

2CUL TSI Survey Results –Report & Slides

Leaders of the 2CUL Technical Services Integration group invited their staff to participate in a survey to benchmark progress toward goals, measure changes in staff perceptions, and assess the impact of new models on staff engagement. These changes are a result of the integration project funded by The Andrew W. Mellon Foundation. This narrative accompanies the slides appended at the end.

The six-question online survey ran for three weeks in spring 2014. Fifty-nine people out of a possible 96 answered the survey (61.4% response rate). Forty staff out of a total of 70 answered for Cornell University Library and 19 out of 26 answered for the Libraries of Columbia University. Technical services support staff (43 union members) at the Columbia Libraries were not part of the survey because of union restrictions, thus only Columbia Officers (non-union staff) were invited to participate. Survey responses will serve as a baseline comparison for future responses at the end of the Mellon project

Responses were organized according to staff classification: Officers of the Columbia Libraries, Cornell Academics, Cornell Exempt, and Cornell Non-Exempt. Officers of the Columbia Libraries are equivalent to the Cornell Library academic positions thus institutional comparisons are only possible for these two groups.

Two questions invited textual responses about the integration, and the commentaries indicated that respondents were concerned about collaborating with an institution that is geographically distant and culturally different, and worry about the impact of those differences on workflow, priorities, and processes. By the same token, some respondents saw the technical services integration as an example of innovation, forays into collaborative work, and a potentially advantageous and worthwhile endeavor.

Two questions invited staff to engage in comparison for which they responded using a satisfaction scale and a ranking scale from lowest (1) to highest (5). For all groups in the aggregate, current satisfaction with their units in the areas of innovation, collaboration, efficiency, communication, decision-making, and risk-taking, ranges in mean from almost 3.5 to 4 (out of a maximum satisfaction of 5). In contrast, projected satisfaction for their unit as a result of the integration is lower, with a mean that ranges from below 3 to about 3.6.

For all groups, comparing the mean results between the unit and their library's ranking (Columbia or Cornell), respondents ranked their unit higher for all areas (collaboration, efficiency, communication, decision-making and risk-taking), except innovation. The average library ranking for innovation was 4; for units, it was 3.72. Respondents scored their units comparatively lower on risk-taking, with a mean of just over 3.3. Units scored highest in collaboration, with a mean just under 4. They rated the library equally low in communication and decision-making (mean 3.25).

One potential interpretation of these results is that staff feel engaged with their units in the six areas considered, but they feel less engaged with the library where they are employed. Exceptions to this are in the area of innovation, where staff who participate in 2CUL Technical Services Integration at both institutions believe their library is engaged in an innovative endeavor.

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Columbia:

Columbia Officers of the Libraries responses range in mean between 2.95 and 3.68 for current satisfaction with their unit. This range is not vastly different from the slightly lower projected satisfaction range of 2.68 to 3.63 as a result of the integration.

For Columbia Officers, the strongest differences between current and projected satisfaction are in the areas of efficiency and decision-making. Risk-taking was the only area that went up in score for projected satisfaction. The Officers' future outlook suggests the 2CUL integration will not bring improvements in efficiency or decision-making.

Respondents for Columbia ranked their unit the same as their library or slightly higher than the library in all six areas (innovation, collaboration, efficiency, communication, decision-making and risk-taking) — except innovation. For all six areas, the responses range in mean between 3 and 3.89 for unit rank and between 2.79 and 3.89 for the Columbia libraries rank.

The mean score of Columbia's responses relative to Cornell's are generally lower for all survey questions. Although Columbia respondents anticipate the integration will be detrimental in some areas, they do not believe the impact will be as negative as their Cornell colleagues anticipate.

Cornell:

Academics

Cornell librarians (academics) represent slightly over 21% of the staff in technical services; nine of them submitted responses to the survey. Their responses range in mean between 3.78 and 4.22 for current satisfaction with their unit, and range much lower for projected satisfaction, 2.67 to 3.78.

Decision-making and risk-taking are the biggest concerns for Cornell academics, based on mean rates of satisfaction, however, the biggest difference between current and projected satisfaction is for communication and decision-making. From the academics' perspective, decision-making and communication will likely suffer as a result of the integration.

Cornell academics ranked their unit higher than Cornell's library in the areas of efficiency, communication, and decision-making. In fact, decision-making had the biggest point drop for both Cornell academics and Columbia Officers between their unit and their library's ranking.

Cornell academics ranked the library higher in the areas of innovation, collaboration, and risk-taking. Academics perceived their units as more efficient, enjoying better communication and abilities to make decisions, than the library as a whole.

Exempt Staff

Exempt staff in technical services also represent slightly over 21% of the total staff in technical services; 13 people responded to the survey. Exempt staff responses range in mean between 3.54 and 4.08 for current satisfaction with their unit, overall slightly lower than the academic mean range.

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Like academics, the lowest mean score was for risk-taking. Unlike their academic counterparts, however, exempt staff rated their current satisfaction with their unit higher in the area of communication. Exempts' projected satisfaction is overall lower than academics. Their concerns are in the areas of communication and efficiency, where the score drops by about a point for both between current and projected satisfaction. Decision-making follows closely as a future concern after the areas of communication and efficiency.

Exempt staff ranked their unit higher than the library in four areas: collaboration, efficiency, communication, and decision-making. In the areas of efficiency and communication, exempt staff see their unit at their best relative to the other groups, with scores of 4.08 and 4.15, respectively. They ranked the library higher in the areas of innovation and risk-taking, as did academics and non-exempt staff.

Non-Exempt Staff

Non-exempt staff in technical services are the largest group of respondents. They represent 57% of all technical services employees at Cornell; 18 non-exempt staff responded to the survey.

Non-exempt staff overall contributed some of the highest scores for the survey. In some areas, their responses more closely align with the ratings from academic librarians than other groups. The overall mean for current satisfaction with their unit ranges between 3.72 and 4.17. Although their projected satisfaction is lower (as it is for all other groups), the overall scores are higher than others', with a mean ranging from 3.33 to 3.83. Future satisfaction concerns for non-exempt staff center in the areas of decision-making, risk-taking, and efficiency — similar to the concerns that academics reported.

For non-exempt staff, their unit ranks high in communication and innovation, but the mean is highest in collaboration, with 4.33 points. As with academics and exempt staff, non-exempt employees rank the library higher in the areas of innovation and risk-taking with mean scores of 4.28 and 3.78, respectively. Non-exempt staff mean scores for both their unit and for the library are generally higher than for all other groups in all six areas except in efficiency, where they are on par with the scores from academic respondents.

General Remarks

The overall scores and commentaries provided by respondents suggest that they anticipate a less than optimistic work environment as a result of the 2CUL Technical Services Integration. Key areas of concern are in communication, decision-making and efficiency. The Officers of the Columbia Libraries responded with overall lower satisfaction and ranking scores relative to the Cornell Library respondents. The absence of participation in the survey by Columbia technical services support staff (due to union rules) skew the institutional comparisons as responses represent only a partial picture.

2CUL TSI Survey Results

Cornell University Library, Assessment & Communication
Columbia University Libraries, Assessment Department

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Survey goals

1. Benchmark progress towards goals.
2. Measure changes in staff perceptions and the impact of the new model on staff engagement

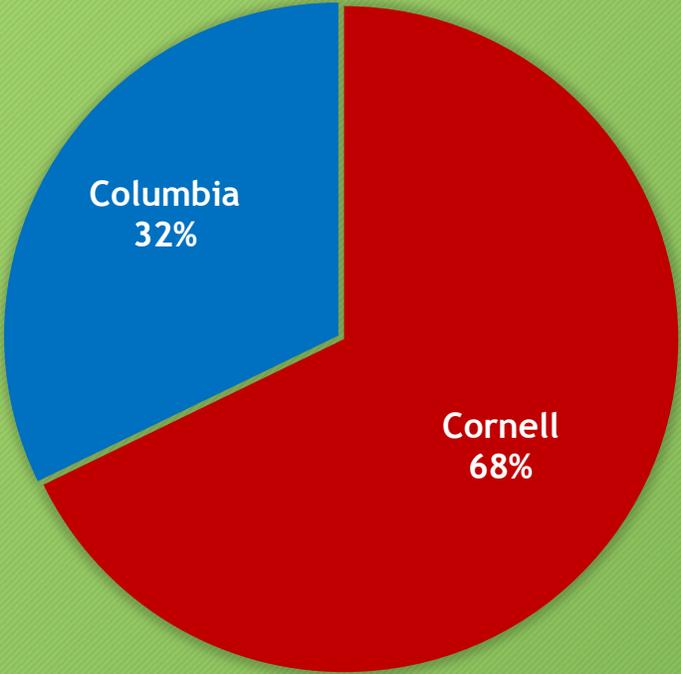
Survey

- March 25 - April 15, 2014 - 3 weeks
- 6 questions
 1. Reactions on 2CUL TSI
 2. Satisfaction - current and projected with unit
 3. Ranking - within unit and library
 4. Comments
 5. Status
 6. Supervision

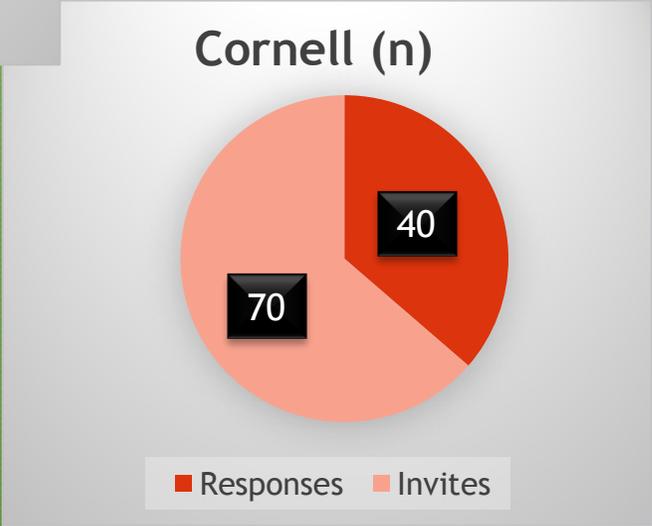
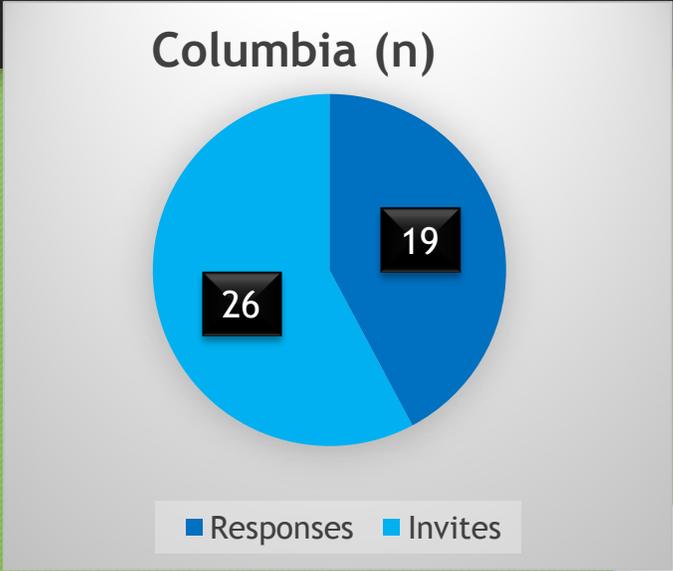


INNOVATION
COLLABORATION
EFFICIENCY
COMMUNICATION
DECISION-MAKING
RISK-TAKING

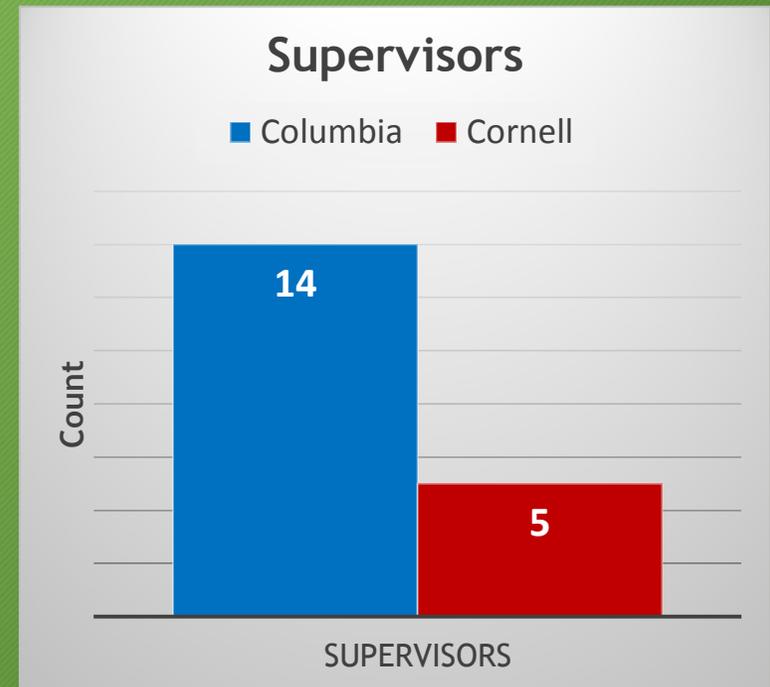
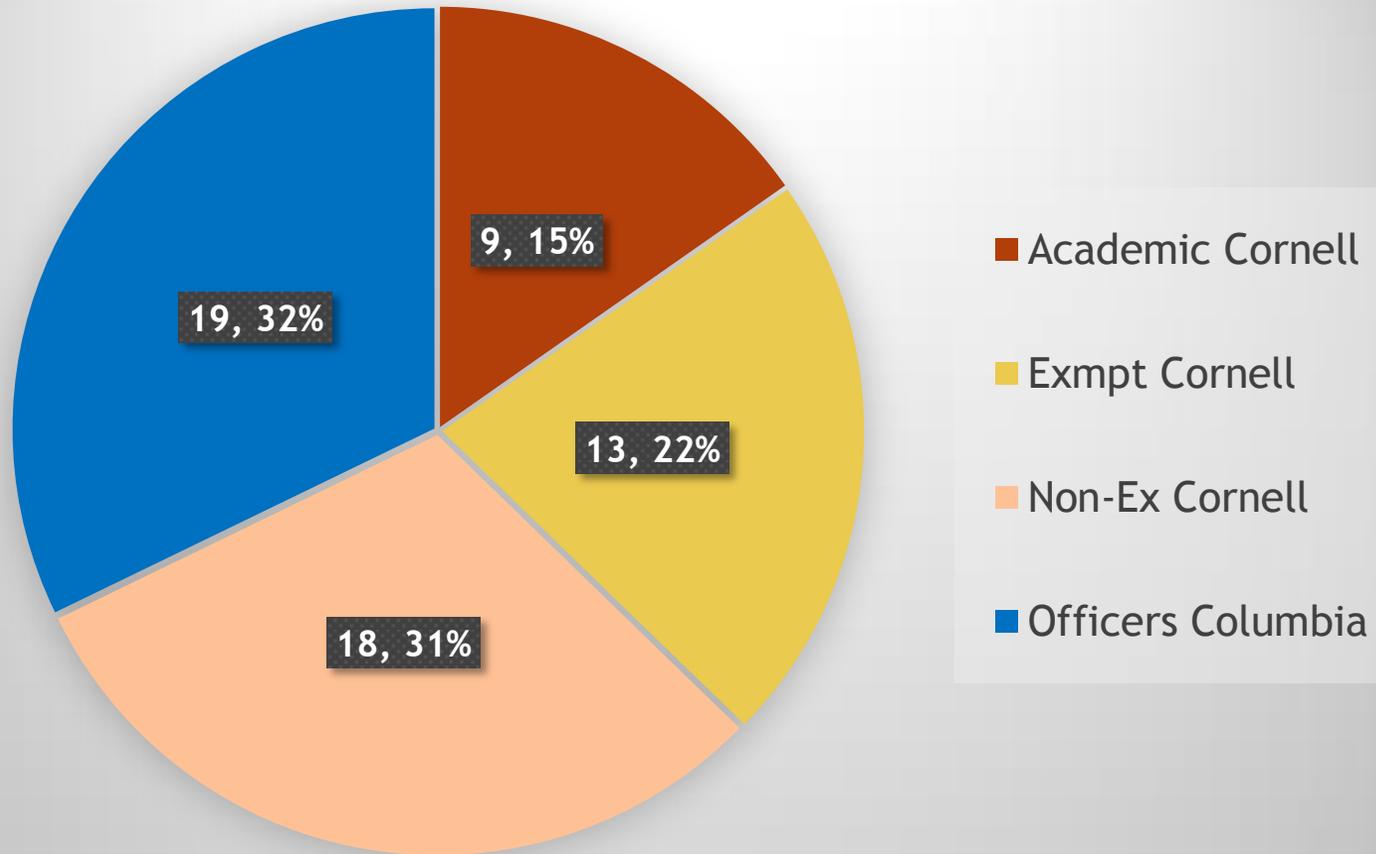
Response by institution



n=59



Q5 & 6: Respondents by Status



Question 1

What are the first three words that come to your mind about 2CUL Technical Services Integration?

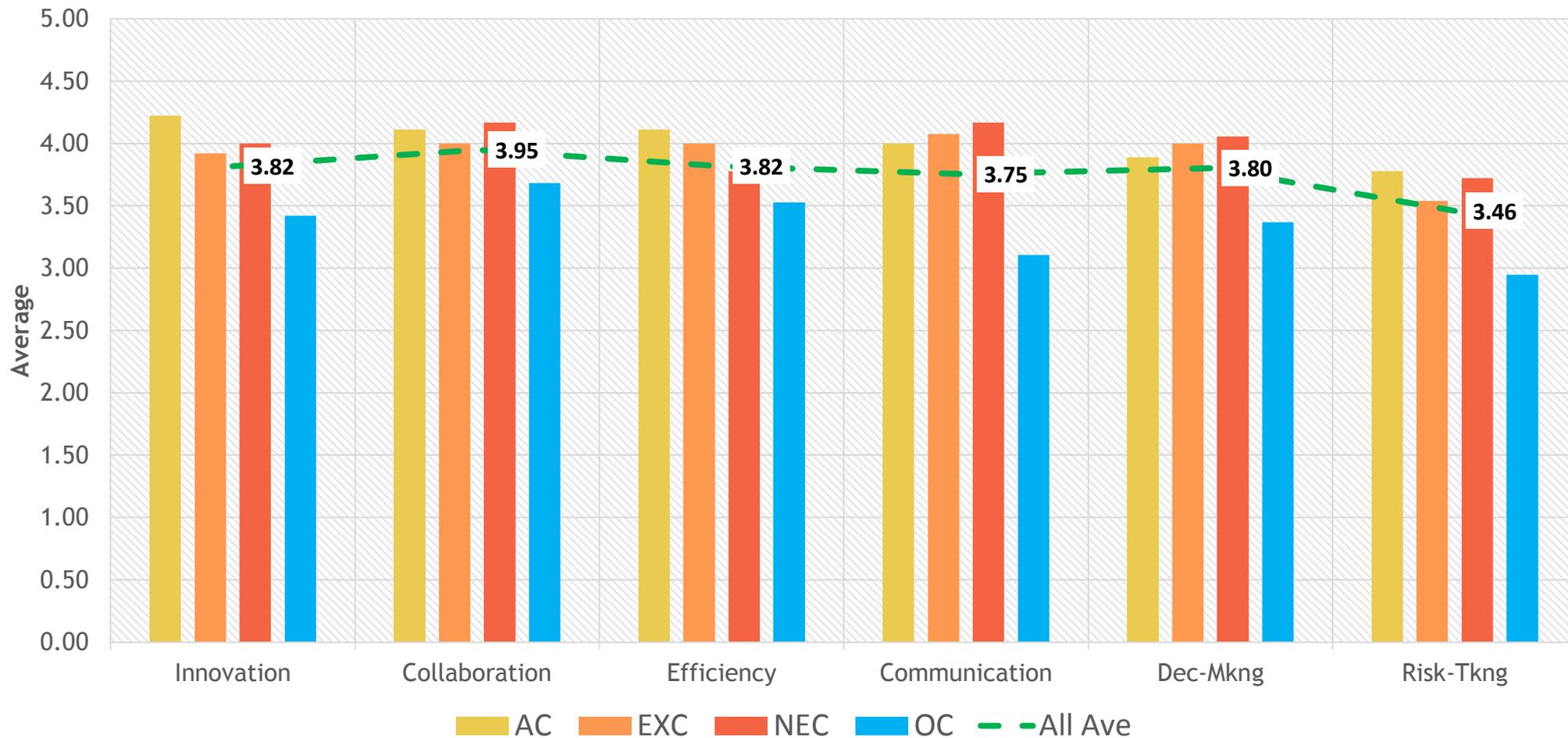
Q1: Preliminary categorization

Positive (n=40)	Negative (n=77)	Statements (n=48)	Position/Person/Geography (n=7)	Questioning (n=11)
adventure	apprehension	2CUL	Columbia	how
camaraderie	challenging	abstract	distance	saving money?
cooperation	complex	acquisitions	Jim	what?
creative	dumb	bureaucracy	manager	when
dynamic	disaster	capacity	new york	why
interesting	forced	efficiency	Scott	
opportunity	pointless	merge		
potential	uncertainty	reduction		
worthwhile	wasteful	work		

Question 2

On a scale from 1 to 5, please indicate how **satisfied you currently are with your unit** on each of the following areas below, and **how you expect 2CUL Technical Services Integration to affect** your satisfaction for each area in **the future**.

Q2: Current satisfaction with your unit - all groups



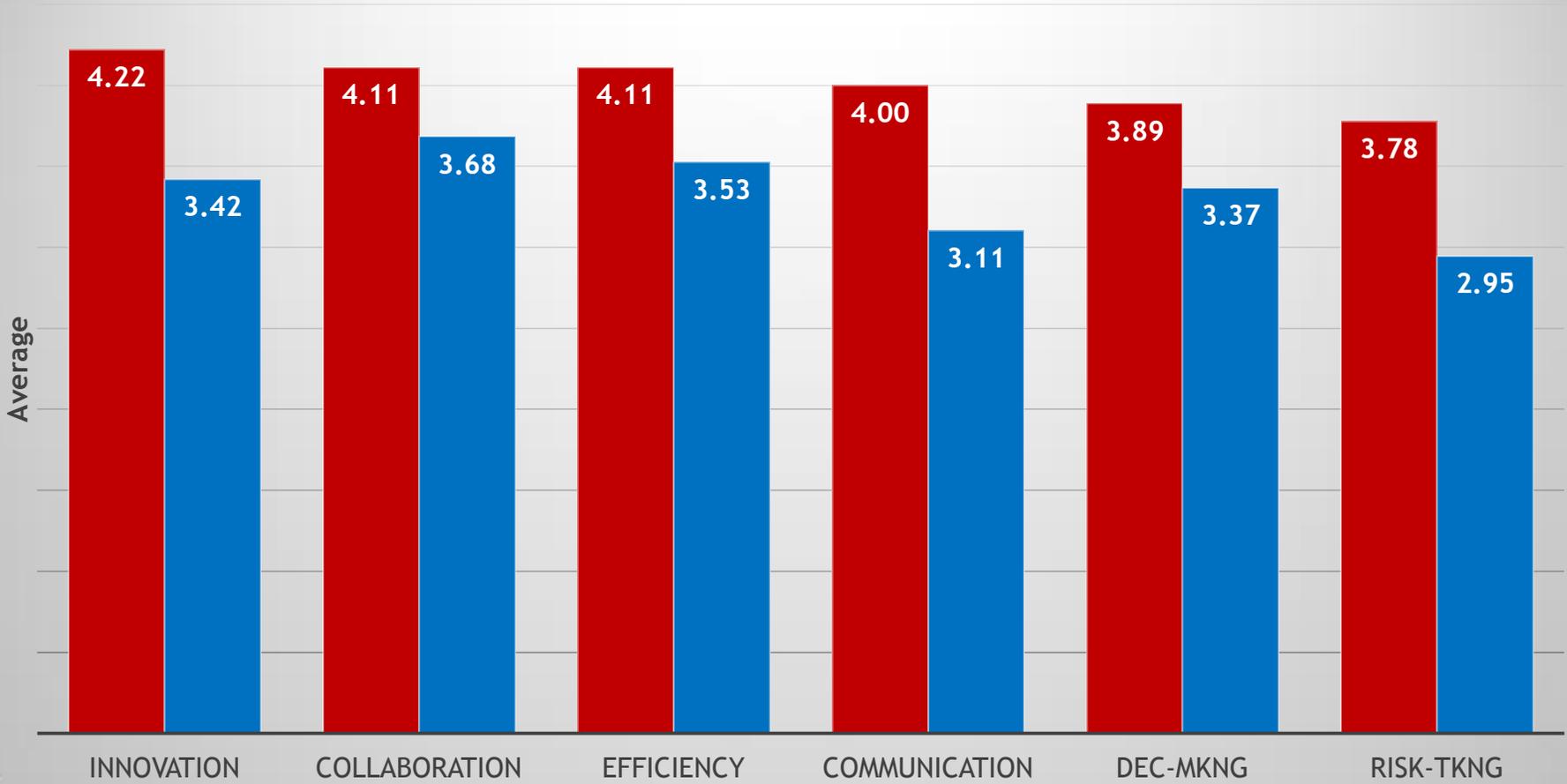
Satisfaction Scale:

5 - high

1 - low

Q2: Current satisfaction with your unit - Cornell Academics & Columbia Officers

■ AC ■ OC

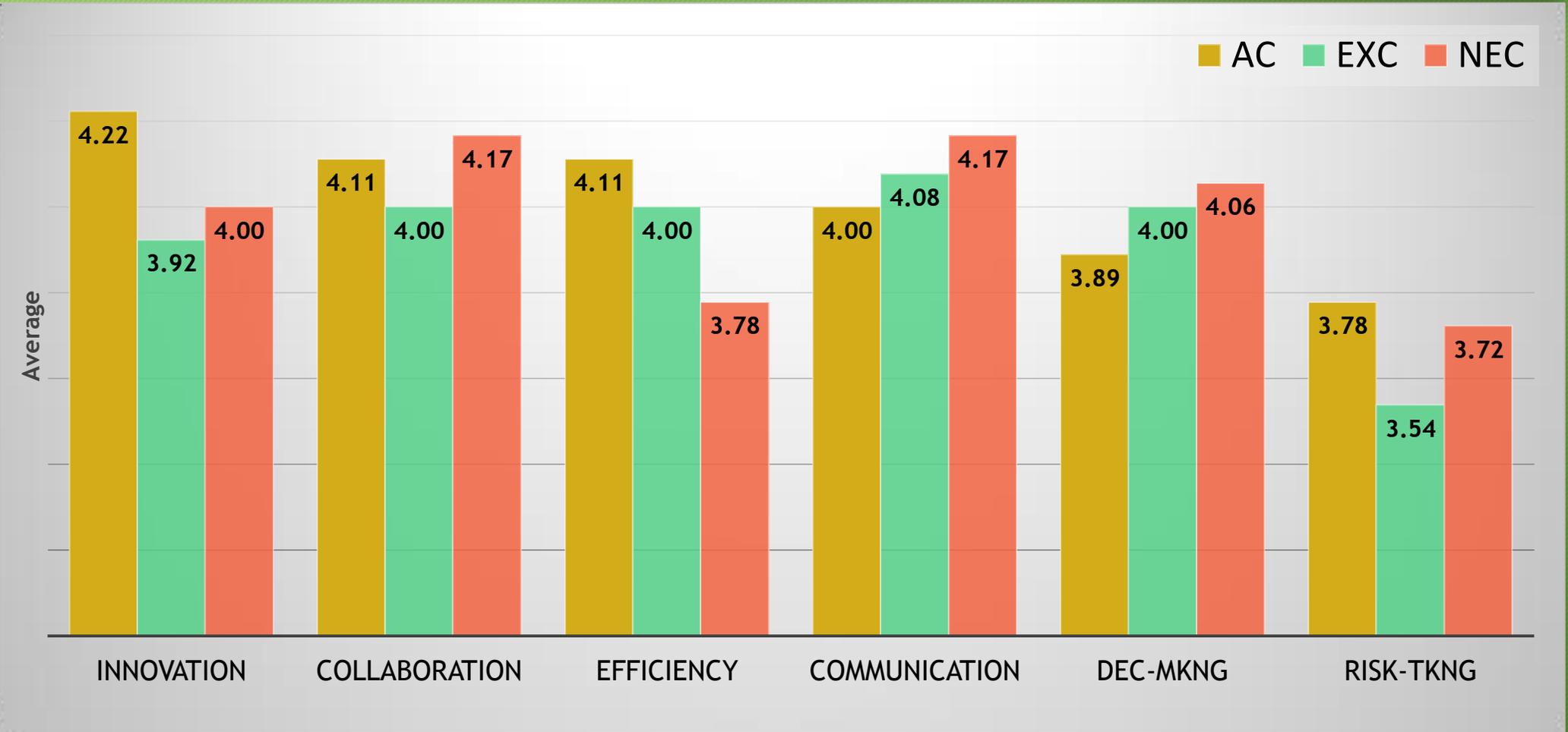


Satisfaction Scale:

5 - high

1 - low

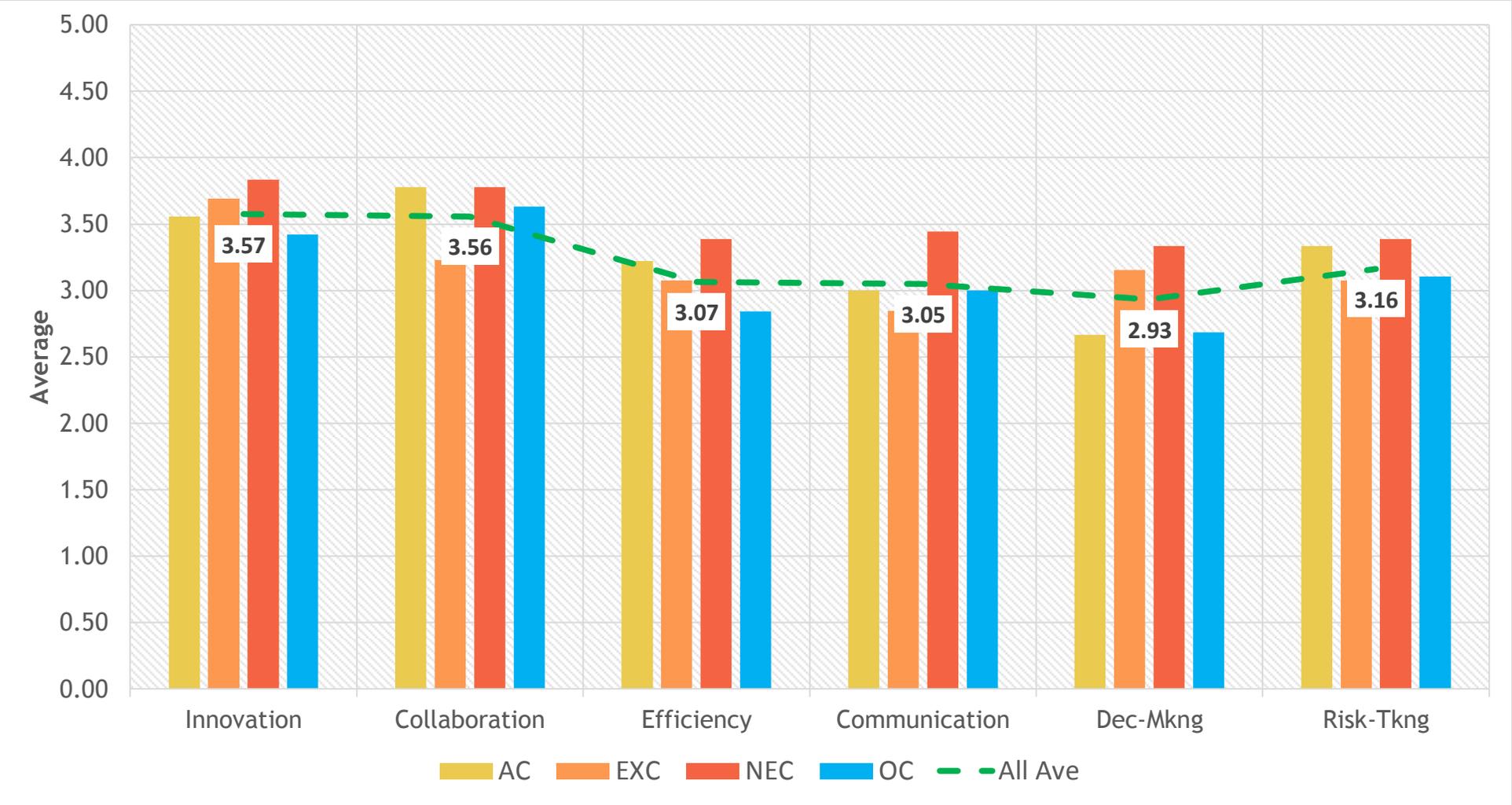
Q2: Current satisfaction with your unit - Cornell Academics, Exempt & Non-Exempt Staff



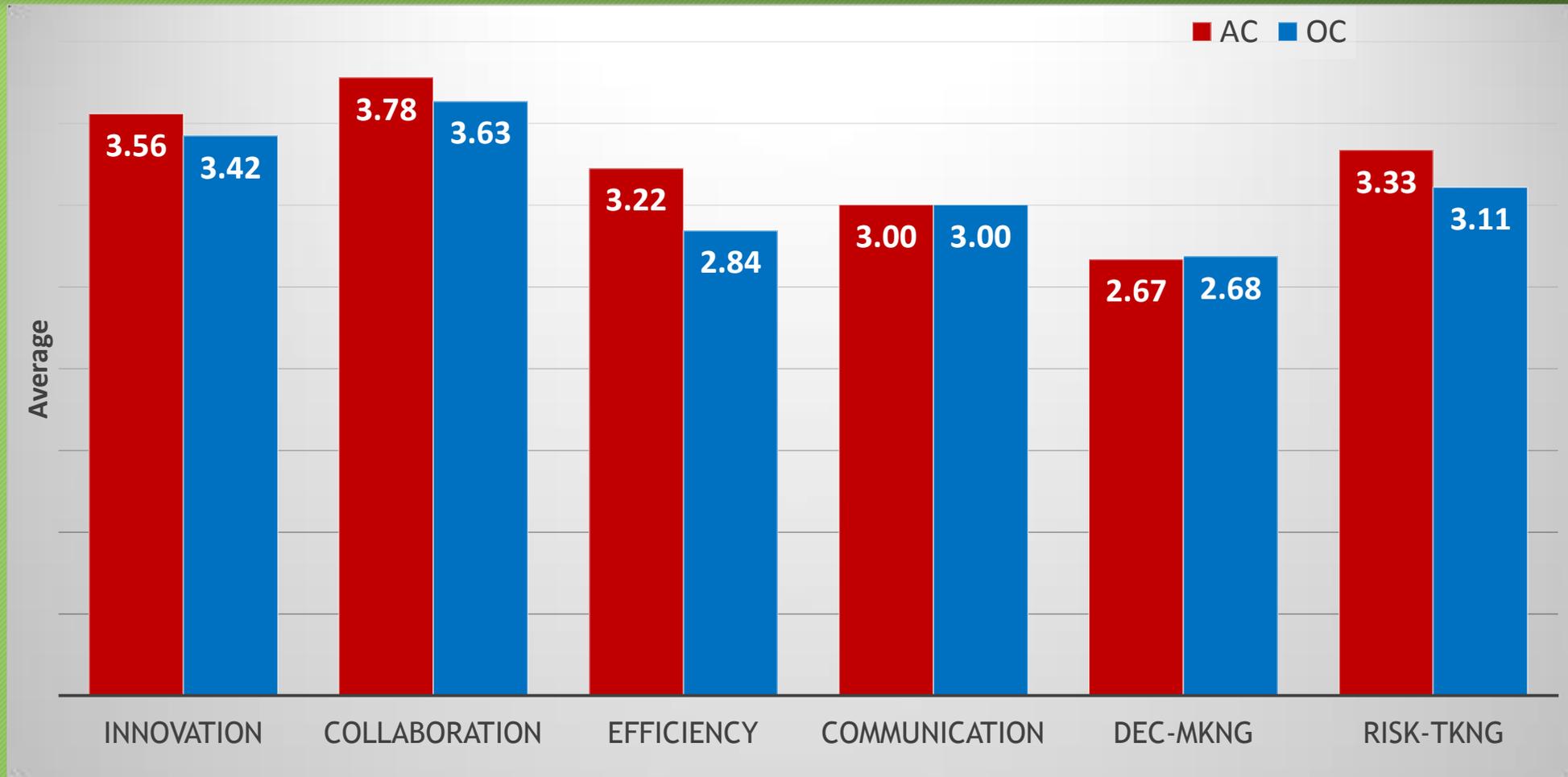
Satisfaction Scale:
5 - high
1 - low

Q2: Projected satisfaction with your unit - all groups

Satisfaction Scale:
5 - high
1 - low



Q2: Projected satisfaction with your unit - Cornell Academics & Columbia Officers

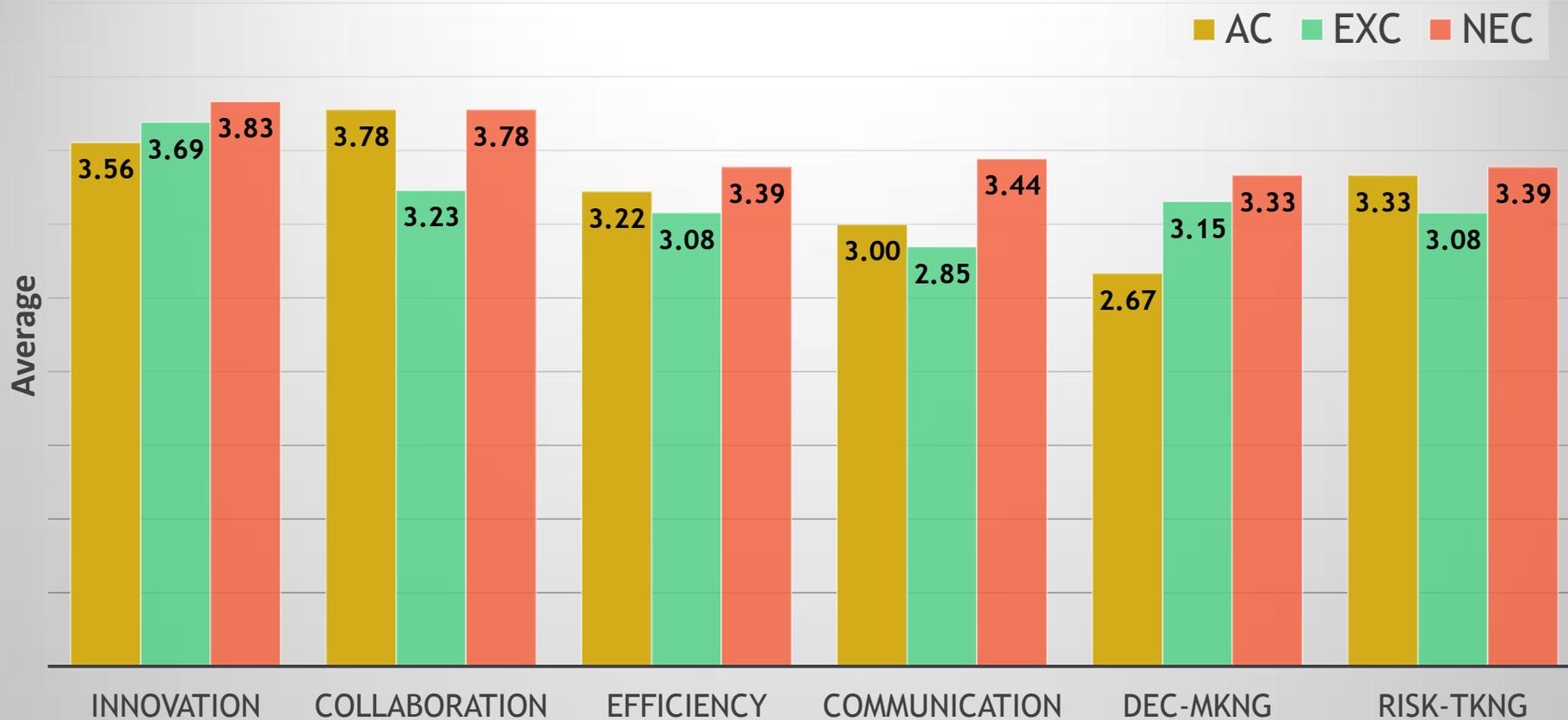


Satisfaction Scale:

5 - high

1 - low

Q2: Projected satisfaction with your unit - Cornell Academics, Exempt & Non-Exempt Staff



Satisfaction Scale:

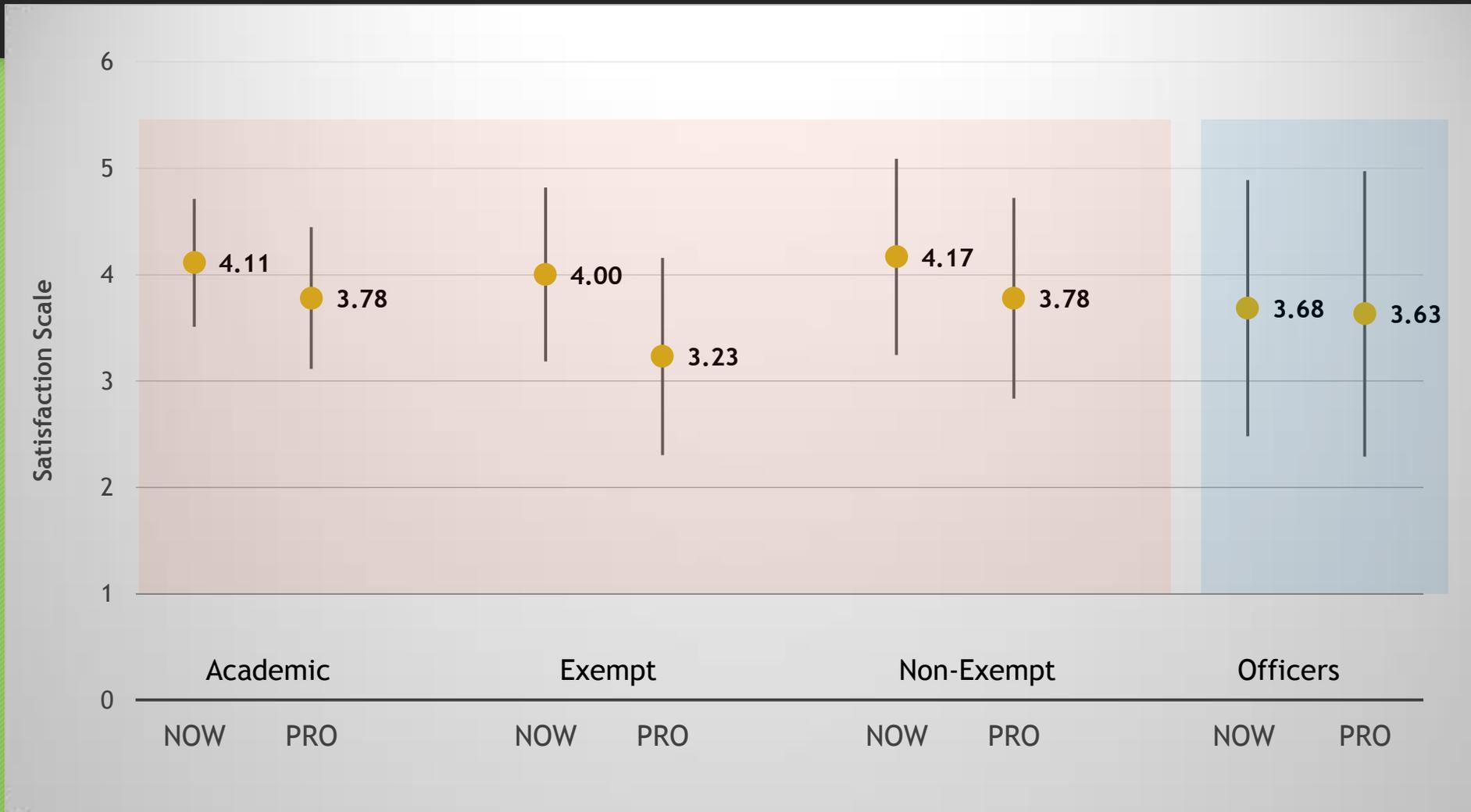
5 - high

1 - low

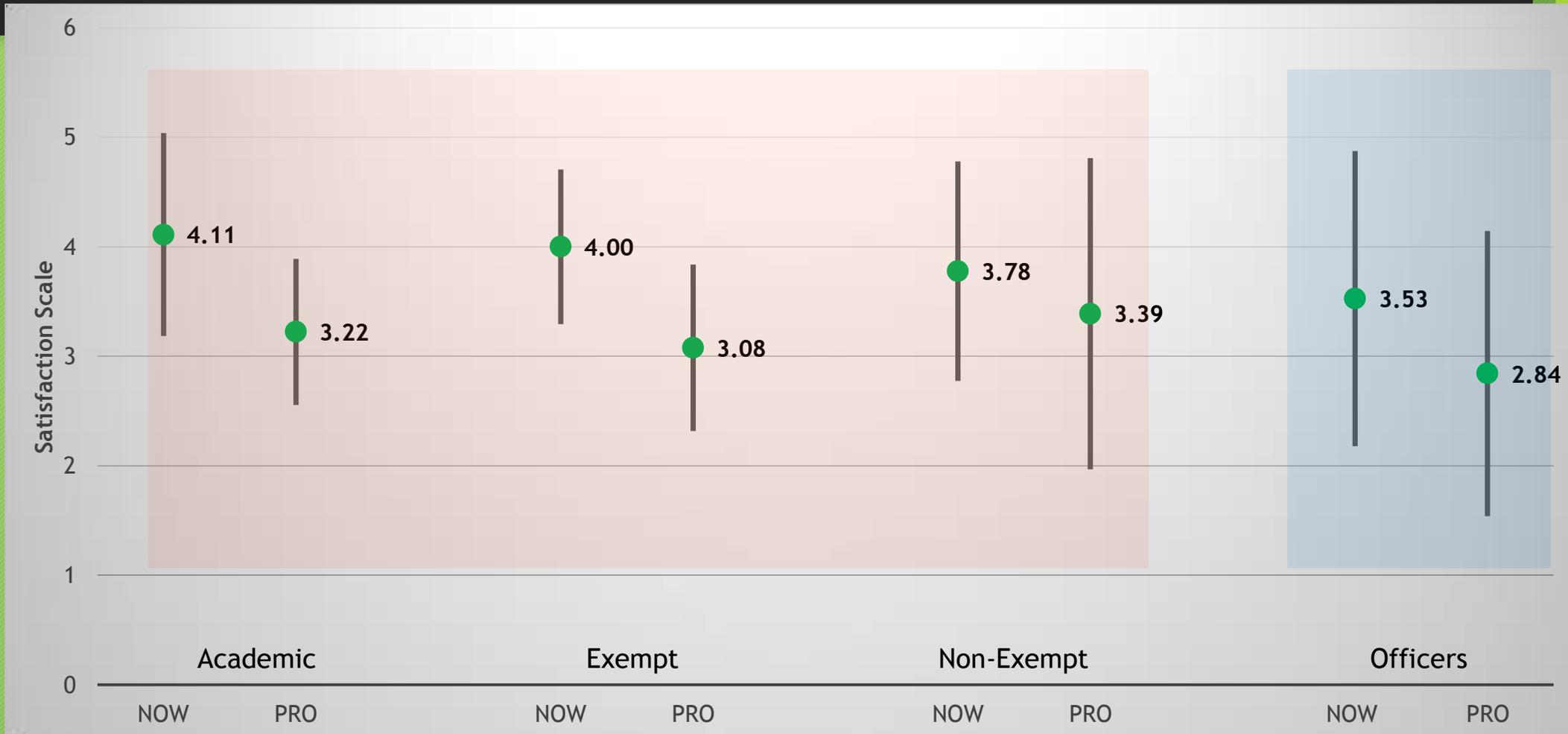
Q2: current & projected satisfaction in INNOVATION



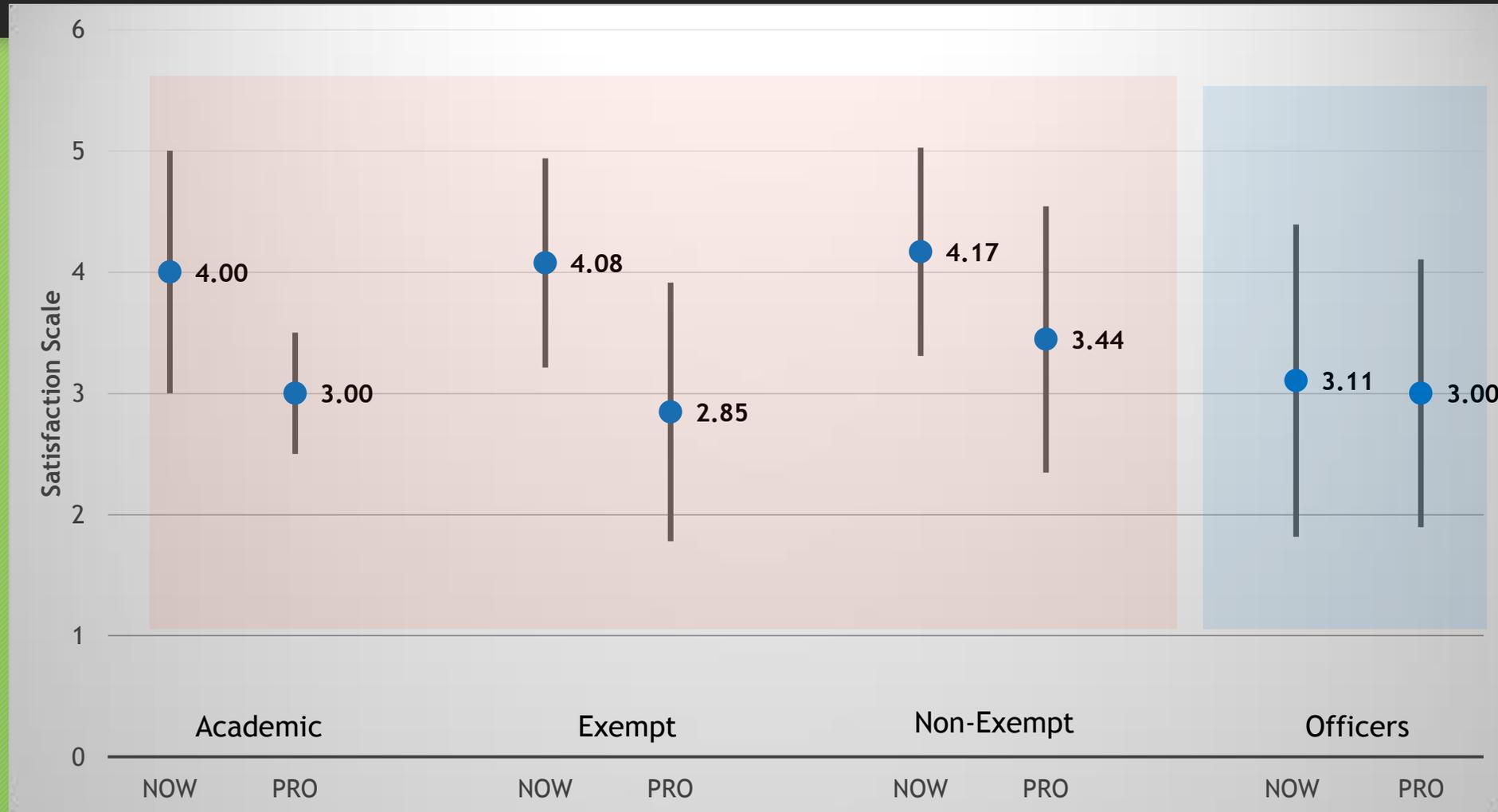
Q2: current & projected satisfaction in COLLABORATION



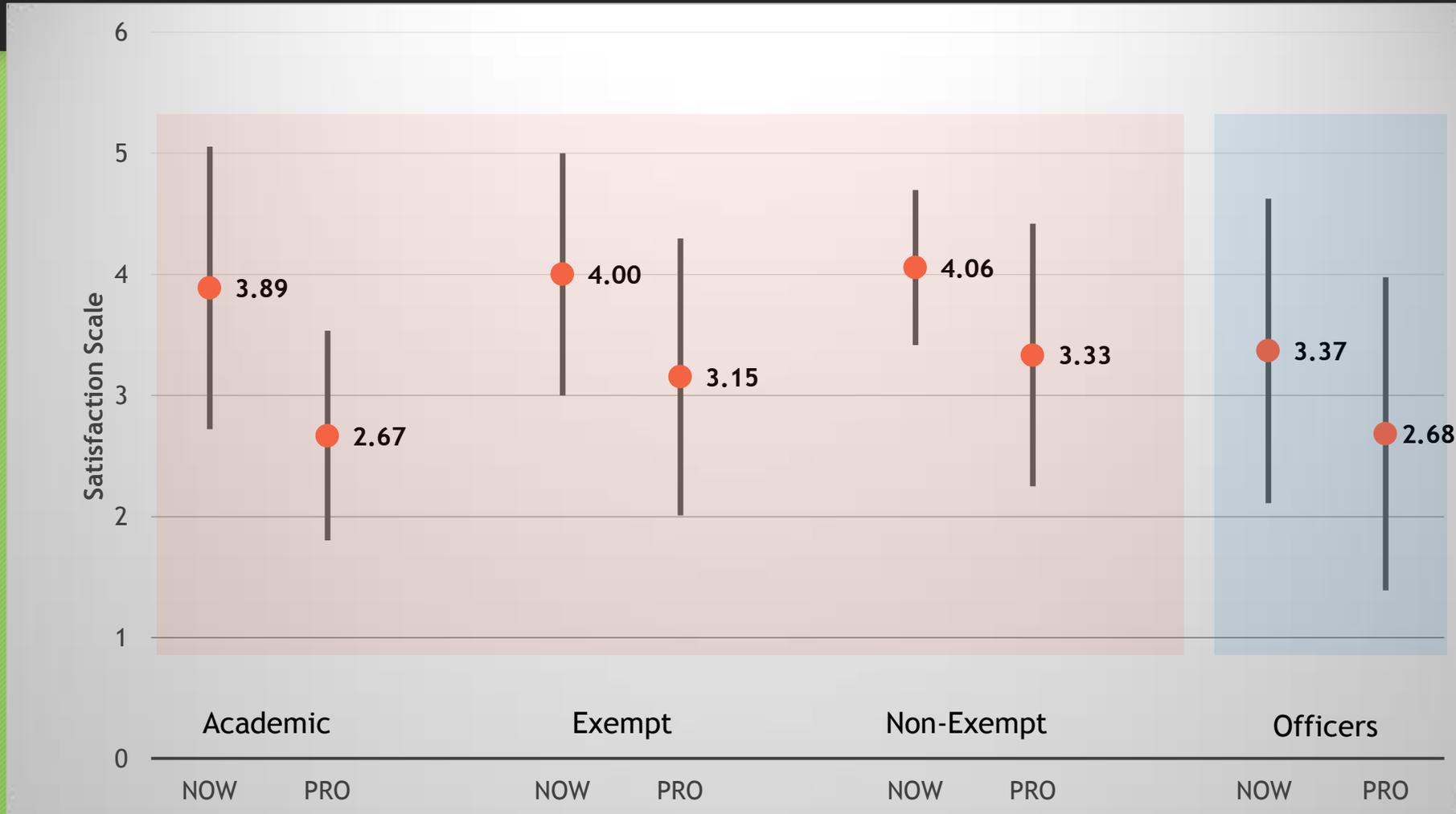
Q2: current & projected satisfaction in EFFICIENCY



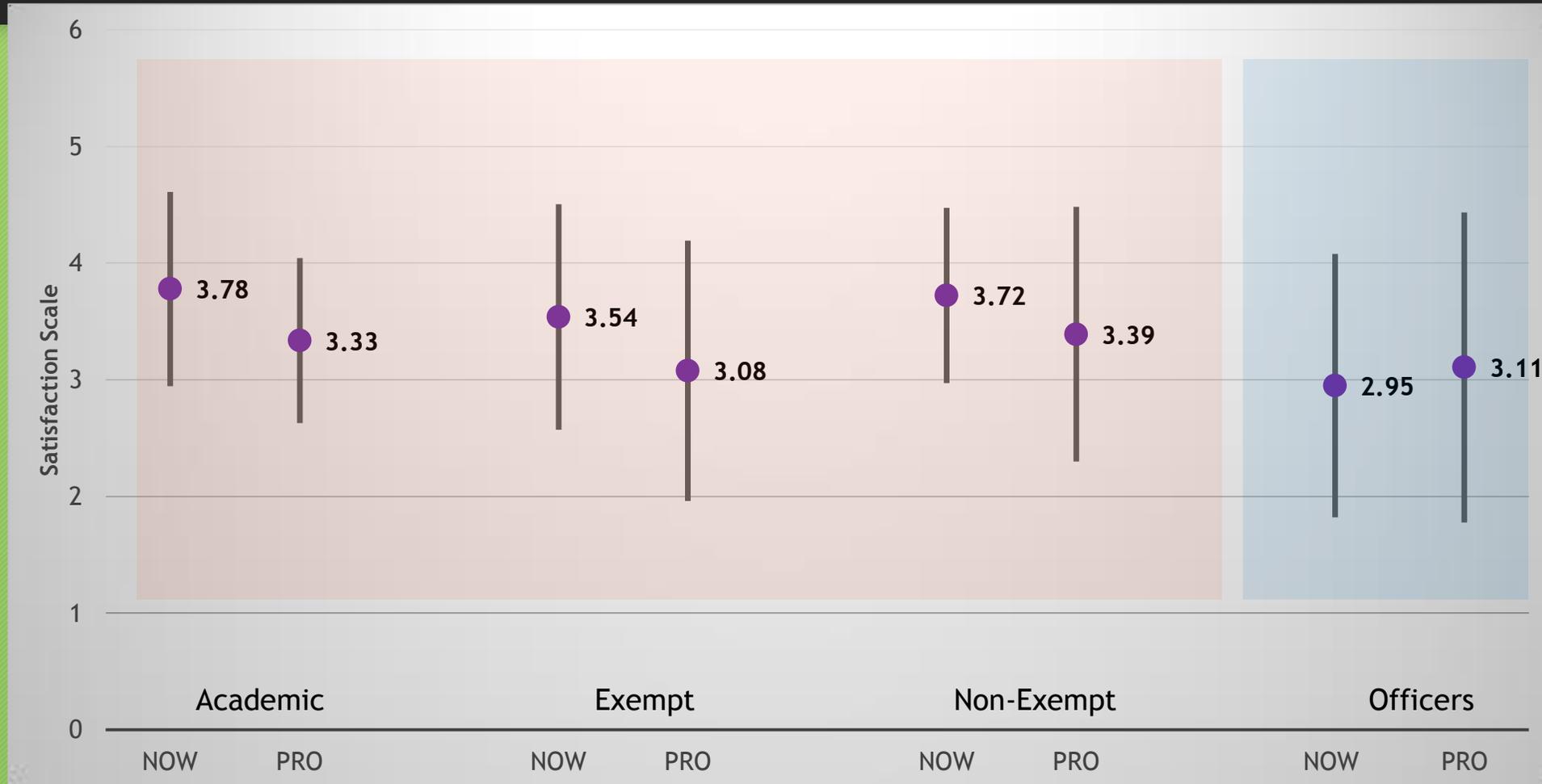
Q2: current & projected satisfaction in COMMUNICATION



Q2: current & projected satisfaction in DECISION-MAKING



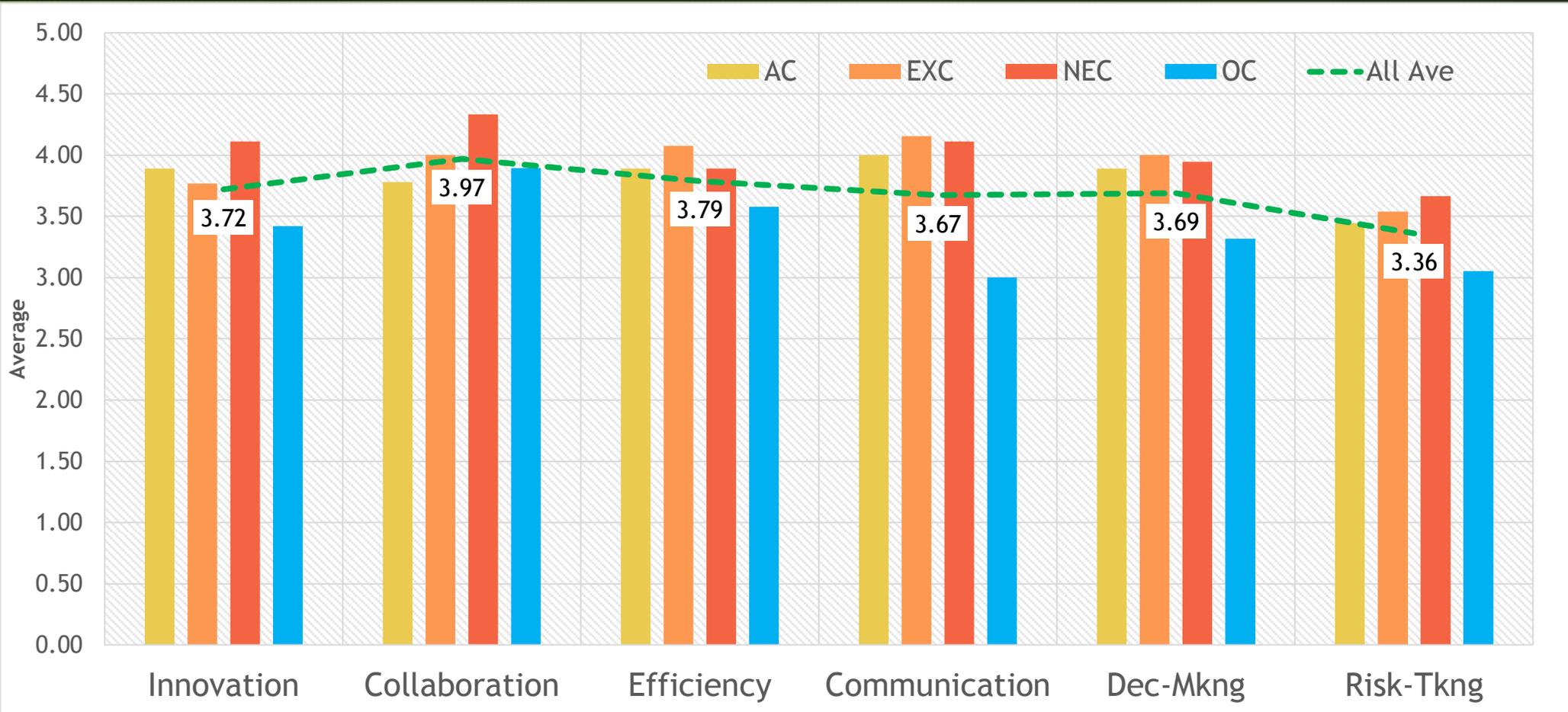
Q2: current & projected satisfaction in RISK-TAKING



Question 3

On a scale from 1 to 5, please indicate how **your unit currently ranks** on each area, and how you think **the library as a whole, ranks** in those same areas.

Q3: Unit's Rank - all groups



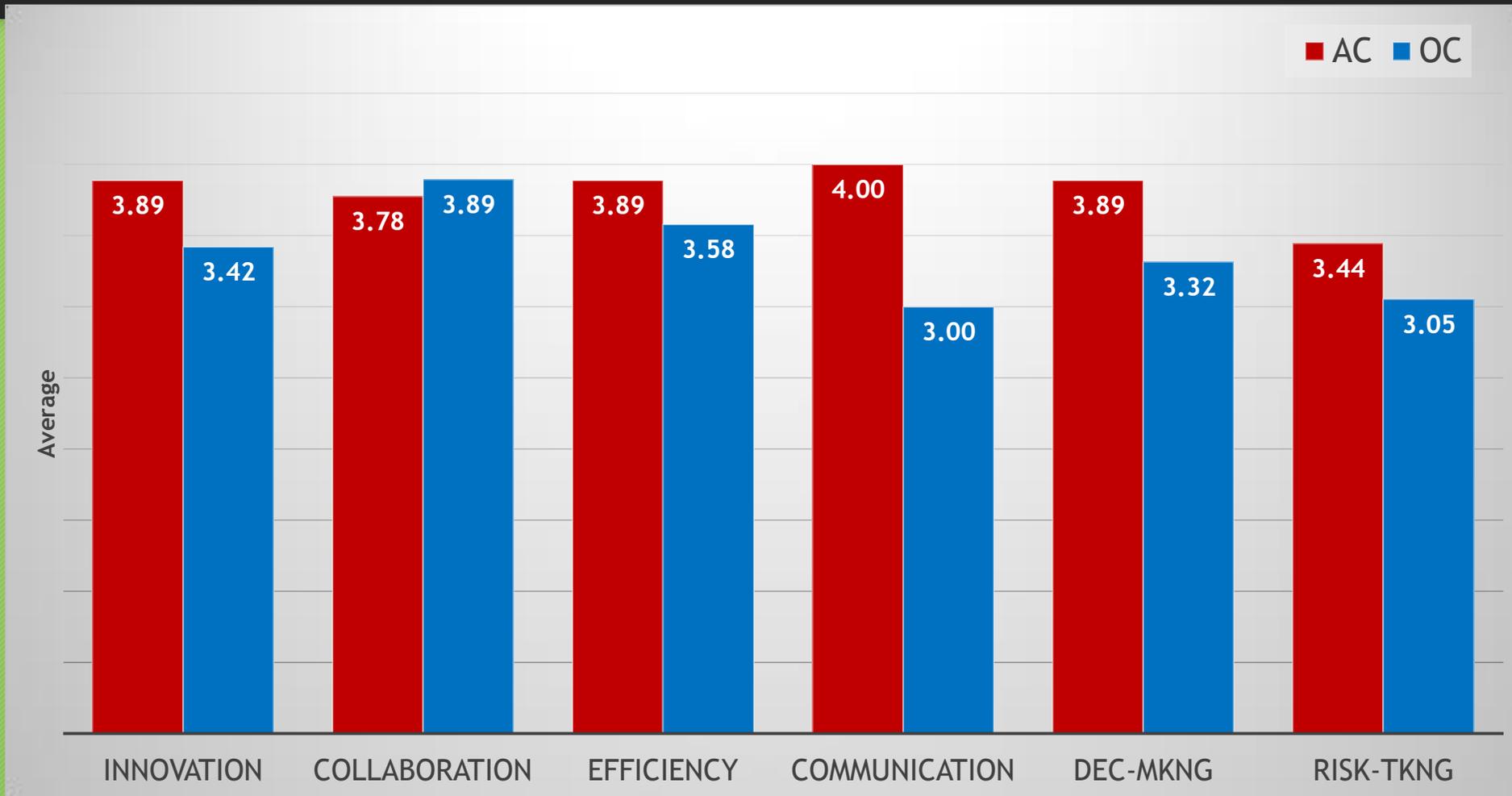
Satisfaction Scale:

5 - high

1 - low

Q3: Unit's Rank

Cornell Academics & Columbia Officers



Satisfaction Scale:

5 - high

1 - low

Q3: Unit's Rank

Cornell Academics, Exempt & Non-Exempt staff

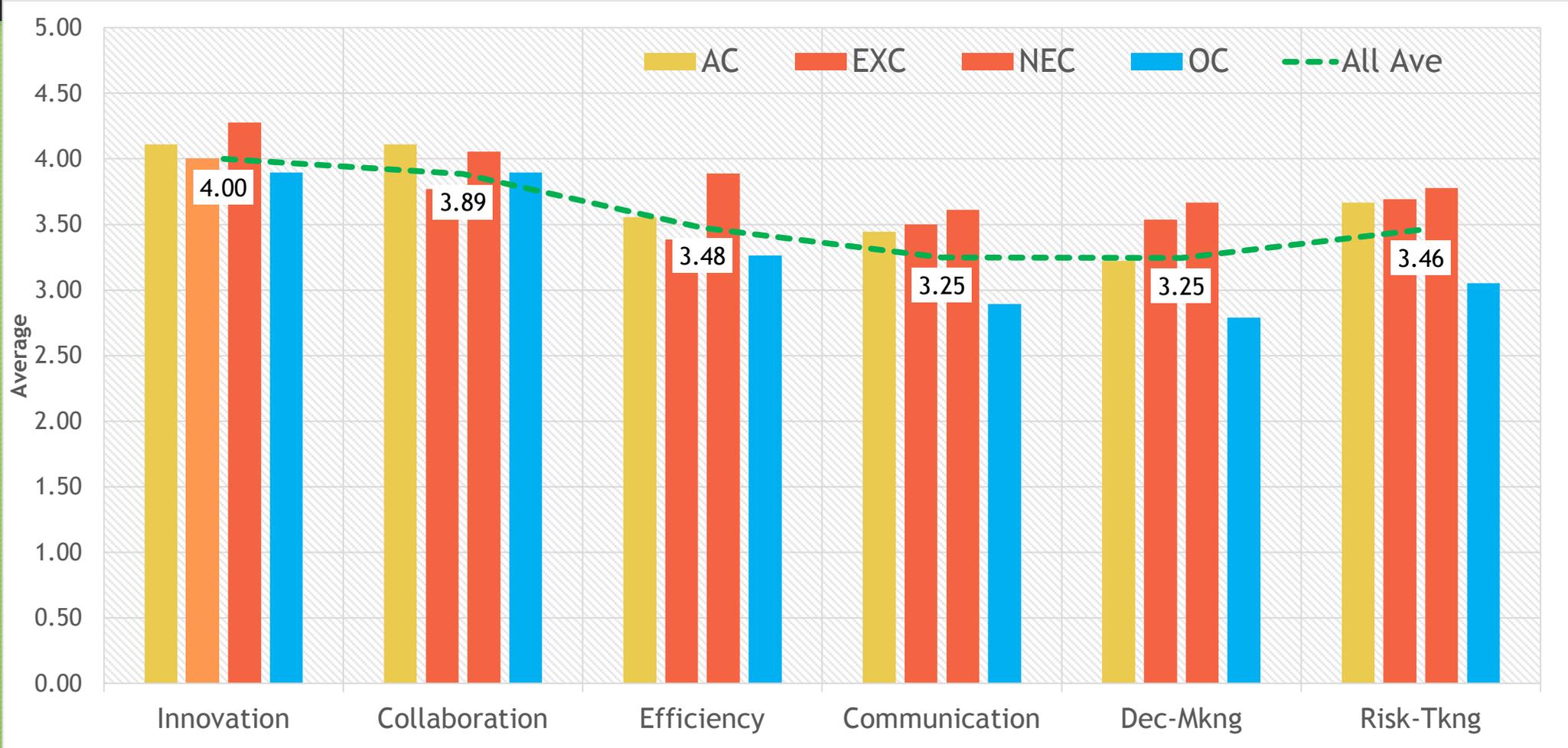


Satisfaction Scale:

5 - high

1 - low

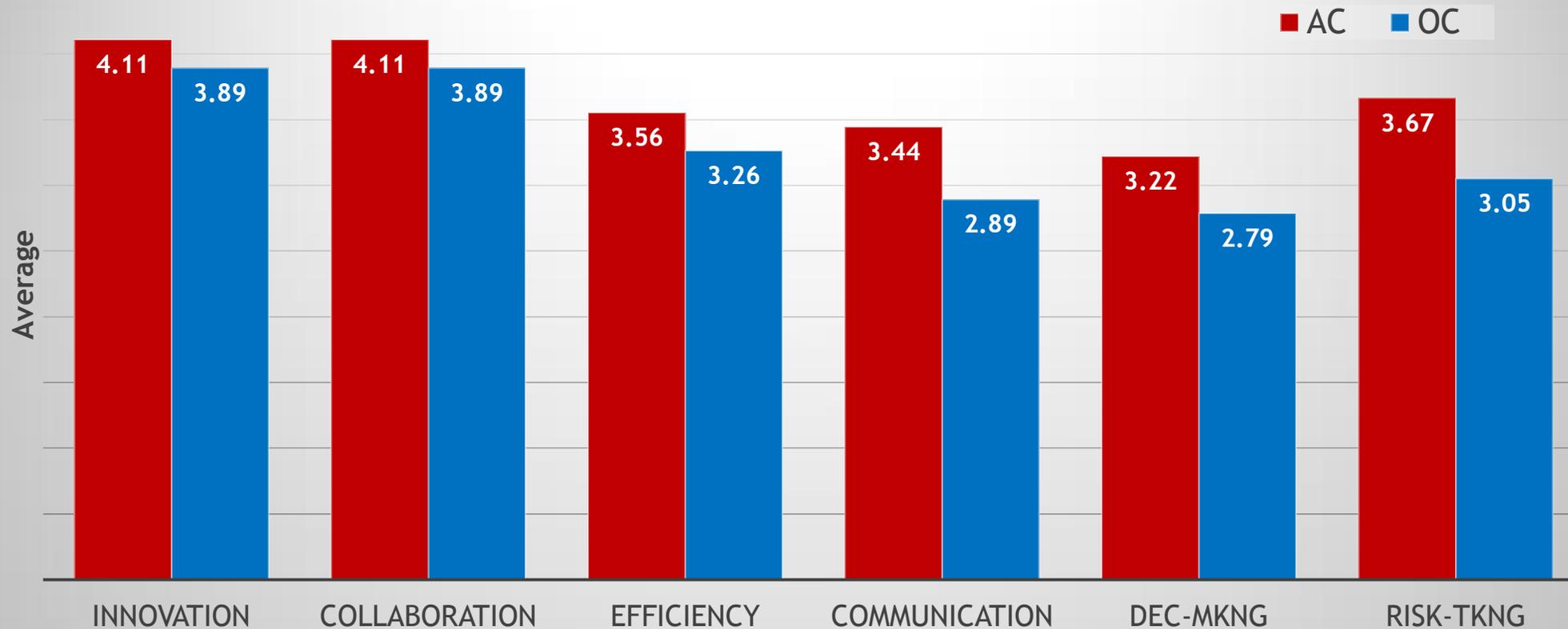
Q3: Library's Rank - all groups



Satisfaction Scale:
5 - high
1 - low

Q3: Library's Rank

Cornell Academics & Columbia Officers



Satisfaction Scale:

5 - high

1 - low

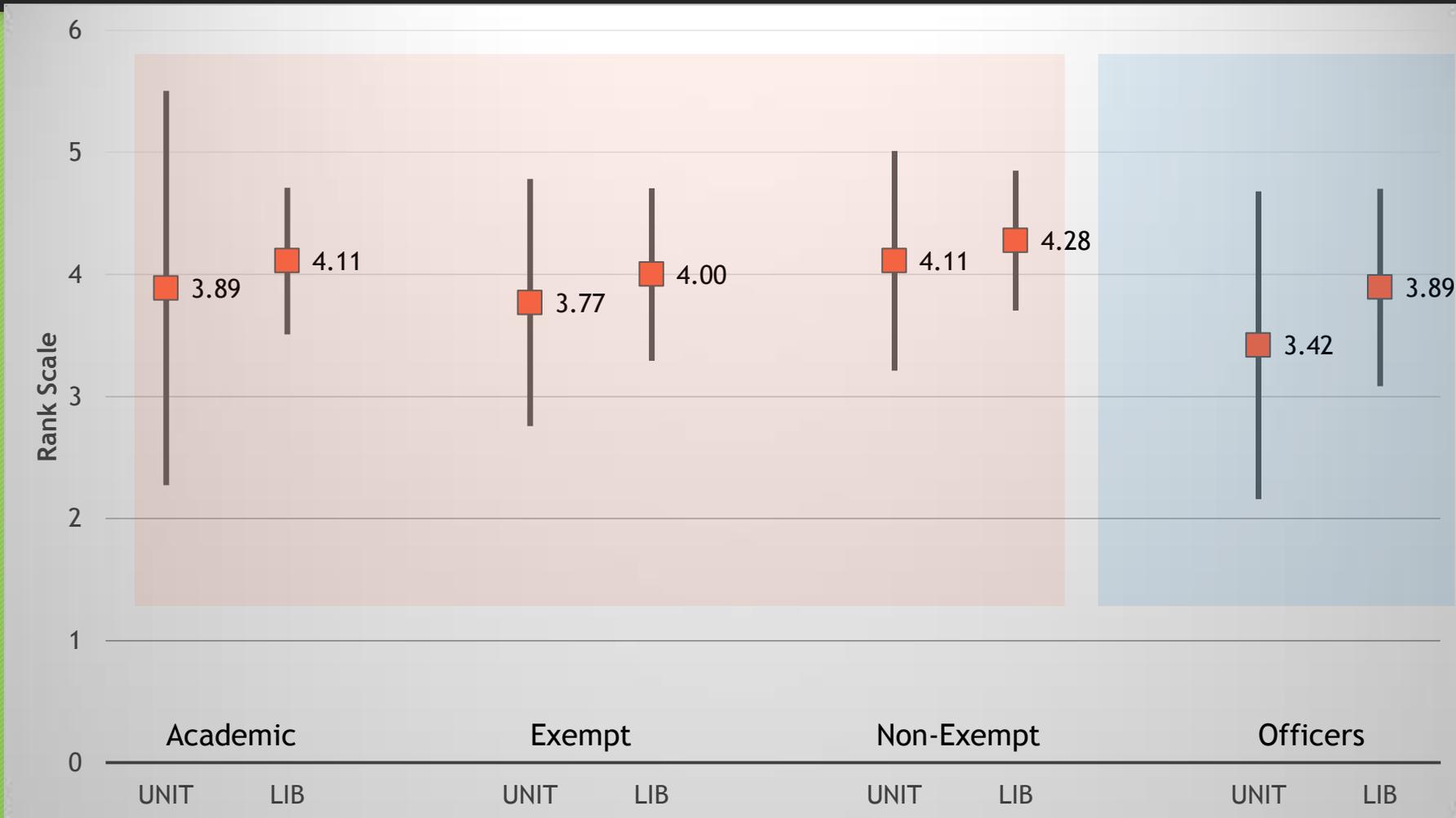
Q3: Library's Rank

Cornell Academics, Exempt & Non-Exempt staff

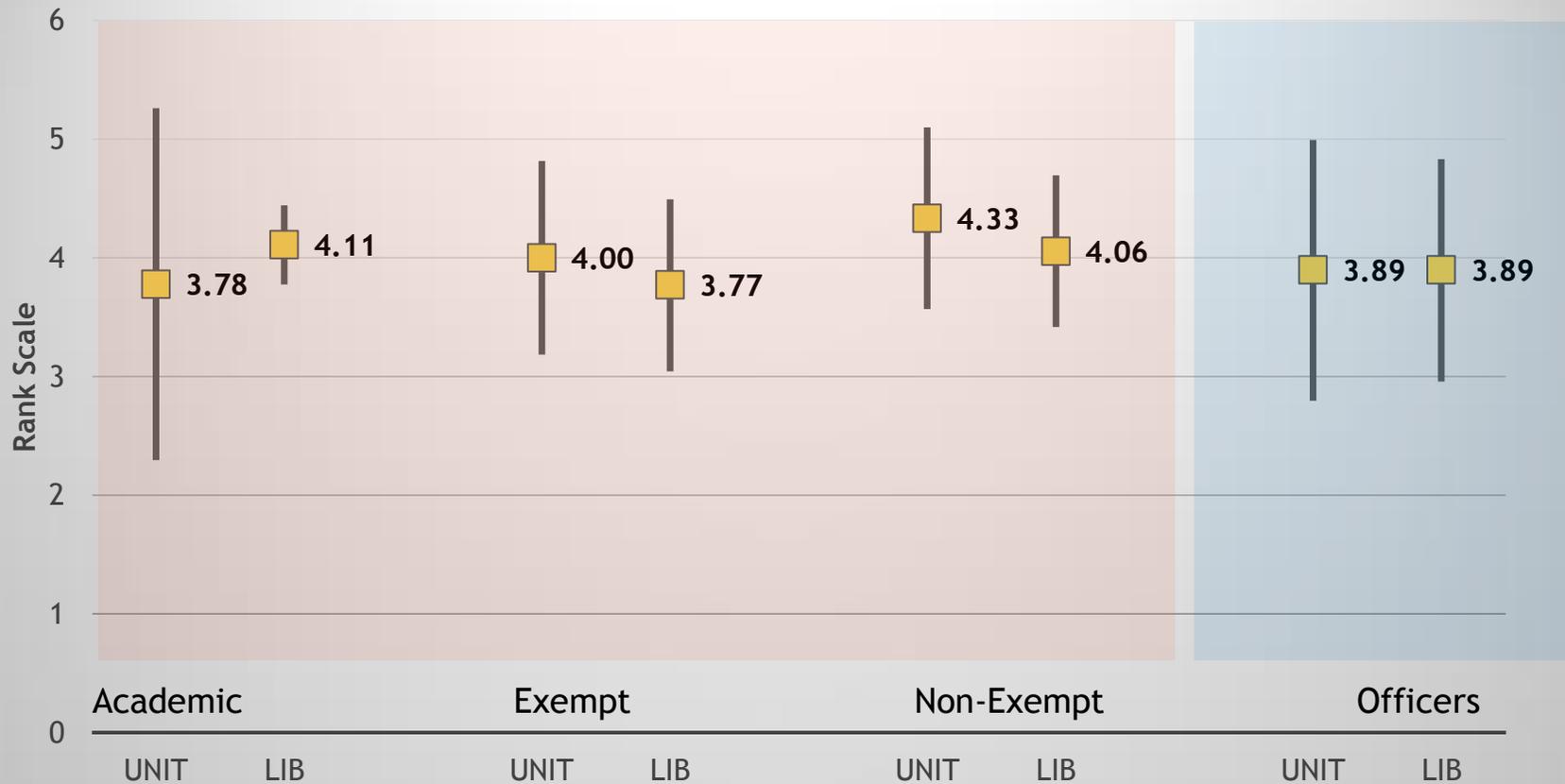


Satisfaction Scale:
5 - high
1 - low

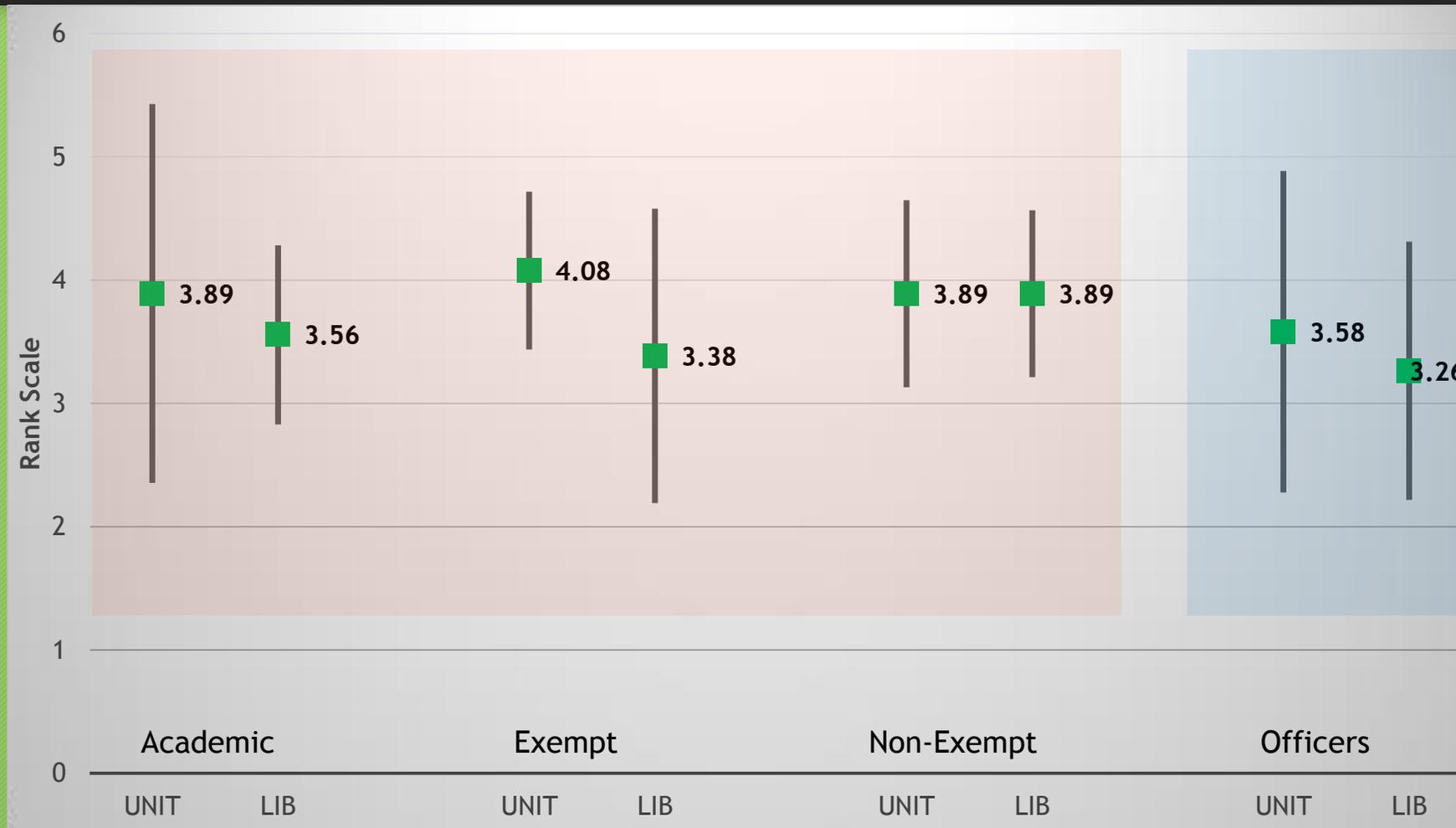
Q3: unit and library rank in INNOVATION



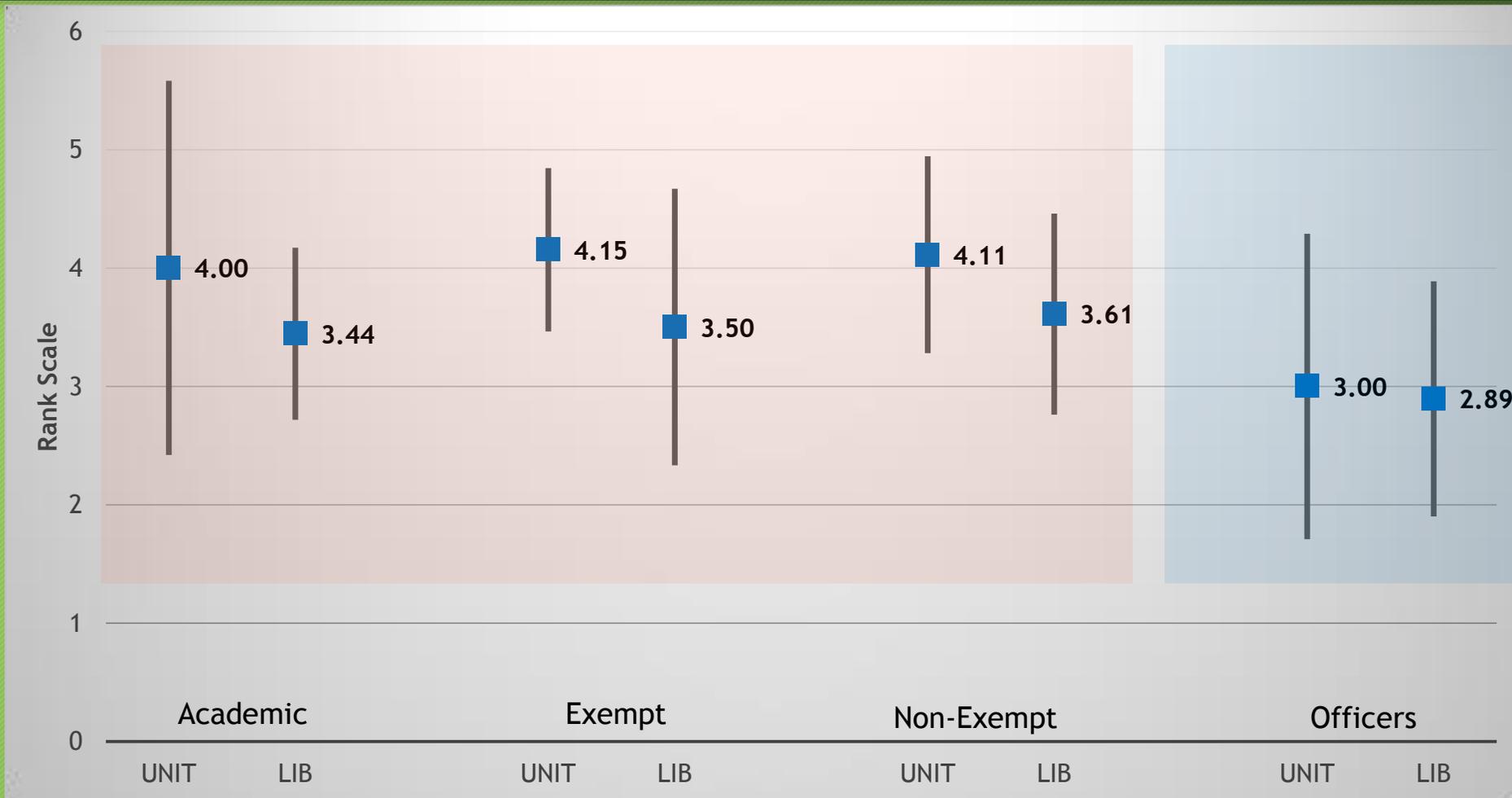
Q3: unit and library rank in COLLABORATION



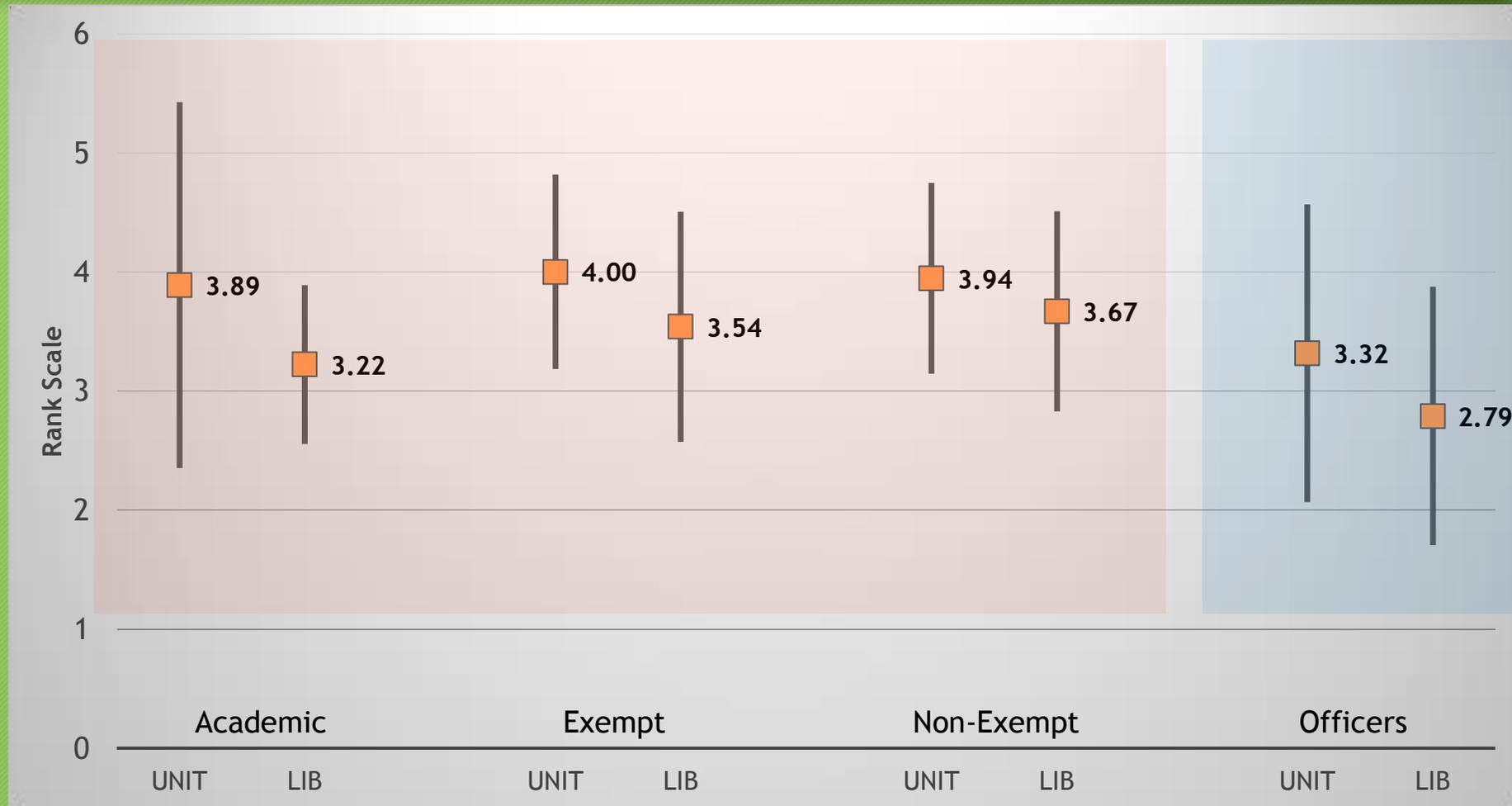
Q3: unit and library rank in EFFICIENCY



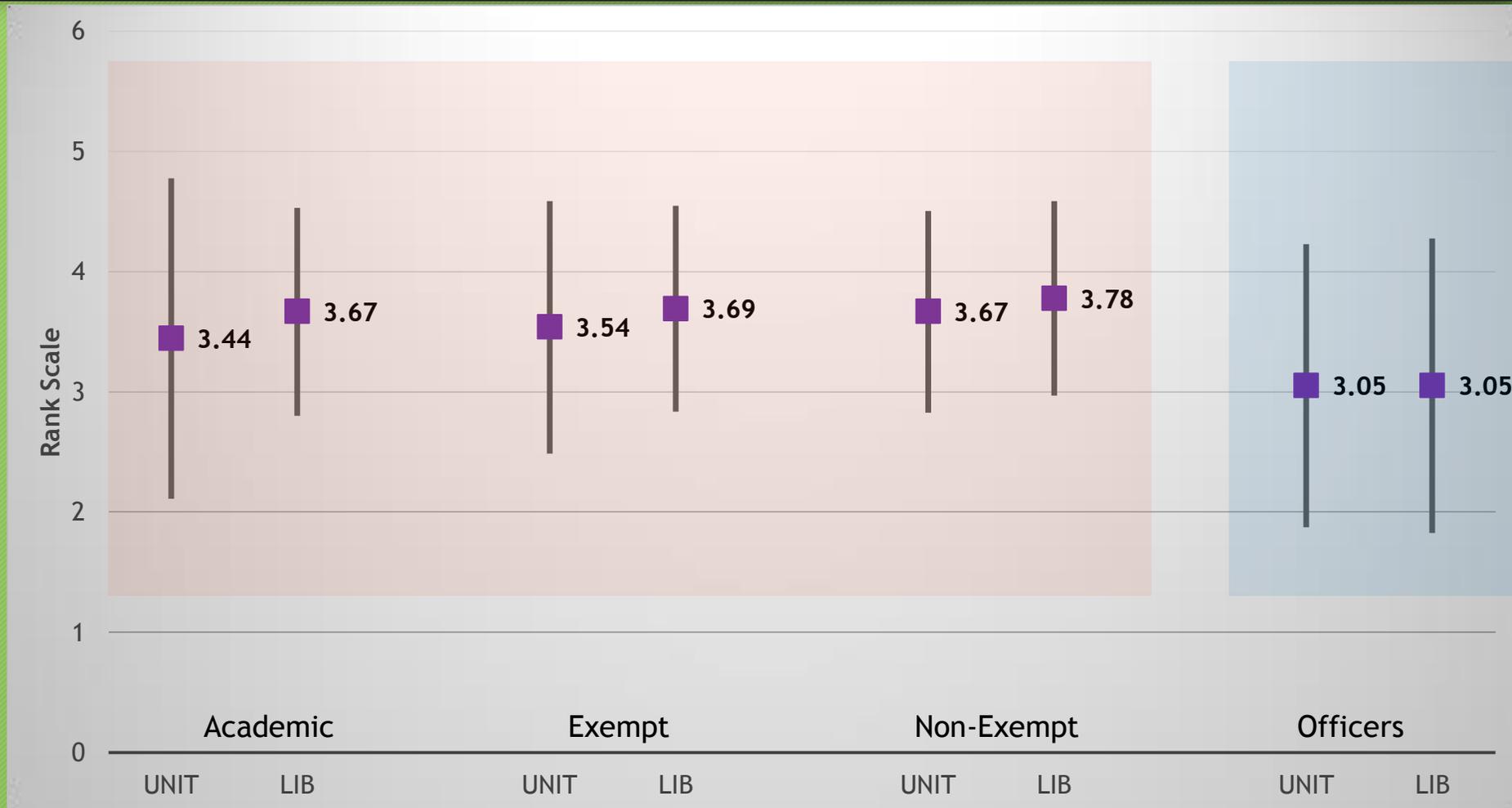
Q3: unit and library rank in COMMUNICATION



Q3: unit and library rank in DECISION-MAKING



Q3: unit and library rank in RISK-TAKING



Question 4

Is there anything else you want to add about the 2CUL Technical Services integration?

Officers of the Libraries - Columbia

Currently works better for acquisitions and electronic materials than for cataloging; there is no evidence to suggest that will change.

I'm not certain Cornell is the logical partner for this attempt at integration. Geography will always, I think, be an issue, except for electronic resources. The differences between the 2 institutions in terms of programs, collection emphasis, cataloging culture (approaches to bib control) etc. could, I suppose, either be a positive stimulus to both or a synthesis with which no one is especially happy.

In my area, I am concerned with the lack of clarity regarding purpose and lack of information. Way too many "buzz words". So tired of reading quarterly messages pertaining to my area that talk only about the committees but not any outcomes from them or any progress taking place in the "real world".

Not sure the previous questions are really reflective of the current success and, more importantly, the challenges

Working with a library hundreds of miles away doesn't make much sense. If we wanted to work collaboratively with another library, it should be with someone geographically closer (NYPL, NYU, even Yale since it's only a (relatively short train ride away) or with someone we work closely with already (Princeton, NYPL), not with someone six hours away that we weren't working with already. A collaboration like this with Cornell almost seems like we're collaborating just for the sake of collaborating. Cornell students will *overwhelmingly* come to Columbia's libraries more than Columbia students will go to Cornell. No offense, but we're in New York City and they're in Ithaca. How often will Columbia students find themselves in Ithaca, unless they just happen to be visiting a friend who is going to Cornell?

In my opinion, questions 2 and 3 of this survey have little to do with 2CUL

We're so dissimilar that we'll need to make a lot of unsatisfactory compromises and work-arounds. In addition, we can't leverage proximity (such as Columbia+NYU, for example) or Recap (such as Columbia+Princeton)

This will be a good opportunity for both libraries to seriously investigate their manpower situations vs. the types and amount of work involved to see if adjustments of staffing (including reassignment of job duties and new hires) need to be done or not. Collaboration does not always entail reduction of manpower or reduced costs.

Questions 2 and 3 are difficult to interpret and could be answered any number of ways. Their relevance to matters at hand can only be guessed at. One could make responses from different perspectives and have something completely different in mind. The project is ambitious but is widely considered imposed and irrational (that other forms of collaboration might make more sense). The people at both institutions are very pleasant to work with and a great deal of information sharing is taking place. There are small victories and some real gains, but there is likewise a great deal of distraction and frustration that one senses throughout - as though unnatural efforts are expended towards a Great Dismantling. One hopes that the level of collaboration settles in the proper sweet spot rather than wrecklessly hurdle into irrevocable mayhem. All involved are working very hard to make this work regardless of any apprehensions or misgivings.

Academics - Cornell

Even though there is still value in some of the activities, there were many things that should have been resolved and investigated further before we started.

(Whether risk taking is a good thing or not depends on the kinds of risks being taken, of course.) It's still early days for the integration process, so it's hard to tell how all this will actually play out in terms of results.

Exempt

I dinged my unit on "efficiency" because there is too much work to field, and too many hats to wear, for a handful of people to ever manage efficiently. I think my unit is as efficient as is humanly possible given the nature and volume of the work, but viewed from the perspective of the work, that is not nearly as efficient as we would like to be, and we find this very frustrating. I'm hoping that 2CUL TSI will alleviate that, by expanding the number of staff so that we can either spread the workload around or allow staff to specialize more, and by providing funding and incentive to upgrade to tools that will streamline our workflows.

I think that the two cultures are so different that this is going to be a difficult thing to accomplish, and am not convinced that combined tech services be more efficient.

Two steps forward, one step backwards

no indication at all yet as how it will impact my position or work

scary; hear more negative comments from staff than positive, including supervisors

no

It could potentially reap benefits, but only where shared functions would make logical sense & make use of our strengths, not where they would be merged to look more "united" on paper. Forcing unmatched puzzle pieces together might potentially add a new list of exceptions for staff to keep track of, with little payoff. There's no shame in exploring as many options as possible, and deciding to adopt only the few that bring the most advantage.

Non-Exempt

It just seems like over-kill. Collaboration is a great idea, but do we have to officially integrate in order to reap the benefits of collaboration? It is hard to believe we will ever recoup the time and money that has gone into this.

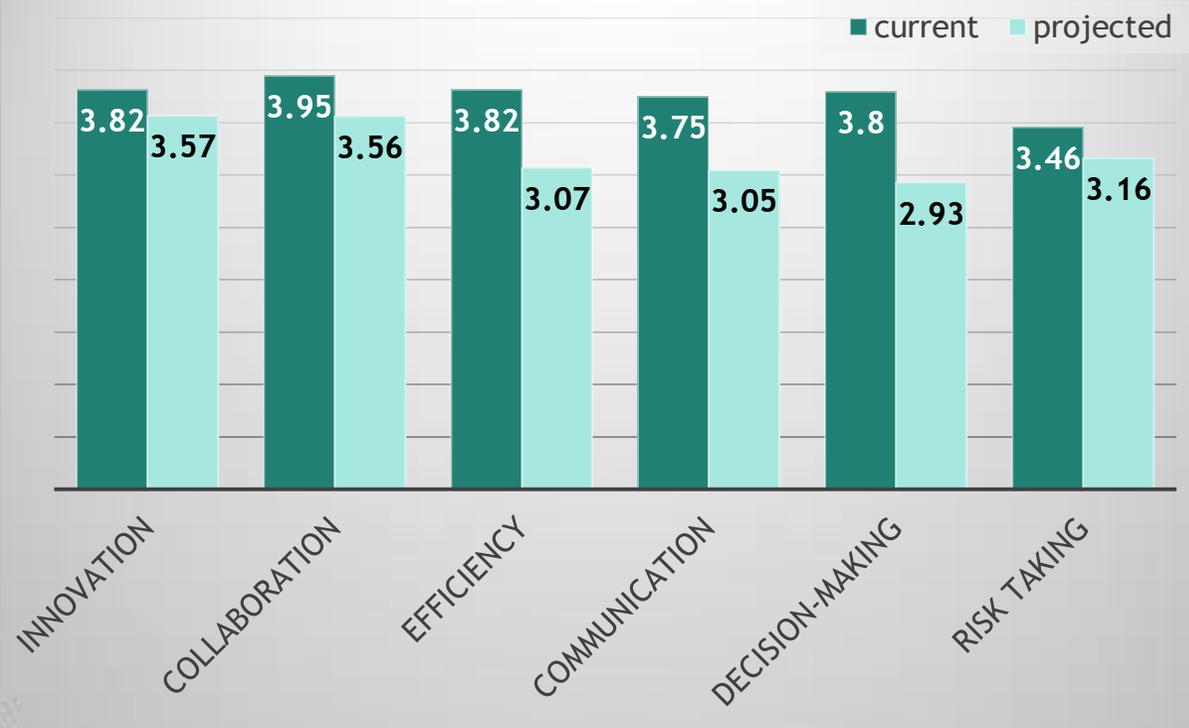
From what I've seen, we are going to be shepherding Columbia first into the 20th century in terms of some processes, and then into the 21st century. Cornell is way ahead of Columbia, technologically. I hope this collaboration is worth the time, effort, and loss of productivity.

Is this a good time to work on integration when in a year or so we'll be working on bringing up a new LMS? Do staff have additional time to work on both tasks along with their daily work that keeps on coming in? Of the two, which will have a higher priority?

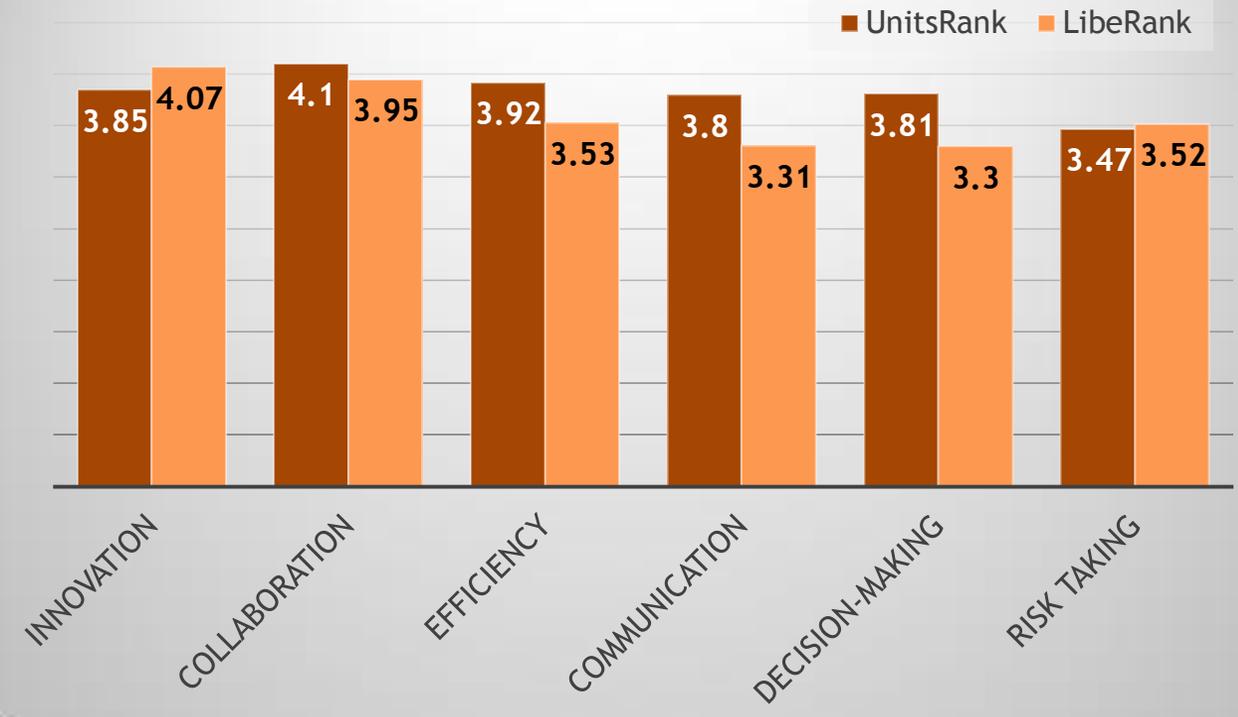
not sure how it will effect our jobs is the main reason for apprehension

Summary Charts: Q2 & Q3 - all groups

Current & Projected Satisfaction



Unit & Library Ranking



Discussion & questions

- Questions?
- Format?
- Sharing information?