Structure Follows Strategy: Transformation Process at the Vienna University of Technology Library

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http://docs.lib.purdue.edu/iatul/2017/transformation/2

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38th Annual IATUL Conference 2017
Beate Guba
Agenda

1. About us
2. Background of the transformation
3. Objectives
4. Chronology
5. Outcome
1. About us: Timeline

- **Handwritten inventory books, author catalog**
- **Card catalogs**
- **Online catalog**
- **Open Sunday**
- **Fund for open access publications & repository**
- **Primo**
- **Changes in leadership**
1. About us: Organization chart

Legend: organizational unit; organizational structures which are no organizational units
2. Background of the transformation

- New boss loves innovation
- Clear library strategy required
- Library staff changes (vacancies, pay)
- University-wide reorganization project
- Implementation of Alma software

Library reorganization
3. Objectives

Structure
• Advance and take account of digital transformation
• Ensure the efficient provision of services
• Highlight the library’s strategic approach for staff and public
• Increase its level of institutional embeddedness
• Expand its service portfolio (publication and research support)

Employee involvement
• Facilitate broad and real participation
• Create a clear framework for shaping the library’s future
• Focus on relevant topics
4. Chronology

1. Initiation (07-11/2016)
   • First conversations with library staff, deans and student representatives after taking up my position on 1 July 2016

2. Preparation (10/2016-02/2017)
   • Conversations with head of HR Development Dept.
   • Search for format and workshop facilitator
   • Coordination with Vice Rector for Infrastructure
   • Information for senior library management and works council

3. Restructuring (02-03/2017)
   • Information meeting with library staff
   • Bilateral talks with staff members directly affected
   • Workshop
   • Adoption of recommendations for action
   • Information meeting with library staff and Vice Rector resp.

4. Consolidation (04/2017 - )
   • Interviews with HR Development Dept. and presentation of findings to staff
   • Implementation of recommendations for action
   • Planning for further development
4. Chronology

1. Initiation (07-11/2016)
   • First conversations with library staff

Main questions

- What do you want less of?
- What do you want new?
- What do you want more of?
- What can remain as it is?

Topics: (1) leadership, (2) strategy, (3) people, (4) partnerships and resources, (5) processes, products and services

Key findings
(693 feedback cards)

- 24 suggestions for changes in organizational structure (mostly yellow)
- 1 consent to current organizational structure (green)
4. Chronology

1. Initiation (07-11/2016)
   • First conversations with deans and student representatives

Main questions
Satisfaction, relevance and future prospects

Key findings
• Publishing support is needed (incl. quality assurance).
• Bibliometric services are of interest to both institutes and individual researchers.
• The library as a learning and working space is important to students as well as faculties.

Topics: partnerships, processes, products and services
4. Chronology

2. Preparation (10/2016-02/2017)
• Search for format and workshop facilitator

Key findings
• Decision for a 2-day workshop with an external consultant

Main features:
• Maximum of 30 participants
• 6 working groups
• 2 groups at the same time
• Fixed roles (chair, secretary, discussants, critics)
• Plenary sessions after group work sessions
4. Chronology

2. Restructuring (02-03/2017)
• Workshop

“What do we have to do now to effectively implement the intended changes (as reflected in the new org chart) and to strengthen the library’s future ability to serve its customers well?”

14 topics

Human dimension
Cross-divisional tasks

Library space
Didactics

Services for researchers
Cooperation & management

Recommended measures

60 recommendations
5. Outcome: New structure

+ Cross-divisional teams for usability, Alma, PR etc.
5. Outcome: Some figures

Staff members affected by the reorganization
• New supervisor since 04/2017 (22 of 69 employees)
• New tasks (11 employees)
• Higher pay scale (7 employees), process ongoing for some
• Loss of executive position w/o loss of earnings (1 employee)

Workshop
• 20 workshop participants (8 non-managers)
5. Outcome: Some figures

Workshop and personal interview survey

• Efficient thanks to clear time schedule (60 recommendations)
• Short-term and medium-term measures
• High survey response rate: 35 % in total, 75 % of workshop participants, 16 % of non-participants

Timing

• Importance of retaining top performers
• Small window of time (Alma implementation)
• Preventing job cuts
Cooperation with HR Development Dept.

• Impact on university-wide project
  > Workshop as best practice, but needs to be adapted (shorter duration, initial question to be known upfront)
  > Library director to join the steering group of the university-wide reorganization project
  > Library as a role model for other service providers

• Impact on library
  > Additional team workshops (e.g. to develop a common understanding of leadership, mission statement)
  > Workshops to be open to new participants

4. Consolidation (04/2017 - )
  • Planning for further development

5. Outcome: Prospects
Thank you for your attention!

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