

Re-engineering Archives:

Business Process Management (BPM)
and the archival quest for efficiency

“Hidden Collections” report

- Key points
 - Be flexible in applying cataloging/processing procedures
 - Equal allocation of resources between related archival tasks

The Archival Business Process (simplified)

- Selection and Appraisal

- **Processing
(Arrangement and
Description)**

- Collection Management
 - Preservation
 - Storage
 - Etc.
- Reference services

What is Business Process Management (BPM)?

- A management approach aimed at aligning all of the activities of an organization with its customers needs
- A holistic approach that looks at the entire business process rather than focusing on sub-components

The Archival Business Process (simplified)

- Selection and Appraisal
- Arrangement and Description
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 - Etc.
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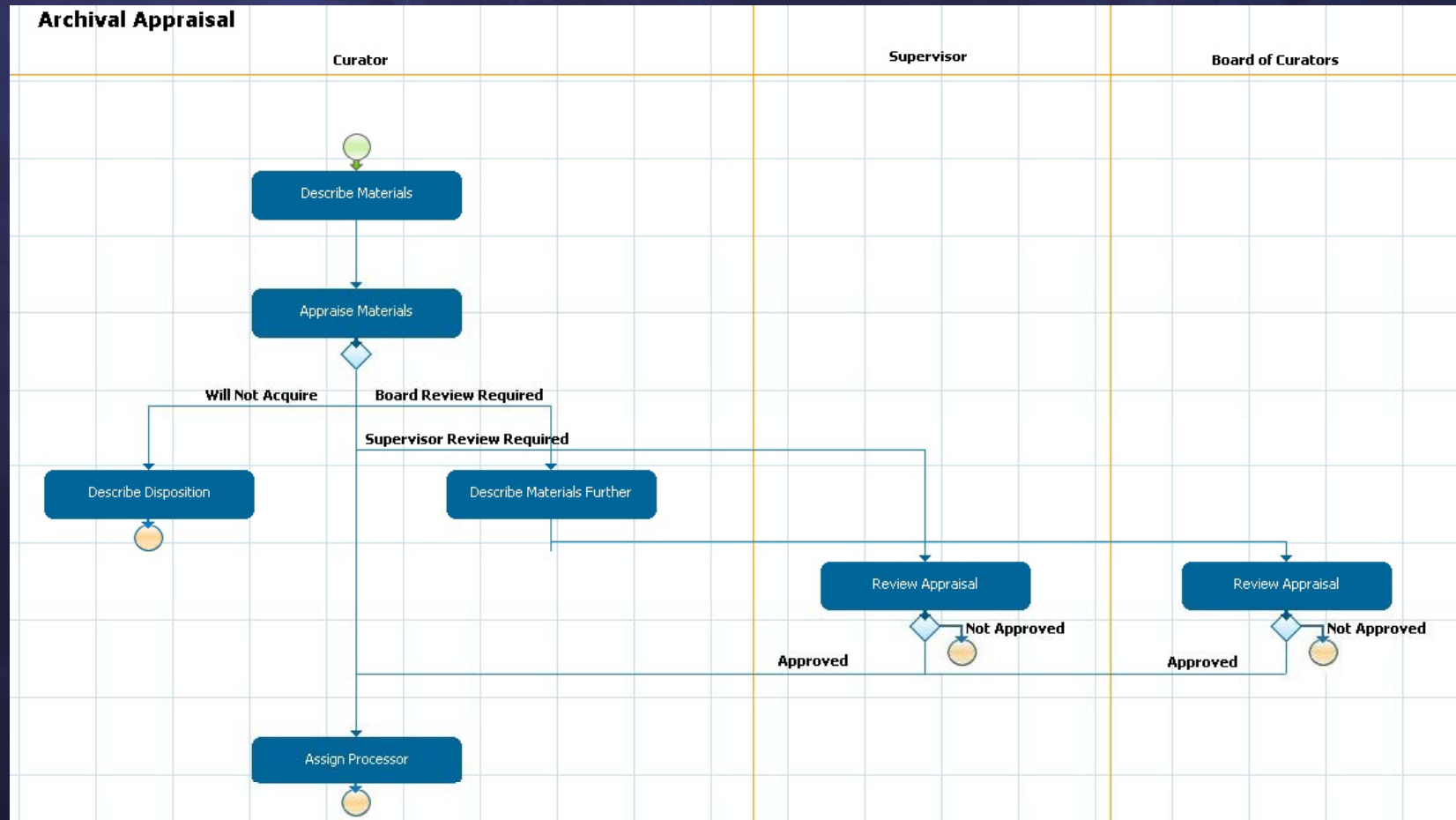
BPM Tools

- Business Process Mapping
- Business Process Modeling
- Statements of Work
- Use cases

Processing Mapping

- Relationship Maps
 - show the customer-supplier relationships or linkages that exist between parts of an organization
- Cross functional-process maps
 - show how an organization's major work processes cut across several functions.

Perry Special Collections Relationship map (appraisal)



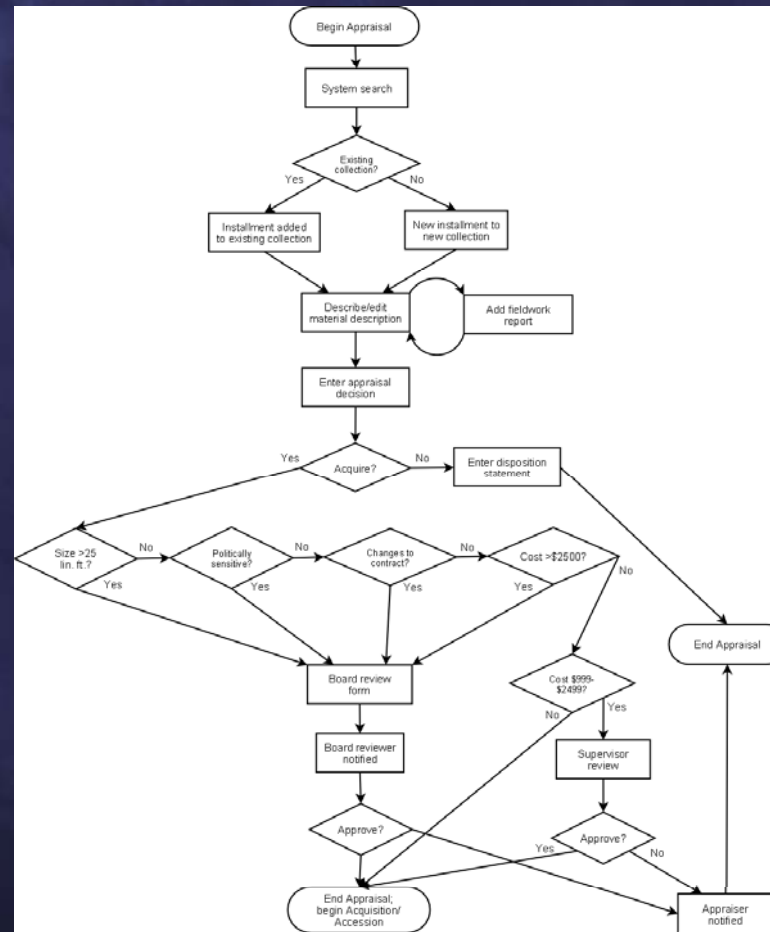
Process Modeling

- General Process Charts
 - charts summarize the current process, the redesigned process, and the expected improvements from the proposed changes.
- Process Flow Diagrams
 - show movements of items from one activity or area to another on a picture of the facility

Process Modeling (cont.)

- Process Activity Charts
 - provide details to gain an understanding of the sequence of activities in the process.
- Flowcharts
 - graphically depict activities

Perry Special Collections flowchart (appraisal)



Statement of Work

- Document describing the current process and the proposed process in graphical and textual format

Perry Special Collections Statement of Work

• Reduce time between approval request submission and approval

Methodology

This project will rely on the PLAN-DO-CHECK-ACT (PDCA) cycle in order to improve process management. Currently we are in the Plan stage. During the Do stage, the Archival Appraisal Process will be implemented. During the Check stage, we will monitor process progress and evaluate how well we are meeting our time reduction and efficiency improvement objectives. Based on this evaluation, during the "Act" stage, we will make necessary adjustments to the Process design in order to maximize our BPM results.

Analysis of Current Situation

Current Process Status

Process Name:	Archival Appraisal
Process Owner:	Gordon Daines

Process Flow:

Appraisals are done at the end of a period of fieldwork and/or review by individual curators within the department. Limited documentation is maintained for appraisal decisions, though the Board of Curators has instituted a review policy for acquisitions.

The policy requires that all accessions of greater than 25 linear ft. or with a value of over \$2,500 be brought to the board for review. Materials that bear some political sensitivity, as well

as those that would require a change in the standard contract, also require a review by the board.

The policy also requires that acquisition requests for materials valued at between \$1,000 and \$2,500 be approved by the curator's supervisor.

Once appraisals are made, there is often a lag in time between when the materials are acquired and when processing work is assigned.

Perry Special Collections Statement of Work (cont.)

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Proposed Solution

In mapping archival appraisal activities, seven tasks were identified. These included tasks for the initiating curator, their supervisor, and the Board of Curators. The curator will begin the process by completing a Dynaform for newly identified archival materials. Once they have described the collection and have made an appraisal decision, a number of possible tasks follow.

If the curator makes a positive appraisal and acquisition decision, and the decision does not require additional reviews, then a processor is assigned. However, if a supervisor or board review is required approvals will need to be made before the assignment can be made. Conditions that would trigger additional reviews by the supervisor includes: value of between \$1,000 and \$2,499. Conditions that would trigger additional reviews by the Board of Curators include: value of \$2,500 or greater, changes to the standard contract, politically sensitive materials, and collections over 75 linear ft. in size. If during these reviews additional information is needed,

the supervisor or Board of Curators may allow the curator to provide additional description or revise their appraisal.

If the curator, supervisor, or Board of Curators should make a negative appraisal or decline to acquire the materials, then the curator enters a disposition statement and the process ends.

Proposed Workflow

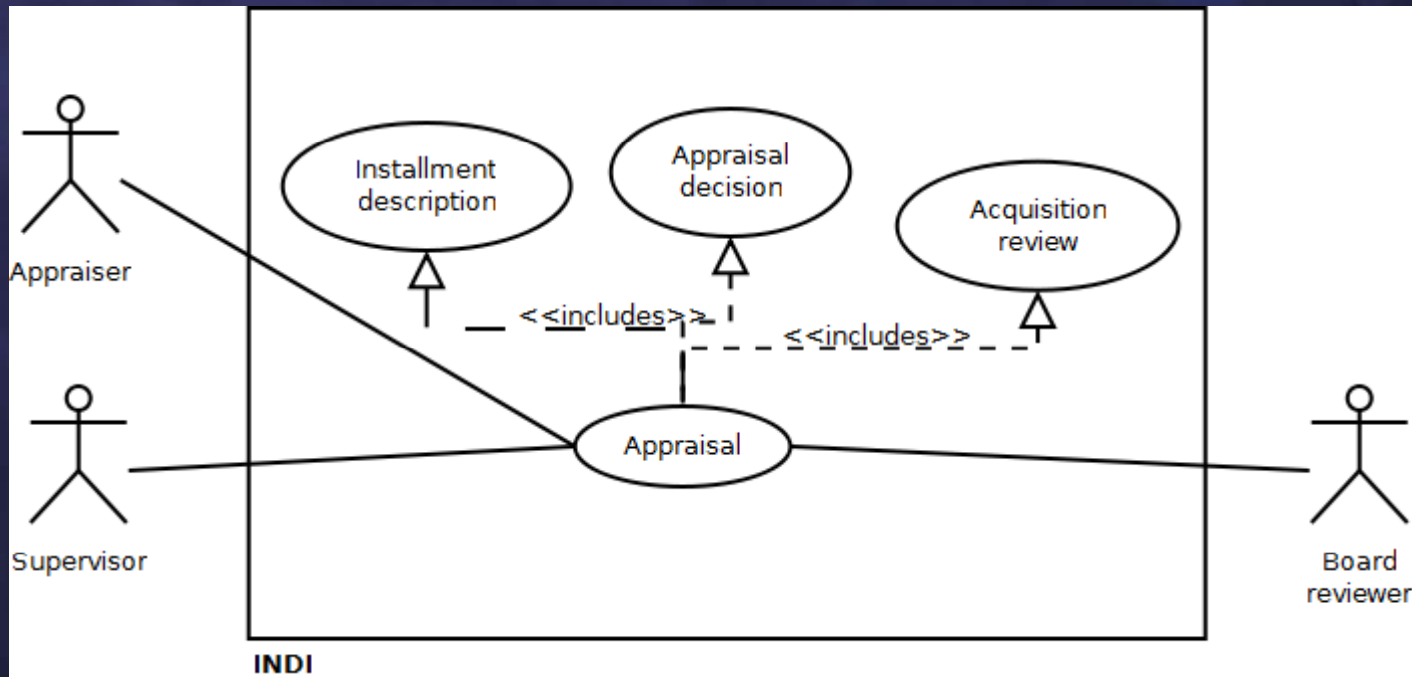
Archival Appraisal

```
graph TD
    subgraph Curator
        A[Describe Materials] --> B[Appraise Materials]
        B --> C{Board Review Required?}
        C --> D[Finalize Disposition]
    end
    subgraph Supervisor
        E[Supervisor Review Required] --> F[Supervisor Make an Appraisal]
    end
    subgraph Board_of_Curators
        G[Review Appraisal] --> H{Not Appraised?}
        H --> I[Additional Info]
        I --> G
    end
    C --> E
    F --> G
    H --> D
```

Use Case

- Allow description of sequences of events that, taken together, lead to a system doing something useful.

Perry Special Collections Use Case diagram (appraisal)



Benefits in the Perry Special Collections

- Reduced redundancies
- Simpler workflows that are easy to learn and automate
- Collections are “touched” by fewer individuals and are available for research faster

Re-engineering Archives

- Need to take a holistic view
- Need to focus on customer (patron) needs
- Need to pull ideas from other disciplines