Arrakis County Library Reorganization

Brian T. Ball, Halley J. Barnett, Jeffrey J. Kersh, James E. Simpson, and Rachel L. Ware

School of Library and Information Management, Emporia State University

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Dr. Bushman

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To ensure current and future success, libraries must adapt to changing user expectations and the ever-growing needs of the communities they serve. Libraries often suffer from organizational stagnation either due to an overall resistance to change or lack of managerial guidance. Regardless, libraries must re-evaluate and reorganize themselves with the patron in mind. This requires a management theory that encourages innovation, promotes employee engagement, and supports both maintenance and anticipatory learning within the workplace.

Current Management

The library board of Arrakis County has recognized that their library system is experiencing insufficient community engagement and low employee morale due to toxic leadership. Furthermore, the previous director did not seem to use any clear management theory to guide organizational decisions or determine employee motivation. High employee turnover and lack of meaningful employee evaluations indicate that the previous director showed little interest in motivating employees through workplace engagement. Instead, fear of punishment and a reward system based on blind compliance has been used to control employee behavior. Essentially, the current employees have been neglected or targeted, and are now disengaged, resentful, and unmotivated. The use of favoritism and autocratic decision making by the previous director has produced an ineffective and stagnant organizational culture. This poor organizational culture will invariably lead to an increased obsolescence of the library system. Inspired by innovative changes observed in other libraries, the library board has hired us to act as the new Director. Our goal is to reorganize and revitalize the Arrakis County library system so that it may lead and support the community it serves. The first step of the reorganization process will be to

identify a new management theory that can provide strategies to begin building an innovative and dynamic Arrakis County library system.

Management Theories

Although organizing and managing large groups of people to achieve a collective goal has existed throughout history, the Industrial Revolution became an impetus for the development of management theory. Concerned with how to motivate workers and prioritize the productivity needs of an organization, Frederick Winslow Taylor proposed the idea of scientific management. An American mechanical engineer, Taylor declared that "in the past the man has been first; in the future the system must be first (Taylor, 1911, p. iv)." Taylor was specifically interested in task management, where he believed that once a task had been properly studied and best practices decided upon, workers could then be motivated to work at the most efficient rate with monetary incentives. He felt that, through task management, workers could be fairly compensated at a low cost to their employers (Wren, 2011, p.15). Through scientific management, Taylor sought to align both workers and managers with a unified goal, thereby creating a mutually beneficial relationship which would result in worker motivation. Organizational goals and decisions were exclusively determined by management, where information is shared from the top down. As Director, we believe employees are motivated by monetary reward and professional development. We need to implement a management theory that engages employees in organizational decision making, fostering employee independence and organizational flexibility. Because of its strict hierarchical organization, scientific management theory fails to allow democratic decision making, which is crucial to improving employee investment.

While Taylor was resolute in his belief that workers should accept the best practices determined by management, others sought to democratize organizations. Mary Parker Follet was also concerned with organizational unity, however she was convinced that this could only be achieved through the collective recognition of a common purpose, where "two-way feedback of information as well as both lateral and vertical coordination of controls" were used to create a shared dynamic sympathy (Parker, 1984, p.743). While Taylor emphasized efficiency by controlling the labor of employees through the development of routine procedures, Follett sought to empower them with a greater sense of freedom when completing their tasks (p. 737). A former social worker, her logic was that it was the people within an organization that provided value to its productivity and that by increasing their interactions with one another a manager could promote teamwork, ultimately resolving any internal conflict that may arise. Follet argued that organizational information should flow both from the top down and from the bottom up. Furthermore, she believed that employees were more productive when they were engaged in their work and able to participate in organizational decision making. Many of Follet's managerial principles align with our commitment to employee engagement and open communication. However, Follet's management theory does not provide the structure and direction necessary to create a cohesive, dynamic organizational structure that orients itself around a unified goal.

Future Management

Each of these approaches represent the two extremes in terms of motivating a workforce, and while they were adequate for their respective fields, public libraries are somewhere in the middle which requires a combination of professional autonomy and unified direction. The Arrakis County Library System requires a "total organizational culture" while simultaneously recognizing the fact that each branch within the organization will possess its very own

"subculture" (Schein, 1990, p. 111). Learning Organization management theory utilizes shared core values to help grow an overall unified organizational culture. The principles of open communication, decentralized decision-making, and a more horizontal hierarchy foster employee investment, improving employee morale and creating an opportunity for innovation . These principles also allow for organizational autonomy among branches, crucial to building a flexible and easily adaptable organization. Rather than controlling employees, managers undertake a variety of roles, such as coordinator, facilitator, and designer of learning processes, that aim to serve their employees (Moran&Morner, 2018, p.45). In a learning organization, organizational decisions and employee development are consistently shaped by the shared core values of the organization. Employees are empowered to make creative decisions that align with the fundamental goals of an organization, creating a mutually beneficial relationship that intertwines organizational success with professional success.

The principles found in Peter Senge's *The Fifth Discipline: The Art and Practice of the Learning Organization* were intended to help develop an organization that is "continually expanding in its capacity to create its own future (Bernfeld, 2004, p.112)." Centered on established core values, learning organizations require that all strategies, policies, and practices support a shared vision. Core values will provide structure and security when reorganizing the Arrakis Library system, while mental models can be used to reveal how each employee interprets the current and future organization. Employees can engage in a shared vision and build trust in the new organization by identifying and addressing conflicting mental images of how the Arrakis Library system is organized. Half of the employees working within the Arrakis Library System have at least ten years of experience. Having entrenched, possibly problematic work habits can

challenge reorganization efforts, however, the employees have a wealth of knowledge that will prove invaluable if reoriented towards achieving new core values.

Strategic Plan

When beginning any organizational change, a strategic plan can reveal opportunities that dwell at the intersection between the old organization and the future organization. By using the tenets of systemic planned change, we can identify existing library programs that can be improved while eliminating ones that are no longer useful. Since many of the Arrakis County Library employees seem resistant to change and may be outright hostile, we should include them in a SWOT analysis of the library, where they can identify what they consider the strengths and weaknesses of the library to be. As the director, we will solicit individual employee feedback on their current and anticipated concerns, while asking them to consider how this feedback can relate to the organization's new core values.

In anticipation of employee stress, we will create a committee responsible for producing and posting a timeline of planned changes that will occur throughout the reorganization. This committee will also hold weekly meetings, where employee concerns can be addressed and conflict can be identified. As a learning organization, we will foster open dialogue and team learning, so unanticipated changes can be found early and resolved collectively. While unpredicted change and the stress it can create is inevitable, tackling it as a team can help develop a shared organizational culture. In order to empower our employees to share their experiences and work as a team, we must emphasize that mistakes are unavoidable and actually quite beneficial when treated as learning aids. The Arrakis County Library System suffers from lack of employee trust due to management favoritism. Besides favoritism, a vast amount of knowledge and responsibility is concentrated in a singular position, the Business Manager. The

current employee in this role, Bernie Sanders, has expressed concerns about impending change, possibly from feeling overwhelmed and not supported by the last Public Services Manager. His resignation would be a huge loss for the Arrakis County Library System. Learning organizations support worker independence and sharing of responsibilities, either through delegation or personal mastery. As director, our goal is to earn Bernie's trust by demonstrating management's ability to provide empathy by offering him an avenue for clear and consistent communication in regard to our strategic plan and the impending changes ahead (Greenleaf, 2008, p. 10).

Libraries must embrace innovation and organizational flexibility if they want to succeed. The Arrakis County Library system can create an improved integrated organization by joining the concept of core values with the practice of employee empowerment. Through this reorganization process, the Arrakis County Library system will be able to act boldly and swiftly to changes within its community.

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Environmental Scans

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As previously discussed, the strategic planning process is a way to take control of the library system's future by developing a vision of the results the organization wants to achieve (Moran & Morner, p.83, 2018). It provides the necessary structure for leaders to make decisions, and assess their results against expected outcomes (p.81). Through the use of SWOT (Strengths, Weaknesses, Opportunities, and Threats) and PEST (Political, Economic, Socio-cultural, and Technological) analyses a thorough understanding of the unique environmental factors affecting our success can be gained (p. 84). Their results will provide the basis for agreeing on core values and how they will support achieving our mission and vision.

Review of SWOT Analysis

The full SWOT analysis (see Appendix A) reveals that the Arrakis County Library System has a varied set of internal factors affecting its success. Some of these have emerged as most critical and are summarized in Table 1 below. Among the clear advantages within the organization is the broad community support demonstrated through the completion of a successful capital campaign. Additionally, each of the four branch buildings are either recently constructed or renovated, allowing us to focus on how best to optimize this space for the community. Our ability to leverage the resources discussed above, will largely depend on the strength of our employees. Favorably, several key players across the library system bring with them years of experience. Many others have displayed interest in leadership roles by sharing ideas to improve patron services and outreach efforts. Current organizational structure doesn't adequately facilitate professional development or reward innovative problem solving. Improving the quality and frequency of performance feedback to employees, can reinforce new behavioral expectations. Evaluating policies and practices against how well they support our core values and meet patron needs, will create a clear standard for performance and service. Over time, consistent employee development can create a cohesive and collaborative workplace culture.

Other areas where the library system could demonstrate leadership are technology and outreach. Current management in these departments have largely underperformed. Creating clear job descriptions and managing to those expectations could refocus efforts, resulting in more effective services. These departments are critical to learning about our patrons and creating targeted programming to meet their needs. With a renewed commitment, Arrakis County Library System can establish itself as an inclusive information resource in the community.

Table 1

Summary of SWOT & PEST analysis for Arrakis County Library system

<u>SWOT</u>
- Broad community support
- New or renovated library buildings
- Balance of valuable experience and new perspectives among staff
- Inconsistent performance management
- Poorly executed technology programming
- Limited community outreach and partnership

<u>PEST</u>
- Economic instability
- Library budget reduction
- Racially diverse population
- Geographically diverse communities

Review of PEST Analysis

A further understanding of the complexities of Arrakis County is gained following the PEST analysis (see Appendix B). The library system serves a population of 275,000 residents. Adjacent to a metropolitan area of 2.1 million, the county is a combination of suburban, agricultural and rural vacation communities. U.S. Census Bureau data show that local median household incomes are low and rates of poverty are high, when compared to national statistics (2020a, 2020b). The recent relocation of a major employer could further undermine economic conditions resulting in increased rates of homelessness or population loss due to rising unemployment rates. The library system has an opportunity to address economic threats through building partnerships with local government and community organizations. Thus, creating conditions that support economic stability for at-risk residents across the county.

Racial demographics also point to further opportunities for outreach and engagement. Arrakis county is over 50% non-white. The BIPOC community is largely Black, while Latinos account for the most growth. Data from a Pew Research study identifies Black and Latino adults are significantly more likely to have never visited a public library (Horrigan, 2016). With a

growing Latino population, and just a single employee who is bilingual in Spanish and English, the Arrakis County Library System is at risk of becoming disconnected from a growing part of the population. By implementing a deliberate, empathetic approach to recruitment and outreach, the library system could strengthen its standing among Latinos and the entire BIPOC population.

A final consideration are the unique characteristics found in each branch community. While the library system as a whole will be guided by a shared mission, vision, and core values, each branch must tailor services to their local residents. As an example, the two largest branches are in close proximity to the three colleges and universities in the county. The libraries at the educational institutions represent some level of competition for talent and resources. However, there's also the option of extensive collaboration such as the possibility of reducing costs. The Arrakis County Library System faces a budget reduction related to reduced tax revenues from the county. Are there resources that could be shared between libraries resulting in efficiencies for all? Having each branch develop productive relationships with local organizations and institutions has the potential to be mutually beneficial and create a more resilient library system.

Mission, Vision, and Core Values

While change is necessary for the library to thrive, it's also disruptive, as it can decrease internal consistency within the organization and provoke group anxiety (Schein, p.111, 1990). To provide stability and direction, a new mission, vision, and values have been developed following our analyses. These will guide the library system's additional decision-making as we pursue the reorganization of our management structure, employee development and budgeting.

Table 2
Arrakis County Mission, Vision and Values

<u>Mission</u>
We empower the diverse communities of Arrakis County by providing equitable access to the broadest range of materials, spaces and services.

<u>Vision</u>
We are the preferred gathering place for engaging in lifelong learning and enjoyment.

<u>Values</u>
Service- We are welcoming and knowledgeable
Innovation- We embrace purposeful change
Collaboration- We seek opportunities to challenge and learn from each other
Integrity- We are responsible stewards of community resources

The Arrakis County Library System aims to become an organization that is committed to the development of its staff and meeting the specific information needs of its diverse patron base. We must commit to leveraging our strengths while we build strategies to address vulnerabilities. Measuring each decision against whether it supports our new goals and objectives. By aligning employee enthusiasm with newly established organizational core values, we will guide the library toward achieving its mission.

Past Organizational Culture and Its Effects

Upon our hiring as Director of the Arrakis County Library System, we noticed that the organizational culture exhibited multiple flaws, including poor leadership, uncoordinated operations, and an adamant refusal to adapt. While most dominant cultures tend to hinder any forms of organizational change, libraries have historically had no other choice but to adapt to the evolving needs of the communities they serve. Our library system is no different; we either embrace innovative ideas and efforts or our services will become obsolete as our communities become more diversified and our world more technologically advanced. We understand that change does not come easily as values, norms, and performance expectations have been established

to the point where reorganization appears to be viewed as too risky and unnecessary for those in power. This has been observed with our high turnover rate among our entry-level employees as leadership's refusal to adapt has brought on complacency and hostility in the workplace. Additionally, two of our newer managers who have established themselves as leaders that value innovation have experienced conflict with those in the upper-level of management, with one of them even being reassigned to another branch entirely. Maggie Farrell, Dean of University Libraries at UNLV, states that "new leaders often step on toes" as their efforts can be interpreted as "diminishing cherished patterns" of an established organizational culture (2018, p. 863). In order for our organization to succeed tomorrow, the mindset of everyone within the organization must begin changing today to one that "welcomes change" (Moran & Morner, 2018, p.160).

The new values that we have adopted for our organization are *service*, *integrity*, *collaboration*, and *innovation*. We feel that these four values can provide our organization with the means to adapt as the emergence of digital technology continues to evolve our communities' needs and those communities become more diversified. As Director of the Arrakis County Library System, we will begin with modeling practices that adhere to these values, such as embracing purposeful change by providing active listening skills when information is shared up the chain of command and then seeing that this information is used effectively to improve our operations (Schein, 1990). As this practice becomes more successful, our hopes are that we can further instill our values by coaching our staff during meetings and providing positive reinforcement in the form of praise during annual evaluations. While performance evaluations can be used to gauge our employees' development, we feel that by also providing annual role satisfaction surveys we may be able to better grasp the amount of pride and contentment they hold in their current positions and whether or not their job descriptions need to be redefined. This way our leadership will become

more knowledgeable about the staff that work directly with the community and they can share any pertinent information they feel is important at that time. If our employees are seeing their coworkers being promoted or receiving raises, we want it known that this is due to a thorough and fair evaluation of each employee's performance, work ethic, and communication skills rather than the old ways of promoting only a select few which has previously led to complacency.

Also, as the director of the library system, we can "gradually erode elements of the existing culture and attempt to bring in new cultural elements, but major culture change at the basic-assumption level will occur only if" we as the director reassess "the senior management that had grown up with the existing culture" and see how their existing opinions and biases may hinder our efforts at promoting cultural change (Schein, 2016, p. 207). Not doing so will limit our ability to properly mature our organizational culture into the one we envision for the future. There are multiple people in leadership positions that have been abusing their authority and even using illegitimate power for their own purposes. There are also instances where it has appeared that the span of control has become overwhelming for management, as they're responsible for too many people and departments. In the current organizational structure, Bernie Sanders is responsible for seven mid-level managers, which could be the reason for him feeling as if he's being set up for failure in his current role (Moran & Morner, 2018).

While the organizational culture is the main focus for now, subcultures will be welcomed due to the regional placement of each different library branch, managerial styles, and community needs. One library branch will have to emphasize service for an agricultural community while another will have college students to tend to. It's important that we decentralize our library system's configuration so that the decision-making process isn't constrained by that of another's

while also making sure that we're fostering the same culture of innovation and creativity as part of our overall culture (service, collaboration, innovation, and integrity).

Additionally, it's our hope that these different branches will provide more opportunity for a diversified leadership. It makes sense to have library staff that reflect the community they serve in order to attract a wider base of patronage and community partners for future projects. Also, by promoting people of color and women into leadership roles, they can better "evolve midlife organizations culturally by assessing the strengths and weaknesses of different subcultures" and then influencing the overall organizational culture by "systematically promoting people from that subculture into key positions of power" (Schein, 2016, p. 240). Diversity of subcultures can therefore be advantageous for organizations with new leadership and a changing environment, although this process of change will need time to properly develop. As these new leaders begin to have shared learning experiences, the hope is that these experiences will reinforce the newer cultural norms and assumptions going forward (Schein, 1990).

To further embed our diversity and inclusion initiatives, our new organizational culture needs to welcome outside perspectives that will supplement our established values of collaboration and innovation. Simply recruiting people of color will not suffice. We need a plan that will allow us to retain a broad perspective on how to serve multicultural needs and that can only occur through recruitment, retention efforts, and reflecting on what has worked and what has not so that we're constantly forming successful relationships within our organization. Effective socialization efforts will need to be implemented first, so newcomers understand our culture and how it works in order to become successful working with others (Boyd et al., 2017). "For the [newcomers] to fully acclimate to the library's organization, structured mentoring is the most optimal" (Boyd et al., 2017, p. 478). We currently have one staff member, Ben Franklin, who serves as an unofficial

mentor for new hires. His leadership skills and fluency in Spanish can help establish peer relationships between our current employees and those who have just joined us. By establishing proper mentoring relationships with new hires, we will demonstrate how we value them as individuals while also providing the right opportunities in order for the socialization process to take effect, optimizing our chances of retaining them. Furthermore, the more we are able to maintain diversity among our employees, the better chance newcomers will be able to establish mentoring relationships with those that they can relate to. This includes elevating diverse identity types into managerial positions through promotions, which will become a norm and help to further motivate everyone to consistently provide top-tier services.

Evaluating the Existing Organizational Structure

To determine the necessary steps for the new organizational structure of the Arrakis County Library System, it is first necessary to examine the existing structure. The existing hierarchy (see Appendix C) shows that the greatest power is focused among four upper level managers and the director. First there is Bernie Sanders, a dedicated and capable employee, who is tasked with managing three branch managers and four departments for the entire library system. While he is clearly essential to the library, he has indicated that he may look for different career opportunities due to work-related stress. The next manager is Melvil Dewey. Although Dewey only manages a single clerk, he is a significant part of the *de facto* structure of the library. In the past he used his personal relationship with the previous director to have Jane Austen moved to a different branch. He is also known to be a bully and likely has a large impact on the organizational culture and many decisions that are outside of his official purview. The third manager, Vlad Harkonnen, manages Technical Services. Vlad does not seem to be very interested in digital resources or technology programming, so his value to the library's structure

is unclear. However, Technical Services remains an important aspect of the library's structure given its duties handling basic library operations and its potential for innovation with regards to the library's digital resources. Finally, there is Lady Bird Johnson, the Systems/IT manager, whose department will only be of increasing importance as the library uses technology more often to help patrons with their informational needs and entertainment.

For each of the main management positions there are areas of concern related to the role, the occupant, or both. In the first place, the current structure relies too heavily on Sanders' position. If for some reason he fails in carrying out the library's mission, then so too does a majority of the library. In addition, the strain of so much responsibility is increasing the likelihood that he will leave the library and its structure could implode. Dewey on the other hand presents a problem because he carries more authority than he should. His habit of bullying and using personal relationships for gain are contrary to the library's core value of integrity. He may well cost the library valuable employees if left unchecked and undermine the authority of others. Harkonnen presents a problem since he shows no zeal for digital resources or technology programming. This undermines the library's core value of innovation, since he perpetuates a culture of stagnation. He is also a drain on the Director's time since he requires excessive management in order to perform his duties adequately. Lastly, Johnson's position as Systems/IT manager is not prominent enough. IT is increasingly important to patrons' informational and entertainment needs, and it is important that the structure reflects the needs of the community. Johnson is interested in having a larger role in the library, and a greater role for her department might be a welcome change for her. However, Johnson's tendency to neglect her work in favor of helping others with theirs might interfere with her most important duties.

On the whole, the Arrakis County Library System's existing structure is mechanistic in nature. There is a clear hierarchy, with authority and information running vertically. Within this hierarchy, there is division of labor based on specialization. In many ways the existing structure is a bureaucracy, which focuses on an impersonal approach towards operating the library (Moran & Morner, 2018, p. 197-9). In other words, the people conform to the structure rather than vice versa. Seven lower level managers are under the control of Bernie Sanders, and here we do see a glimpse of a more horizontal structure within the overall vertical structure. While the labor has been divided horizontally, there are no clear means of communication between these seven managers and as a result Bernie's span of control is too broad. While this type of library structure has historically been widely implemented, that does not mean that it is inherently the best option for the Arrakis County Library System, and other options must be considered (Moran & Morner, 2018, p. 201).

Determining the Best Structure

In order to find the most appropriate organizational structure for the Arrakis County Library, we must ensure that whatever structure is adopted aligns with the mission of the library, namely to "*empower the diverse communities of Arrakis County by providing equitable access to the broadest range of materials, spaces and services.*" Bureaucratic, mechanistic organizational structures, like the existing structure, are most suitable in stable environments that seek to produce a uniform product (Moran & Morner, 2018, p. 195). The mission statement, informed by our analysis of the community, mentions diversity and a broad range of materials, etc. because Arrakis County is a diverse community. The uniform product of the existing structure and the diversity of the existing community are the chief reason that a new organizational structure is in fact needed to carry out the library's mission.

To meet diverse information needs, the organization itself must be capable of providing diverse sources of information and ways to access them. Because this precludes uniformity, the members of the library system must have some autonomy to operate and more of a voice in decision making. This requires information flow up the hierarchical structure as well as sharing of information horizontally and laterally. In order to achieve this, the hierarchical structure will have to flatten, and methods of horizontal information transfer must be introduced, such as committees (Moran & Morner, 2018, p. 202-3). As it happens, this aligns perfectly with one of the four core values of the library: *Collaboration*.

Another of the library's new core values, *Innovation*, is also somewhat stifled by the existing structure. In order to bring about innovation, power and authority must be split up to some degree to allow more people a voice. This can take place in two ways. First, there must be more than four upper managers, and among these there must be collaboration and a sense of teamwork. Secondly, the culture of bullying or using personal relationships for gain must end and employees must know that their position and compensation will be determined by their professional merit alone. The existence of different branches within the library system is also an opportunity for innovation, provided that each system is given enough relative autonomy to explore creative solutions to their unique problems.

Innovation is also of great importance in an age of libraries that have had to adapt and grow along with the constantly evolving digital culture. This is an area in which the Arrakis County Library System is lacking in particular. Its organizational structure does not reflect a commitment to meet the current needs of patrons in this regard. For this reason, the Technical Services Department and the Systems/IT Department will need to grow and change. In other

words, the overall structure must reflect that these departments are now pillars of the library's

mission rather than background support.

Phase I - Evaluating HR Policies

The transition of the Arrakis County Library System from a vertical, mechanistic

structure to a more organic, horizontal structure will require time and careful planning. The first

stage will focus on evaluating the existing operations and employees with respect to the library's

mission. This evaluation will happen over the first year of our contract with the library and in

addition to evaluating the organizational structure, we will evaluate the library's HR policies

related to hiring, employee reviews, and diversity.

Job Listings and Interviews

The first step of the hiring process to consider are the job descriptions (see Appendix E).

These should cover the essential duties and responsibilities of the position. The description

should give all pertinent information about daily responsibilities, making sure that potential

employees are able to envision the job realistically (Moran & Morner, 2018, p. 231-3). It should

make clear that the library does not discriminate on the basis of race, color, creed, sex, national

and ethnic origin, age, disability, political affiliation, religious affiliation, or any other

characteristic protected by law, both during the hiring process and throughout employment

(Moran & Morner, 2018, p. 291). These job descriptions should be posted prominently in

different places for at least four weeks to ensure that the greatest number of eligible candidates

can view it and to prevent a biased approach to finding candidates. The only cases in which this

is not necessary is in the case of an internal promotion/hiring. In these cases, there should still be

a job interview, but current employees may be considered first.

The applications themselves should be screened by a relevant committee, consisting of at

least two of the three of the following: the future employee's supervisor, a manager from a related area, and the Director. Resumes should be screened for the requirements of the position, education, and experience. The hiring committee may also screen based on the candidates' alignment with the core values and mission of the library but may not screen on any prohibited basis (Moran & Morner, 2018, p. 239). The interviewers must ask all candidates the same questions and interviews should take place under equal conditions. One way that the library may do this is by holding group interviews in which several candidates are interviewed simultaneously, each taking turns to answer the questions. Open ended questions are preferred as they give candidates an opportunity to describe their value to the organization and to bring up ideas that the hiring committee may not have considered (Pearlmutter & Nelson, 2011, p. 45). Personal questions of any kind should be avoided and hiring committee members are expected to hold each other accountable for this. The final selection should be heavily based on which applicant can best meet the needs of the library, and their alignment with the core values and mission.

Onboarding

Having checked references and chosen a candidate for the job, the offer should be delivered verbally, followed by a written offer that outlines compensation, benefits, and library policies. Upon acceptance, the library should complete a background check and begin the orientation process (see Appendix E). This should involve a thorough introduction to library policy, so that new employees know what is expected of them and are aware of the mission and values of the library. Orientation should also include introductions to relevant personnel, so that the employee can gain a better understanding of the organizational structure and feel comfortable with their peers and supervisors (Moran & Morner, 2018, p. 250). One way of accomplishing

this is through a new employee scavenger hunt in which new employees perform a variety of

tasks that acquaint them with library resources and staff. By making onboarding more

memorable, it is likely to help employees retain useful information more easily. It also creates an

atmosphere that is more favorable for forming genuine relationships with other staff members.

Equity, Diversity, and Inclusion

A large part of the library's mission, and an important issue to the ALA, is equity,

diversity, and inclusion. In order to meet the information needs of Arrakis County, the library

must represent all of the communities it serves (American Library Association, 2008). When it

comes to hiring practices, it is essential that we attract job applicants from diverse communities.

This is not simply a matter of matching demographic statistics and hiring statistics. Instead, this

means changing hiring practices so that the candidates chosen appreciate diversity and recognize

its importance (see Appendix E). By including these values in job descriptions and in the criteria

with which we evaluate applicants, we can promote diversity within our library system and bring

about a change similar to that at the University of Arizona (Larsen, 2017). Through ongoing

education and practice, equity, diversity, and inclusion will become woven into the

organizational culture

Employee Evaluations

Employee evaluations are the next step in the new members relationship with the library

(see Appendix E). These will be conducted on an annual basis, and follow the same general

procedure as hiring. First, employees will complete paperwork describing their strengths and

weaknesses, and their level of satisfaction with the job. This paperwork gives staff members the

chance to give feedback and vice versa. Upon completion of the paperwork, the review should

take place under the same conditions as an interview, in which the supervisor(s) and director are

able to ask the employee to demonstrate their worth. Just as importantly, the review allows the library to track the satisfaction of employees and to make sure that the right person is doing the right job (Moran & Morner, 2018, p. 255).

Phase II

Step 1 - Reducing Sanders' Span of Control

With the successful drafting of HR policies and a good sense of the problems with the existing organizational structure, the next step of the restructuring process is to ease the burden on Bernie. A simple way to reduce his workload is to have the three branch directors report directly to the Director instead of through him (see Appendix E). This frees up his time to work on managing the Reference, Circulation, and Children's departments. It also gives the branch managers more autonomy and the chance to give direct feedback to the Director, which means the Director can keep in touch with the whole library system more easily. As part of this change, the branch managers will also meet as a committee at least once a month, and ideally more often on an informal level.

Step 2 - Adding a Chief Learning Officer

The next step in restructuring is to remove the unofficial library structure that has caused so many problems for the Arrakis County Library. This means the termination of Melvil Dewey's contract with the library. His conduct in the past is in direct conflict with the library's core values , and his removal will signal to all of the employees that real change is happening. This should satisfy the clerks and techs that want real change. However, this will require someone to take up his responsibilities as business manager (see Appendix E).

To fill this role, we intend to hire a Chief Learning Officer (CLO), who will assume some of the business management responsibilities (Farrell, 2017). The rest of Dewey's responsibilities

will fall to the branch managers and the Director. However, the CLO will reduce the Director's

burden by assuming the bulk of the responsibilities relating to ongoing employee development.

The CLO will work in the department of Public Outreach, which will also be moved to the

Director's supervision rather than Bernie Sanders', and collaborate with the Director as well as

the Branch Managers to implement training for staff (see Appendix D). They will also create a

system wide procedural handbook outlining the day to day operations (Farrell, 2017, p. 383-4).

This will streamline onboarding for future employees and ensure that the library does not need to

rely on only one person for any critical operation.

　　　　While not ideal, we cannot afford to pay the new Chief Learning Officer as much as

Dewey due to the upcoming budget cut. However, we can eliminate the position of Board

Secretary to relieve some of the budgetary stress. The Board Secretary adds little support to the

board or the current director. While the position could be adapted to serve as a better assistant for

the director, this does not make sense from the taxpayer's perspective. For them, this position

does not provide much added value to the library and must therefore be eliminated given the

restricted budget. The position of genealogy reference librarian, currently occupied by George

III, will also be eliminated due to budget cuts and his workload can be absorbed by the other

reference librarians. Lastly, Andrew Carnegie will be let go and his position will be filled by a

new employee for budgetary reasons (see "Budget and Timelines).

Phase III - Merging IT and Technical Services

　　　　The final step to complete the restructuring process is the combination of IT and Tech

Services as one department (see Appendix E). Under the new department head, this division will

handle technology programming to meet the technology needs of the community, as well as

handle the internal technology needs of the staff. Lady Bird Johnson will serve as the interim

head of this new department. She has expressed a desire for increased responsibility, and if she can perform well and not neglect her work to help others, then she may be promoted to the official head of the department. To do so, however, she will have to compete for the job against outside candidates. This will ensure that should she not be a good fit for the role the library will have other options. As part of the restructuring, Vlad Harkonnen will also be leaving the library. While he has an MLS, unlike Johnson, he is not implementing technology programming and is significantly lowering the value of the library to its patrons. The termination of his contract will also free up much needed money for the budget.

The end result of the restructuring process will be a broader, less centralized structure that still retains a hierarchy. It will increase communication between the branches and members of staff and will improve the overall efficiency of the Arrakis County Library System. The new system will ease the strain on the budget by eliminating four positions and only adding one. The structure is designed to improve the quality of service that the library system provides to its system, and while it may be better than the previous system, there is always room for improvement. It is important that the structure remains adaptable and is evaluated regularly to ensure that the public is getting the best possible place for engaging in lifelong learning and enjoyment.

Professional Development and Management Style

In conjunction with the reorganization of the Arrakis County Library System and the development of a new strategic plan, an evaluation of current and desired managerial practices and behaviors must be conducted, as managers set the tone for the rest of the organization. By identifying toxic management behavior and replacing it with healthy management and leadership methods, we can better encourage employees to meet personal and professional goals and

cultivate leadership skills among staff members by shifting the focus from gaining personal power over others to ethical decision-making, self-reflection, and open communication.

Discussion: The Toxic Triangle

The Arrakis County Library system suffers from a toxic triangle that is the direct result of the previous director's toxic leadership. The previous director surrounded themself with managers they could exploit, exemplified by Bernie Sanders, or with managers that shared a similar worldview, as in the case of Melvil Dewey. Most toxic leaders have some willing followers that allow them to behave in destructive ways. These followers become complicit in perpetuating a toxic organizational culture, either by becoming colluders or conformers. Both a toxic leader and their enablers must be removed for organizational change to be successful.

Melvil Dewey, the Business Manager, is universally recognized as a bully and rumored to have benefited from favoritism by the previous director. In addition, he has previously used his position of authority for personal gain, allegedly requesting a co-worker he did not like to be moved to an entirely different branch. Dewey is clearly a toxic manager that must be removed from his position. His harmful behavior has eroded the integrity of the library's organizational culture and, if allowed to stay, would undermine the reorganization of the Arrakis County Library system. We must also consider the employees that benefited from his exploitative-authoritative management method. Laura Bush, the Board Secretary, seems to have been hired as a result of favoritism, having been best friends with the previous director and not doing her required work. Bush behaves as a colluder within the toxic triangle, as she seems to share a similar world-view as Dewey, thereby benefiting from his leadership. Bush will be removed when her position is dissolved through the reorganization. As the Technical Services Manager, Vladimir Harkonnen has failed to embrace the digital technologies and programming crucial for

the future success of the Arrakis County Library System. Harkonnen is a conformer within the toxic triangle, where he has shown low maturity by exploiting the lack of managerial guidance and follow through to avoid accountability. When the Technical Services department and IT merge to create a singular department, Harkonnen will be removed from his position. By only implementing programs that favor a privileged population, Andrew Carnegie has exhibited harmful behavior that will invariably undermine our newly adopted shared values and mission. Carnegie behaves as a colluder within the toxic triangle, where his actions preserve the organization's environment of stagnation. He will be removed from this position since his behavior fails to align with the new shared values of innovation and service. While George III, the Genealogy/Reference Librarian, may not be in a management position, his behavior as a gossip and complainer contributes to organizational instability. His behavior must be addressed immediately and determined whether he is able to align himself with the new core values of collaboration and integrity.

Establishing a healthy and supportive method of management during a reorganization is crucial, particularly when identifying and removing toxic leaders and employees. Personnel changes and department restructuring, both good and bad, can produce anxiety and create stress and employee unease. Transparent and thoughtful methods of management can ease this stress by helping employees develop a personalized plan for their success and recognize their role within the new organization. The path-goal theory of leadership explains that "effective leaders clarify the path to help followers achieve work goals, and they ease the journey along the path by handling any obstacles" (Moran & Morner, 2018, p. 347). Developed by Robert House, the path-goal theory acknowledges that each employee has a special set of circumstances that require a leader to be flexible and use different leadership behaviors depending on the employee and the

situation. House identified four types of leadership behavior that are useful in motivating employees: directive, supportive, participative, and achievement-oriented. A manager can increase an employee's job satisfaction by expertly using a variety of leadership behaviors that are tailored to employees and their work environment.

Since the Arrakis County Library system has both recently hired and long-term employees, different management behaviors will be necessary to meet the professional needs of each employee. The path-goal theory generates trust and emotional security, desperately needed during a reorganization, by offering clearly defined work goals and dedicated management support in achieving these goals. Another key component to path-goal leadership is intertwining personal payoffs with work-goals: connecting meaningful rewards to goal accomplishment. (Malik, 2012, p. 360). This can be powerful in an organization where employees and their development have been neglected. In the case of the Arrakis County Library system, actions will have more impact on rebuilding employee morale and motivation than words. New organizational values must be woven into tangible plans that consider individual employee achievements and rewards as necessary to the organization's success: essentially the Arrakis County Library system cannot meet its goals if its employees are not meeting their personal and professional goals. Implementing clear employee plans increases transparency and open communication, while reducing job ambiguity, all of which will produce integrity within the reorganized Arrakis County Library system. It also allows for a feedback loop to ensure that employee pay-offs and work-goals are aligned with new organizational values and the overall mission of the library system.

Discussion: Motivational Theory

Recognizing that the restructuring of the library system brings with it a level of uncertainty, the leadership team has begun creating resources to clarify the direction of the organization as a whole. Among these are a new strategic plan and the adoption of new mission, vision, and values statements. Additionally, the organizational structure has been adjusted to reallocate resources which directly support these shared goals. Internally, the creation of the Chief Learning Officer position and the removal of managers exhibiting toxic behavior signals the Arrakis County Library system's commitment to innovation and employee development. Taken together, these actions are laying the groundwork for collaboration between frontline and management levels of the organization and opening up their lines of communication.

Having shared the direction of the organization, consideration can now be given to how goals will be achieved. New patterns of behavior and standards of performance are needed to move away from the previously toxic culture. This is true across all levels of the Arrakis County Library system. Clear job descriptions and regular performance appraisals can be used to communicate expectations going forward. Each of these provides clarity about responsibilities, an opportunity to begin developmental conversations with employees, and provides a forum for managers to learn about individual employees and consider which leadership style will be most effective when coaching them (Moran & Morner, 2018, p. 307). It's also an appropriate time to begin aligning the personal goals of the employee with those of the organization.

In order to reform the toxic work environment previously discussed, rewards are needed to encourage employees to achieve new organizational goals. While the transition to a healthy and high achievement culture will take time, Ibarra (2016) argues there are a predictable series of steps that people will move through. She identifies employee recognition of the gap between the

current state and a desired future state as an important first step (p.166). In terms of employee performance, the appraisal process will identify gaps in current behaviors and future job expectations, providing employees with the understanding that behavioral changes are required. It will be the manager's responsibility to discover how to motivate each individual and provide guidance on their way to success.

While motivation will be different for each employee, Locke's goal setting theory is a flexible tool that can be adapted to structure coaching and development based on individual needs (Moran & Morner, 2018, p. 324-325). Based on the idea that specific goals will improve employee performance, the model requires successful goal-setting as incorporating the five components of clarity, challenge, commitment, feedback, and complexity. Returning to the example of the performance appraisal discussed above, once a gap in performance has been identified a manager and employee could use the goal-setting model to map out the specifics of how to improve performance. Using the five components of effective goal-setting the two would work together to agree on the details and scope of the goal, as well as establish a timeline for when the goal is expected to be completed. Additionally, a process to provide two way feedback throughout the process would be established. Much of the goal setting process can be directly tied to our core value of collaboration. Using this goal-setting model is a concrete example of how our organization is expected to work together and support each other when pursuing challenging goals at the personal or organizational level. Because goals are created together and there is an expectation that both parties contribute toward achieving them, employees feel supported and are likely to feel a greater level of commitment. Alternately, managers understand what type of coaching to provide and are able to develop a team that performs at a higher level.

Through investing in relationships with employees, managers gain important insight into how to lead and motivate their teams. It is crucial to the success of the Arrakis County Library system that ongoing employee development becomes a part of the professional culture. Alongside the more formal goal-setting process, management should also remember that employees also need there to be meaningful personal connections in the workplace (Moran & Morner, 2018, p.308). Creating less formal activities that allow for socialization can be a useful tool in building camaraderie. Events like annual employee picnics or parties are examples and a way to demonstrate appreciation. Similarly, regularly scheduled "coffee chats" with small cross-sections of the staff can provide opportunities for informal feedback and the opportunity to connect across departments.

Developing a Management Succession Plan

Leadership is an important aspect of any organization, and often consists of a relatively small number of people from an organization. In the case of the Arrakis County Library System, the top of the leadership structure, the Director, consists of only one person. While the leadership of an individual can help provide unity of direction, it can become problematic if the organization becomes too reliant on the specific individual who holds the top leadership position. In order to provide long term stability for the organization, it is essential that a succession plan is in place for the position of Director, and other prominent positions, in the case of a retirement or other transition.

For the Arrakis County Library system, this management succession will focus on developing the talent and leadership skills of staff at all levels of the library for future positions and keeping the potential successors within the organization, which has been a more common approach to succession management in recent years (Hawthorne, 2011, p. 8). The director, board,

and upper managers should be included in designing the management succession plan. The first step is to develop a plan for determining how to develop a management succession program. This means evaluating which positions are critical to the success of the library, and determining what qualities and skills are necessary for any future position holder, as well as which positions are likely to become vacant first. At a minimum, these critical positions should include the Outreach Coordinator, Technical Services/IT manager, Public Services Manager, the three branch managers, the Children's Supervisor, Reference Supervisor, and the Circulation Supervisor.

The implementation of a management succession program should be easy for employees to understand rather than too focused on details. First, it should evaluate existing employees to determine if they would potentially be good candidates for management positions. The goal is not to replace specific positions with specific people, but rather to help employees develop their professional skills for the next level. This sets the library up for success since it greatly increases the likelihood of having qualified candidates who can interview for internal positions that become available. By being an active participant in the staff's development, the organization can teach the staff member more about the library's values and mission, thus building a more stable and long-lasting organizational culture.

In terms of specifics, this can take the form of finding and funding educational opportunities for employees. In addition there are opportunities for offering job-specific training to acquaint potential managers with higher positions, as well as opportunities for managers to mentor developing staff members. What makes mentoring and job-specific training so valuable is that they do not require a strain on the budget, and they are valuable sources of community building within the organization. An equally important part of having a succession plan is

evaluating how well it is working with the employees who take part. Within the employee's annual review, this component of their job can be addressed to give the organization a chance to understand how effective the program is and if employees perceive it as valuable. In the longer term, the library system should track how often the program effectively helps to fill vacancies, and the program should be evaluated annually by the supervisors, board, and director.

Normative Ethical Framework

The previous leadership had established a culture where unethical behavior had become the norm which could be seen in the frequent turnover of the entry-level professional staff, an insufficient evaluation system, and favoritism when providing promotions and salary increases. While we have implemented changes to our organizational culture that has set behavioral expectations for how the Arrakis County Library System will operate going forward, there also needs to be an overhaul of the ethical norms within our organization so that the decision making process becomes consistently ethically sound. While the individual rights, social justice, and utilitarianism approaches are all great for establishing strategies to make ethically sound decisions, our organization will take an approach where we can utilize whichever framework is most appropriate for a given situation in order to minimize the occurrence of perceived ethical dilemmas (Moran & Morner, 2018, p. 365).

Our staff development process will follow the individual rights approach in order to provide each employee with a fair chance for career advancement (Moran & Morner, 2018, p. 372). Through annual evaluations each employee will be provided the opportunity to communicate with their immediate supervisor regarding their job performance, their goals for the following year, and how they believe their supervisor can support them in achieving these goals. This communication channel will allow our current employees with an opportunity to work on

specific tasks that their supervisor believes will strengthen their chances of being considered for a promotion in the future. Also, if the employee has any inclination for transferring to another department in the near future, they can request their supervisor to assist them with this transition by introducing them to that department's head and relaying the desire for the transfer.

When it comes to the hiring process, we will lean towards the utilitarian approach by hiring, or promoting, the best possible candidate for the position rather than simply promoting from within the organization. While job openings will be communicated internally before being publicly listed, we will also make the conscious decision to seek out candidates that will diversify our workforce in order to appropriately represent the communities we serve. Therefore, our internal candidates will always be motivated to prove themselves while at the same time the scope of our search will also be broad enough to lure the best candidates. If the ethical dilemma of choosing between two equally qualified candidates arises, we can always defer to the one that is either already a member of our organization, or the candidate that would meet our goal of diversifying our workforces, whether it's a person of color, a polyglot, or a female applying for a managerial position.

Salary increases will be determined using a social justice approach in order to fairly compensate our employees (Moran & Morner, 2018). To ensure that we will fairly compensate our employees we will only provide raises solely based on title and the number of years they've been in that position. The number of years they've held their specific position will then determine where on the pay scale they fall after each successful evaluation. This will allow us to determine an equal male to female salary ratio that is not skewed in favor of our male employees. Also, those that want a higher salary scale will be motivated to work towards a promotion rather than simply receiving a raise every year for as long as they've been with our organization.

Table 3

Example salary scale for Tech position

Tech	$25,000	$26,500	$28,000	$30,000	$33,000	$35,000*

Note: Example and not actual salary amounts (*signifies top of pay scale)

Leadership Style

We took the emotional intelligence quiz provided by the Harvard Business review (Harvard Business Review, 2015) and the personality type quiz based on Carl Jung's and Isabel Briggs Myers' personality type theory provided by Humanmetrics Inc. (Humanmetrics Inc., n.d.b) to assist with self-reflection regarding our specific management and leadership style. The emotional intelligence quiz measures five competencies, including emotional self-awareness, positive outlook, emotional self-control, adaptability, and empathy. The results of these tests were averaged and are summarized in Appendices F and G.

Emotional intelligence can be defined as "the ability to sense and understand and use our own and other's emotions, including acknowledging and valuing these feelings" (Flowers, 2000). Within an organization, emotional intelligence can be used as a tool to manage the "emotional climate" of the organization by promoting self-awareness and effective leadership skills (Kreitz, 2009). By identifying our own strengths and weaknesses with regards to the five emotional intelligence competencies, we can identify potential areas of growth that may help us become a better manager and leader. Because we aim to foster collaboration and personal growth among our team, we can also encourage staff to take this quiz to highlight their own leadership qualities and potential for growth.

The emotional intelligence quiz revealed that our highest-level competency is empathy, followed closely by positive outlook. We can utilize these strengths to have positive

conversations and learn from others within our organization, which will encourage upward communication so that we, as director, can benefit from the knowledge and expertise of staff and mid-level managers while receiving feedback and questions (Moran & Morner, 2018). Our area with greatest potential for growth is adaptability. Because we are a new director with prior experience outside of the Arrakis County Library System, we have our own experience and biases and may have trouble adapting to this particular library structure, which may be a partial motivator for our desire to reorganize this system. It may be wise to reflect on each desired change to the system and ensure that the change will in fact be beneficial to the library and will not simply satisfy our own desire to see the organization conform to our own pre-determined ideals, however, we must maintain our position that some change is necessary while acknowledging that change can be difficult. We can use empathy and positivity to take this journey alongside staff and encourage them to innovate and collaborate to explore the possibilities and find what works for us as an organization.

The personality type test showed that our personality is INFJ, which stands for introversion, intuition, feeling, and judging. INFJs are thought to be empathetic and enjoy helping others and building systems of people and common values (Humanmetrics Inc., n.d.a). The intuition and feeling attributes indicate that we make decisions more abstractly and based on emotion more than on logic. These attributes may show a caring and empathetic side that is consistent with the results of the emotional intelligence quiz. It should be noted that in communicating with others, particularly subordinates, that some people require a more structured and logical communication style, particularly in explanations of decisions. The judging attribute indicates that we are more organized and prone to stick to plans rather than improvise or act with spontaneity, which is consistent with our lower adaptability emotional intelligence competency

score. The introversion attribute may explain sudden withdrawals into ourselves if demands on us become too great and should remind us to take some personal time before coming back to work refreshed.

Budget and Timelines

The Arrakis County Library System Fiscal Year (FY) 2020-2021 operating budget will be reduced by 15%. Budget cuts will affect numerous positions, leading to a re-evaluation of the organizational chart. Budget cuts will also affect physical and electronic resources but will not affect essential expenditures or funds related to staff professional development, marketing and promotion, or public programming and outreach. A table of itemized operational expenditures can be found in Appendix H. A revised organizational chart can be found in Appendix D. In addition to these reductions, we will be exploring and implementing additional sources of income and cost-saving measures to compensate for the reduction in our operating budget.

Position Changes

The following positions will be eliminated and the staff in these positions will be let go.

- Board Secretary (Laura Bush)

- Business Manager (Melvil Dewey)

- Technical Services Manager (Vlad Harkonnen)

- Genealogy Librarian (George III)

The reasons behind letting these individuals go are detailed in Section 4 of this report (See "Evaluating the Existing Organizational Structure"). The total reduction in our operating expenditures for eliminating these positions is $311,000 in salary and benefits. Position responsibilities will be absorbed into other positions, including a shift in responsibilities from the Business department to the Outreach department, the merging of Technical Services into

Systems/IT, and the addition of genealogy reference duties shared among remaining reference librarians.

One additional staff member will be let go, but the position they inhabit will be refilled at a lower base pay. This is Andrew Carnegie in the Outreach Coordinator position. Currently the lowest salary for an upper level management position is $49,000, however, because the Outreach Coordinator will be supervising the new supervisory Chief Learning Officer position (which has a base pay of $49,000), the Outreach Coordinator position will have a higher starting salary of $54,000. More detail regarding pay scales at various levels within the organization is included later in this report, but for now we will state that the beginning salary for the Outreach Coordinator position will be $54,000. The reduction in our operating expenditures for this change is $2,000.

One new position will be created, the Chief Learning Officer position. This will be a mid-level supervisory position with a base salary of $49,000. The total addition to our operating expenditures for this change is $69,000.

Several positions will be moved or altered in title but will not be subject to any changes in salary. Two clerks that were originally working under Vlad Harkonnen in Technical Services will be moved to Technical Services/IT under Lady Bird Johnson. The amount of work that these individuals take on and their current salaries indicate that their position titles should be "Tech" rather than "Clerk." The single clerk that has been previously working under the Business Manager will be moved to work under the new Chief Learning Officer supervisor. The Reference Tech Freda Walden also will be moved to Technical Services/IT to help support that department, bringing her 8 years of experience to this newly merged department with a fairly new manager. Removing her from the Reference department may help to break up a potentially

problematic culture. Because of her excellent customer service skills, she will be an invaluable member of the Technical Services/IT department and can help train staff in customer service. In the future we hope to periodically move staff around to cross-train others and encourage relationship-building between departments while discouraging the formation of cliques. No changes to the operating expenditures is expected as a result of these changes.

Although we greatly value every member in our organization, we will need to make some reductions in hours to several support positions. This includes moving one clerk and one tech at each branch from full-time to part-time, as well as three clerks in the Circulation department. With two additional vacancies in the Outreach department, our desire to prioritize internal candidates for filling vacant positions should encourage several of our staff to take the initiative to move up in the organization, leaving more positions available for support staff who wish to advance. In order to encourage our own staff to remain within the organization, we will be investing in staff development and education, which is reflected in the creation of the Chief Learning Officer position and in the budget item for staff development, which will be explained later in this section. These changes will reduce our operating expenditures by $268,500.

Because a leader cannot ask his or her staff to accept change unless the leader is also willing to accept change, we will be cutting the director's salary by $13,000.

Looking forward past FY 2020-2021, we expect some staff to consider potential position changes, but these will be brought up during the annual review process or when they come up organically. For example, we expect Jacob Grimm, a Children's Tech, to eventually want to move to another position after he finishes his MLS degree. We may end up changing his position or moving him to another position and if this occurs we will not fill or maintain the newly vacant Children's Tech position. Another potential change might be to consider swapping the small

branch manager, Wellington Yueh, with Circulation Supervisor Ben Franklin. Because Wellington Yueh is more inclined to work in the back but has managerial experience, we feel that the Circulation Supervisor position may be a better fit for him. Likewise, Ben Franklin is more outgoing and has supervisory experience and may be a positive addition to our Stilgar Branch Library. These are mainly hypothetical situations, but we are open to discussing further reorganization of staff as increased and more regular communication with staff may bring up potential issues and opportunities and we must be open to considering the needs of our staff.

Assessing Pay Equity

In order to prevent favoritism in implementing raises, the following pay scales based on years with us will be used to determine pay raises. These pay scales were determined based on current pay rates and pay for supervisory positions is based on supervising no more than four full-time employees and may be subject to change if supervising more than four full-time employees. Pay scales are summarized in table 4.

Table 4

Pay scale for support clerks.

Position	Number of years				
	0-4	5-9	10-14	15-19	20+
Support clerk	$28,000	$29,000	$33,000	$38,000	43,000
Support tech	$33,000	$34,000	$38,000	$43,000	$48,000
Non-supervisory professional staff (non-MLS)	$37,000	$38,000	$43,000	$48,000	$53,000
Non-supervisory professional staff (MLS)	$42,000	$43,000	$48,000	$53,000	$58,000
Mid-level supervisory	$49,000	$50,000	$54,000	$59,000	$64,000

Upper-level management	$54,000	$55,000	$59,000	$64,000	$69,000

There are three staff members that do not appear to be making an equitable amount compared to their peers who will receive raises. This includes Small Branch Manager Jane Austen, who makes less than her counterpart at the other small branch. She will be receiving a raise of $5,000 to establish a base salary of $54,000 for this upper-level management position. Both Leto Atreides and Ben Franklin, who will both be receiving $1,000 raises to establish a base salary of $49,000 for a mid-level supervisory position with a raise to $50,000 after five years with us.

These pay increases are mainly to improve pay equity throughout our organization and these pay scales were developed to eliminate favoritism. Looking forward, these pay scales may be adjusted based on state, regional, and national salary survey data (American Library Association, n.d.). Some positions may be determined to be more work or candidates are hired with a significant amount of experience and the pay scale may be adjusted in that case.

Additional Itemized Expenditure Reductions

In addition to changes in staff and staff salaries, we have determined expenditure items that may be reduced. These changes are tabulated in Appendix H. Two items that will be reduced by 15% are the electronic resources software and databases. Our software expenditures are mainly utilized for pre-installed software packages and cannot be reduced more than 15%, but this reduction still allows for the work to be done. Most of our database access is provided by the State Library, so a reduction of no more than 15% will not have a significant impact on database needs.

Budget items that cannot be reduced are contracted services; phone, internet, and utilities; equipment repair; operational supplies; and emergency fund. Other items that may be changed

but will not in order to uphold our core values include marketing and promotion, staff professional development, public programming and outreach, and e-books. Remaining items will need to be reduced by 30% to make up the remaining cuts and include print resources, and audio/video materials.

Additional Potential Income Sources and Cost-Saving Measures

Some ideas for fundraising come from Kernochan (2016):

- Establishing a Library Foundation, with financially generous board members.

- Hiring experienced financial development officers.

- Establishing a Friends of the Library association.

- Applying for governments, trust, and foundation grants.

- Pursuing joint ventures or sponsorship opportunities with private companies.

- Open cafes or bookshops premises; hire staff out as knowledge management consultants, conduct research, sell reproductions of photos from our collections, sell merchandise.

- Renting conference/event space.

- Selling ad space on bulletin boards or in library newsletters.

- Charge fees for regular services.

Grant-writing may be included in the new Chief Learning Officer's job duties. The Outreach Coordinator, in absorbing some of the Business Manager's duties, will help in drafting a development plan, which will help us to establish our needs and fundraising capacity and invest in long-term planning in exploring more diverse revenue streams (Hall, 2013). We will seek to fill this position with a candidate who has a strong financial development background. This position will also seek to establish relationships with local businesses and establishments and encourage financial support. By building and strengthening ties to local businesses, we will

increase our presence in the community and any financial support we receive can be used to develop programs that target underserved populations within our communities.

The second floor of the main branch can be rented out as event space and we may consider placing a cafe and/or a small store on the second floor of the main branch library as the space allows. We may accept donations to sell in the store along with weeded materials and other merchandise that we might produce, such as photo reproductions, calendars and bookmarks. We may also accept donations for books and other materials to add to our collection, and before purchasing any new materials we will encourage staff to add the materials to a "wishlist" that we can circulate to potential donors.

We will also establish late fees for our main branch as an additional source of income to cover a portion of our materials budget, although this will not extend to our smaller branches, where more remotely located patrons may have a harder time returning materials by the established deadlines. Alternatively, we could establish late fees at all branches and extend deadlines at the smaller branches. Although the ethical ramifications of "income-generation" in public libraries is hotly debated in the US (Pautz, 2014), we feel that providing each patron with the same amount of time to enjoy their materials and discouraging them from keeping materials from our other patrons helps to fulfill our mission of "providing equitable access to the broadest range of materials." With that being said, we will have to constantly reassess our late fee policies to ensure that they are not interfering with our larger goal of providing access to information. We will establish a cap to the fees to avoid creating undue financial hardship for our patrons.

To supplement some of the work done by staff whose hours have been reduced, we will establish a volunteer program, coordinated by the Circulation Supervisor. We will strive to build

relationships with nearby universities and high schools to encourage students to volunteer or work at our libraries. We may seek grant funding to support paid student internships. Traska (2015) argues for an expanded role for members of the Library Board, including fundraising. Board members should play a significant role in ensuring the long term financial success of the library. Local tax revenue has proven to be undependable, and both the board and library management should seek additional sources of funding such as establishing long-term endowments and grants from charitable foundations (p. 36).

Conclusion

The fate of future library systems is intrinsically linked to the communities they serve. While libraries have historically been hesitant to change their organizational structure and management methods, they no longer have a choice. Most libraries must undergo some type of introspection and subsequent reorganization to help them stay relevant within their community. The Arrakis County Library system is no different. We have provided a step-by-step plan to our reorganization that will ensure that the Arrakis County library system not only meets the current needs of the various communities it serves, but will grow as a future leader within these communities.

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Appendix A

Table A1

Summary of SWOT Analysis

Strengths	Weaknesses
New or renovated buildings Study and community spaces Experienced director Many experienced employees Newer employees want more responsibility Supportive library board Successful capital campaign/Community support	Employee resistance to change/innovation Lack of trust among employees Poor employee morale History of favoritism among leadership Limited marketing/outreach/programming Poor evaluation of employee performance Poor assessment of library services Poor implementation of technology Employee demographics don't reflect broader community
Opportunities	Threats
Unused space at Main branch Partnerships with colleges/universities Partnerships with nonprofits Tailor programming by branch Begin "Friends of the library" for fundraising Recruiting bilingual employees Outreach to more diverse communities Improve marketing Embrace technology	Budget cuts Future turnover/loss of talent Population loss due to spice factory leaving Inability to grow patron base Compete with colleges and universities for talent

Appendix B

Table B1

Summary of PEST Analysis

Political	Economic
Reduced tax revenue from county	Low median incomes High rates of poverty Departure of spice factory/Job loss
Socio-Cultural	Technological
Large BIPOC population Growing Latino population Colleges and universities=large student population	Community access to internet Remote library services

Appendix C

Figure C1

Arrakis County Library Current Organizational Chart
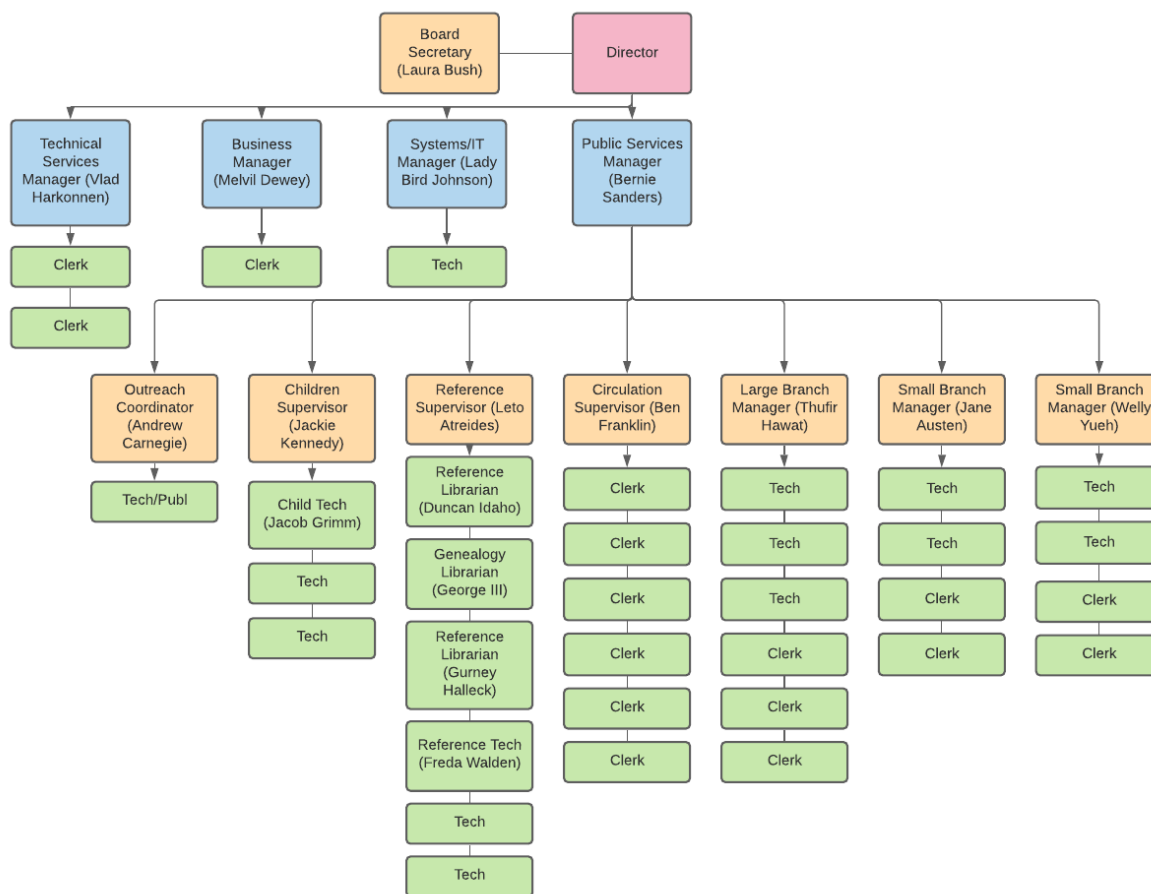
Note. This chart illustrates the existing organizational structure of the Arrakis County Library System prior to any changes.

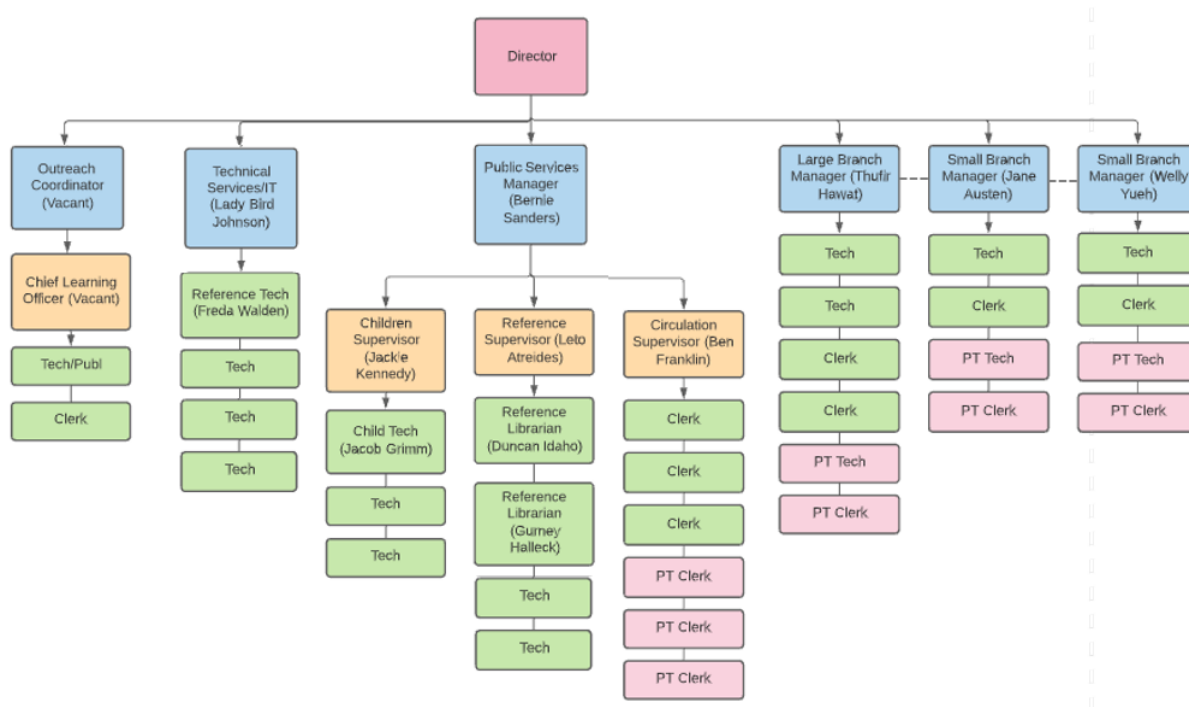**Appendix D**

Figure D1

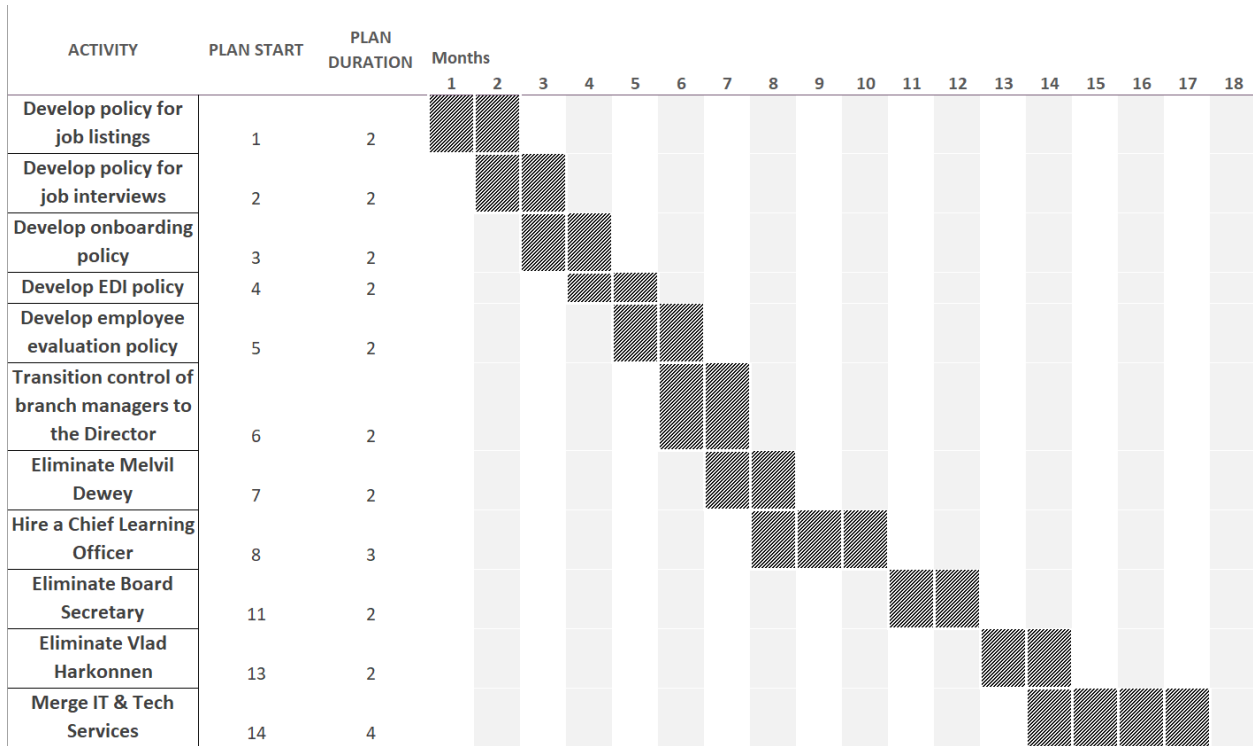*Arrakis County Library Future Organizational Chart*

Note. This chart illustrates the future organizational structure of the Arrakis County Library System at the completion of the changes described above.

Appendix E

Figure E1

Organizational Restructuring Timeline for Arrakis County Library System

ACTIVITY	PLAN START	PLAN DURATION	Months
			1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18
Develop policy for job listings	1	2	▨ (months 1–2)
Develop policy for job interviews	2	2	▨ (months 2–3)
Develop onboarding policy	3	2	▨ (months 3–4)
Develop EDI policy	4	2	▨ (months 4–5)
Develop employee evaluation policy	5	2	▨ (months 5–6)
Transition control of branch managers to the Director	6	2	▨ (months 6–7)
Eliminate Melvil Dewey	7	2	▨ (months 7–8)
Hire a Chief Learning Officer	8	3	▨ (months 8–10)
Eliminate Board Secretary	11	2	▨ (months 11–12)
Eliminate Vlad Harkonnen	13	2	▨ (months 13–14)
Merge IT & Tech Services	14	4	▨ (months 14–18)

Note. The exact timeline will likely change over time due to unforeseen circumstances and based on the staff's reaction to changes.
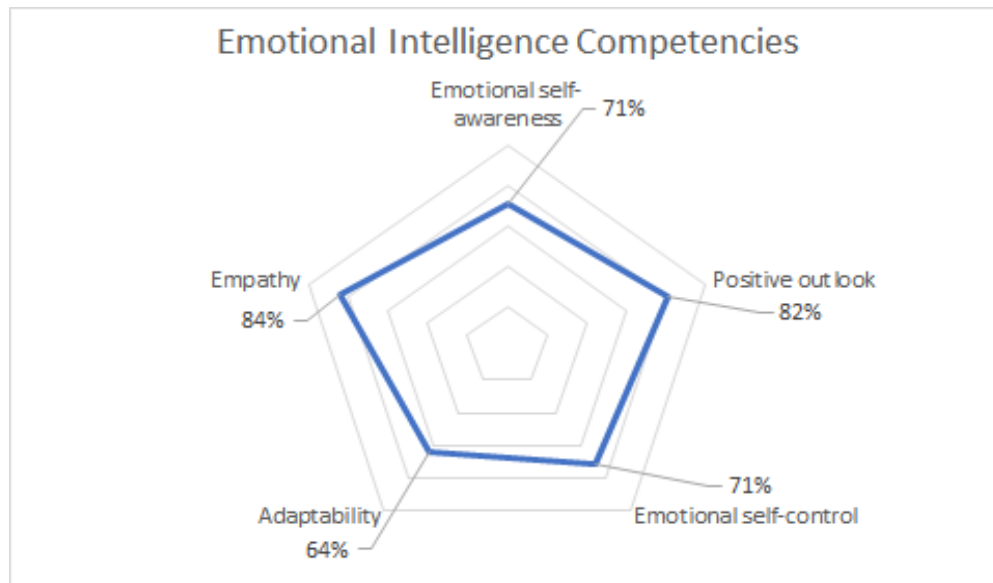
Appendix F

Table F1

Emotional Intelligence Competencies Scores

EI Competency	Brian	Halley	James	Jeffrey	Rachel	Average Score	% (out of 25)
Emotional self-awareness	16	16	20	16	21	18	71%
Positive outlook	20	24	16	18	24	20	82%
Emotional self-control	17	16	17	20	19	18	71%
Adaptability	17	16	17	8	22	16	64%
Empathy	18	22	23	23	19	21	84%

Figure F1

Average Emotional Intelligence Competencies Scores

Emotional Intelligence Competencies

- Emotional self-awareness 71%
- Positive outlook 82%
- Emotional self-control 71%
- Adaptability 64%
- Empathy 84%

Note. Percentages were calculated as average scores out of 25.
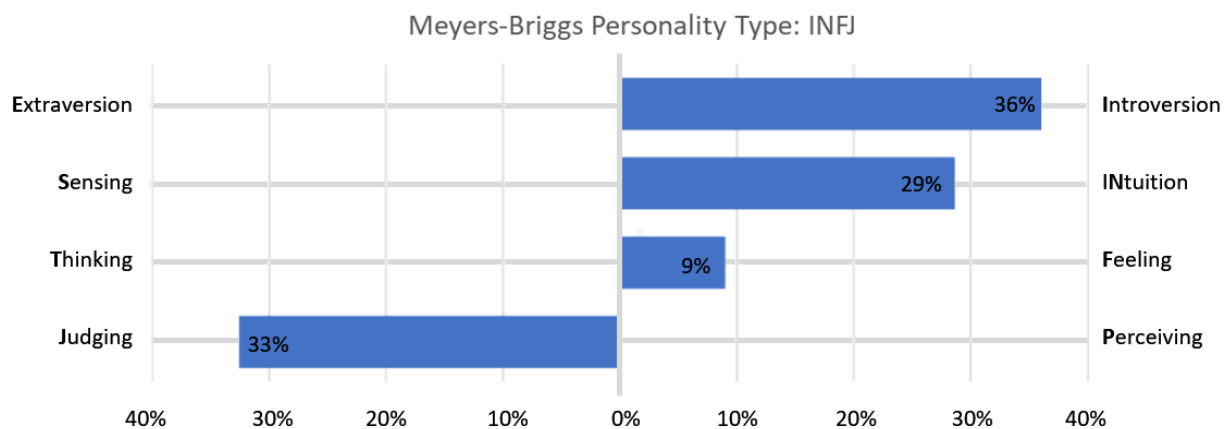
Appendix G

Table G1.

Meyers-Briggs Personality Type Scores

M-B Dichotomy (+/-)	Brian (ISTJ)	Halley (INTJ)	James (INFJ)	Jeffrey (INTJ)	Rachel (ENFJ)	Ave. (INFJ)
E(+) / I(-)	-22%	-66%	-10%	-94%	12%	-36%
S(+) / N(-)	19%	-25%	-31%	-44%	-62%	-28.6%
T(+) / F(-)	3%	9%	-25%	12%	-44%	-9%
J(+) / P(-)	16%	47%	3%	81%	16%	32.6%

Note. For each of the four dichotomies, one was represented with positive (+) percentages and the other with negative (-) percentages for the purposes of calculating an average score.

Figure G1.

Average Meyers-Briggs Personality Type Graphical Representation

Note. Any grouping of personality traits (i.e. extraversion, sensing, etc.) on one side of the graph is purely arbitrary. The individual spectra are independent of one another.

Appendix H

Table H1

Fiscal Year (FY) 2020-2021 itemized operating expenditures, with comparisons to FY 2019-2020 operating expenditures.

Operating Expenditures by Category		2019-2020 FY	2020-2021 FY Notes	2020-2021 FY Budget
Salaries and wages		$ 1,910,000.00	Eliminate 4 positions, Create 1 position, Lower 2 salaries, Reduce 9 FT to PT	$ 1,452,500.00
Employee benefits (@$20,000 per FT employee)		$ 940,000.00	Minus 3 FT, Replace 9 FT with PT (decreases benefits to $5000)	$ 880,000.00
Print Resources	Books	$ 385,000.00	Reduce 30%	$ 269,500.00
	Serials	$ 35,000.00	Reduce 30%	$ 24,500.00
Audio/Video materials		$ 70,000.00	Reduce 30%	$ 49,000.00
Electronic Resources	E-Books	$ 30,000.00	Keep	$ 30,000.00
	Software ∞	$ 20,000.00	Reduce no more than 15%	$ 17,000.00
	Databasesˆ	$ 50,000.00	Reduce no more than 15%	$ 42,500.00
Contracted services		$ 150,000.00	Cannot Touch	$ 150,000.00
Marketing and promotion		$ 10,000.00	No reduction	$ 10,000.00
Staff professional development		$ 20,000.00	No reduction	$ 20,000.00

Public programming/outreach	$ 30,000.00	No reduction	$ 30,000.00
Phone/Internet/Utilities	$ 450,000.00	Cannot Touch	$ 450,000.00
Equipment repair	$ 100,000.00	Cannot Touch	$ 100,000.00
Operational Supplies	$ 100,000.00	Cannot Touch	$ 100,000.00
Emergency Fund	$ 200,000.00	Cannot Touch	$ 200,000.00
Total Expenditures	$ 4,500,000.00	15% total reduction	$ 3,825,000.00

ˆ Most database access is provided through State Library.

∞Used primarily for updating pre-installed software packages on staff & patron computers.

Note: Arrakis County is self-insured for property insurance, so the county pays that, rather than the library.