Organizational Climate and Diversity Assessment
Preliminary Results

ClimateQual®
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.climatequal.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>
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</table>
Comparison of Univ. of Memphis’ Areas for Improvement to All Participating Libraries

<table>
<thead>
<tr>
<th>Area</th>
<th>Univ. of Memphis</th>
<th>All 29 Libraries</th>
</tr>
</thead>
<tbody>
<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>
</tr>
<tr>
<td>Climate for Standardized Procedures</td>
<td>56%</td>
<td>68.51%</td>
</tr>
<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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</tbody>
</table>
### Outliers

#### Section: Table F. Organizational Climate and Attitude Scale Means by Rank

**Climate for Customer Service**

<table>
<thead>
<tr>
<th>Group</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>
</tr>
</tbody>
</table>

**Climate for Psychological Safety**

...
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
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.”
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