LibQUAL+ and ClimateQUAL at York

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Summary

- LibQUAL+ results
  - Trends, themes, actions
- ClimateQUAL results
  - People, themes, actions
- Strategic contribution
NSS trends 2008-2012

Percentage of people responding “mostly agree” or “definitely agree” to questions
Zones of Tolerance
Comparison across user groups

LibQUAL+2008: Library As Place

Academic staff | Postgraduates | Undergraduates | Library staff

LP-1 | LP-2 | LP-3 | LP-4 | LP-5 | LP-1 | LP-2 | LP-3 | LP-4 | LP-5 | LP-1 | LP-2 | LP-3 | LP-4 | LP-5 | LP-1 | LP-2 | LP-3 | LP-4 | LP-5
Results 2012: Overall
Library Staff
Economics
Management
• The more books available electronically, the better, though being able to make copies of key texts at a reasonable price is a decent alternative.

• For York Science Park residents it would be ideal if we could offer them access to all Library services and electronic journals. It would be fantastic if this could be offered as part of the value of being on the science park and involved with the University of York.
• The personal service is great, however I would like to see more electronic sources (especially key texts) and a more consistent web-search service.

• The system of accessing online journals and electronic resources from the library website is too long and complicated. I don't want the library website to be opening several tabs to reach one page, it would be good if this could be made neater.
• The library has a great service, I just wish sometimes there were more places to sit and work. (Female UG)

• There is hardly room for improvement after the refurbishment. The extra space and staff are ideally suited to a wide range of needs. (Female UG)
• Wider range and depth of books required. (Male UG)
• Very happy with the way the library is run, although needs more study space, especially noticeable during the exam period. (Female UG)
• The flexible loans system is not working for library users. I am finding it very difficult to access the resources I need for the length of time required. (Female UG)

• The new system of book loans/returns works very well. It would be good to get more than one reminder to return the book, especially if it's past the time it's supposed to be returned by. (Female UG)
• The library is a haven for study for me. If I need to focus on my work away from any distractions then the library is where I go. (Male UG)

• Thank you very much for your excellent service. (Female Academic)
Please put CS texts on a lower floor, replace with a subject that has a more physically fit cohort!
(Male UG, Computer Science)
CLIMATEQUAL
A distinctive resource?

“the most valuable resource of any organization is its staff”

“Human capital walks out the door each evening”
The basic assumption

“... staff perceptions have been identified through Capita’s research as being linked directly to the quality of services provided by staff within organisations.”

University of York Staff Survey, 2008
A people value scorecard

Enablers (4 ‘C’s)
- Capacity
  - Minus confounders
    - Absence, turnover
- Capability
  - Raw & growth
  - Critical mass
- Climate of Affect
  - Engagement
  - Empowerment
- Culture of momentum
  - Programme capability
  - Maturity

Outcome proofs
- Market fit
  - Sustainability
  - Market related impact
- Strategic fit (over time)
  - Quality & Improvement
  - New product development
- Contribution to
  - Productivity
  - Creativity
- Competitive impact
  - Service development
  - Reputational investment
Employee’s perceptions on “climate”

“recurring patterns of behaviour, attitudes and feelings that characterize life in the organization”
(Bessant and Tidd, 2009)

*Measurement of affect and opinion about culture*
THE SURVEY

• All staff encouraged and allowed time to complete web-based survey during their working day

• Confidentiality is of paramount concern

• Approximately 150 questions about the library as a whole, teams and individuals

• Plus free text comment box

• 30 – 60 minutes long

• Available for 3 weeks
<table>
<thead>
<tr>
<th>Survey Question Categories</th>
<th>Sample Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity</td>
<td>“The race of a team member does NOT affect how much attention is paid to their opinions”</td>
</tr>
<tr>
<td>Customer Service</td>
<td>“Library employees have the job knowledge and skills required to deliver superior quality work and service”</td>
</tr>
<tr>
<td>Teamwork</td>
<td>“This organisation provides a clear understanding of the purpose of teams”</td>
</tr>
<tr>
<td>Continual Learning</td>
<td>“Co-workers are able to provide reliable information about ways to improve job performance”</td>
</tr>
<tr>
<td>Leadership</td>
<td>“My immediate supervisor has excellent interpersonal skills”</td>
</tr>
<tr>
<td>Innovation</td>
<td>“Co-workers tell each other about other new information that can be used to increase job performance”</td>
</tr>
<tr>
<td>Justice</td>
<td>“Do the rewards in your division reflect the effort that division members put into their work”</td>
</tr>
<tr>
<td>Psychological Safety</td>
<td>“As an employee in this library one is able to bring up problems and tough issues”</td>
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</table>
SURVEY RESULTS

• Results are reported back to institutions without compromising respondent identity

• An overview report is given to the Library which includes respondent’s comments

• Range of breakdowns by various categories
Participation

• Suggested every four years
  – Time for culture shift
• 30 North American libraries
  – Some now twice
• 4 Sconul libraries
  – Leicester
  – University of the West of England
  – Nottingham Trent
• 119 out of 125 Library and Archive Staff responded (95%)

• 47 comments received (40%)
Climate for Demographic Diversity

- Gender: 88% Agree, 12% Disagree
- Race: 94% Agree, 6% Disagree
- Rank: 60% Agree, 40% Disagree
- Sexual Orientation: 96% Agree, 4% Disagree
Climates (9)

• Diversity
  – Demographic & Equality
• Justice
  – Reward fairness
• Leadership
  – Supervisory level
• Teamwork
• Continual learning

• Deep Diversity
  – values difference
  – standardisation
• Innovation
• Psychological safety
  – Free opinion sharing
• Customer Service
Attitudes (7)

- Job satisfaction
- Commitment
- Citizenship
- Withdrawal
- Task engagement
- Empowerment
- Conflict
  - Task
  - Interpersonal
York Results vs UK and US Mean

Climate for Continual Learning
Climate for Customer Service
Climate for Deep Diversity,
Climate for Deep Diversity,
Climate for Racial Diversity
Climate for Gender Diversity
Climate for Diversity of Ranks
Climate for Sexual...
Co-worker Support for...
Distributive Justice
Procedural Justice
Interpersonal Justice
Informational Justice
Climate for Psychological...
Climate for Teamwork,...
Climate for Teamwork,...
Climate for Psychological...
Task Engagement
Interpersonal Conflict
Task Conflict
Weather

York
UK Mean
US Mean
Results by area

Strengths (>75% agreement)

• Demographic Diversity (89-96%)
• Team benefit (83%)
• Task engagement (80%)
• Innovation (79%)
• Absence of interpersonal conflict (79%)
Concerns

• Customer Service (38%)
• Facilitation of Teamwork (30%)
• Psychological Empowerment (23%)
• Justice (20-32%)
“... the library is a great place to work ... supportive of personal development. It is one of the best organisations I have worked for in terms of support, fairness and working conditions”

“I feel that the recent award won by the library was a hollow victory ... we speak of excellence and values ... I believe this has been earned at the expense of staff”
ClimateQUAL comments, 2012

“There is no consultation ...”

“sorry for the rant ... there are many good things happening too ...”

“I have a problem with the changes that have taken place”

“gimmicks ... such as allowing students to eat, drink and talk in more areas ...”

“ the [book-sorting] machine was a complete waste of money”
LibQUAL+ TechQUAL, ClimateQUAL

STRATEGIC CONTRIBUTION
Recent initiatives

- Process review
- 24/7/362
- Loans review & fines
- Induction & marketing
- Collection profiling
- Student experience & morebooks
- Staff surveys and culture
- Programme office & assessment librarian
Key staff agenda issues

- Customer service climate
  - Policy and orientation
- Teamwork & leadership
  - Job design, method and behaviours
- Empowerment & innovation
  - Permission and practice
- Recognition and communication
  - Up, down, sideways
Customer Service Excellence

• UK standard for Customer Service (formerly Charter Mark)
• Embedding in 2013
• All activities of the Directorate to be included
<table>
<thead>
<tr>
<th>Staff Capability and Culture</th>
<th>Student Experience</th>
<th>Research Experience</th>
<th>Understanding, Engagement and Performance</th>
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</thead>
<tbody>
<tr>
<td>Infrastructure, Content and Knowledge Assets</td>
<td>Information Flow</td>
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