Using Library Data to Impact Staff & Organizational Culture

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Analyzing Staff Engagement and Connections to Understand Organizational Culture

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About Us

Stephanie Simko is the HR Training Specialist for Organizational Development at Northwestern University Libraries. In this role she coordinates staff trainings, oversees faculty recruitment and a variety of HR tasks. These tasks include: employee relations, succession planning, new employee onboarding, staff awards and recognition to name a few.

Michael Perry is the Head of Assessment & Planning at Northwestern University Libraries. In this role he coordinates work around assessment, strategic planning, project management, and organizational analysis. His research interests include data privacy and learning analytics.

What is engagement & network analysis?

❑Engagement Survey: Understand what staff value, what motivates them, and how they experience their job

❑Social Network Analysis: Investigating social structures in terms of nodes (individuals or groups) and links (relationships or connections)

❑Sociogram: Representation of social links

Individual

https://commons.wikimedia.org/wiki/File:Social-network.svg
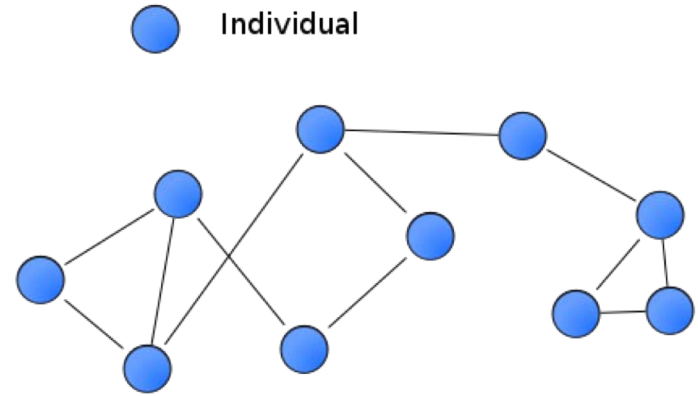
Why we wanted to do this?

❑ An organizational analysis to understand communication and how the reorganization has changed the library.

❑ Will help with addressing some of the following areas:

   ❑ Communication

   ❑ Succession Planning

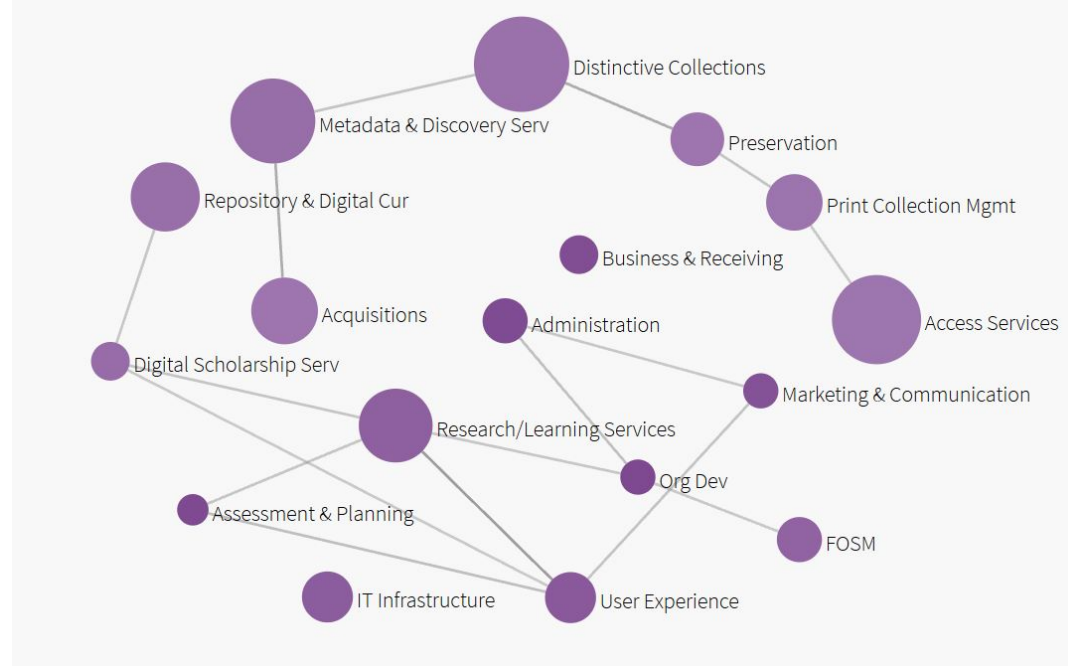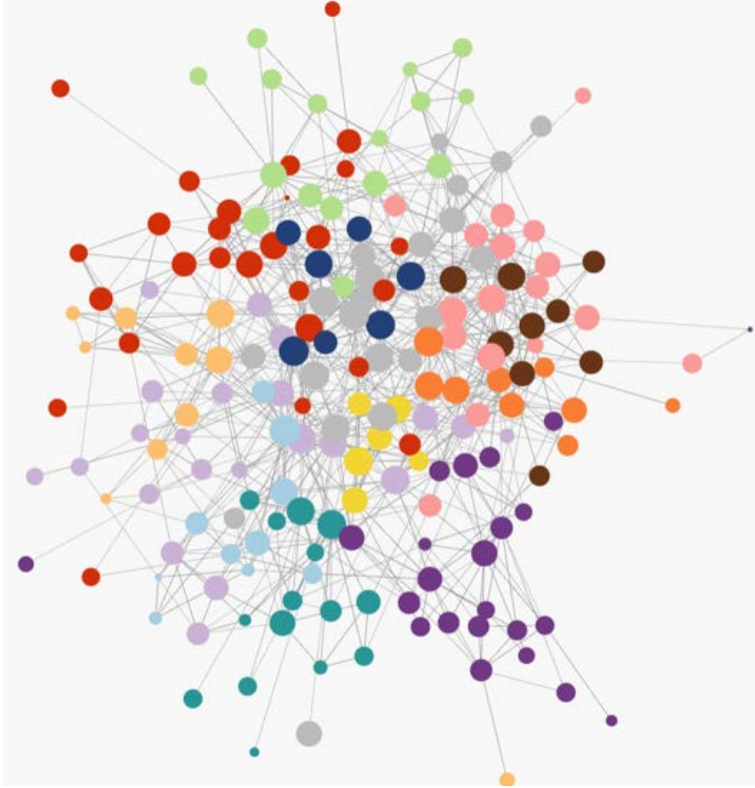   ❑ Diversity & Inclusion

   ❑ Talent Development

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How we did it

❑ Vendor vs in-house?

❑ Data Review! We looked at the following data ahead of time-

- ❑ Work Group, Work Location, Liaison Role
- ❑ Job Type: Librarian, Exempt, Non-Exempt
- ❑ Years at NU: 0-5; 5-10; 10+
- ❑ StrengthsFinder Top 5
- ❑ Demographic Data: Gender, Ethnicity
- ❑ Supervisor Role

❑ Staff had 1 week to complete survey, only took 15-20 min to complete.

❑ Our goal was to get as close to a 100% response rate as possible. (Hit 82%)

❑ The success of the analysis and planning depends on everyone's input.

❑ Held two staff forums explaining the project, process, and timeline.

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What it looked like

❑Select the 10-15 people who most impact your work
  ❑Drop down menu with all staff members names
  ❑Then instructed to select up to 6 criteria describing them (helps adapt, shares info, inspires, etc)
  ❑Then estimate how often you communicate (rarely to daily)

❑The survey then had 3 modules covering general sentiment, engagement, and communication
  ❑5 point Likert scale

❑No one had access to individual responses (who selected who or picked what about them)

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What it gave us

Distinctive Collections
Metadata & Discovery Serv
Preservation
Repository & Digital Cur
Print Collection Mgmt
Business & Receiving
Acquisitions
Administration
Access Services
Digital Scholarship Serv
Marketing & Communication
Research/Learning Services
Assessment & Planning
Org Dev
FOSM
IT Infrastructure
User Experience

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What we learned

❑Overall, the organization appeared to be in a very good place

❑We are a deeply connected organization

❑Work Groups favor more relationships as opposed to stronger ones

❑The need for a reliable communication system
  ❑Not reliant on a platform (email, IM, SharePoint, etc)
  ❑ More about establishing norms around communication

❑Need to develop a more supportive culture

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How we used it

- ❑ Sent top 20 staff 'influencers' to a training together and created LO Task Force
- ❑ Communications Group/Task Force
- ❑ Held two staff forums to go over data/results
- ❑ Meetings with Work Group Leaders to review Work Group profiles
- ❑ Meetings with AULs to discuss results
- ❑ Work Group Presentations/Interviews
- ❑ Work Group Connection Analysis & Plan

Why we are doing it again

❏New Focus:

    ❏Knowledge Management

    ❏Inclusion

❏More organizational changes

❏Measure the success of Learning Organization Initiatives

❏Evaluate communications work and develop further refinements

❏Supplement campus engagement survey

OCLC Americas Regional Council Conference

THANK YOU

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Data Leadership

Making an Internal Impact with
Library Data

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Leading With Data

Library data is frequently used outside the institution to indicate usage, promote programs, and demonstrate impact to stakeholders, but this data can also play an important role in managing library teams. This presentation will explore how data from reference, collections, and patron engagement can be used to motivate library teams and encourage professional development.

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Data Leadership

Changing hearts and minds!

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Defining Data Leadership

▫ Using data internally, as a management strategy
▫ Some examples include
  - Gamification
  - Digital Badging
  - Benchmarking
  - Self-tracking

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Leaderboards and Edtech

Landers, R. N., & Landers, A. K. (2014). An empirical test of the theory of gamified learning: The effect of leaderboards on time-on-task and academic performance. *Simulation & Gaming, 45*, 769–785.
https://doi.org/10.1177/1046878114563662

- Inspiration for this project came from education technology
- Leaderboards inspired students to spend more time on projects

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Digital Badge Examples from Libraries

Copenhaver, K., & Pritchard, L. (2017). Digital badges for staff training: Motivate employees to learn with micro-credentials. *Journal of Electronic Resources Librarianship, 29*, 245-254. https://doi.org/10.1080/1941126X.2017.1378543

Lopez, S. M., & Galindo, J. (2016). Using digital badges for staff development at the University of Texas at El Paso. *Journal of Electronic Resources Librarianship, 28*, 47-48. https://doi.org/10.1080/1941126X.2016.1130463

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Case Study from Stony Brook

Applying theory to practice
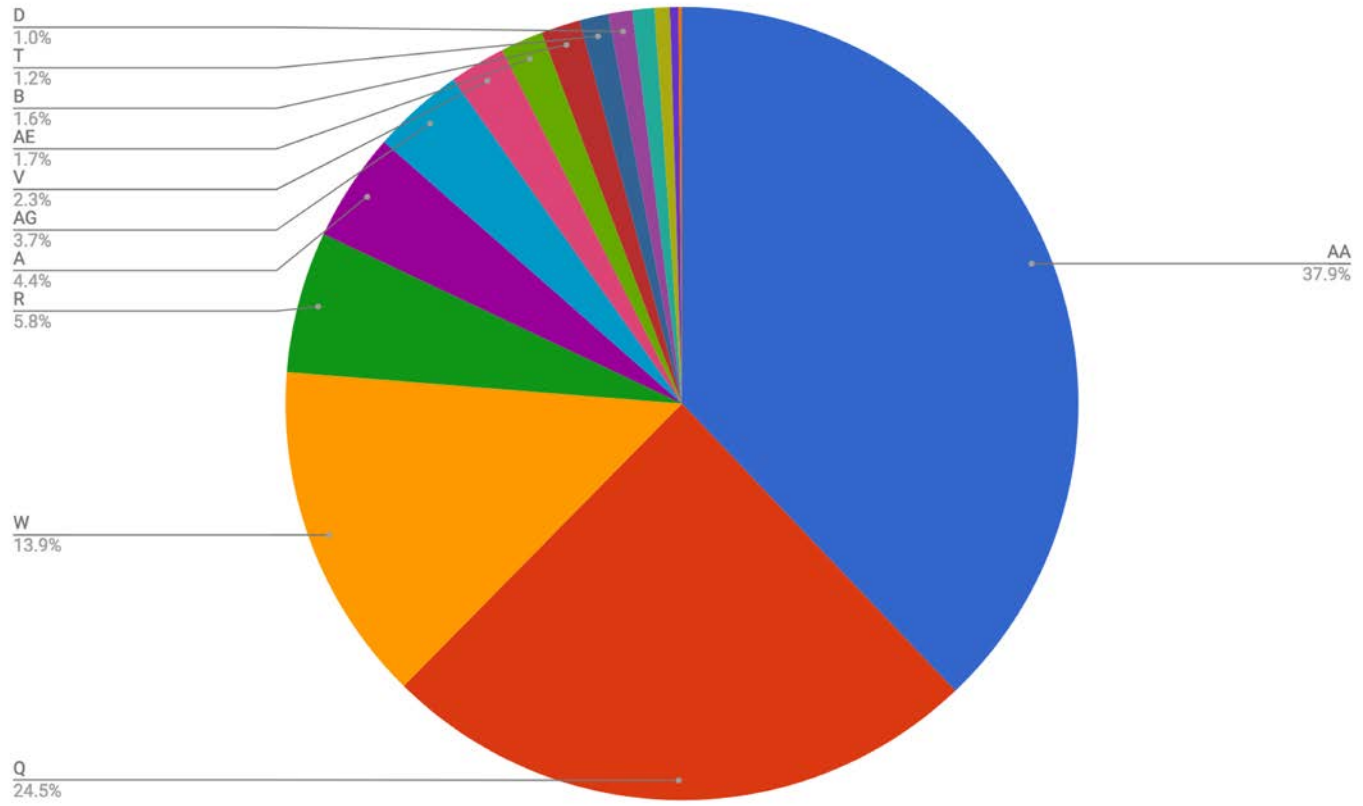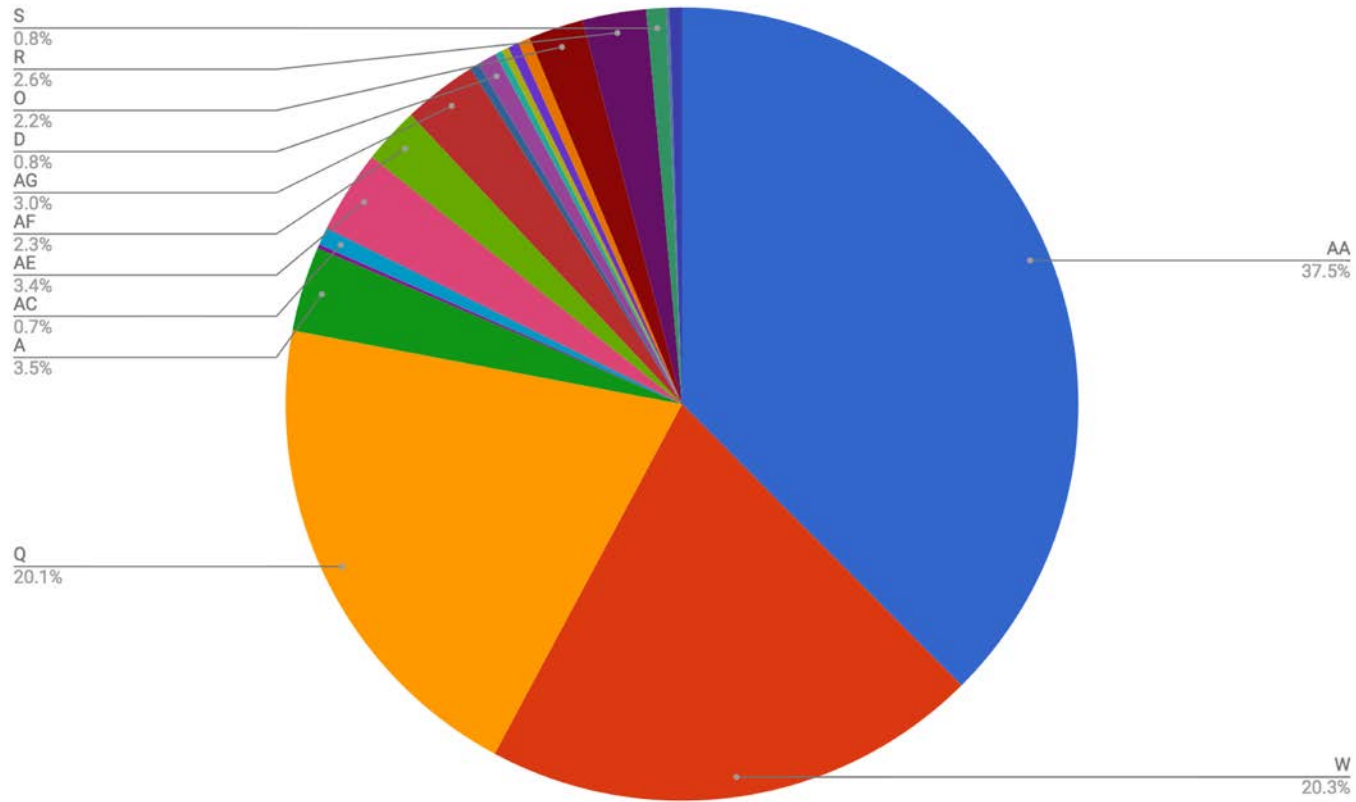
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The Stony Brook Experiment

A monthly leaderboard shown at the liaison meeting visualizing chat statistics and a leaderboard for discussion.

Purpose: to diversify the chat schedule

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Control Year 2016

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Experimental Year 2017

Comparing Chat Participants

	Potential Participants	Actual Participants	% Participating
2015	24	14	58.3%
2016	22	15	68.2%
Ex. 2017	26	20	76.9%

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Librarian Survey

- People hated it!
- Feelings were strongly tied to the position on the list
- Some people did find it motivating
- People liked the data

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Thank you!

Virtual Reference Librarian

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http://bit.ly/CostelloARC18

Photo Credits

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- Slide 9: Stony Brook Station by Adam Moss via <u>Flickr</u>
- Slide 13: Survey Party by m kasahara via <u>Flickr</u>

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