10. INTERNATIONAL BIELEFELD CONFERENCE

Electronic library resources and organizational change

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WHY ORGANIZATIONAL CHANGE? (I)

- Relevant basic conditions at ETH Zurich/ETH Libraries (selection)

  - rapid changes wiithin the sciences
  - permanent technical changes
  - dramatically changed user habits
  - «local use» is decreasing
  - electronic use is contiuously increasing

WHY ORGANIZATIONAL CHANGE? (II)

- Relevant basic conditions at ETH Zurich/ETH Libraries (selection)

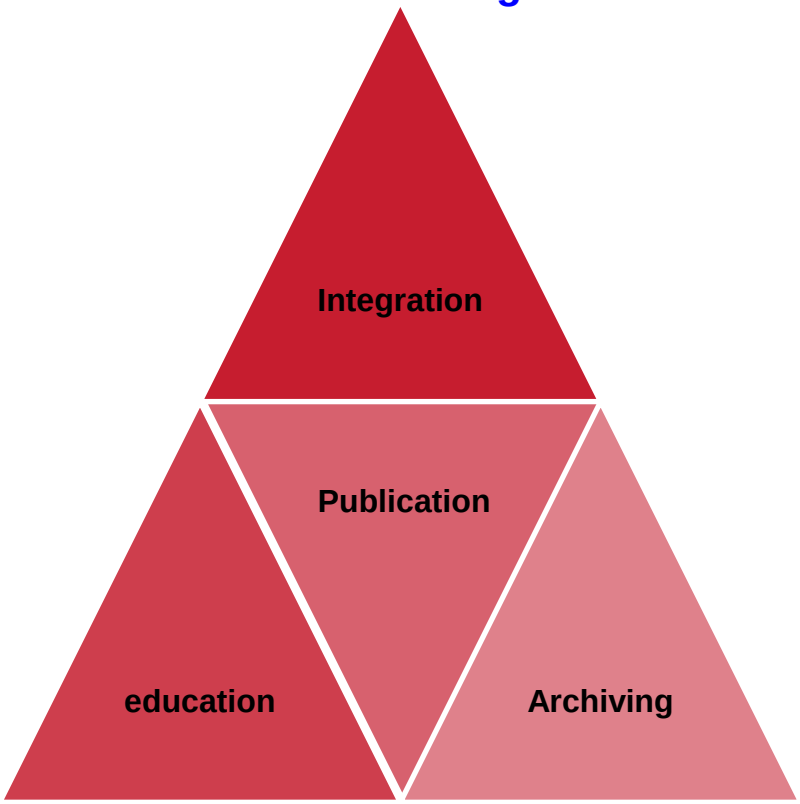
  - unsatisfying distribution of resources within the library organization
  - no additional staff for new (future-oriented) projects
  - strong organizational differentiation
  - liquidation/integration of departemental libraries
  - What to do with the non-paper-based collections?
  - modified «political» basic conditions

STRATEGIC GOALS OF CHANGE ACTIVITIES

- adaption to the new basic conditions as fast as possible
- a more or less stringent focussing on user interests
- focussing on the «Digital Library» in a broader sense
- useful integration of work areas within libraries…
- …through the «solving» of existing or approaching ressource problems
- interesting and challenging places of work
- «survival protection» for the respective library

LIBRARY STRATEGY FOR THE NEXT 5 YEARS (I)

infrastructure/services for teaching



support of the university's outreach activities

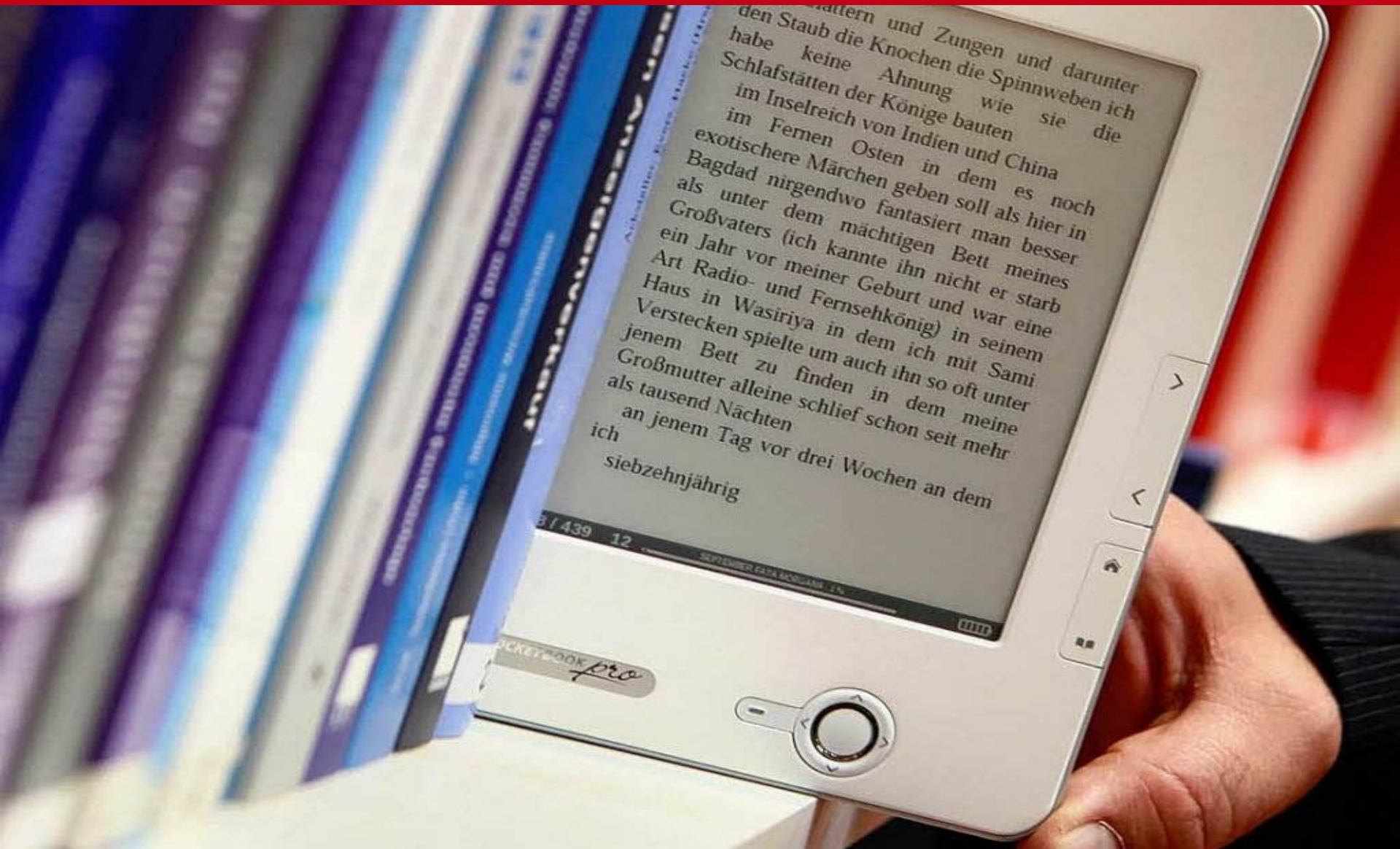
infrastructure/services for research

LIBRARY STRATEGY FOR THE NEXT 5 YEARS (II)

7 focus points (fields of action)

- information resources in electronic format
- integration of these resources
- cutting points to systems/applications within research and teaching
- user-friendly services
- infrastructure/services for teaching
- infrastructure/services for research
- improvement of the spatial conditions of the library and the collections
- «integration» of the university's «non-textual collections»

DEFINITION OF 6 STRATEGIC OBJECTIVES (I)



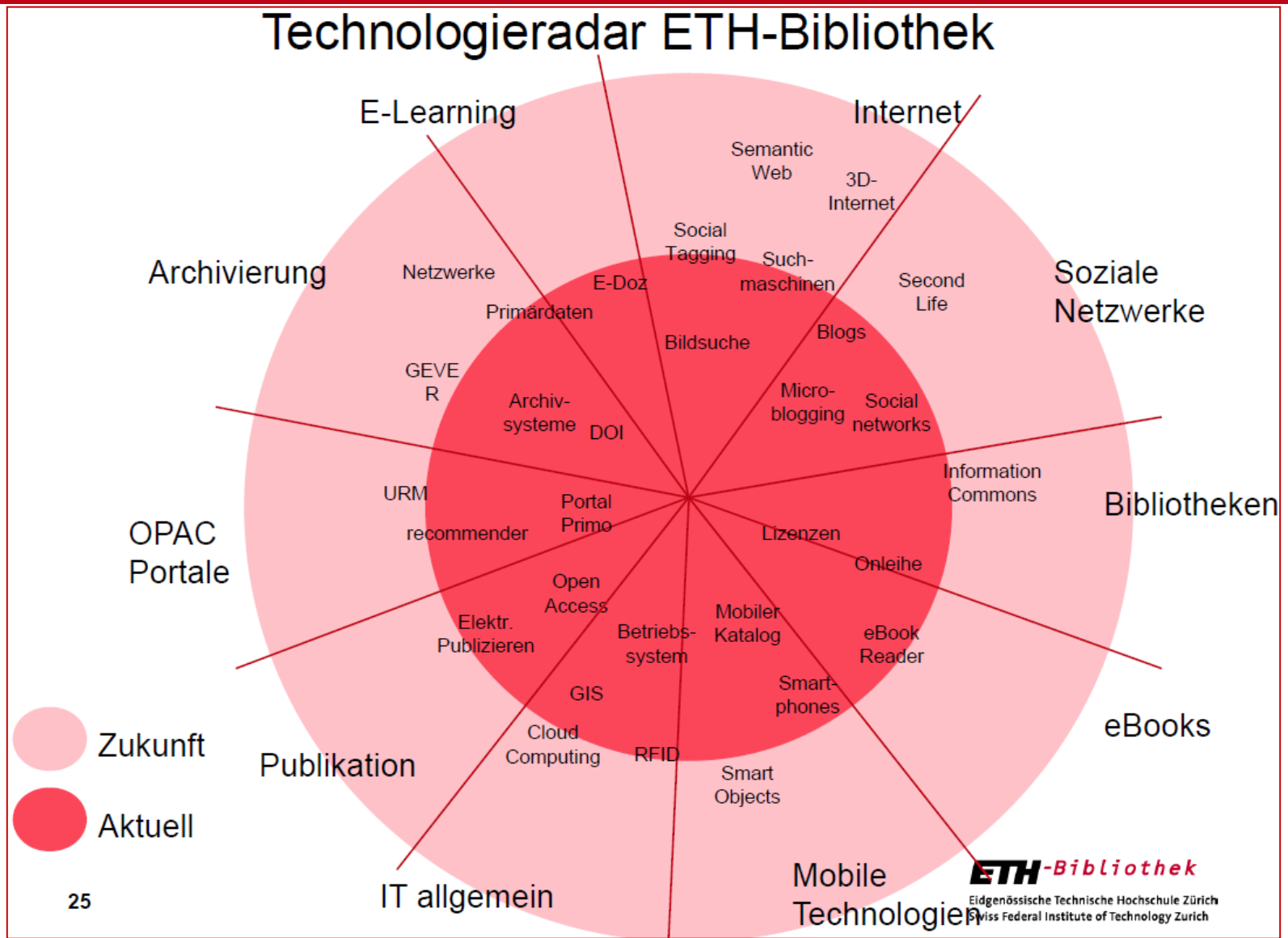
OPERATIVE GOALS TO STRATEGIC OBJECTIVE I

ETH Libraries consequently fulfills the change from analog to digital information support by establishing and enhancing the «Digital Library» (SO 1)

- mass digitization of (relevant) library collections
- replacement for printed journals through the online versions (in the stacks)
- establishing and operation of the «digital library»
- necessary support through IT services is guaranteed
- proof/acquisition/cataloguing/indexing of electronic media are optimized
- non-textual collections are establishing electronic offers, too

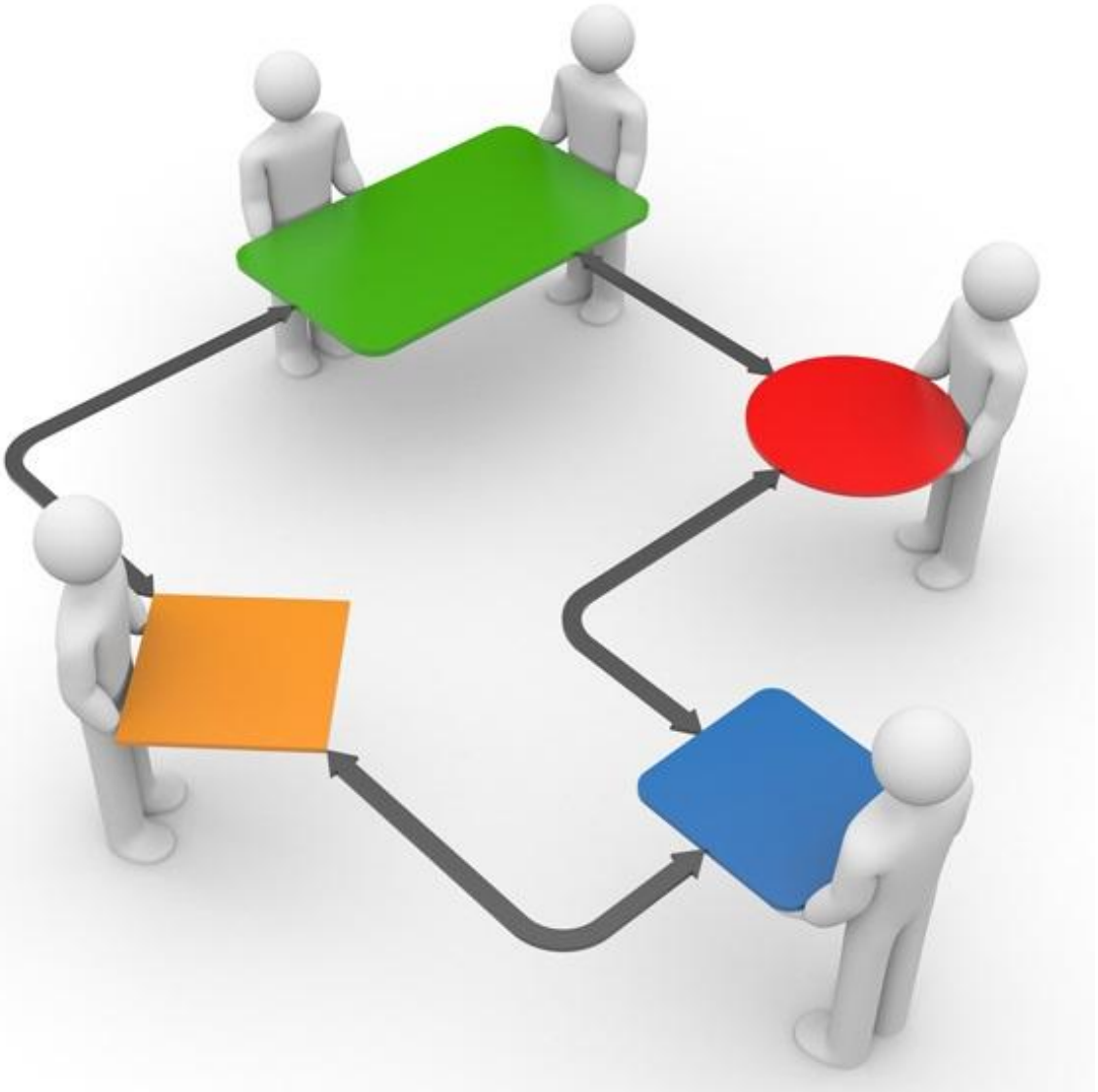
DEFINITION OF 6 STRATEGIC OBJECTIVES (II)

DEFINITION OF 6 STRATEGIC OBJECTIVES (III)



DEFINITION OF 6 STRATEGIC OBJECTIVES (IV)

DEFINITION OF 6 STRATEGIC OBJECTIVES (V)



OPERATIVE GOAL TO STRATEGIC OBJECTIVE V

Library processes and library structure are organized effectively and efficiently (SO 5)

- circulation and stack processes are optimally organized
- a service portfolio for the user domain is established (cutting point library – user)
- main processes for the handling of printed journals are outsourced (and replaced by the electronic versions where applicable)
- acquisition of media happens to 60% by «approval plans»
- relevant processes in handling printed books are outsourced (other libraries/agencies/book trade)
- shifting the working focus of the book handling teams in the direction of handling metadata for electronic products
- re-defining the duties and responsabilities of faculty libraries, the stacks and the document delivery team in the context of the digital library
- re-defining the processes for media handling/ use within the special collections

DEFINITION OF 6 STRATEGIC OBJECTIVES

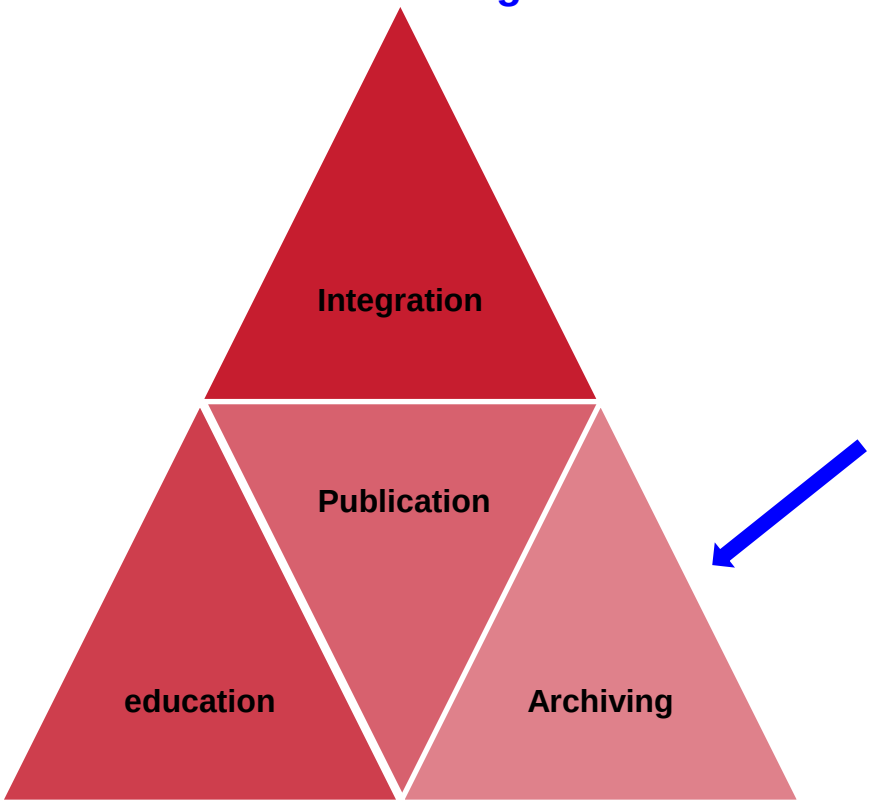
WHAT WE DID: THE CONCRETE CHANGE PROCESS (I)

Phase 1 „first concept“ involves…

- the discussion of the library‘s strategy,
- the definition of the product portfolio,
- the analysis and re-definition of the process map
- and the development of a new organitzational structure

LIBRARY STRATEGY FOR THE NEXT 5 YEARS (I)

infrastructure/services for teaching



support of the university's outreach activities

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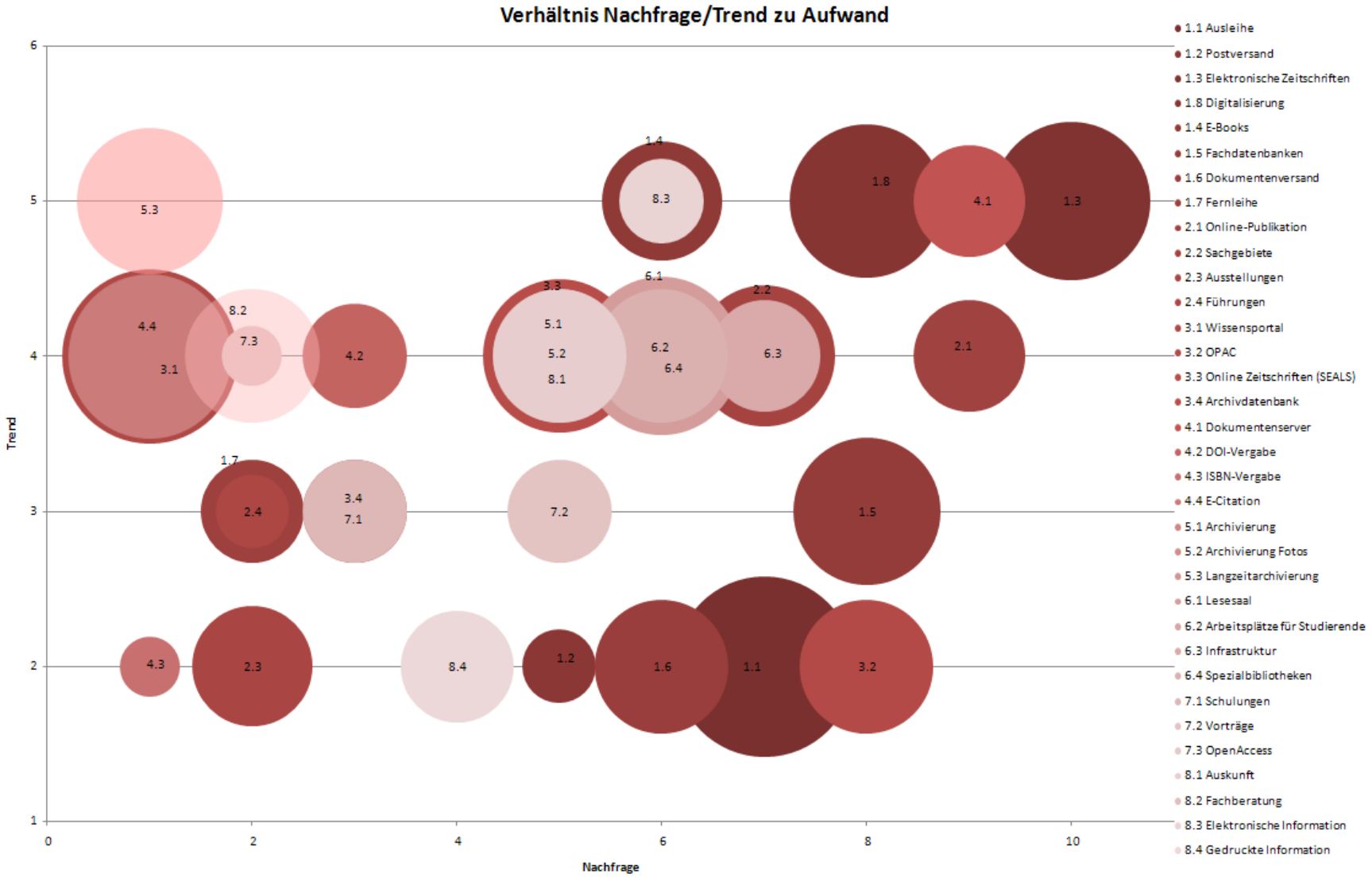
LIBRARY STRATEGY: THE ASPECT ARCHIVING

- developing of concepts and applications for long-term preservation of electronic library data
- safeguarding the long-term access to these data
  (logistic and technical basic conditions)
- What happens with primary research data?
  (Is there a role for libraries?)

DEFINITION OF A PRODUCT PORTFOLIO

- as-is-analysis leads to 135 single products (offers) altogether
- reduction to 8 product groups with altogether 34 main products
  (e.g.: provision of information resources; provision of infrastructure for learning und working; publishing and registering of scientific papers)
- evaluation of this portfolio
  (by self-assessment, by user surveys, through use data)
- trend evaluation of the products by the management
- as a result: a matrix of the product portfolio (according to the library situation)

ANALYSIS OF THE DEFINED PRODUCT PORTFOLIO



WHAT WE DID: THE CONCRETE CHANGE PROCESS (II)

Phase 2 „detailed concept“ served the realization…

- by the delegation of responsibilities (in terms of so-called working packages) to the new supervisors
- by the definition of 6 working packages (respectively one for each division + HR + management processes + project coordination)
- by the definition of responsibilities for each process

DEFINITION OF LIBRARY PROCESSES AS PART OF THE PHASE 2

- Definiton of the following processes:
  - 10 Management Processes
    (e.g.: MBO = Definition of annual goals for all employees)
  - 11 Main Processes
    (e.g.: Content Handling = cataloguing/indexing of media)
  - 4 Support Processes
    (e.g.: IT = Allocation of infrastructure and/or support)
- all internal processes are analyzed, described and optimized as far as possible
- a „process manual“ was developed to support these activities

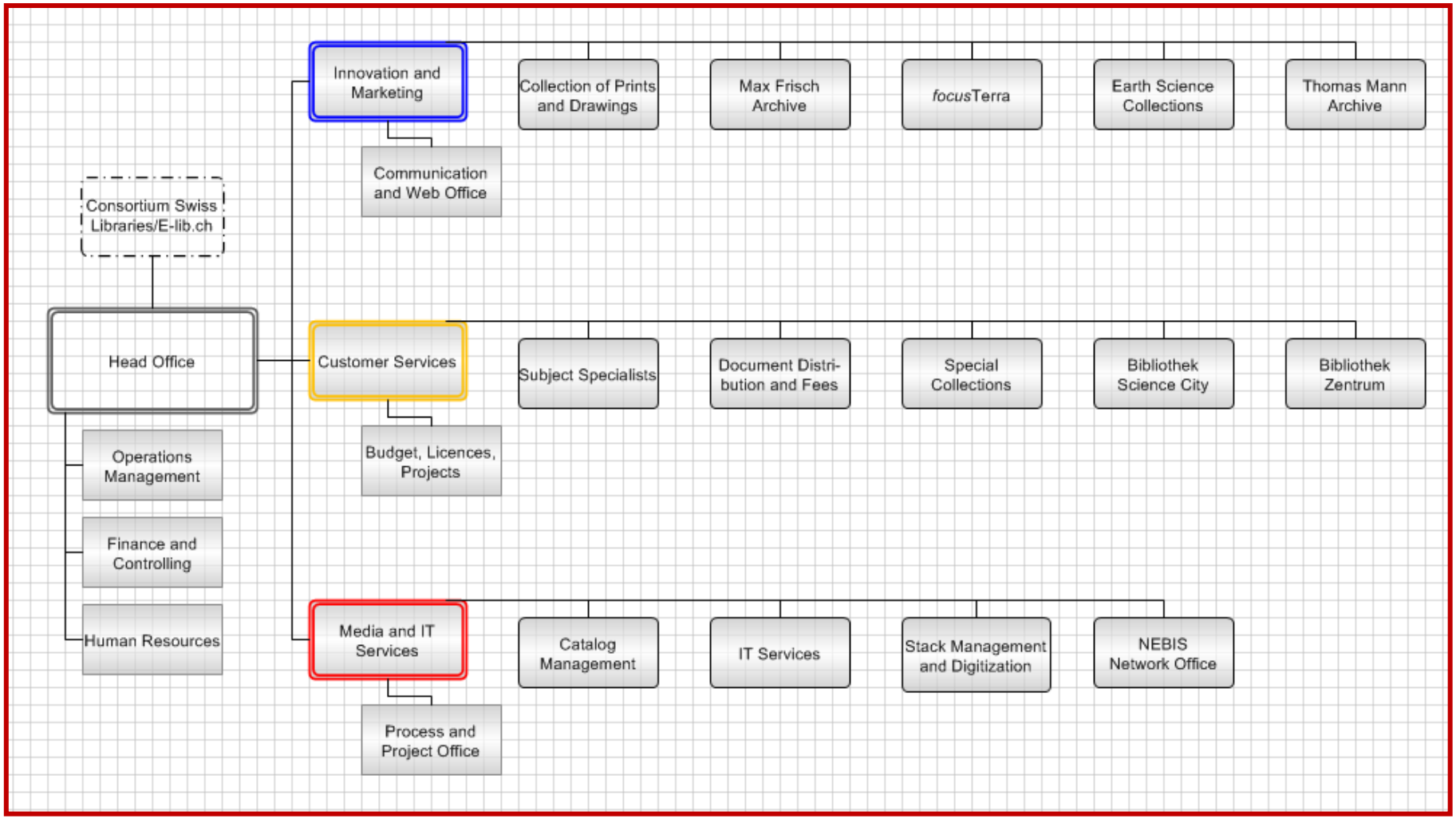
WHAT WE FURTHER DID

- library services are much more focussed on the value for the user
- user feedback is directly integrated in the product development
- all librarians were part of the detailed process descriptions
- the „digital library“ is not a „part“ of the library: it is the library (e.g.: closer cooperation between IT and media handling)

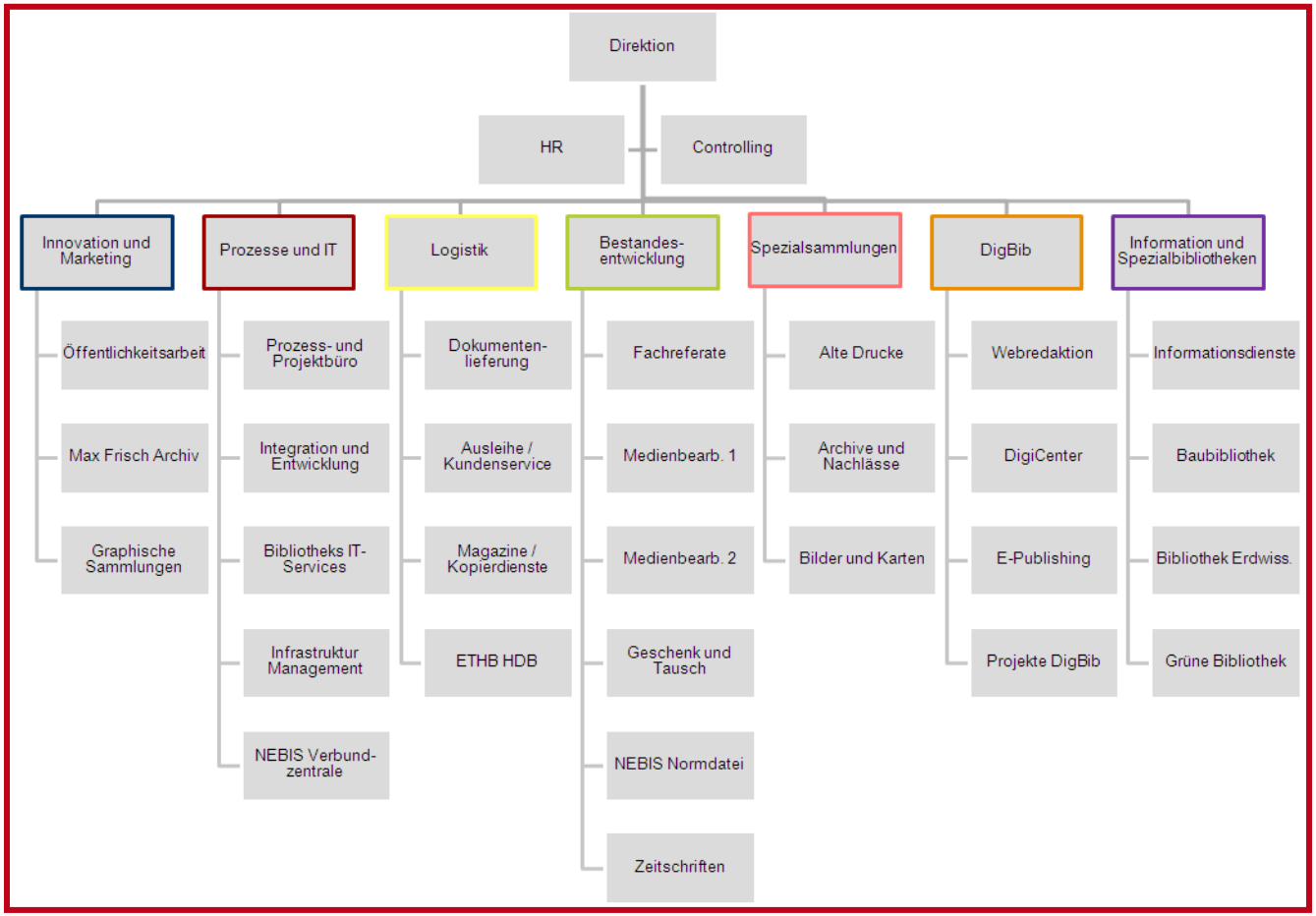
THE CHANGE PROCESS

Some examples of relevant results

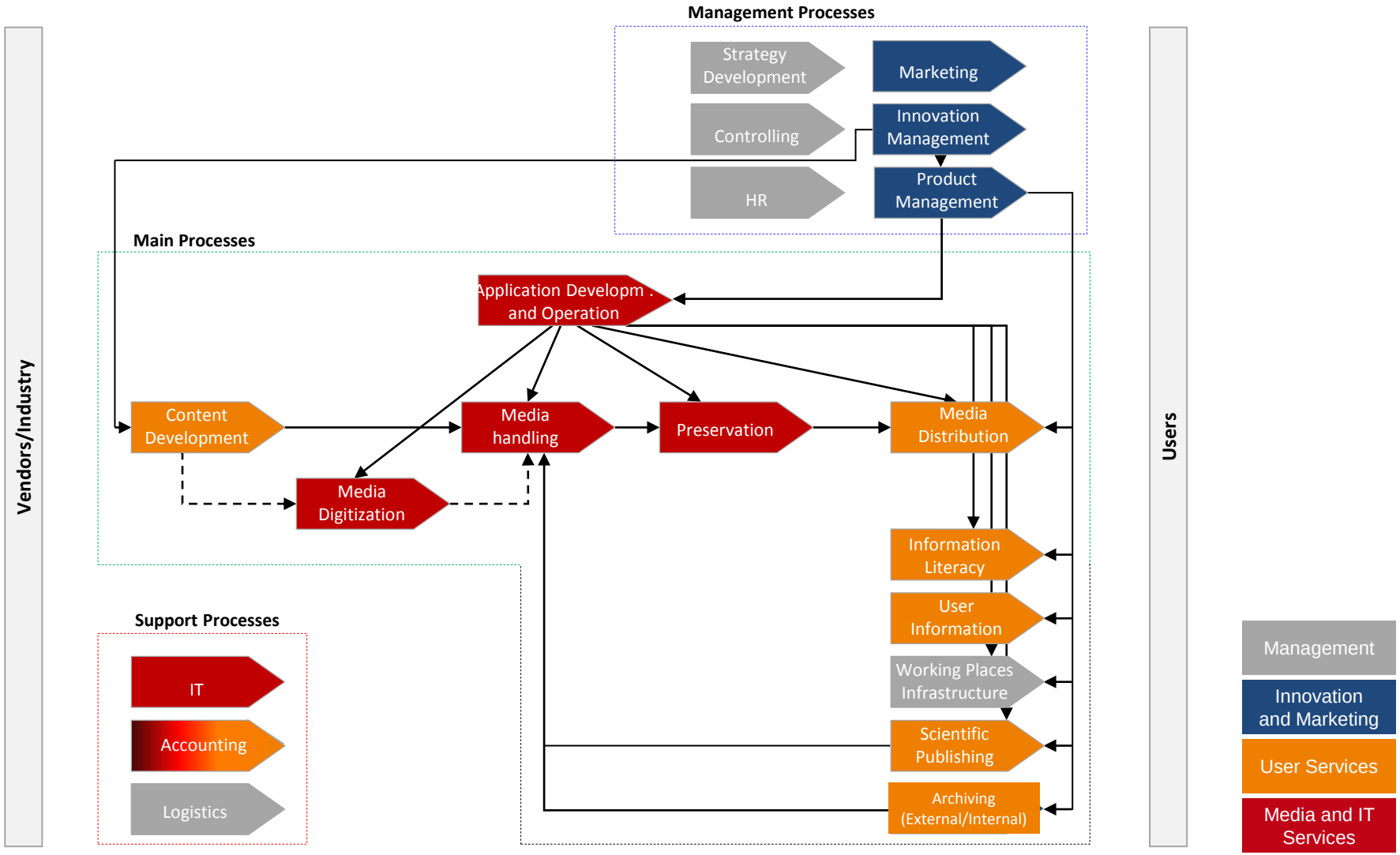
THE NEW ORGANIZATIONAL STRUCTURE



IN CONTRAST: THE OLD VERSION



NEW ORGANIZATIONAL STRUCTURE AND THE PROCESS MAP



RESULTS

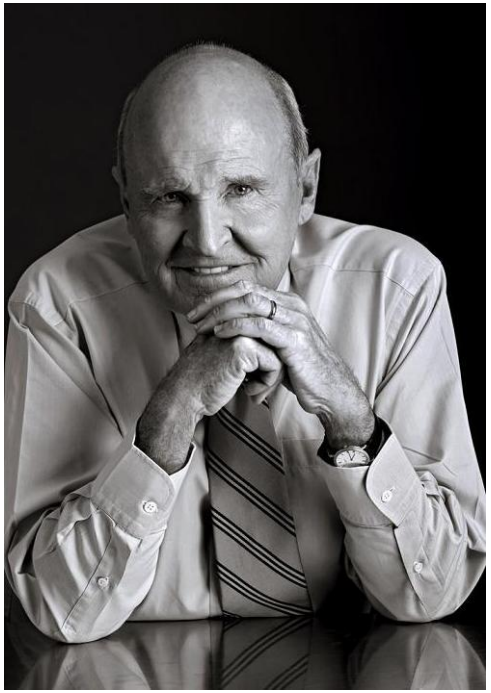
- integrated «digital library»
- product and process orientation are combined
- considerable reduction of cutting points
- increase of efficiency
- user orientation is clearly adressed
- non-paper collections are (at least partly) integrated
- there are still problems to be solved
  (e.g.: cutting points between departments; communication)

LESSONS LEARNT (I)

- a sustainable (library) strategy is the basis for a successful re-organization
- definition of strategic and operative goals at the beginning
- analysis of the product portfolio as well as the main processes is essential
- to every main product belongs an according main process
- involvement of external expertise is very useful

LESSONS LEARNT (II)

- personnel decisions are management tasks
- willingness to come to painful decisions is a must
- open and stringent communication is a precondition for success
- a re-organization is an «expensive» and complex process
- a re-organization is not a guarantee for survival



«Either we are the master of change, or we are the victims of change. We can choose»

Jack Welch , former CEO General Electric