Montana State Library

Organizational Review Report

23 June 2015

Organizational Review Project Summary

The goal of the Organizational Review was to review the overall organizational structure of the State Library and to make recommendations that would result in work process efficiencies through increased employee collaboration and possible agency reorganization. The Montana State Library Organizational Review was completed in three phases:

- Phase 1: Theme Development and Readiness Checker
- Phase 2: Digital Library Team Process Review
- Phase 3: State Library Resources Team Process Review

Work was begun in November of 2014 and completed in June of 2015.

Highlights and Overview

The work began with a thorough investigation into the state of the organization, which was accomplished through a series of interviews of representative staff and Library Commissioners, using a process called the Readiness Checker. The findings were presented at an all-staff meeting in the form of a set of themes. Staff confirmed the themes as valid and accurate to guide the forthcoming work. Accuracy of the themes was checked in an all-staff meeting in December 2014 and through a follow-up survey sent to all staff. The steering committee took these themes and used them as a guide to select targets for improvement within the organization.

The first candidate that was selected for improvement was the Digital Library team. The services on offer from this part of the organization evolved significantly over the past 10 years, and it was clear that there was room for improvement. The team selected the Information Request Fulfilment process as the process that would yield the most benefit from improvement. The team decided that a more centralized approach would be beneficial as a replacement for the current ad hoc approach to managing information requests. A candidate process was developed and mapped, and an implementation plan was put together. As the team worked through the process, it became apparent that some changes to the organizational structure would also be beneficial. The Digital Library Team, in collaboration with the MSL Management Team, generated a proposed new organizational structure that is in the process of being implemented.

The second target that was selected for improvement was the State Library Resources team. This group decided that the process they wanted to improve was the internal communication process that the group uses to organize their work. The group determined that there was a lot of wasted time associated with trying to gather information that is needed on a day to day basis. This is the case because there are a lot of disparate sources of information, and it's hard to keep track of where any given piece can be found. They decided to create a centralized mechanism for storing organizational information that is accessed regularly by staff, so that it can all be found from a single interface. A structure was developed by the team, in addition to prototype processes to be implemented around it, and an overall implementation plan.

Results

A number of tangible results were achieved as part of the organizational review.

- In Phase 1, a characterization of the organization was developed, which had the effect of increasing self-awareness among staff of the environment that they inhabit, and which gave staff language to describe the character of the environment and culture of the MSL organization. This is important, because it gives the Library a platform to envision future changes and improvements to the organization.

- In Phase 2, informed by the results of Phase 1, the team identified and formulated a plan to make a significant improvement in the management of information requests, which then led to a plan for consolidation and reorganization of the structure of the Digital Library group. This plan was developed to the point of readiness to develop an implementation roadmap and project charter.
- In Phase 3, the State Library Resources team envisioned a mechanism to improve internal communication utilizing a centralized information store. This plan was developed to the point of a complete implementation plan and project charter.
- A significant outcome of all of this work was the learning opportunity that was created among the MSL staff for how to proceed with continuous improvement. Several tools were applied and techniques were honed for analyzing processes to find waste and create higher levels of organizational efficiency. One goal of the work was to train staff in these tools and techniques so that they can apply them as they work to make future organizational improvements.