

# Academic Government Information Librarians & Organizational Design

*Tales from the "library within the library"*

Kate Tallman  
Head, Government Information Library, University of Colorado Boulder

Nicole Trujillo  
Access & Discovery Librarian University of Colorado Boulder

Organizational Design is "the way in which managers structure their organization in order to achieve the organization's goals"

- Dictionary of Business & Management

## Definitions

The STAR Model framework for Organizational Design "consists of a series of design policies...with which management must become skilled in order to shape the decisions and behaviors of the organization"

- Jay Galbraith "Star Model"

## 5 Points of the STAR Model + Research Questions



### Strategy

How do government information librarians fit into the organization's strategic plan?



### Structure

How are government information librarians situated within their organizations?

### People

How do government information librarians develop themselves and their careers?



### Processes

How do government information librarians collaborate with other staff?



### Rewards

How do government information librarians choose projects and get rewarded for their work?



## Methodology

- Purposive Sampling: 2 Regionals, 8 Selectives. Geographically distributed & variable institution size
- IRB approval
- 1 hour interviews, recorded & transcribed
- Responses coded & analyzed using NVIVO

*"(They) operated like a library within a library. They did all of their own processing and technical services, which meant that they didn't do that when they didn't have enough resources. So now we're trying to integrate the unit back into the existing systems in the library. That is a slow process."*

## Quotes

*"[For past FDLP coordinators] the depository duties were pretty much their full-time job, and now I would say that's rare. Most of them are wearing so many different hats. FDLP participation is often just one of many duties that they're doing"*

## Findings & Recommendations

### Processes

- Effective communication seems to be related to library size
- The Regional/Selective relationship is very important and there's room for improvement
- Colleagues are weary of gov info but want to learn more
- With some exceptions, Gov docs are easier to find today

### Strategy

- Connecting annual reporting to a strategic plan helps with goal setting
- Participation in a prioritization process helps all staff work towards shared plan
- There is a significant disconnect between the strategic plan and day-to-day responsibilities

### Structure

- Gov Info librarians wear many hats and have experienced significant disruptive change in recent years
- A supervisor's understanding of Gov Info greatly influences how well the program is structured

### Rewards

- Defining the 'success' of a project is difficult
- Personal satisfaction and recognition are important rewards. Monetary compensation is also a factor, especially in tenure-granting institutions

### People

- Helping students find and work with data/data sets is an essential new skill for Gov Info librarians
- Discipline and self-direction is necessary to develop new skills today

## Works Cited

Galbraith, Jay. 2016. "StarModel." Summary. <http://www.jaygalbraith.com/images/pdfs/StarModel.pdf>.

Law, J. (2009). organizational design. In A Dictionary of Business and Management. : Oxford University Press.