



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

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



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
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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



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

ClimateQUAL[®] Assessment



Measures staff perceptions concerning:

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

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
-

ClimateQUAL® history



-
- 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

ClimateQUAL® Participants



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



Year	Institution	Staff Responses	Response Rate
2007 (5)	Texas A&M University	211	86%
	University of Arizona	93	53%
	University of Connecticut	94	76%
	University of Iowa	147	82%
	University of Kansas	140	79%
2008 (10)	Arizona State University	165	54%
	Cornell University	307	72%
	Duke University	202	80%
	Emory University	187	68%
	Kansas State University	92	81%

Participation by Year



* Indicates inclusion of student staff

Year	Institution	Staff Responses	Response Rate
2008 (10)	New York University	166	45%
	Northwestern University	142	74%
	University of Houston	81	78%
	University of Maryland	180	63%
	University of Massachusetts, Amherst	105	77%
2009 (9)	George Mason University	100	68%
	Illinois State University	73	78%
	Johns Hopkins University	128	75%
	Oberlin College	155*	78%
	University of California, Berkeley	223	51%

Participation by Year



Year	Institution	Staff Responses	Response Rate
2009 (9)	University of Hawaii at Manoa	63*	16%
	University of Nebraska, Lincoln	136	95%
	University of Nebraska, Omaha	52*	78%
	University of Wyoming	73	89%
2010 (4)	Marquette University	64	90%
	University of Illinois at Chicago	90*	32%
	University of Texas	167	57%
	Wayne State University	61	46%
2011 (5)	University of Michigan	399	80%
	University of North Carolina at Greensboro	74	74%

<http://www.climatequal.org/>



The screenshot shows the homepage of the ClimateQUAL website. The header features the ClimateQUAL logo and the text "ClimateQUAL™ Organizational Climate and Diversity Assessment". Navigation links for "Home" and "Contact Us" are in the top right, along with a "Powered by StatsQUAL" badge. A main navigation bar includes "ABOUT", "CORE CONCEPTS", "PARTNERS", and "PUBLICATIONS". The main content area is divided into several sections: "What is ClimateQUAL®?" (describing the assessment), "ClimateQUAL® aims to:" (listing goals like fostering a healthy organizational climate), "YOUR GIFT TO THE COMMUNITY" (inviting resource sharing), "ABOUT" (with a video link), "CORE CONCEPTS" (exploring climate scales), "FAQS" (answering common questions), "Now Accepting Registrations for ClimateQUAL® 2011!" (with a contact link), "NEWS" (listing participation calls and articles), "EVENTS" (listing webcasts and meetings), and "PUBLICATIONS" (listing experiences and articles). A photo of the McKeldin Library is also visible. The footer contains copyright information for the Association of Research Libraries and contact details.

Home | Contact Us

Powered by StatsQUAL™

ClimateQUAL™
Organizational Climate and Diversity Assessment

ABOUT CORE CONCEPTS PARTNERS PUBLICATIONS

What is ClimateQUAL®?
ClimateQUAL®: Organizational Climate and Diversity Assessment is an assessment of library staff perceptions concerning (a) their library's commitment to the principles of diversity, (b) organizational policies and procedures, and (c) staff attitudes. It is an online survey with questions designed to understand the impact perceptions have on service quality in a library setting.

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; and
- Enable libraries to interpret and act on data.

YOUR GIFT TO THE COMMUNITY

Interested in sharing your organizational improvement strategies? ARL invites you to share your resources, activities, ideas, etc. related to organizational climate and diversity assessment. Please forward all materials to climatequal@arl.org.

ABOUT
Access the informational video, and learn ClimateQUAL®'s history and benefits to your Institution.

CORE CONCEPTS
Explore the climate scales measured by the ClimateQUAL® survey.

FAQS
Answers to commonly asked questions about the ClimateQUAL® survey.

Now Accepting Registrations for ClimateQUAL® 2011!
[Contact the ClimateQUAL® Team](#) to participate in 2011.

NEWS

- + [Call for Participation in ClimateQUAL® 2012](#)
- + [ClimateQUAL™ Launches New Site](#)
- + [ClimateQUAL™ Article in "C&RL News"](#)

+ MORE NEWS

EVENTS

- + [ARL Statistics & Assessment Webcast Series](#)
- + [ClimateQUAL® Partners Meeting, January 2012](#)
- + [ClimateQUAL® Partners Meeting, June 2011](#)

+ MORE EVENTS

PUBLICATIONS

- + [University of Arizona Libraries ClimateQUAL® experience](#)
- + [Cornell University Library ClimateQUAL® experience](#)
- + [Lowry and Hanqes Published in "portal: Libraries and the Academy"](#)

+ MORE PUBLICATIONS

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Statistics and Assessment program

email: climatequal@arl.org
voice: +1 202 296-2296

<http://www.climatequal.org/>

Welcome



Paul Hanges, Ph.D.



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

Organizational Climate

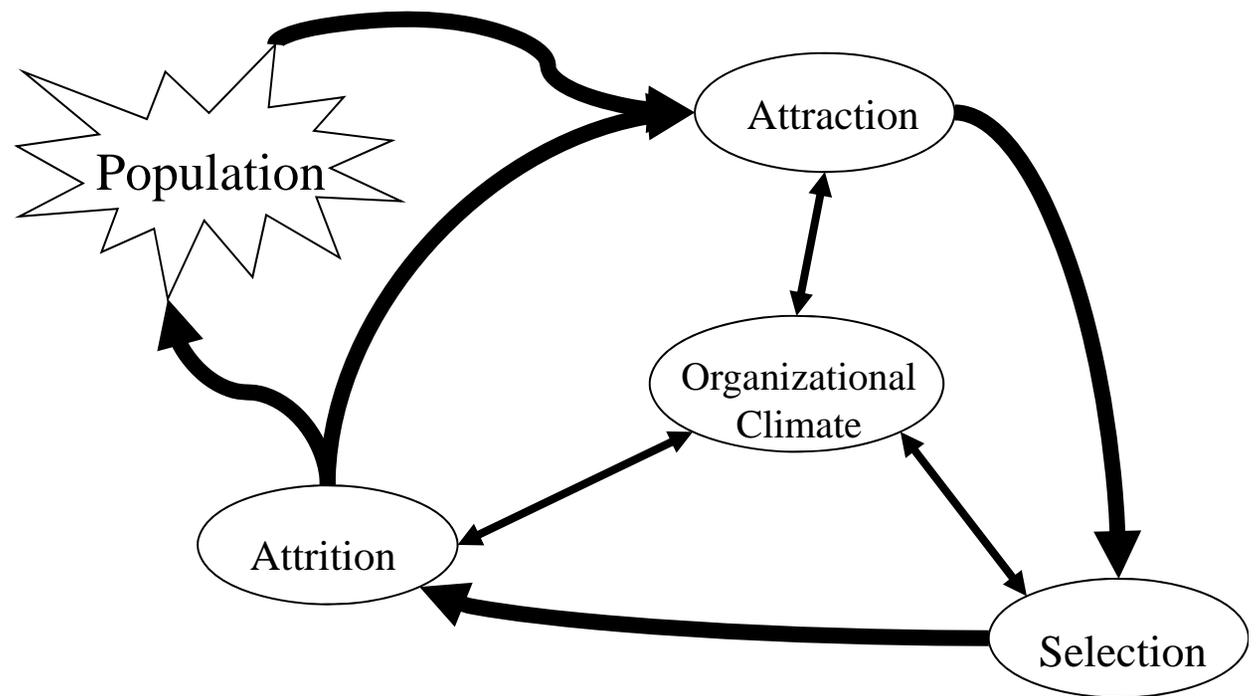


- Organizational climate refers to the interpretative frameworks shared by employees regarding the priorities of their organization and it helps them understand what behavior is rewarded, supported, and expected in the organization (Schneider, 1990).
- Employees develop these organizational perceptions as a result of their attempts to make “sense” of the policies, practices, and procedures endorsed and enacted in an organization.

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)

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

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”

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”

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”

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”

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

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”

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”

Why Conduct ClimateQUAL®



Jay Schafer

Director of Libraries

and

Dianna Williams

Assistant Director for
Human Resources



University of
Massachusetts -
Amherst

UMassAmherst

ClimateQUAL[®] at UMass Amherst Libraries

Jay Schafer

Director of Libraries

Dianna Williams

Assistant Director for Human Resources

ClimateQUAL – April 16, 2012

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**

2008

ClimateQUAL

- **March 2008**
- **77% response rate**

2012

ClimateQUAL

- **March 2012**
- **76% response rate**

Why Conduct ClimateQUAL®



Jean Zanoni



Associate Dean of
Libraries,
Marquette University



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

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

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

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

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

Sharing and Interpreting Results

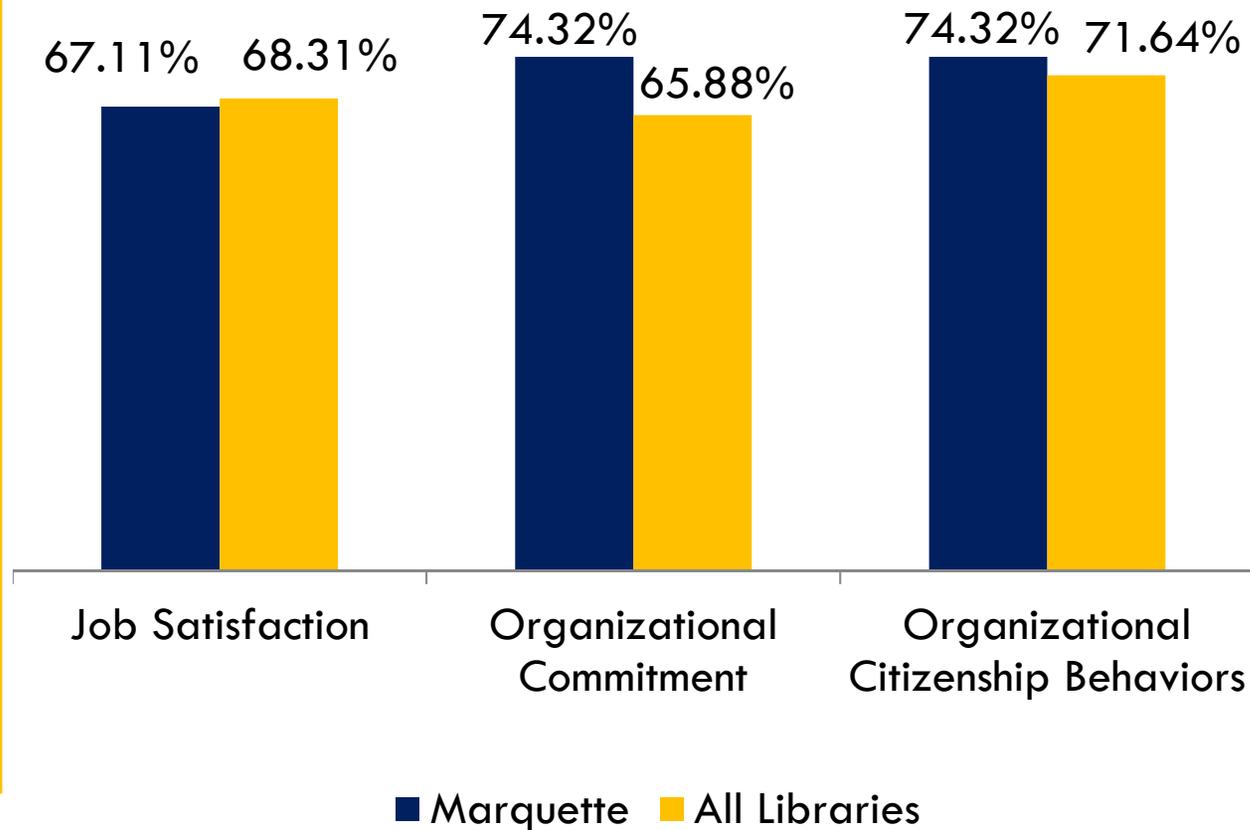


- Results (including general comments) shared and discussed with Library Leadership Council
- Department-specific comments shared with department heads
- Overall results shared at all-staff meeting including comparisons to other libraries participating in ClimateQUAL

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



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.

New Strategic Plan



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



Mapping the Scales

ClimateQUAL® - OCDA Scales	Organizational Systems	Organization Development Tools	Improvement Strategies / Activities
Organizational Climates			
Climate for Interpersonal Justice (Fairness) <i>The degree to which staff perceives there is fairness and respectfulness between employees and supervisors.</i>	<ul style="list-style-type: none"> • Institutional values and expectations • Budget • Compensation • Performance management • Rewards / Recognition 	<ul style="list-style-type: none"> • Focus groups • Interviews • Small group discussions • Process improvement • Skills training 	<ul style="list-style-type: none"> • Create a staff intranet for community building • Create a Staff Recognition Committee • Establish a standard framework for university merit awards

<http://www.climatequal.org/>



Mapping the Scales

ClimateQUAL® - OCDA Scales	Organizational Systems	Organization Development Tools	Improvement Strategies / Activities
Organizational Attitudes			
Organizational Citizenship Behaviors <i>The degree to which staff perceives that 'professionalism' is exhibited within the organization.</i>	<ul style="list-style-type: none"> •Communication •Institutional values & expectations •Leader Behavior •Staff Development & Training <p style="text-align: center;">http://www.climatequal.org/</p>	<ul style="list-style-type: none"> •Appreciative inquiry •Focus groups •Interviews •Surveys 	<ul style="list-style-type: none"> •Information sharing •Conduct training for supervisors •Create core competencies for supervisors that outline expected behaviors and how the behaviors will be evaluated.

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
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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

Selected Resources



more at: <http://www.climatequal.org/pub/presentations/index.shtml>

- Lowry, C. and Hanges, P. (2008). What is the Healthy Organization? Organizational Climate and Diversity Assessment: A Research Partnership. portal: Libraries and the Academy. 8 (no. 1), 1–5
- Kyrillidou, M. and Baughman, S. (2009). ClimateQUAL: Organizational Climate and Diversity Assessment. C&RL News 70 (3), 154-157
- Pritchard, S. (2011). [Insights from ClimateQUAL® at Northwestern](#). Presented at 158th ARL Membership Meeting. Montréal, Québec, Canada. With handout <http://www.climatequal.org/bm~doc/mm11sp-pritchard-handout.pdf>
Audio available at: <http://www.arl.org/resources/pubs/mmproceedings/158mm-proceedings.shtml>
- Andrade, R. and Rivera, A. (2011). Developing a Diversity-Competent Workforce: The UA Libraries' Experience. Journal of Library Administration. 51 (no. 7-8), 692-727



Poll Question

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

- **Yes**
- **No**
- **Maybe**

<http://libraryassessment.org/>



THANK YOU
