Organizational Climate and Diversity Assessment
Preliminary Results
What is ClimateQual®?

Assesses library staff perceptions

(a) library's commitment to the principles of diversity,
(b) organizational policies and procedures,
(c) staff attitudes
ClimateQual® Background

• Developed by the University of Maryland Library in 2004
  • Worked with their Industrial and Organizational Psychology Program
• Now administered by ARL
ClimateQUAL® @ Univ. Memphis

- Online survey
- 150 questions
- Comment box
- 87 people took the survey
- Analyzed off-site (at ARL)
Organizational Climate Scales
(see handout and website
http://www.climateequal.org/concepts/core-scales/index.shtml)

• Climate for Justice
• Climate for Leadership
• Climate for Deep Diversity
• Climate for Demographic Diversity
Organizational Climate Scales

• Climate for Innovation
• Climate for Continual Learning
• Climate for Teamwork
• Climate for Customer Service
• Climate for Psychological Safety
Organizational Attitudes Scales

- Job Satisfaction
- Organizational Commitment
- Organizational Citizenship Behaviors
- Organizational Withdrawal
Organizational Attitudes Scales

- Task Engagement
- Team Psychological Empowerment
- Work Unit Conflict
ClimateQUAL Data

• 1) as mean score on a scale of one to seven, with seven as highest level of agreement with the question; and

• 2) as a percentage of the participants responding 4.5 or higher (indicating at least some level of agreement) to the questions
Organizational Strengths

• Scales that received a mean score over 6, indicating very high agreement that the climate is positive:
  • Climate for Demographic Diversity
  • Race 6.12
  • Gender 6.24
  • Sexual Orientation 6.26
  • Task Engagement 6.17
Organizational Strengths

- Below are the diversity scales with the highest percentages of respondents choosing 4.5 or higher (indicating some level of agreement). Over 85% of those who responded to the survey believe that the University Libraries has a positive:

  - Climate for Innovation: Co-worker Support 86%
  - Climate for Teamwork 87%
  - Task Engagement 88%
Organizational Strengths

• Other scales with high percentages of respondents choosing 4.5 or greater:
  • Climate for Organizational Justice, Interpersonal justice 83%
  • Climate for Demographic Diversity, Gender 84%
  • Climate for Demographic Diversity, Sexual orientation 82%
  • Organizational Citizenship Behaviors 84%
Possible Areas for Improvement

- A mean score below 4.5 indicates limited or no agreement
- Climate for Organizational Justice
  - Distributive justice 3.54
  - Procedural justice 4.08
- Climate for Deep Diversity
  - Standardized procedures 4.46
- Climate for Teamwork
  - Structural facilitation of teamwork 4.33
  - Psychological Empowerment in the Workplace 4.09
Possible Areas for Improvement

• Using 50% or below as a cut off, the following scales exactly match those above, suggesting that these areas need much more attention and discussion.

  • Climate for Organizational Justice
    • Distributive justice 30%
    • Procedural justice 38%
  • Climate for teamwork
    • Structural facilitation of teamwork 48%
  • Psychological Empowerment in the Workplace 46%
Comparison of Univ. of Memphis' Strongest Areas to All 29 Libraries

<table>
<thead>
<tr>
<th></th>
<th>Univ. of Memphis</th>
<th>All 29 Libraries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate for Interpersonal Justice</td>
<td>83%</td>
<td>80.60%</td>
</tr>
<tr>
<td>Climate for Racial Diversity</td>
<td>84%</td>
<td>89.72%</td>
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<tr>
<td>Climate for Gender Diversity</td>
<td>84%</td>
<td>88.31%</td>
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<tr>
<td>Climate for Sexual Orientation Diversity</td>
<td>82%</td>
<td>91.29%</td>
</tr>
<tr>
<td>Climate for Innovation: Co-worker support</td>
<td>86%</td>
<td>80.15%</td>
</tr>
<tr>
<td>Employee Belief in Benefits of Teams</td>
<td>87%</td>
<td>82.36%</td>
</tr>
<tr>
<td>Organizational Citizenship Behaviors</td>
<td>80%</td>
<td>71.64%</td>
</tr>
<tr>
<td>Task Engagement</td>
<td>88%</td>
<td>86.40%</td>
</tr>
<tr>
<td>Area</td>
<td>Univ. of Memphis</td>
<td>All 29 Libraries</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Climate for Distributive Justice</td>
<td>30%</td>
<td>29.40%</td>
</tr>
<tr>
<td>Climate for Procedural Justice</td>
<td>65%</td>
<td>46.70%</td>
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<tr>
<td>Climate for Standardized Procedures</td>
<td>56%</td>
<td>68.51%</td>
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<tr>
<td>Structural Facilitation of Teamwork</td>
<td>48%</td>
<td>47.11%</td>
</tr>
<tr>
<td>Psychological Empowerment in the Workplace</td>
<td>46%</td>
<td>60.17%</td>
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</table>
Outliers

ClimateQUAL®: OCDA Report - University of Memphis University Libraries

Climate for Customer Service

<table>
<thead>
<tr>
<th></th>
<th>CI-Lower</th>
<th>Mean</th>
<th>CI-Upper</th>
<th>SD</th>
<th>SE</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Librarian/Library Faculty</td>
<td>4.07</td>
<td>4.55</td>
<td>5.03</td>
<td>1.51</td>
<td>0.24</td>
<td>30</td>
</tr>
<tr>
<td>Non-librarian/Staff</td>
<td>5.15</td>
<td>5.42</td>
<td>5.69</td>
<td>1.43</td>
<td>0.14</td>
<td>57</td>
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</tbody>
</table>

Climate for Psychological Safety

Section: Table F: Organizational Climate and Attitude Scale Means by Rank
Outliers by Team

• Administrative Services
  • Climate for Deep Diversity, Valuing Diversity
    • Higher
  • Job Satisfaction
    • Higher
  • Organizational Commitment
    • Higher
  • Organizational Withdrawal
    • Lower
  • Work Unit Conflict, Interpersonal
    • Lower
Outliers by Team

- Technical Services
  - Climate for Deep Diversity, Standardized Procedures
    - Lower
  - Climate for Continual Learning
    - Lower
  - Work Unit Conflict
    - Higher
Outliers by Position

- Climate for Demographic Diversity, Rank
  - No overlap
    - Faculty 5.80
    - Staff 4.59

- Climate for Customer Service
  - No overlap
    - Faculty 4.55
    - Staff 5.42
Comments

- People are happy

- “Almost everyone in this library works very well together. Staffers are recognized for their expertise.”

- “Everyone speaks courteously, and most folks are actually friendly.”

- “We do an excellent job of hiring talented, energetic people with great ideas. It's very exciting to see all the plans bubbling up!”

- “It's cool to work in the library. It's pretty easy and I have a quiet place to do my homework most of the time.”
Comments

• People are NOT happy!

• Lack of equality between staff and librarians; non-librarians feel under-appreciated and underpaid.
• Lack of reward systems/low salary
• People in Technical Services feel disrespected and unappreciated
• Concerns about favoritism
• Poor communication throughout the Libraries and between units
• Problems with Supervisors/Upper administration
Where do we go? Areas for Improvement

Climate for Organizational Justice

• Distributive justice
• Procedural justice
• Climate for teamwork

Structural facilitation of teamwork

Psychological Empowerment in the Workplace
Thank you