

# Affecting Change through ClimateQUAL®

Experiences of Phase 1 and 2  
Participants



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# Outline

- What is ClimateQual ?
- Study background and procedures
- Research/Interview questions
- Review of Results
- Discussion/conclusion

# About ClimateQual

- ClimateQUAL<sup>®</sup>: 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.
- The survey addresses a number of climate issues, such as diversity, teamwork, learning, and fairness, as well as current managerial practices, and staff attitudes and beliefs.
- ClimateQUAL<sup>®</sup> 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.

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

# About ClimateQual

- In 1999, the University of Maryland Libraries partnered with the University of Maryland Industrial and Organizational Psychology (I/OP) program to develop an assessment of the climate and culture of the University of Maryland libraries
- 2004, UM Libraries once again partnered with the I/OP program to provide an updated “snapshot.” The analyses revealed that a number of positive changes had occurred over the four year interval between the two surveys.
- In 2007, ARL and the UM Libraries, in partnership with the I/OP program tested the generalizability of the OCDA protocol across multiple library organizations.
- During Phase I, five ARL institutions tested a modified OCDA survey
- In 2008, during Phase II, ten ARL and non-ARL institutions expanded the pilot further refining the protocol.
- The protocol was transferred to ARL in 2009 for ongoing operation of a library assessment service, now known as ClimateQUAL<sup>®</sup>: OCDA, and focuses on measuring internal organizational climate and diversity.

# Study Background

- Study conducted with Phase 1 and 2 ClimateQual participants (2007-2008) during the Fall/Spring of 2012-13
- Structured telephone interview w/ protocol sent in advance
- Respondents represented 10/15 institutions
- University librarians, assessment and HR personnel

# Study Background

- 10 directors consented to have their institutions participate in the study for a response rate of 66.7 %.
- 6 directors agreed to be interviewed themselves, either alone or with an associate director
- 4 directors designated either an associate or a human resources director to participate in the interview as their representative.
- 2 directors declined to participate.

# Interview Questions

1. Please discuss the reasons behind the decision to participate in the ClimateQUAL Organizational Climate and Diversity Assessment in 2007 or 2008.
2. After completing the ClimateQUAL assessment, did the results show a healthy organization or were areas identified for improvement?
3. If the results showed a healthy organization, how has the library maintained that health?
4. If areas were identified for improvement, did the library develop a list of recommendations for change?
5. After completing the ClimateQUAL assessment did the library implement any changes based on the results?
6. If the library implemented changes, please describe the nature of those changes
  - Were they derived from a list of recommendations?
  - Which climate scales did they correspond with?
7. If the library did not use the results to make change, why were no changes implemented based on the results of the assessment?
8. For one of the changes determined to be a priority for the organization. Was that specific change monitored after implementation?
  - If so, what method of data collection was used, and how often was it used?
  - Were changes made on an ongoing basis?
9. Has that specific change helped to improve the “health” of the library? If so, how?
  - A healthy organization is defined as an organization that “has policies, practices, and procedures that empower employees and emphasize the importance of continual learning and innovation to meet the demands of an ever changing environment” (Lowry & Hanges, 2008, p. 3).
10. If you do not believe that the library climate is healthier, were there specific challenges or barriers that prevented improvement?
11. In the context of this discussion is there anything else you’d like to add?

# Reasons for undertaking the ClimateQUAL assessment

- 4 participants mentioned the arrival of a new director who was interested in gaining a better understanding of the organizational climate
- 2 participants specifically mentioned that ClimateQUAL fit into an existing strategic plan or organizational goals
- Ability to draw comparisons with peer institutions was a deciding factor for many

**ORGANIZATIONAL**

**HEALTH**



# Organizational Health

- ClimateQual results indicated that organizations were healthy AND identified areas for improvement
- 8 specifically reported that the organization was either healthy or as healthy as those institutions taking the survey in the same phase
- Most institutions reported that they had not done anything in particular to maintain health after receiving their results



ANALYSES

# Analyzing, Interpreting, and Prioritizing

- External Consultants
- Internal Task forces
- Distributive justice
- Organizational justice
- Innovation
- Procedural justice
- Structural facilitation of teamwork
- Interpersonal treatment
- Demographic diversity
- Psychological safety
- Continual learning

# Strategies for action

- Dispersed across the organization
- Rewards and recognition
- Cross-functional teams
- Trust
- Respect
- Decision making
- Teambuilding
- Diversity



01.12  
03.12  
05.12  
07.12  
09.12  
11.12

# Implementing Change

# Implementing Change

- 6 Categories
  - 1) Administrative and internal communication
  - 2) Equity between librarians and library staff
  - 3) Staff training and development
  - 4) Performance evaluations and employee advancement
  - 5) Recruitment and orientation processes
  - 6) Rewards and recognition

# Improving Organizational Health

- Monitoring changes
  - Most organizations had no formal systems for monitoring changes and improvements
- Improving health
  - Most respondents felt that organizational health had improved since ClimateQual
- Reuse of ClimateQual

# Discussion/Conclusions

- Benefits
- Challenges
- Employee engagement

# References

- Lowry, C. B., & Hanges, P. J. (2008). What is the healthy organization? Organizational climate and diversity assessment: A research partnership. *portal: Libraries and the Academy*, 8(1), 1-5.
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# Questions?

