It Takes a Village: Managing Disruption Constructively and Authentically

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Disruption

- Reorganization of programs
  - Coordination of reference services moved to 2 different programs
  - Digital User Services reimagined

- Cessation of legacy reference chat platform

- Disparate help services on website

- Move to virtual reference for all modes of inquiry
  - Phone, email, chat, consultations
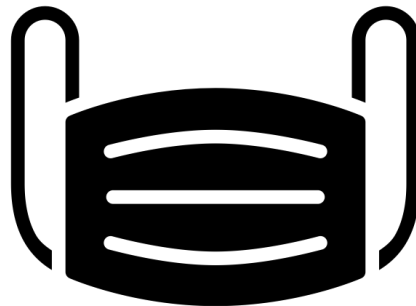
Response

Large-scale 6 weeks project:

- Create a virtual service desk
  - Incorporate reference and circulation activities - one stop

- Establish a self-help knowledge base and UI (user interface)

- Configure service software (LibAnswers)
  - Integrate software into website, chat widget, email form

- Train staff on a new chat and email reference service platform
  - Coordinate those efforts with a University of California-wide co-op
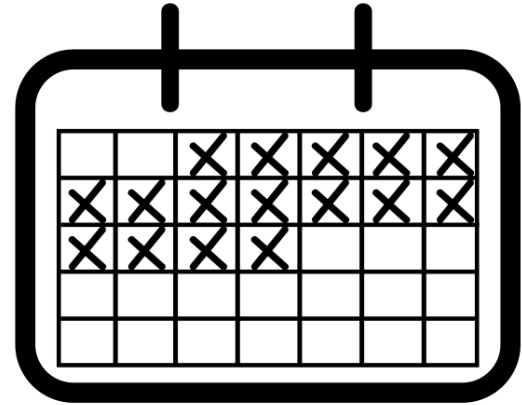
Response Team

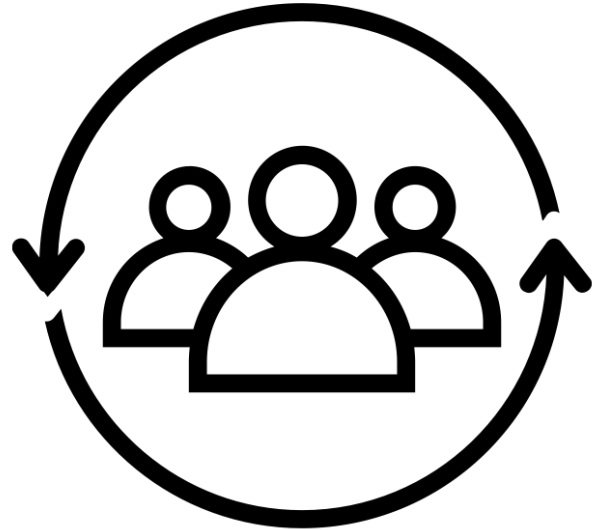Virtual Reference Coordinator (Co-chair)

Customer Experience Strategist (Co-chair)

Digital User Experience Librarian (Co-chair)

Instructional Technology Librarian

Biological Sciences Librarian/Liaison Services

Customer Experience Specialist

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Project Management / Communication

- Weekly team meeting (Zoom synchronous)

- Master task list with responsibilities
  - Intranet pages to document process
  - Google docs to manage task lists

- Communication channels
  - Slack instant messaging
  - Targeted group emails for training
  - Targeted email updates for service providers
  - Updates at larger program meetings

- Ticket system to coordinate work with internal IT developers and Springshare support

- Co-chair communication with program heads for problematic areas
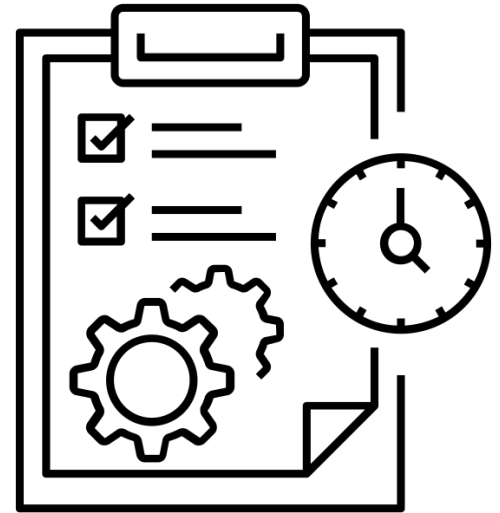
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Staying Service Centered

- Moving towards a more user-friendly virtual experience for help
    - Integrating help channels
    - UX Design Process/Design Thinking
    - Utilize past user studies to help inform the new project
    - Interviews, surveys, journey maps, heat maps

- Research solutions at other libraries

- Adaptation based on user feedback
    - What to add to FAQ
    - What to emphasize in training

- Attention to staff needs
    - Training (synchronous/asynchronous options)
    - Confidence building (practice)
    - Variable work needs
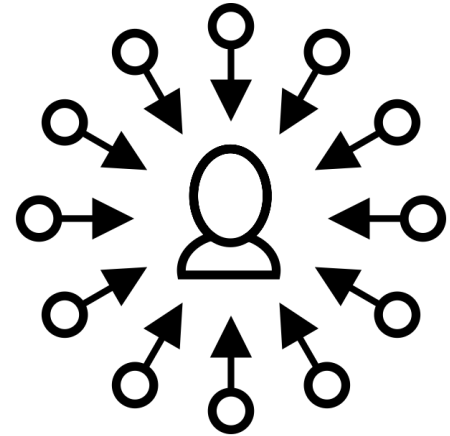
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Bridging Virtual Roadblocks

Challenges:

- Establishing roles of new programs within project
- Consortial decision making processes
- Decision making in crisis mode
- Communication with Springshare (on our end!) and clarifying license details
- Timeframe
- Complexity of project

Solutions:

- Constant communication
- Proactive work by folks who foresaw the project coming their way
- Identified phases for workload
- Clarifying work roles and expertise within team as well as external expertise
- Acknowledgement of crisis mode
- Contact for consortium
- Continuity with next phases

Moving Forward

- Mindful digital first experience
  - Continued user experience analysis to refine services
  - Enable quicker changes to systems to reflect feedback
- Identifying new services based on new capabilities
  - Using software to manage curbside services
  - Email services related to reference
  - Expanding integration with other Springshare products and into other Library systems
- Mainstream operations for ongoing use
  - Empowering collaborative internal work processes
    - Across different programs
    - Within programs
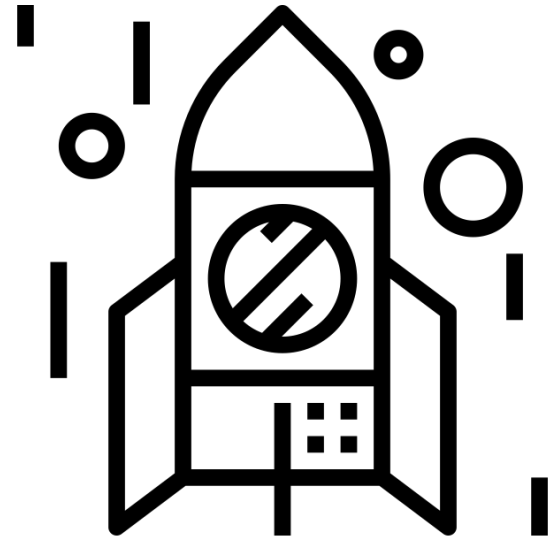
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Questions?

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