Introduction to ClimateQUAL®

Association of Research Libraries

Webcast Briefing

April 17, 2012

1:00 p.m. – 2:00 p.m. EST
Welcome

Martha Kyrillidou

Senior Director
ARL Statistics and Service Quality Programs
Association of Research Libraries

http://www.climatequal.org/
Thank You for Joining Us

• Everyone will be muted to cut down on background noise

• We welcome questions. Please type your questions and ARL staff stand ready to answer all of them

• Questions and answers that we do not address as well as the ones we address will be distributed to attendees after the webcast along with the recording

http://www.climatequal.org/
Introductions

• **Martha Kyrillidou**, Association of Research Libraries

• **Paul Hanges**, Ph.D. Associate Chair & Director of Graduate Studies; Professor, Social, Decision, and Organizational Science, University of Maryland

• **Jay Schafer**, Director of Libraries and **Dianna Williams**, Assistant Director for Human Resources, University of Massachusetts - Amherst

• **Jean Zanoni**, Associate Dean of Libraries, Marquette University

• **David Green**, Association of Research Libraries

• **Sue Baughman**, Association of Research Libraries

http://www.climatequal.org/
Agenda

• Brief history of ClimateQUAL®
• Research and elements of the survey
• Rationale for using ClimateQUAL® – the leadership perspective
• Conducting ClimateQUAL® – survey management, methodology and results
• Acting on survey findings – making ClimateQUAL® benefit your organization
• Questions and answers as time allows

http://www.climatequal.org/
Poll Question

Has your library done an employee climate survey?

• Yes, we’ve done ClimateQUAL®

• Yes, we’ve done a different survey, not ClimateQUAL®

• No, but we are thinking about it and want to know more

http://www.climatequal.org/
ClimateQUAL® Assessment

Measures staff perceptions concerning:

• the library's commitment to the principles of diversity
• organizational policies and procedures, and
• staff attitudes

http://www.climatequal.org/
Goals of ClimateQUAL® Project

• Develop a tool that assesses the “health” of a library
  • Whether the policies, procedures and practices of a library are supporting its mission and facilitating meeting current and future customer needs.

• Develop large database of norms to help libraries interpret their results

• Develop an active community of libraries that share experiences and interventions to improve the effectiveness of libraries participating in community

• Track changes in libraries over time to permit objective feedback regarding effectiveness of attempted practices/interventions

• Empirical validation of the healthy organization theory
<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
</table>
| 2000 | OCDA – Organizational Climate and Diversity Assessment -- U of Maryland Libraries partnered with UMD Industrial/Organizational Psychology  
• Examine diversity climate and culture of library and gather baseline data |
| 2004 | U of Maryland Libraries Repeated Survey  
• Also examine managerial practices, team development and continual learning |
| 2007 | ARL pilot run by the U of Maryland |
| 2008 | University of Maryland Libraries Repeated Survey  
• First electronic administration through ARL |
<table>
<thead>
<tr>
<th>Year</th>
<th>Participants</th>
</tr>
</thead>
</table>
| 2012 | - Boston College  
      - Massachusetts Institute of Technology  
      - McGill University  
      - McMaster University  
      - University of Arizona  
      - University of California, San Diego  
      - University of Massachusetts Amherst  
      - Virginia Commonwealth University  
      - Western Carolina University |
| 2011 | - Loyola Marymount University  
      - Texas A&M University  
      - Texas A&M College of Geosciences  
      - University of Michigan  
      - University of North Carolina at Greensboro |
| 2010 | - Marquette University  
      - University of Illinois at Chicago  
      - University of Texas at Austin  
      - Wayne State University |
| 2009 | - George Mason University  
      - Illinois State University  
      - Johns Hopkins University  
      - Oberlin College  
      - University of California, Berkeley  
      - University of Hawaii at Manoa  
      - University of Nebraska-Lincoln  
      - University of Nebraska at Omaha  
      - University of Wyoming |
| 2008 (Phase II) | - Arizona State University  
                  - Cornell University  
                  - Duke University  
                  - Emory University  
                  - Kansas State University  
                  - New York University  
                  - Northwestern University  
                  - University of Houston  
                  - University of Maryland  
                  - University of Massachusetts Amherst |
| 2007 (Phase I) | - Texas A&M University  
                  - University of Arizona  
                  - University of Connecticut  
                  - University of Iowa  
                  - University of Kansas |
# Participation by Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Staff Responses</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>Texas A&amp;M University</td>
<td>211</td>
<td>86%</td>
</tr>
<tr>
<td>2007</td>
<td>University of Arizona</td>
<td>93</td>
<td>53%</td>
</tr>
<tr>
<td>2007</td>
<td>University of Connecticut</td>
<td>94</td>
<td>76%</td>
</tr>
<tr>
<td>2007</td>
<td>University of Iowa</td>
<td>147</td>
<td>82%</td>
</tr>
<tr>
<td>2007</td>
<td>University of Kansas</td>
<td>140</td>
<td>79%</td>
</tr>
<tr>
<td>2008</td>
<td>Arizona State University</td>
<td>165</td>
<td>54%</td>
</tr>
<tr>
<td>2008</td>
<td>Cornell University</td>
<td>307</td>
<td>72%</td>
</tr>
<tr>
<td>2008</td>
<td>Duke University</td>
<td>202</td>
<td>80%</td>
</tr>
<tr>
<td>2008</td>
<td>Emory University</td>
<td>187</td>
<td>68%</td>
</tr>
<tr>
<td>2008</td>
<td>Kansas State University</td>
<td>92</td>
<td>81%</td>
</tr>
</tbody>
</table>

# Participation by Year

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<th>Response Rate</th>
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</thead>
<tbody>
<tr>
<td>2008 (10)</td>
<td>New York University</td>
<td>166</td>
<td>45%</td>
</tr>
<tr>
<td></td>
<td>Northwestern University</td>
<td>142</td>
<td>74%</td>
</tr>
<tr>
<td></td>
<td>University of Houston</td>
<td>81</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td>University of Maryland</td>
<td>180</td>
<td>63%</td>
</tr>
<tr>
<td></td>
<td>University of Massachusetts, Amherst</td>
<td>105</td>
<td>77%</td>
</tr>
<tr>
<td>2009 (9)</td>
<td>George Mason University</td>
<td>100</td>
<td>68%</td>
</tr>
<tr>
<td></td>
<td>Illinois State University</td>
<td>73</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td>Johns Hopkins University</td>
<td>128</td>
<td>75%</td>
</tr>
<tr>
<td></td>
<td>Oberlin College</td>
<td>155*</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td>University of California, Berkeley</td>
<td>223</td>
<td>51%</td>
</tr>
</tbody>
</table>

* Indicates inclusion of student staff
## Participation by Year

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<th>Response Rate</th>
</tr>
</thead>
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<tr>
<td>2009 (9)</td>
<td>University of Hawaii at Manoa</td>
<td>63*</td>
<td>16%</td>
</tr>
<tr>
<td></td>
<td>University of Nebraska, Lincoln</td>
<td>136</td>
<td>95%</td>
</tr>
<tr>
<td></td>
<td>University of Nebraska, Omaha</td>
<td>52*</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td>University of Wyoming</td>
<td>73</td>
<td>89%</td>
</tr>
<tr>
<td>2010 (4)</td>
<td>Marquette University</td>
<td>64</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>University of Illinois at Chicago</td>
<td>90*</td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td>University of Texas</td>
<td>167</td>
<td>57%</td>
</tr>
<tr>
<td></td>
<td>Wayne State University</td>
<td>61</td>
<td>46%</td>
</tr>
<tr>
<td>2011 (5)</td>
<td>University of Michigan</td>
<td>399</td>
<td>80%</td>
</tr>
<tr>
<td></td>
<td>University of North Carolina at Greensboro</td>
<td>74</td>
<td>74%</td>
</tr>
</tbody>
</table>
Welcome

Paul Hanges, Ph.D.

Associate Chair & Director of Graduate Studies; Professor, Social, Decision, and Organizational Science, University of Maryland

http://www.climatequal.org/
Organizational Climate

- Organizational climate refers to the interpretative frameworks shared by employees regarding the priorities of their organization and it helps them understand what behavior is rewarded, supported, and expected in the organization (Schneider, 1990).

- Employees develop these organizational perceptions as a result of their attempts to make “sense” of the policies, practices, and procedures endorsed and enacted in an organization.

http://www.climatequal.org/
Healthy Organization

- A healthy organization is one that is responsive to its environment
- ASA Cycle
How can an organization remain in touch with its environment?

• Requires anticipating environmental changes
  - Formal survey of customers
  - Assessment of broader societal trends
  - Internal feedback

• Requires an organization that can change
  - Workforce diversity
  - Surface diversity
  - Deep diversity

• Requires an organization that can maintain a diverse workforce
  - employees feel empowered
  - employees believe that management values them and treats them fairly
  - policies, practices, and procedures are administered consistently and these practices work in concert to facilitate the attainment of one or more organizational goals (e.g., productivity, efficiency, safety)

http://www.climatequal.org/
Organizational Climate

9 Climate Scales:

• Climate for Deep Diversity
• Climate for Psychological Safety
• Climate for Justice
• Climate for Innovation: Co-Workers
• Climate for Continual Learning
• Climate for Leadership
• Climate for Teamwork
• Climate for Demographic Diversity
• Climate for Customer Service

http://www.climatequal.org/
Climate Scales
and sample questions

Climate for Deep Diversity

“This organization values the different perspectives that employees bring to the workplace”

Climate for Psychological Safety

“As an employee in this library one is able to bring up problems and tough issues”

http://www.climatequal.org/
Climate Scales

and sample questions

Distributive Justice

“Do the rewards in your division reflect the effort that division members put into their work”

Procedural Justice

“Have the procedures used to determine rewards been applied consistently”

Interpersonal Justice

“Has the authority figure who determines rewards treated division members in a polite manner”

Informational Justice

“Has the authority figure who determines rewards for your division explained procedures thoroughly”

http://www.climatequal.org/
Climate Scales
and sample questions

Climate for Innovation: Co-Workers
“Co-workers tell each other about other new information that can be used to increase job performance”

Climate for Continual Learning
“There is excellent on-the-job training”

http://www.climatequal.org/
Climate Scales

and sample questions

Employee Belief in Benefits of Teamwork

“Teamwork is important to completing work in this organization”

Structural Facilitation of Teamwork

“The structure of this organization helps facilitate teamwork”

http://www.climatequal.org/
Climate Scales
and sample questions

Climate for Demographic Diversity

“The [race/gender/rank/sexual orientation] of a team/work unit member does NOT affect how they are valued on this team/work unit”
Organizational Attitudes

- The organizational attitude measures included in ClimateQUAL® are different reflections of the current workforce’s morale

- In other words, these measures can be thought of as an assessment of the current health of the employed workforce
Organizational Attitudes

7 Attitude Scales:
- Task Engagement
- Organizational Commitment
- Organizational Citizenship Behaviors
- Organizational Withdrawal
- Job Satisfaction
- Team Psychological Empowerment in the Workplace
- Work Unit Conflict

http://www.climatequal.org/
Attitude Scales
and sample questions

Task Engagement
“The work I do is very important to me”

Organizational Commitment
“I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful”
Attitude Scales
and sample questions

Organizational Citizenship Behavior
“Give up time to help others who have work or non-work problems”

Team Psychological Empowerment in the Workplace
“My impact on what happens in my team/work unit is large”

http://www.climatequal.org/
Attitude Scales
and sample questions

Organizational Withdrawal
“How often do you explore other job opportunities by checking job listings or want ads”

Work Unit Conflict
“How much jealousy or rivalry is there among members of your unit”
“How often do the members of your unit disagree about which procedure should be used to do your work”

http://www.climatequal.org/
Why Conduct ClimateQUAL®

Jay Schafer
Director of Libraries

and

Dianna Williams
Assistant Director for Human Resources

University of Massachusetts - Amherst

http://www.climatequal.org/
ClimateQUAL® at UMass Amherst Libraries

Jay Schafer
Director of Libraries

Dianna Williams
Assistant Director for Human Resources
Why ClimateQUAL?
Academic Affairs Community, Diversity and Social Justice (CDSJ) Assessment Report

- Lack of Respect across job classifications (particularly by paraprofessional staff)
- Outdated job descriptions
- Lack of diversity within Library staff
UMass Amherst Libraries Community, Diversity and Social Justice (CDSJ) Action Plan

- Enhance the sense of community in the Libraries
- Increase respect between classified and professional staff
- Enhance sense of community for library staff within the campus
- Increase the diversity of the professional and classified staff in the Libraries
- Ensure that all library job descriptions are accurate and up-to-date
- Improve the work environment, both in the Libraries and on campus, and position the Libraries as a model in diversity and social justice for the campus and community
- Create an atmosphere that is welcoming and comfortable as well as supportive to learning
- Insure access by all to the Libraries’ resources and services
- Enhance a sense of community and the awareness of CDSJ issues for all library users
ClimateQUAL

- March 2008
- 77% response rate
ClimateQUAL

- March 2012
- 76% response rate
Why Conduct ClimateQUAL®

Jean Zanoni

Associate Dean of Libraries,
Marquette University

http://www.climatequal.org/
Moving the Organization Forward with ClimateQUAL®

Marquette University Libraries
Marquette University Libraries

- Marquette University is an independent, Catholic, Jesuit doctoral-granting institution with an enrollment of 12,000 located near downtown Milwaukee. Two adjacent and connected library buildings seat 2,150 and house a 1.7 million volume collection, 500+ licensed databases, 1.5 million e-books, and 30,000 e-journals.

www.marquette.edu/library/
Decision to Use ClimateQUAL

- To gather valuable information on staff attitudes and job satisfaction following period of organizational change
  - Give staff the opportunity to provide feedback that they may not otherwise have done
  - Provide overall picture of the organizational climate (not just the squeaky wheel)
  - Confirmed and validated issues and concerns
  - Inform strategic planning process
Decision to Use ClimateQUAL

- To help in the creation of a culture of assessment
  - All other assessment efforts focus on users
  - Demonstrate commitment of the organization to assessment
  - Making all staff part of the process
Survey Administration & Results

David Green

Library Relations Coordinator
Statistics and Assessment
Association of Research Libraries

http://www.climatequal.org/
Conducting the Survey

• Approximately 150 questions representing the nine climate dimensions, seven organizational attitude scales & additional demographic questions

• Question context
  • The library as a whole
  • Designated team or work unit

• A free-text comments box

http://www.climatequal.org/
Conducting the Survey

- Participants need to survey at least 50 part-time or full-time employees, possibly including student workers

- Web based survey administered online using SurveyMonkey.com
  - UK pilot testing protocol within the StatsQUAL platform

- Staff should allow 30 – 60 minutes to complete

- Survey typically lasts for 3 weeks

http://www.climatequal.org/
Conducting the Survey

• Respondent confidentiality is of paramount concern, given the sensitive nature of the questions and responses
• Results are reported back to individual institutions in a way that will not compromise respondent identity
• An overview report is provided to the library with the comments of the respondents
• Only libraries with large enough sample sizes can receive additional analysis for specific subgroups within the organization, as an add-on service
Putting the Results in Context

- Feedback from the survey is grounded in a baseline from the libraries that have already participated.

- Working to provide access to institutional data.

- Normative data:
  - All Libraries
  - All Individuals
  - Web view

- Semi-annual Partners Meetings
Using Results to Develop Improvement Strategies

After receiving ClimateQUAL® results:

• What is going well in the Library that we want to continue doing?

• What uncovered issues should be tackled first?

• Are there any patterns that hint at problematic organizational systems?

• Are there any patterns that suggest strategies that could improve climate?

• Are there tools to support improvement strategies?
Improvement Strategies

Jay Schafer
Director of Libraries
and
Dianna Williams
Assistant Director for Human Resources
University of Massachusetts - Amherst

http://www.climatequal.org/
Follow-up
To ClimateQUAL 2008
Areas of concern to staff

- Disparity in the treatment of classified staff compared with other staff
- Supervisory concerns, especially in supervisors’ treatment of staff
- Opportunities for continual learning
- Issues of diversity
- Top down decision-making with little input from staff
Organizational Climate Task Force

- Mission: To continue the conversation that began with the completion of the ClimateQUAL survey in 2008
- Nine members chosen by staff with no input from administration
- Met 20 times over 7 months
- Developed their own questionnaire to solicit suggestions to address major concerns identified in ClimateQUAL
- Issued Report in November 2009
Report of the Organizational Climate Task Force

- Supervisory Development Task Force
- Staff Workplace Support and Advocacy Group
- Comprehensive New Employee Organizational Orientation Program
- Annual Internal Staff Conference
- Task Force to study feasibility of a career ladder for paraprofessional staff
- Staff development faculty speakers series
- Monthly video diversity series for staff
- Faculty and student diversity speakers series
- Solicit external resources for diversity recruiting
- Promote use of the term “Paraprofessional”
- Online feedback mechanisms
- Departmental reports of accomplishments
- Streamlined meeting schedules
- Reiteration of assessment – no earlier than 2012
Follow-up to 2012 ClimateQUAL

- Determine areas of concern
- Compare with 2008 survey
- Evaluate against the Report of Organizational Climate Task Force
- Determine next steps – Organizational Climate Task Force 2
Improvement Strategies

Jean Zanoni
Associate Dean of Libraries, Marquette University

http://www.climatequal.org/
Sharing and Interpreting Results

- Results (including general comments) shared and discussed with Library Leadership Council
- Department-specific comments shared with department heads
- Overall results shared at all-staff meeting including comparisons to other libraries participating in ClimateQUAL
Organizational Attitude Measures

The percentages reflect the number of employees who positively responded to the questions in each scale.

A positive response is an average of a 5 or above on a 7 point scale.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Marquette</th>
<th>All Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction</td>
<td>67.11%</td>
<td>68.31%</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>74.32%</td>
<td>65.88%</td>
</tr>
<tr>
<td>Organizational Citizenship</td>
<td>74.32%</td>
<td>71.64%</td>
</tr>
</tbody>
</table>

- Marquette
- All Libraries
Resulting Initiatives

- Conflict resolution workshops: one session for supervisors; one session for staff
- Customer service workshops
- Discussion on diversity and inclusion with Marquette’s Associate Vice Provost for Diversity and Inclusion
- Review of library committee structure
- Follow-up on department-specific issues
- Increased acceptance/trust for other assessment initiatives: LibQUAL, suggestion blog, etc.
Mission: Marquette University Libraries advances intellectual inquiry and discovery by connecting the Marquette community with information and knowledge.

Vision: Marquette University Libraries leads in the delivery and creation of content and services that focus on the needs of today and the possibilities of tomorrow. We envision the future to anticipate and meet the information needs of a prestigious university. We are committed to cultivating a center for engagement that fosters learning, scholarship, and intellectual discovery, all of which are key components of a Catholic, Jesuit education.
New Strategic Plan Values

**Access**  We value open and unrestricted access to our materials, programs, and services to meet the needs of our diverse community.

**Collaboration**  We value partnerships that build cooperative programs and enhance scholarship.

**Diversity**  We value an inclusive environment that respects the viewpoints and perspectives of the global community.

**Excellence**  We value excellence in all we do, promoting the highest standards and exceeding expectations.

**Integrity**  We value and demonstrate the principles of fairness, justice, honesty and equality.
Informing Strategic Planning Process

- Building staff trust via ClimateQUAL process = trust in strategic planning process
- Priority of plan: Organization Development
- Create an organization founded on civility, collegiality, professionalism, diversity and transparency, risk-taking and innovation
  - Commit to continually assessing and improving organizational structure
  - Provide professional development opportunities for staff
Improvement Strategies

Sue Baughman
Deputy Executive Director,
Association of Research Libraries

http://www.climatequal.org/
# Mapping the Scales

<table>
<thead>
<tr>
<th>ClimateQUAL® - OCDA Scales</th>
<th>Organizational Systems</th>
<th>Organization Development Tools</th>
<th>Improvement Strategies / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Climates</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Climate for Interpersonal Justice (Fairness)</td>
<td>• Institutional values and expectations</td>
<td>• Focus groups</td>
<td>• Create a staff intranet for community building</td>
</tr>
<tr>
<td><em>The degree to which staff perceives there is fairness and respectfulness between employees and supervisors.</em></td>
<td>• Budget</td>
<td>• Interviews</td>
<td>• Create a Staff Recognition Committee</td>
</tr>
<tr>
<td></td>
<td>• Compensation</td>
<td>• Small group discussions</td>
<td>• Establish a standard framework for university merit awards</td>
</tr>
<tr>
<td></td>
<td>• Performance management</td>
<td>• Process improvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Rewards / Recognition</td>
<td>• Skills training</td>
<td></td>
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## Mapping the Scales

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</thead>
<tbody>
<tr>
<td><strong>Organizational Attitudes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organizational Citizenship Behaviors</strong>&lt;br&gt;The degree to which staff perceives that ‘professionalism’ is exhibited within the organization.</td>
<td>• Communication&lt;br&gt;• Institutional values &amp; expectations&lt;br&gt;• Leader Behavior&lt;br&gt;• Staff Development &amp; Training</td>
<td>• Appreciative inquiry&lt;br&gt;• Focus groups&lt;br&gt;• Interviews&lt;br&gt;• Surveys</td>
<td>• Information sharing&lt;br&gt;• Conduct training for supervisors&lt;br&gt;• Create core competencies for supervisors that outline expected behaviors and how the behaviors will be evaluated.</td>
</tr>
</tbody>
</table>

http://www.climatequal.org/
Implemented Improvement Strategies

**Procedural Justice:**
- Library Assembly's Staff Affairs Committee's reviewed and proposed revisions to selected library policies and procedures affecting staff.
  *University of Maryland*

**Organizational Citizen Behaviors:**
- Created a new staff intranet with a number of “community building” elements.
  *University of Iowa*

**Innovation:**
- “Grants” for innovative projects are now given to staff whose proposals are accepted by a peer review team
  *University of Connecticut*

**Distributive/Procedural Justices:**
- Adapted the new university performance appraisal system for the libraries.
  *Johns Hopkins University*

Join Us!

Martha Kyrillidou
Senior Director
ARL Statistics and Service Quality Programs
Association of Research Libraries

http://www.climatequal.org/
Join Us!

Join the growing community of ClimateQUAL® participants!
We are currently enrolling institutions in the 2012 and 2013 administrations of ClimateQUAL®.

If you are interested, please contact us at climatequal@arl.org.
More details on the call for participation are available in the original press release:
http://www.arl.org/news/pr/ClimateQual1june11.shtml
Resources

- Informational video: http://www.youtube.com/watch?v=0eVJRpqM29U&lr=1

- ClimateQUAL® Partners Meetings, by invitation only, Midwinter and ALA Annual

- Shared Workspace login - ClimateQUAL® participants only

http://www.climatequal.org/
Selected Resources
more at: http://www.climatequal.org/pub/presentations/index.shtml


http://www.climatequal.org/
Poll Question

Do you plan on attending the 2012 Library Assessment Conference, Oct. 29-31?

• Yes

• No

• Maybe

http://libraryassessment.org/