



Welcome to this online-seminar

We will start at 11 a.m. (CET)

German-Dutch dialogue on the future of libraries

Nederlands-Duitse dialoog over de toekomst van bibliotheken

Deutsch-niederländischer Dialog zur Zukunft der Bibliotheken



German-Dutch dialogue on the future of libraries

Agile Working in Libraries

With: Gert Staal, Director, Bibliotheek Lek & IJssel
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Moderator: Dr. Christina Riesenweber, University Library, Freie Universität Berlin

Monday, May 17, 2021



German-Dutch dialogue on the future of libraries

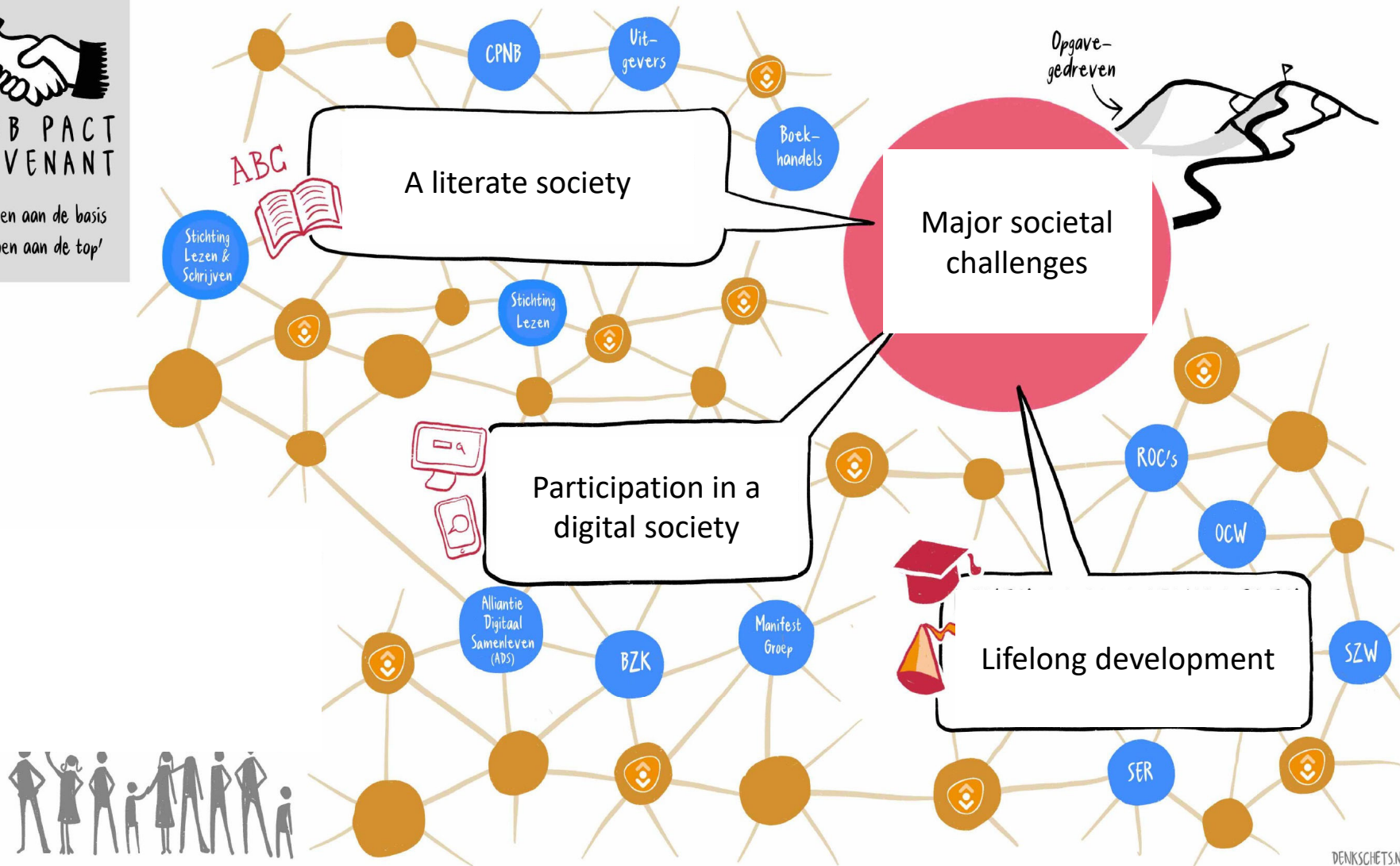
A managerial perspective on the use of Agile in Dutch public libraries

Monday, May 17, 2021

Recent developments

- Corona is an accellerator *for developments in policies for disadvantaged and challenges to participation - it reinforces existing trends such as:*
 - Budgetary pressure on municipalities
 - Loss of library membership
 - Decrease of language skills among 15 year-old children (Pisa study)
 - Competences using digital devices
 - Increased issues with poverty, social isolation, loneliness (not only among the elderly), and debts.
 - Other basic skills and knowledge issues that prevent many people from participating sufficiently in, let alone contributing to, our society.

Dutch Library Covenant 2020



Challenge 1: A literate society – Promoting literacy and the joy of reading

- Years of declining reading skills, reading motivation and reading pleasure.
- Cost not a barrier to youth use of the library
- Libraries will give an extra impulse to reading and language stimulation
- We bundle expertise in the field of children's and youth literature
- Commitment to the further development of successful programmes such as 'the Library *at School*'

Challenge 2: Participation in information Digital inclusion and citizenship

- Municipalities strive to promote participation in the information society. Policy on this is based on a local target-group analysis.
- Digital Government Information Points (IDOs) are implemented in all library organisations by 2021, and the course offerings have been expanded
- Advice to the Ministry of the Interior to continue IDOs structurally after 2021

Challenge 3: Lifelong development – basic skills and permanent employability

- Everyone can continue to participate, learn and develop their own skills in their own way and at their own pace.
- The library system will continue the programme 'the Library and basic skills'
- In addition, setting up a new national "Lifelong Development" programme

'Guarantee the base'



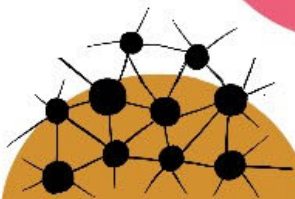
De bibliotheek is
robuuste organisatie die
goed bereikbaar
en toegankelijk is



Voldoende en goed
gekwatificeerd personeel
en vrijwilligers



Collectief landelijk
bibliotheekstelsysteem



Samenwerking
in het netwerk
is sterk



Kwaliteit van dienstverlening
is hoog door certificering
en monitoring



Innovatie en vernieuwing
is goed geregeld

"BASIS GARANDEREN"

... van volwaardige lokale bibliotheek



- goed bereikbaar en toegankelijk
- alle wettelijke functies / breed functioneel
- robuuste organisatie

RANDVOORWAARDEN



Looking back at the last 5 years

Tough changes!

- The transition from a classic library to a social and educational institution
- Substantial cuts to some libraries, especially in the municipality of Houten.
- Exponential growth of programme teams: literacy programs, digital skills programs, reading by volunteers.
- More professional execution, but with very limited staffing
- Declining library loans but constant use of our facilities
- Scale: expansion of our region.

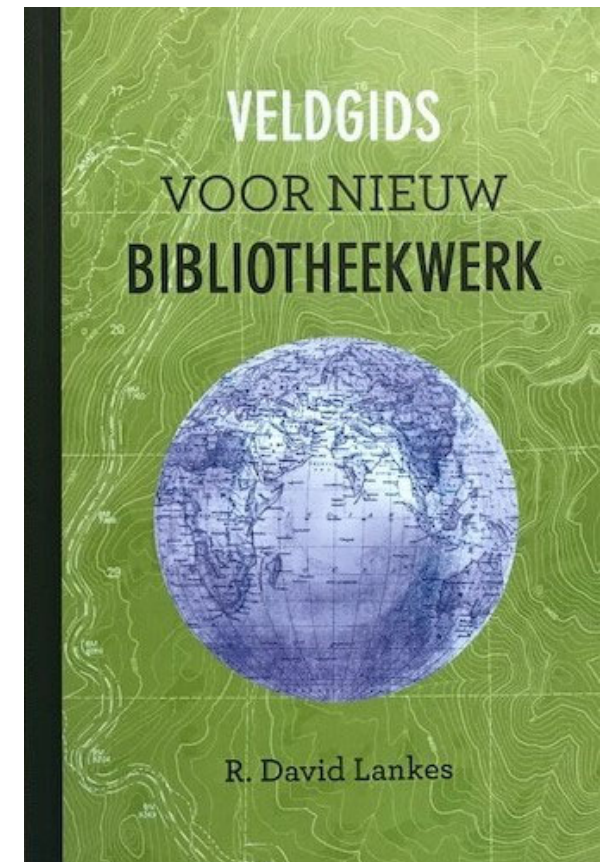
Increased role of libraries in social and educational projects

David Lankes: libraries are vital organizations that enable knowledge conversations for the communities they serve

Today: a portfolio of c. 30 simultaneous projects in social and educational activities with a total additional value in excess of 500k annually.

In the past, projects were mostly conducted in e.g. ICT, facility management, or building. They were facilitating our work.

Today, they are at the core of our strategy.



Libraries need to improve their project skills: agility and user proximity are requirements

From:

Collection and membership

Single budget provider

Single, bulk subsidies

Managing output

Low degrees of risk & change

Focus on materials

To:

Participation and exchange of ideas

Multiple budget sources

Multiple project subsidies

Creating impact

Significant degrees of risk & change

Focus on people

Why using Agile makes good sense

Excerpt from the Agile manifesto:

- ***Individuals and interactions*** over processes and tools
- ***Customer collaboration*** over negotiation
- ***Responding to change*** over following a plan

This indicates:

- Lightweight but focused project management philosophy
- Significant focus on result & impact
- High degree of interactivity with users

Are our employees ready for such change?

- We still definitely need 'classical' library skills but more and more *in support of* contributions to projects
- Influx of new staff should help increase Agile skills, and project management skills in general: hire the right people
- New training requirements for existing staff
- Overcome hesitations by leading the way, and gentle nudging.
- *Use project methodologies that fit the people and the environment.*

We should increase our capacity for innovation

As an organisation, we must be *able* to innovate

The question is not if, but *how*, and what is appropriate?

Explore, take initiatives and weigh options with an open mind

What might help:

- Re-use as many national formulas as possible, not reinventing the wheel
- From our unique position as a library: help solve educational and social issues
- *Ensure that our job profiles and competencies are in line with the objectives for the coming period*
- *Having and using sufficient project management knowledge and/or innovation tools and methodologies in the organisation.*

Search for innovation opportunities

- Constantly re-evaluate library projects under ever-changing conditions and needs of the local population
- Link up with national programmes that fit our goals and target groups
- Investigate funding opportunities to give innovations a chance
- Keep researching the needs of our focus target groups
 - Pica-funded project on The Third Space: digital social learning environment.
 - Royal Library project: library as a 'third place' for learning environment
 - Royal Library program: digital inclusion through IDO

Concluding remarks

- A library still plays a central role in society in fulfilling the three challenges of the Library Covenant.
- Growth towards more participation in and with the local community, as a social-educational institution
- Through well-focused experiments we are building a new range of services for a new era, for which we need new toolsets such as Agile.
- Significant attention is required to improve project capabilities.
- As such, Agile is a good enabler, provided we use a customized framework that fits the purpose, our people and the environment in which we operate.