

NOT THE “R” WORD *OR* A BREATHE OF FRESH AIR

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Library Restructure 2004-2006



Reasons for change

Change evolved from series of activities and events 2003-2006

- review of services and service delivery
- work design in individual departments
- new Vice-Chancellor due in February 2006 after 19 years



In 2004 we

- could not draw a workable organisation chart of the Library
- had 120+ out-of-date individual job descriptions and Departments with overlaps in function
- had job descriptions were task-based rather than role based



What did we aim to achieve?

A transformational change

from a traditional academic Library structure to a flexible organisational structure that encourages innovation



How would we achieve that?



By implementing a library services structure that:

- simplifies services for clients
- encourages clients to become self-sufficient in finding and using information
- establishes a client-focused service environment



Principles & Process

- establish 'why' and 'how' the restructure would happen
- confirm the organisation as a 'thinking and learning' organisation as well as a 'doing' organisation
- utilise 6 guiding principles that emerged from 2004 Library review



- **Agile**
- **Resilient**
- **Informed**
- **Connected**
- **Successful**
- **Responsible**



Staff needs



- policies & procedures
- communication & consultation
- access to information



Final structure

Capabilities Group

internal business processes

(Library Business Services, Library IT, Library Development)

Services Group

external outcomes

(Information Access, Resource Access, Information Resources)

Project Office



What's happened?



- flexible structure responding to client needs
- responsibility based and multi-skilled positions
- spread of positions across all HEW levels – improved career opportunities
- 15 new positions and internal recruitment
- Separate Project office



Change in the Resource Access Department



- Document Supply
- Circulation
- Reserve

becomes

- Document Supply
- Access Services
- Learning Resources



Goals



- self-service
- client self-sufficiency
- better service
- different service
- more interesting jobs
- multiskilling
- job security



Role of new Department



Access Services – lend material

Learning Resources - manage access to high-demand and copyright material

Document Supply - manage delivery of material not held by the Library



Department structure



- Manager
- 3 Coordinators
- 4 senior staff
- Resource Access Officers
- Resource Access Assistants
- Little use of students or casuals



What's new



- more self-checkers
- automated service to distance students
- improved ILL turnaround time



What the Staff think



- enjoy new roles
- empowered by decision making responsibilities
- service driven
- enjoy flexibility
- enjoy variety
- there will always be some resistance



What the Clients think

- love self-check when they are shown how
- Academics love the VDX
- appreciate Document Supply turnaround time improvements
- high use of e-reserve
- distance students love desktop delivery
- love anywhere/anytime



The Near future



- *Push* services
- more multiskilling
- individual work plans
- ongoing evaluation



Macquarie@50



- Why 50?
- New VC
- New Direction
- Implications for Library



