Analyzing staff engagement and connections to understand organizational culture

STEPHANIE SIMKO & MICHAEL PERRY
Who we are?

STEPHANIE SIMKO
HR TRAINING SPECIALIST
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
HEAD OF ASSESSMENT & PLANNING
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

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
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.
What it looked like

- Select the 10-15 people who most impact your work
  - Drop down menu with all staff members
  - 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)
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
Library Organization Profile

NU Reorganization Communication Assessment

<table>
<thead>
<tr>
<th>People</th>
<th>Connections</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>199</td>
<td>199</td>
<td>163</td>
</tr>
</tbody>
</table>

Structure

- **Average Path Length**: 2.5
  - Shorter than average

- **Centralization**
  - Decentralized
  - Centralized

- **Clustering**
  - Cohesive
  - Fragmented
## General Sentiment

<table>
<thead>
<tr>
<th>General Sentiment</th>
<th>Totally Disagree</th>
<th>Totally Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotes change</td>
<td>79</td>
<td></td>
</tr>
<tr>
<td>Is an advocate</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>Increase responsibility</td>
<td>68</td>
<td></td>
</tr>
<tr>
<td>Seeks advisor</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>Feels informed</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>Supportive culture</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>Tries new tools</td>
<td>79</td>
<td></td>
</tr>
<tr>
<td>Information access</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Groups collaborate</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Available to help</td>
<td>67</td>
<td></td>
</tr>
</tbody>
</table>

## Communication Sentiment
Work Group Map
Work Group Map
Work Group Map

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

- Survey tool (Qualtrics)
- What data & Employee list
- What are your goals?
- Constructing survey
- Analysis
  - Raw counts
  - Tableau
  - Nvivo
  - Sometrics
Questions?

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