some recommend going from process end to process start



Eight Forms of Waste

Waste is a huge category that covers what could be adding minutes, hours, or even days and weeks to your process. In short, waste is anything that is not of value to the customer.

Waste	What might you observe or see on a process map?
Waiting (aka Delay) Employees, customers, materials waiting for work, service, processing	<ul style="list-style-type: none">• A bullet, the symbol of delay• Possibly an approval or review step• Often related to handoffs from one person, or department, to another• Idle time (of staff, materials, machinery/equipment, information)• Inventory (commonly symbolized on value stream maps) waiting to be used, or work-in-process• The process has stopped• Equipment is being <u>changed</u>; system or machine downtime
Over-processing Doing more than is required when a simple approach would suffice. Effort that adds no value from the customer's perspective	<ul style="list-style-type: none">• Apparent when you apply the three-question value test to each step• No evidence of output from a step, no change to the product• Re-entered data, extra copies, unnecessary or excessive reports
Rework (aka Defects or Errors) Mistakes, errors, missing something necessary; off-specification. Work not done correctly the first time	<ul style="list-style-type: none">• Repairs/working to fix errors made earlier in the process• Scrap or replacement• Possibly after inspection/quality control steps• Steps relating to discarding defective materials

Before the Live Session on December 14

2. Using the waste handout for reference, where do you see waste in your process? Mark waste on your map in some way. You could use an asterisk to mark it and the first initial of the waste (e.g., *T).

3. Be prepared to share your map at our live session in December.

Let's chat!

Please use the dedicated discussion board for this breakout session for your questions and comments about this lesson.



And remember the other session...



See you on December 14
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~Jane Martel

