

Tales of the **UneX**pected: Two case studies on how whole teams of frontline staff have employed UX techniques to influence service development and enhance service delivery

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Overview

Two Case Studies: Initial Adoption & “Business as Usual”

- Background and Drivers
- Timeline and Milestones
- Projects and UX Techniques
- Benefits
- Challenges with “Whole Team” Approach
- Implications for Practice
- Next Steps

Key Drivers at ARU

- University focus on innovation and efficiency
- Make better use of frontline staff recruited for customer focus
- Avoid only managers/professional librarians getting to have all the fun

Context: Customer Services

First-line support for all library services (and face to face IT); library spaces and stock circulation

- 8 managers: Cambridge/Chelmsford library managers, Peterborough Site Librarian, four supervisors, me
- 34 Staff: 28 Library Support Advisers across three cities and 6 Shelving Assistants

Timeline and Milestones



The UX Projects

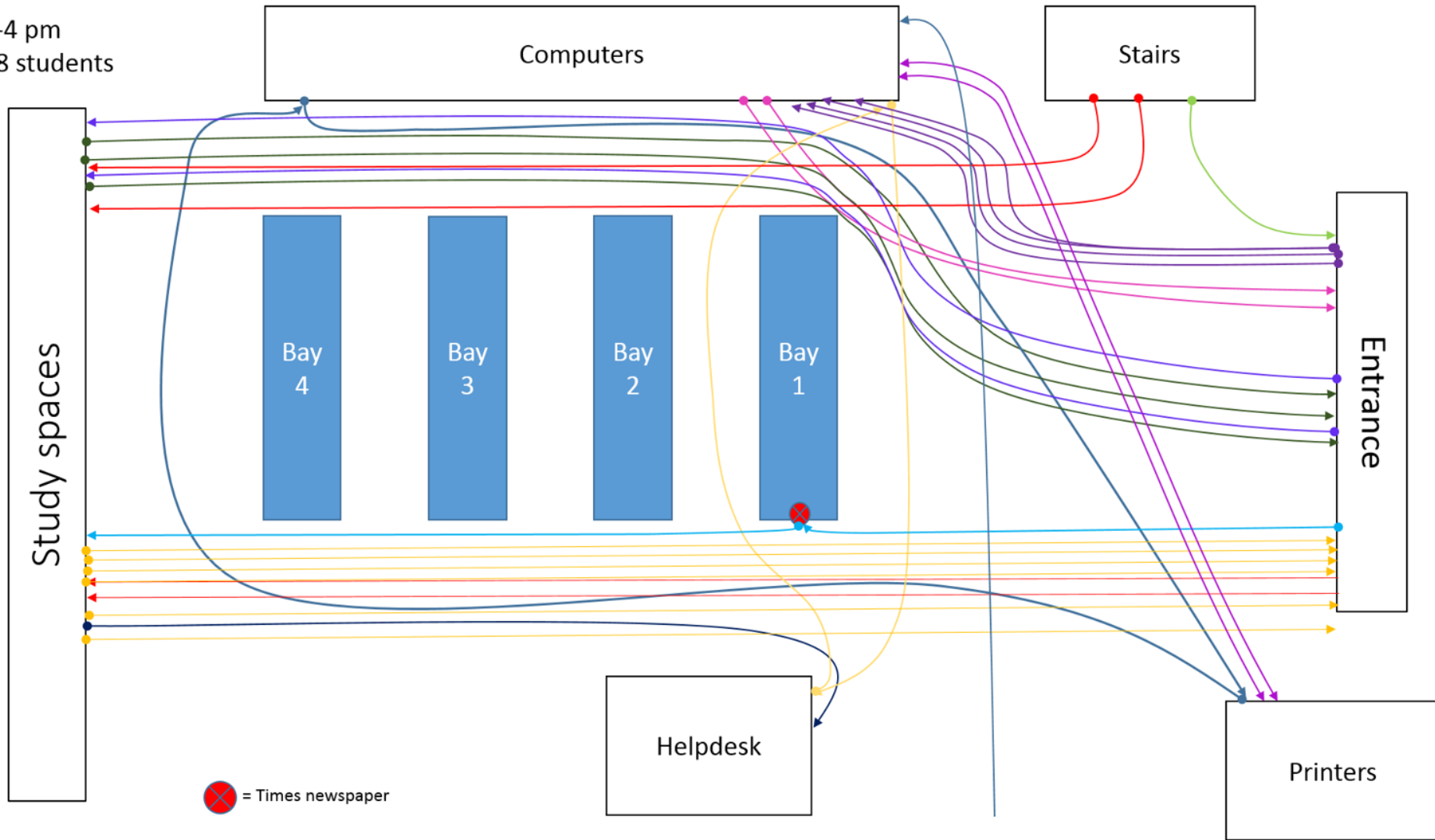
Spring/Summer 2016: **mini** UX projects

Library Support Advisers split into groups:

1. Time to discuss and agree a project and a methodology
2. Time to carry out the research
3. Time to reflect, review and compose a report
4. Sessions to share findings

Project Highlights & UX Methods

3-4 pm
28 students



Project Highlights & UX Methods

TOUCHSTONE TOURS FIELD NOTES

Date and time of tour	WED 6/4/16 12:35
UX group member name	ROSS
<p>Prefer back gf. for CAM Lib GND3.</p> <p>Printer visibility issue.</p> <p>No study way too noisy - GF</p> <p>Quiet / not silent area. - Just closer.</p> <p>Wherever you find a chair</p> <p>Never sits 1st floor - <u>door slams</u></p> <p>gf pull in</p> <p>Hard to find seat - favourite spot by</p> <p>GS rooms 2nd floor</p> <p>Close to Optometry books</p> <p>2nd floor fine - GF too hot.</p> <p>* TEMP + NOISE DOWN - STAIRS *</p> <p>PTO</p>	
Library user type (e.g. undergrad/postgrad etc.)	undergrad.
Course (e.g. BSc Computing)	Optometry
Year group (e.g. 1 st year, 2 nd year, etc.)	2nd year

Context: Key Drivers

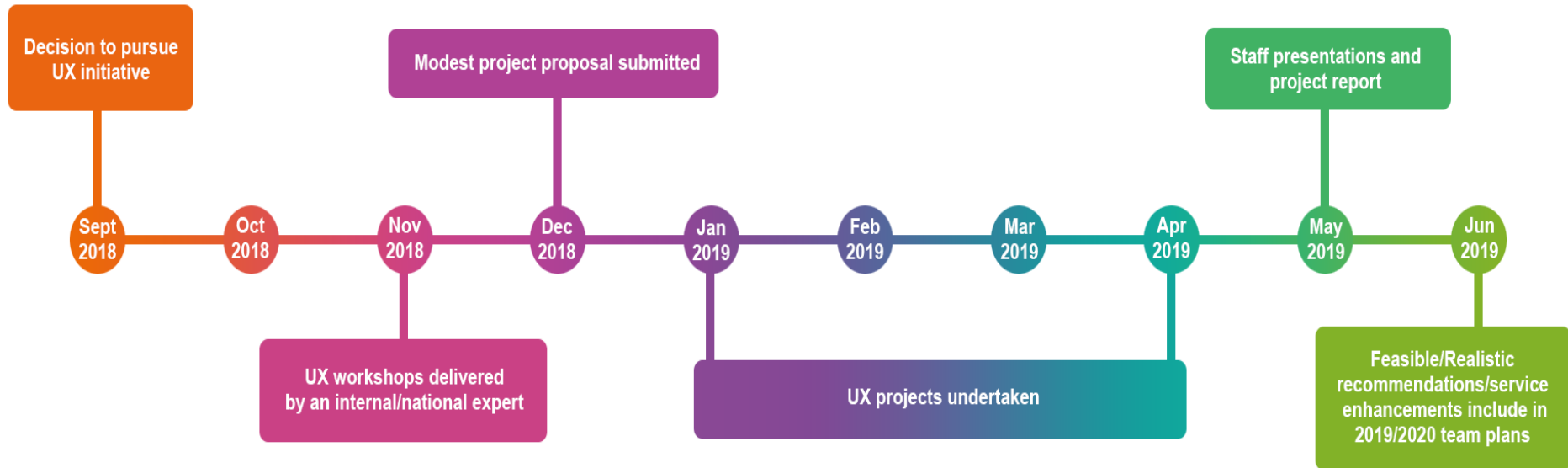
- Initiative to further exploit UX to gain deep customer insight – led by Library Academic Services Colleagues
- Initiative to ‘professionalise’ frontline staff
- Support CLS Strategic Aims to enhance the ‘customer experience’ and its strong commitment to continuous improvement
- Inspired by Hannah’s work!

Context: Customer Services

Delivers a diverse range of first-line services to the University Community and Visitors

- 6 Managers: first-line Library Services, first-line IT Support, first-line Student Support, University Printing Services, University Reception
- 40 Staff: Library Assistants, Library Wardens, IT Support Advisors, Print Technicians, University Switchboard Operators, Placement Students...

Timeline and Milestones



The UX Projects

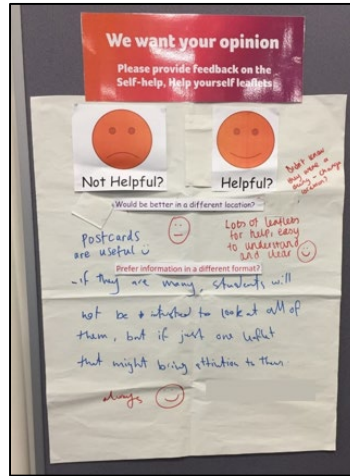
- 40 Customer Services staff
- 10 self-selected, Named Project Groups - 4 staff from at least 2 Customer Services Teams
- Each Manager acted as a 'Guide on the Side' for 1-2 Project Groups
- Resident Expert – Provided advice on Ethics and UX Techniques

Project Proposals on diverse aspects of the User Experience:
The Reservations Shelf, Print Credit Units, Self-Issue
Machines, Binding Facilities, Navigating the Library,
University Main Reception.....

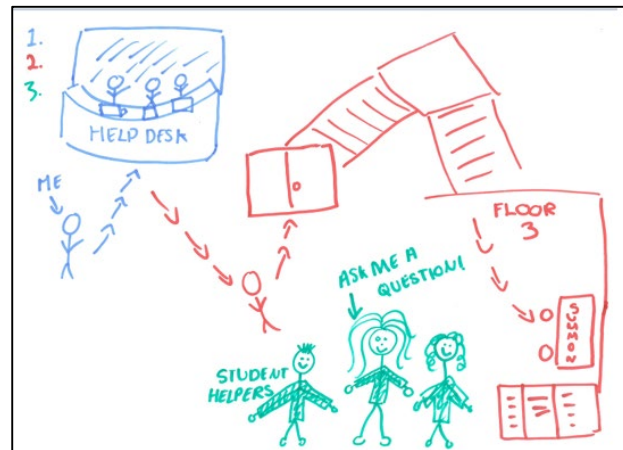
Project Highlights & UX Methods

The Info Divas- Self Help Leaflets

- Graffiti Wall –



- Cognitive Mapping -



Project Highlights & UX Methods

Touch Me Baby One More Time – Touch Panels in Teaching Rooms



■ Usability Testing-

Subjects		
Number	Tech Savvy	Experienced
a	y	n
b	y	n
c	y	y
d	y	y
e	n	y
f	n	y
g	n	n
h	n	n

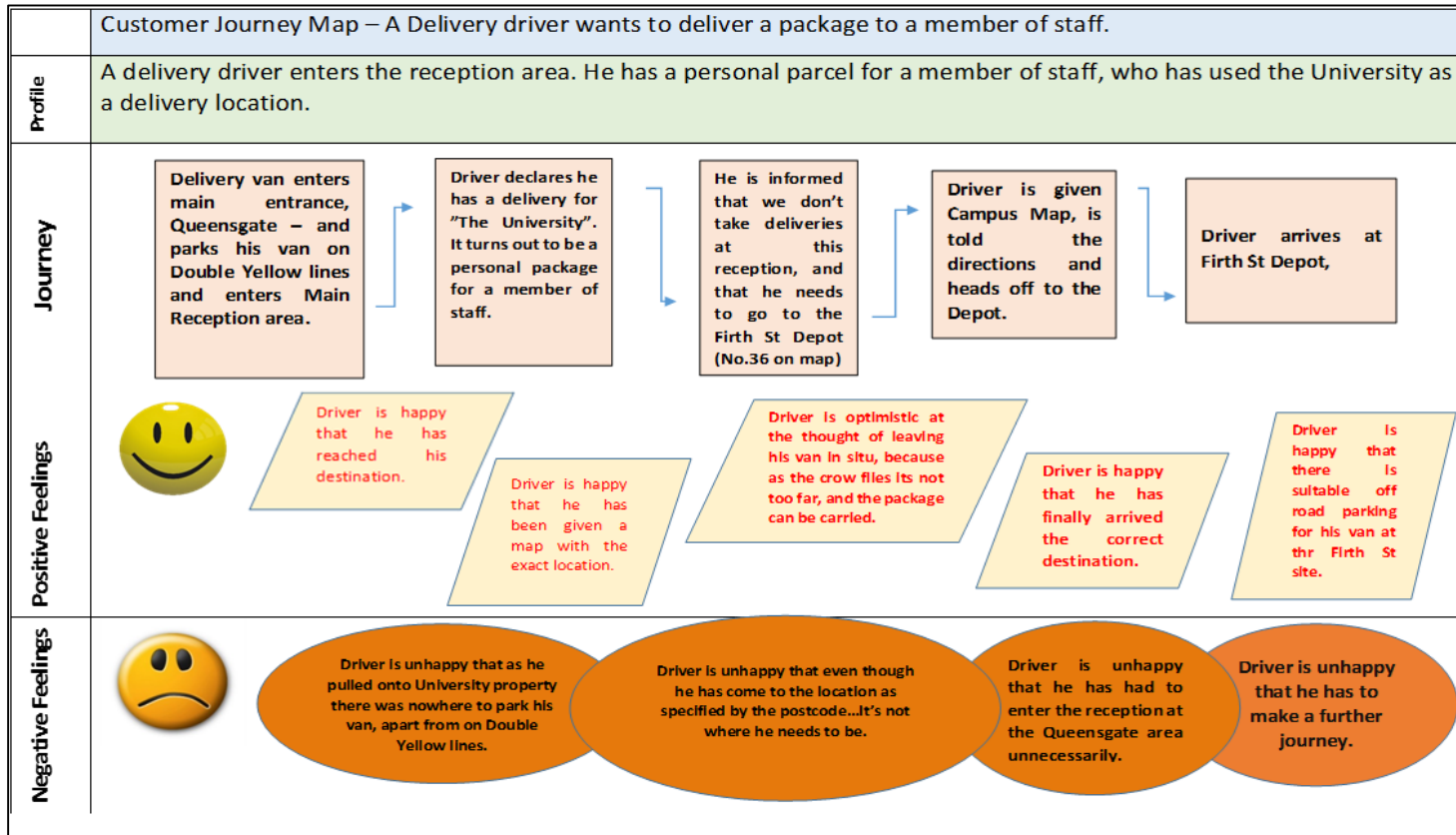
Tasks	
1	Get the projectors to display <u>WePresent</u> .
2	Get the projector to play any YouTube videos with sound from the PC.
3	Play sound from your phone or laptop.
4	For the PC, mute the display.
5	Mute the sound.
6	Unmute the PC sound and the display, and set the volume to full.
7	Shut down the system.
Q1	What parts of the system are intuitive for everyone
Q2	What parts of the system are not intuitive for everyone?
Q3	What would the button to do everything you want, do?

Subject Notes	
h	
1	Didn't know how to switch at all.
2	Found the sound levels eventually.
3	Didn't know which cable to use or how to switch.
4	Muted sound first.
5	Muted it on the pc first, even though just did it accidentally
6	They got there eventually, just took a lot of looking.
7	no issues.
Q1	Turning it off
Q2	All of it.
Q3	Get it to the point that the pc is showing everything.

Project Highlights & UX Methods

The Frontliners – University Reception Desk

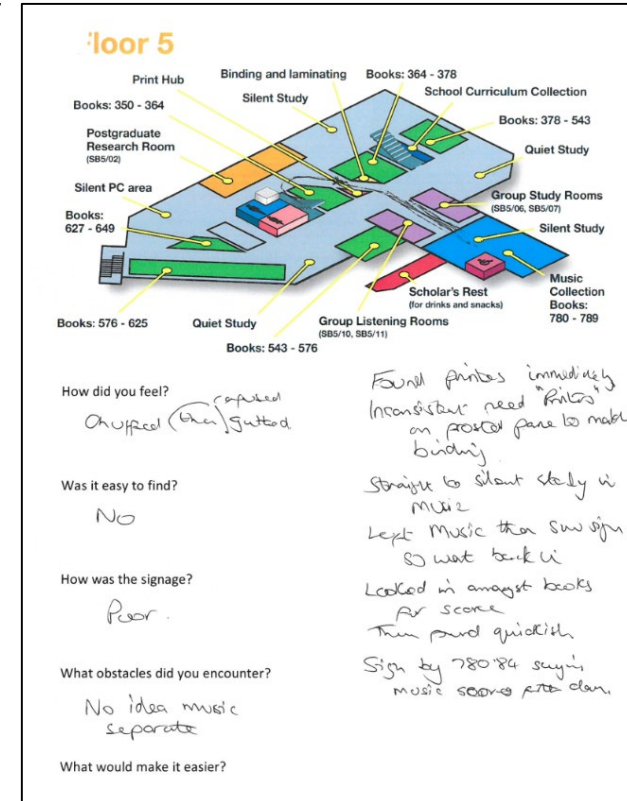
■ User Journey Mapping



Project Highlights

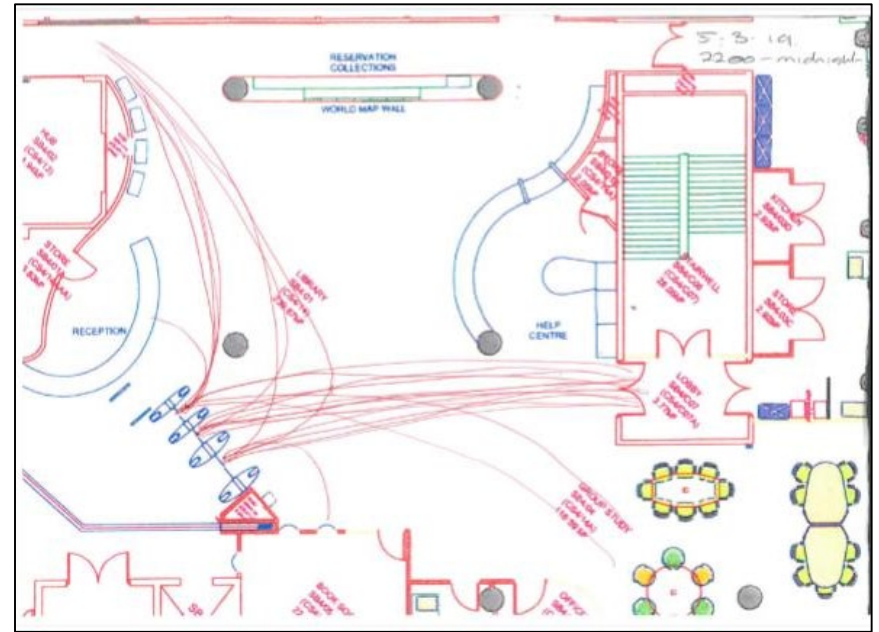
Oracle Wannabees: Navigating the Library

- Behavioural Mapping –



- Affinity Mapping -





Key Benefits

- **Cross-team collaboration, Co-operation and Communication**

“Mixing the teams brought a range of different perspectives and skills/experience to the Project” (Staff Member)

- **Skills Development**

UX methods, Powerpoint/Photoshop, Delivering Presentations, Writing Reports, Teamwork, Assertiveness/Confidence

- **Enhanced Customer Focus/ Awareness**

“Getting staff to see the service from a customer perspective is bound to be a good thing” (Staff Member)

- **Recommendations for Improvements**

In many aspects of the customer experience – *“things we may never have discovered or thought of before this project” (Manager)*

Challenges with the ‘Whole Team’ Approach

- **Scheduling**

Difficulties for cross-team staff to arrange meetings due to work patterns/room availability/staff absences/personal commitments

- **Initial Resentment**

“At the start it felt as though you were asking too much of us”, “Our immediate reaction was “yet one more thing to do on top of everything else”, “but once we got going with it, it was ok”

- **Lack of Engagement by Some**

“If it was something I wanted to do I would have put more effort in”, “had to push some members to do anything”, “ You tell me what to do and I’ll do it”

- **UX Saturation**

“Students fatigued due to everyone surveying over the same period of time”

Key Benefits @ ARU

- **New skills and career progression**

Research techniques, project planning, teamwork, leadership

- **Broader thinking**

Frontline staff thinking about strategy - the bigger picture - how they can make a difference

- **Cross-team learning**

People like learning from each other and getting their assumptions challenged

- **Learning for managers**

Staff are amazing – approaching users, coding results, writing reports, making recommendations

Challenges @ ARU and how addressed

- **Project planning and scheduling**

Rotas – staff being available when library users are

- **Team dynamics and project planning**

Additional training in August 2018 and inclusion in inductions

- **Mainstreaming UX**

Expertise not just with one person – ongoing training for new staff

- **Processes for everything!**

For the team and for the managers.

- **Communication, communication, communication!**

Implications for Practice from ARU

How would you explain UX?

UX is ethnographic research of library users with the purpose of **identifying areas where the service can be improved and then designing improvements** to be implemented. It is an ongoing process, gradually improving the experience of library patrons. LSAs are involved because as the frontline team **we are in the best position** to both observe and interview students.

UX research is used to gather users' perceptions, feelings or behaviours. The process often yields **unexpected results**, which can inform further investigation and potential service changes. I enjoy being involved because, working in the library everyday, it becomes easy to lose perception of what might be unfamiliar/difficult from a user perspective. Taking part in these projects keeps you thinking about what work we can be doing to **make things easier for students** and to continue to improve the service we provide.

Observing, or gathering data, on **how users experience the library**, and what they like or frustrates them in order to improve our services. Part of my job role is to help improve customer service and this is one way to **actively engage students (and staff)** to do it.

As a student centred environment it is essential for us to **engage with their perceptions** and user experience, by using a variety of methods we can gain valuable feedback and knowledge to apply to our roles, facilities and the support we are able to offer students. I enjoy UX projects because it is a chance to **really listen and hear student views**.

Implications for Practice from ARU

Do you think UX is a good fit with your role?

As we support students with using a range of services and see how they interact with the services it is easy to identify areas/behaviours that we can study in more detail through UX research. I think it is also positive that students see us doing this work, to improve the library for them. They are always very willing to help.



It gives me a sense of team building and can help develop skills that I might not be able to develop through other parts of my job.



Being able to better understand the views of the service from the user's perspective helps to understand our role and helps it from becoming mundane.



Being on the frontline, LSA's see users at work around the library and gain a good idea of what they tend to ask about, get stuck on or frustrated with, want to do, etc. It makes sense to use those insights to decide what to investigate further through UX techniques and how best to go about doing it.



Next Steps @ ARU

1. Staff resource allocation

Continue mini/specific projects or launch big juicy projects? Or both?

2. More cross-service work

Identify ways to work with Academic and Content Services more.

3. Keep telling students what we're doing

Explain what we're up to when we ambush them – tell them what we've done as a result.

Implications for Practice

A “Whole Team” Approach involving all staff is not sustainable but it is possible to mainstream UX research into roles of Frontline Staff

- **Plan and Deliver a Strong Launch:**
 - Clear expectations, Timescales, Documentation (e.g. Project proposal and Project Report templates)
- **Clarify Roles and Responsibilities**
 - The Guide on the Side
 - Project Members
- **UX Scheduling**
 - Limit the number of Projects and stagger them throughout the year
- **Consider a ‘Mixed Approach’ – less ‘hands-off’**
 - Option for staff to self-select Projects and Team Members
 - Management – Led initiatives in which volunteers are sought/nominated

Next Steps

1. Implement Quick-Win Recommendations

Changing signs, relocation services, commissioning additional UX work to further develop some initial Projects)

2. Maintain Commitment to UX

Inclusion within all Annual Team Plans 2019/2020

3. Refine Approach to UX

Roles and Responsibilities, Project Document Templates

Thank You for Listening!

