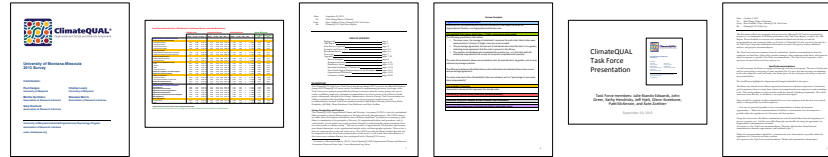


Organizational Climate and Diversity: Lessons Learned

Kate Zoellner, Assessment Coordinator, Education, Human Sciences and Psychology Librarian
Maureen and Mike Mansfield Library, University of Montana-Missoula



Context

- University:
 - Diversity Strategic Plan, Diversity Report Survey
 - Strategic Plan
 - Planning-Assessment Continuum

Library:

- New Dean of Libraries hired October 2013
 - 4 deans between 2003-2013, 2 interim
- Assessment Committee and Plan
- Diversity Committee and Plan
- Participation in LibQUAL+® survey
- Organization and Personnel
 - 5 Divisions, 7 Standing Committees
 - 41 Staff, 21 Faculty and Professional Staff
 - 11 Supervise Staff
 - 96% Caucasian (CQ results)
 - 66% Female (CQ results)

Goals

ClimateQUAL® aims to:

- Foster a culture of healthy organizational climate and diversity
- Help libraries better understand staff perceptions of organizational climate and diversity
- Facilitate the on-going collection and interpretation of staff feedback
- Identify best practices in managing organizational climate
- Enable libraries to interpret and act on data

Task Force Charge

Implement, analyze, and generate presentable themes from the ClimateQUAL® assessment, and make recommendations based on the results.

Methods

- ClimateQUAL® Organizational Climate and Diversity Assessment, an initiative of the Association of Research Libraries (ARL)
 - Survey all 62 library employees
 - Analyze results with guidance from ARL and following the examples of partner libraries

Results

There was a 95% (n=59) response rate to the survey and 32% (n=19) of respondents wrote open-ended comments resulting in 35 discrete statements. Five areas were selected for organizational improvement efforts:

- Interpersonal Justice
- Distributive Justice
- Structural Facilitation of Teamwork
- Team Psychological Empowerment in the Workplace
- Organizational Withdrawal

Transparency is Key

- Communicate survey purpose and process, including what results and reports employees will receive.
- Explain how employee privacy is protected and ways to remain anonymous.
- Why is the library participating in ClimateQUAL®? What will be shared with all employees?

Committee Membership Matters

- Include employees from all levels of the library organization. Select a Chair who is not responsible for employee review, advancement decisions, or grievance processes.
- Ensure members are engaged, aware of human subjects research, and have the time and skills to participate.
- What roles do committee members hold in the library, and what authority? How are members perceived by colleagues?

Set Expectations

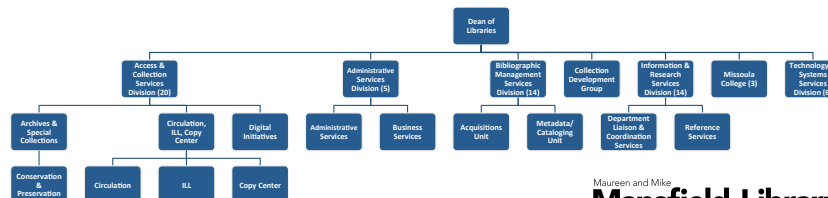
- Explain the scope of the survey, what story the resulting data can and can not tell.
- Clarify what types of decisions and changes will be made based on the results. Indicate who will make recommendations and who will make change decisions.
- What will the data show? What will happen with the data? Who decides?

Data Takes Time

- Utilize the models recommended by ARL and ClimateQUAL® partners.
- Delegate analysis to committee members with the requisite expertise.
- What do we do with mean differences? Why should we pay attention to 20% of employees who wrote comments?

Plan and Act

- Outline the steps for survey implementation, analysis, recommendations, and action and communicate these to library employees.
- Address a manageable number of organizational climate scales and organizational attitude measures. Implement organizational improvement strategies.
- When will employees see the results and action? Which areas of the climate survey will the library address first?



Maureen and Mike
Mansfield Library
UNIVERSITY OF MONTANA

Recommendations

Five areas on which to focus organizational improvement efforts were identified:

- 1. Communication:** Set parameters for decision-making (e.g., if you have a proposal to whom and how do you bring it forward) and clarify the ways in which all employees can influence decision-making.
- 2. Competencies/Training:** Identify Core Competencies for supervisors that outline expected behaviors and how those behaviors will be evaluated.
- 3. Resources:** Create and post a list on the Intranet of compensation, recognition, and benefits that currently exist; communicate these annually.
- 4. Recognition:** Implement a formal and consistent system of library-wide communication to highlight and recognize employee and group accomplishments.
- 5. Workplace:** Document structures in place that influence/frame teamwork.

Steps to Date

- Strategic Plan complete
- Intranet and Human Resources onboarding resources updated
- Committee procedures revised
- Sub-groups and committees tasked with addressing recommendations

Next Steps

- Sub-groups and committees address recommendations
 - Gather additional information via document review, surveys, focus groups
 - Implement changes
- Repeat survey in 2016

Timeline

2012

- Proposal for ClimateQUAL® Submitted by Assessment Committee – June
- ClimateQUAL® Task Force Formed by Dean of Libraries – October

2013

- ClimateQUAL® Survey – January
- ARL Report Received – April
- TF Data Analysis – May-August
- TF Report & Presentation – September
- Feedback Period & TF Response – October
- TF Work Complete – October
- Strategic Planning – September-May 2014

2014

- Strategic Plan Complete – May
- ClimateQUAL® Task Force Recommendations Prioritized by Library Administrative Advisory Group – Summer