Lib Staff Cultural, organizational and values changes (Lynn Jones, Imani Abalos, (convenors); Chuck Eckman, Gail Ford, Garey Mills, Linda Turitz, Sheehan Grant, Ute Hugo Rupp)

The discussion seemed to reinforce the issues described in the snapshot, but focussed on obstacles to cultural change.

Comments about innovation in general, or how we implement change
- Can the organization afford the ‘luxury of experimentation,’ if it interferes with carrying out must-do functions?
- Staff have a lot of expertise that should be tapped for problem solving, as opposed to hiring outside consultants

Comments about organizational structure
- Essential to focus on the library’s core competencies and its mission: to foster learning, studying and understanding
- Library is a not-for-profit organization; a corporate enterprise model is not applicable
- Organizational structure must be flattened to enable ‘risk’ work and quicker decision making
- Culture of innovation not possible within the framework of an authority structure that does not allow interactivity (?)
- Relatively minor changes that are clearly beneficial must go through a cumbersome, time-consuming vetting process; staff stifled by the process

Comments about staff/management relations
- Training for managers is needed to change the culture
- Essential to value employees more
- Talk about waiting for employees to retire is insulting; older staff are not categorically resistant to change
- Library needs to adopt 360 degree evaluation system (staff review managers, peers review each other, as well as traditional supervisor review of staff)
- Career Compass program (covers most non-academic staff) perceived to ‘dumb down’ job assignments
- Staff afforded too little autonomy in their day-to-day work