



**ClimateQUAL™**  
Organizational Climate  
and Diversity Assessment

# **Introduction to ClimateQUAL® Lite**

**Association of Research Libraries  
Webcast Briefing  
September 11, 2014  
12:15 p.m.–12:45 p.m. EST**

# Welcome

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**Shaneka Morris**

Statistics Editorial  
Assistant,  
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Libraries

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# Thank You for Joining Us

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- Everyone will be muted to cut down on background noise
- We welcome questions. Please type your questions and ARL staff stand ready to answer all of them
- If time permits, we will have a question and answer session at the end of the presentation

# Agenda

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- Introduction ClimateQUAL®
- Theory and Background
- ClimateQUAL® Lite
  - Statistical Validation (psychometrics)
  - Scales
- Survey Administration and Results
- Questions and answers as time allows

# Introduction to ClimateQUAL®

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# ClimateQUAL<sup>®</sup> Assessment



Measures staff perceptions concerning:

- the library's commitment to the principles of diversity
- organizational policies and procedures, and
- staff attitudes

# Goals of ClimateQUAL® Project



- 
- Develop a tool that assesses the “health” of a library
    - Whether the policies, procedures and practices of a library are supporting its mission and facilitating meeting current and future customer needs.
  - Develop large database of norms to help libraries interpret their results
  - Develop an active community of libraries that share experiences and interventions to improve the effectiveness of libraries participating in community
  - Track changes in libraries over time to permit objective feedback regarding effectiveness of attempted practices/interventions
  - Empirical validation of the healthy organization theory
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**ClimateQUAL®**  
Organizational Climate and Diversity Assessment

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### What is ClimateQUAL®?

ClimateQUAL®: 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.

**ABOUT**  
Access the informational video, and learn ClimateQUAL®'s history and benefits to your institution... [more](#)

**CORE CONCEPTS**  
Explore the climate scales measured by the ClimateQUAL® survey... [more](#)

**FAQS**  
Answers to commonly asked questions about the ClimateQUAL® survey... [more](#)

### ClimateQUAL® 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.



### Your Gift to the Community

Interested in sharing your organizational improvement strategies? ARL invites you to share your resources, activities, ideas, etc. related to organizational climate and diversity assessment. Please forward all materials to [climatequal@arl.org](mailto:climatequal@arl.org).

### Now Accepting Registrations for ClimateQUAL® 2014!

Contact the ClimateQUAL® Team to participate in 2014.

### NEWS

- + 8/21/2014 [ClimateQUAL® Live Web Seminar to Be Offered by ARL—September 11, 2014](#)
- + 6/25/2014 [ClimateQUAL®: Organizational Climate and Diversity Assessment—Call for Participation 2014–2015](#)
- + 4/15/2014 [Travel Awards for Underrepresented Professionals Available for Library Assessment Conference 2014—Deadline May 30](#)

+ MORE NEWS

### EVENTS

- + 7/1/2013 [Library Value: Conceptualizing, Capturing & Communicating Impact](#) - Chicago, Illinois
- + 6/28/2013 [ClimateQUAL® Partner's Meeting, June 2013](#) - Chicago, Illinois
- + 1/25/2013 [ClimateQUAL® Partners Meeting, January 2013](#) - Seattle, Washington

+ MORE EVENTS

### PUBLICATIONS

- + [LibQUAL+ and ClimateQUAL at York](#)
- + [Library Assessment Using the Tools of StatsQUAL®](#)
- + [ClimateQUAL® Webcast](#)

+ MORE RESOURCES



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



- 
- The survey is not publicly available
  - The survey is not distributed in advance of survey administration
  - On the website:
    - In-depth descriptions of the scales
    - 2 sample questions per scale

# ClimateQUAL®: Theory and Background

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**Paul Hanges, Ph.D.**

Associate Chair &  
Director of Graduate  
Studies; Professor,  
Social, Decision, and  
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# Organizational Climate

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- Organizational climate refers to the interpretative frameworks shared by employees regarding the priorities of their organization and it helps them understand what behavior is rewarded, supported, and expected in the organization (Schneider, 1990).
- Employees develop these organizational perceptions as a result of their attempts to make “sense” of the policies, practices, and procedures endorsed and enacted in an organization.

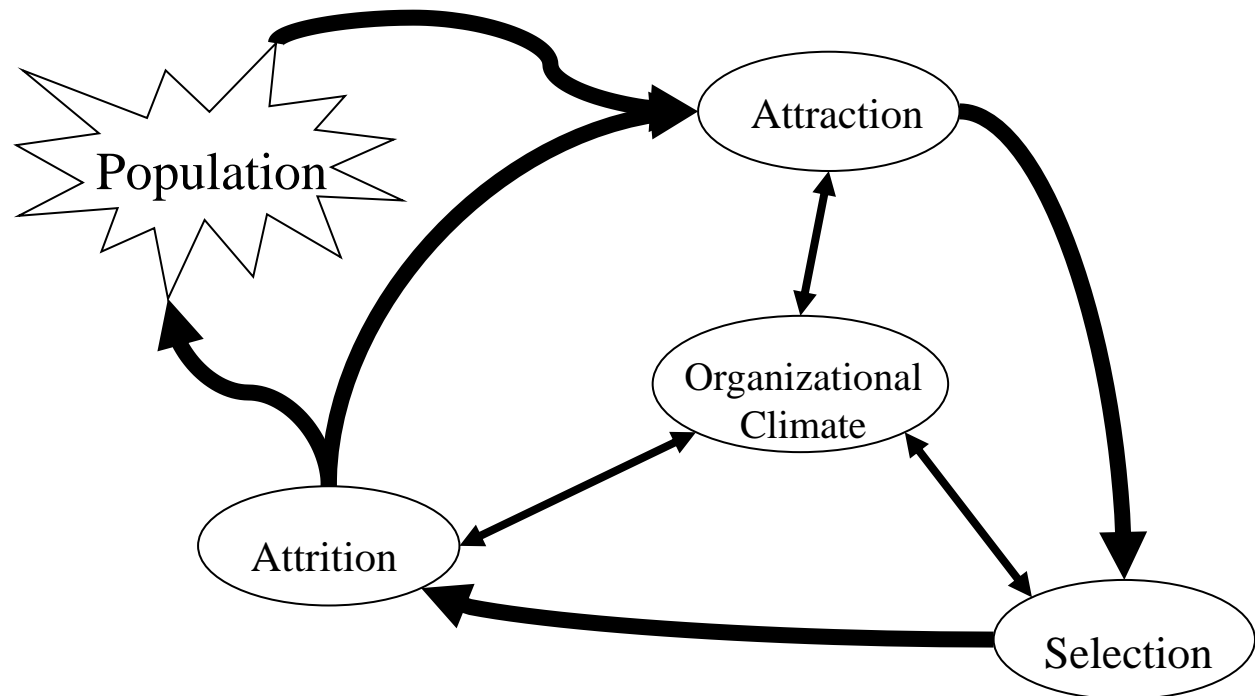
# Organizational Attitudes

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- The organizational attitude measures included in ClimateQUAL® are different reflections of the current workforce's morale.
- In other words, these measures can be thought of as an assessment of the current **health** of the employed workforce.

# Healthy Organization

- A healthy organization is one that is responsive to its environment
- ASA Cycle



# ClimateQUAL® Long Form Organizational Climate Scales

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## 9 Climate Scales:

- Climate for Deep Diversity
- Climate for Psychological Safety
- Climate for Justice
- Climate for Innovation: Co-Workers
- Climate for Continual Learning
- Climate for Leadership
- Climate for Teamwork
- Climate for Demographic Diversity
- Climate for Customer Service

# ClimateQUAL® Long Form Organizational Attitudes Scales

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## 7 Attitude Scales:

- Task Engagement
- Organizational Commitment
- Organizational Citizenship Behaviors
- Organizational Withdrawal
- Job Satisfaction
- Team Psychological Empowerment in the Workplace
- Work Unit Conflict

# ClimateQUAL<sup>®</sup> Lite



**ClimateQUAL<sup>™</sup>**

**Organizational Climate  
and Diversity Assessment**



# Why ClimateQUAL® Lite?

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- Decrease completion time
- Preserve data integrity
- Allow institutions to assess library staff perceptions of the key concepts in the Healthy Organization Theory.
- Allow libraries using the Lite version to use the normative database for benchmarking

# Psychometric Properties of ClimateQUAL® Lite






- Analyzed responses from a total of 53 libraries.
  - The majority of the libraries were in the USA, four libraries were from England and two from Canada.
- Analysis techniques:
  - Factor analyses of individual questions
  - Analysis of internal consistency reliability (Cronbach's alpha)
  - Compute the intra-class correlation coefficient (ICC) (shows that ClimateQUAL® Lite scales assesses organizational climate and not individual level perceptions)

# Psychometric Properties of ClimateQUAL® Lite



- **Results:**

<b>Analysis Technique</b>	<b>Result</b>
Factor Analysis	All scale questions substantially exceed the 0.40 cutoff. (Greater than 0.40 = good) 
Internal consistency reliability analysis (Cronbach's Alpha)	All have exceptional levels of reliability and Cronbach's Alphas are statistically significant. 
ICC	All scales have ICC(1)s substantially above 8% and all ICC(1)s are statistically significant. (Average ICC(1) in the research literature when organizational climate is assessed is 8%.) 

# Psychometric Properties of ClimateQUAL® Lite

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- **Conclusions:**

- Scales have desirable psychometric properties.
- Scales measure organizational climate and not individual level perceptions.
- These conclusions apply to BOTH versions of ClimateQUAL®

# ClimateQUAL® Lite

## Organizational Climate Scales

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### 6 Climate Scales:

- **Climate for Deep Diversity**
- **Climate for Psychological Safety**
- **Climate for Justice**
- **Climate for Innovation: Co-Workers**
- **Climate for Continual Learning**
- Climate for Leadership
- Climate for Teamwork
- **Climate for Demographic Diversity**
- Climate for Customer Service

# ClimateQUAL® Lite Organizational Attitude Scales

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## 1 Attitude Scale:

- Task Engagement
- Organizational Commitment
- Organizational Citizenship Behaviors
- Organizational Withdrawal
- **Job Satisfaction**
- Team Psychological Empowerment in the Workplace
- Work Unit Conflict

# ClimateQUAL® Lite Sample Questions

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**Sample questions on the ClimateQUAL®  
website at**

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



# Survey Administration & Results

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# ClimateQUAL® vs ClimateQUAL® Lite



<b>ClimateQUAL®</b>	<b>ClimateQUAL® Lite</b>
<ul style="list-style-type: none"><li>• Approximately 150 questions</li></ul>	<ul style="list-style-type: none"><li>• Approximately 80 questions</li></ul>
<ul style="list-style-type: none"><li>• 9 climate dimensions</li></ul>	<ul style="list-style-type: none"><li>• 6 climate dimensions</li></ul>
<ul style="list-style-type: none"><li>• 7 organizational attitude scales</li></ul>	<ul style="list-style-type: none"><li>• 1 organizational attitude scales</li></ul>
<ul style="list-style-type: none"><li>• Additional demographic questions</li></ul>	<ul style="list-style-type: none"><li>• Additional demographic questions</li></ul>
<ul style="list-style-type: none"><li>• 20-50 minutes to complete</li></ul>	<ul style="list-style-type: none"><li>• 10-20 minutes to complete</li></ul>

# Conducting the Survey

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- Question context
  - The library as a whole
  - Designated team or work unit
- A free-text comments box
- Participants need to survey at least 50 part-time or full-time employees, possibly including student workers

# Conducting the Survey

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- Web-based survey administered online within the StatsQUAL platform
- Staff should allow 10–20 minutes to complete
  - Median survey time: approx. 13 min
- Survey typically lasts for 3 weeks

# Conducting the Survey

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- Respondent confidentiality is of paramount concern, given the sensitive nature of the questions and responses
  - An overview report is provided to the library with the comments of the respondents
  - To protect confidentiality
    - Raw data are not shared with the institution
    - Data are not reported for that groups with too few responses
  - Only libraries with large enough sample sizes can receive additional analysis for specific subgroups within the organization, as an add-on service
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# Putting the Results in Context



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- Feedback from the survey is grounded in a baseline from the libraries that have already participated
  - Normative data (available to current and past participants):
    - All Libraries through 2013
    - All Individuals through 2013
  - Results review phone call with ARL Staff
  - Quarterly ClimateQUAL Calls—closed forum for current and past participants

# Join Us!



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# Join Us!

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Join the growing community of ClimateQUAL® participants!

We are currently enrolling institutions in the 2014-15 administration of ClimateQUAL®. If you are interested, please contact us at [climatequal@arl.org](mailto:climatequal@arl.org).

More details on the call for participation are available in the original press release:

<http://www.arl.org/news/arl-news/3302-climatequal-organizational-climate-and-diversity-assessment-call-for-participation-2014-2015#.VBEI5DKwlyQ>

# Resources

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- Informational video:  
<http://youtu.be/0LIE3I7tPAo>
- Publications about ClimateQUAL®  
<http://www.climatequal.org/publications>
- [Shared Workspace login](#) - ClimateQUAL®  
participants only



# Selected Resources



more at: <http://www.climatequal.org/publications>

- Lowry, C. and Hanges, P. (2008). What is the Healthy Organization? Organizational Climate and Diversity Assessment: A Research Partnership. portal: Libraries and the Academy. 8 (no. 1), 1–5
- Kyrillidou, M. and Baughman, S. (2009). ClimateQUAL: Organizational Climate and Diversity Assessment. C&RL News 70 (3), 154-157
- Pritchard, S. (2011). [Insights from ClimateQUAL® at Northwestern](#). Presented at 158th ARL Membership Meeting. Montréal, Québec, Canada. With handout <http://www.climatequal.org/bm~doc/mm11sp-pritchard-handout.pdf>  
Audio available at: <http://www.arl.org/resources/pubs/mmproceedings/158mm-proceedings.shtml>
- Town, Stephen. Presentation. LibQUAL+ and ClimateQUAL at York. (2013). LibQUAL+ Exchange of Experience Workshop, 10th Northumbria International Conference on Performance Measurement in Libraries and Information Services, York, England, July 22, 2013. <http://www.climatequal.org/documents/LibQual/publications/2013/northumbria-10-libqual-climatequal-york.pdf>

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**THANK YOU**

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