



Taking AIM: Integrating Organization Development into the Creation of a Diversity, Equity, & Inclusion Audit

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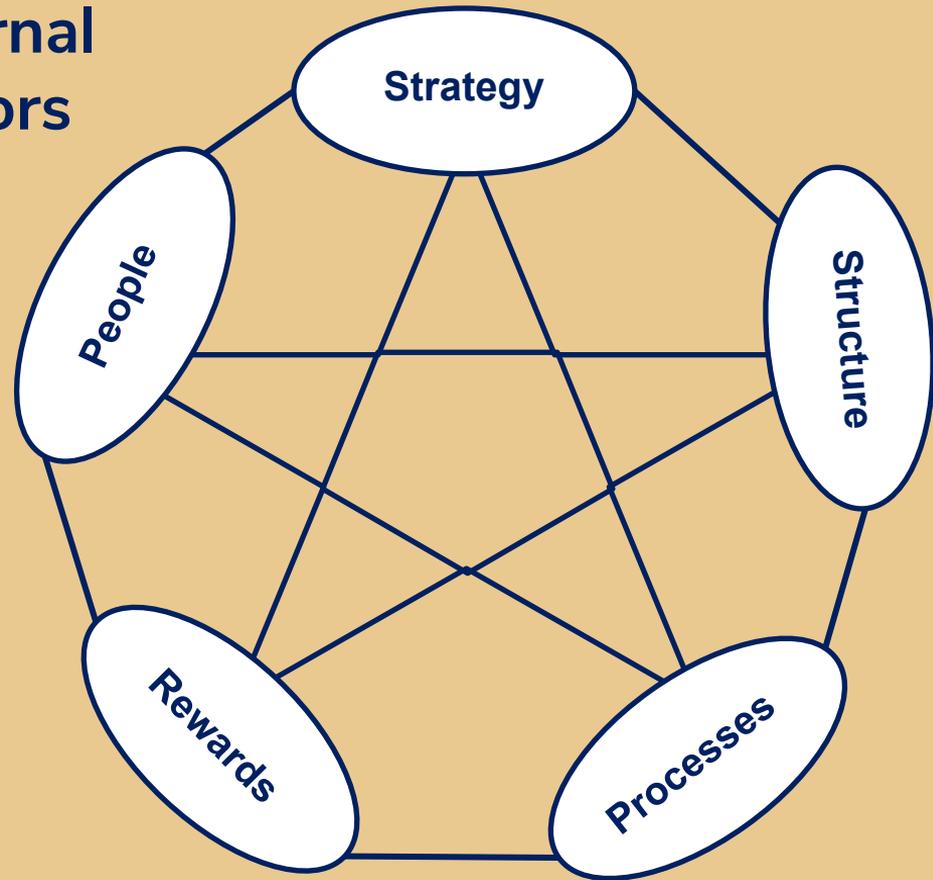
Agenda

- Overview of Audit
- Integration of Organization Development (OD)
- Pilot Process & Results
- Next Steps

Integration of OD: Star Model

Galbraith, Jay R.
*Designing
Organizations: An
Executive Guide to
Strategy, Structure,
and Process.* San
Francisco:
Jossey-Bass, 2002.

External
Factors



Audit Overview



Strategy Section

| | Status | | | | | Progress | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Non-Existent | Novice | Intermediate | Advanced | Expert | Non-Existent | Initiating | Improving | Stable | Evolving |
| DEI are explicitly addressed in the Library's strategic plan | <input type="radio"/> |
| DEI are explicitly addressed in the Library's mission, vision, and values' statement | <input type="radio"/> |
| DEI are explicitly addressed in the Library's policies | <input type="radio"/> |
| A DEI plan of action to address identified gaps and needs has been developed | <input type="radio"/> |

People Section

| | Status | | | | | Progress | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Non-Existent | Novice | Intermediate | Advanced | Expert | Non-Existent | Initiating | Improving | Stable | Evolving |
| The Library has assessed the demographic profile of its internal community and determined employee diversity levels | <input type="radio"/> |
| The Library understands the DEI needs of its internal community's different cultural groups | <input type="radio"/> |
| The Library has developed strategies to increase employee diversity | <input type="radio"/> |
| The Library has taken DEI related actions that have resulted in increased employee diversity | <input type="radio"/> |
| The Library has created and adopted DEI indicators for the Library and all employees | <input type="radio"/> |

Scoring Interpretation for Strategy Section

| Score Range | Status Interpretation | Progress Interpretation |
|-------------|--|--|
| 0 – 4 | Little to no work has been done to integrate DEI into strategic planning efforts. | Little progress has been made towards integrating DEI into the Library's strategic planning efforts. |
| 5 – 8 | Some work is being done to integrate DEI into strategic planning efforts, but mostly in the form of discussion and planning. | Some progress has been made towards integrating DEI into the Library's strategic planning efforts. |
| 9 – 12 | Demonstrable work is being done to integrate DEI into strategic planning efforts, though most activities are very recently implemented. | Moderate progress has been made towards integrating DEI into the Library's strategic planning efforts. |
| 13 – 16 | Significant work is being done to integrate DEI into strategic planning efforts. Most issues have been fully addressed and activities implemented. | |

Scoring Interpretation for People Section

| Score Range | Status Interpretation | Progress Interpretation |
|-------------|---|---|
| 0 – 5 | Little to no work has been done to address issues related to the DEI of library employees. | Little progress has been made towards addressing issues related to the DEI of library employees. |
| 6 – 10 | Some work is being done to address issues related to the DEI of library employees, but mostly in the form of discussion and planning. | Some progress has been made towards addressing issues related to the DEI of library employees. |
| 11 – 15 | Demonstrable work is being done to address issues related to the DEI of library employees, though most activities are very recently implemented. | Moderate progress has been made towards addressing issues related to the DEI of library employees. |
| 16 – 20 | Significant work is being done to address issues related to the DEI of library employees. Most outcomes have been fully addressed and activities fully implemented. | Significant progress has been made towards addressing issues related to the DEI of library employees. |

Pilot Process

- Eight libraries identified
- Each library asked to identify at least 2 participants to complete audit
 - Two libraries had participants complete the audit as a group
- Participation included:
 - Completing the full audit
 - Completing a separate evaluation form for the audit
 - Participating in a follow-up interview via Zoom

Pilot Participants

PL#1



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PL#2



••

PL#3



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PL#4*



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PL#5*



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PL#6



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PL#7



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PL#8



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*Completed the audit as a group

Pilot Results: Key Feedback & Suggestions

- Institutional barriers
 - Institution size
- Scoring instructions and interpretation
 - Correlation between Status and Progress
- Examples and definitions
 - What do you mean by...?
- Differentiating between the organization and individuals
 - Who gets credit for the work?

Pilot Results: Interrater Reliability

- Intraclass correlations (ICC) indicated only moderate to poor interrater reliability.
- Wording of some statements identified as an issue.
- Perception of individuals identified as key.

| Participant Code | Number of Raters | Status ICC | 95% Confidence Interval | | Progress ICC | 95% Confidence Interval | |
|------------------|------------------|------------|-------------------------|-------|--------------|-------------------------|-------|
| | | | Lower | Upper | | Lower | Upper |
| PL1 | 2 | .07 | -.43 | .45 | .08 | -.35 | .44 |
| PL2 | 2 | -.60 | -1.92 | .16 | -.40 | -1.40 | .24 |
| PL3 | 4 | .58 | .30 | .77 | .50 | .19 | .71 |
| PL6 | 2 | .33 | -.17 | .64 | .02 | -.33 | .37 |
| PL7 | 2 | .51 | .07 | .75 | .48 | .03 | .73 |
| PL8 | 2 | .67 | .34 | .83 | .66 | .32 | .83 |

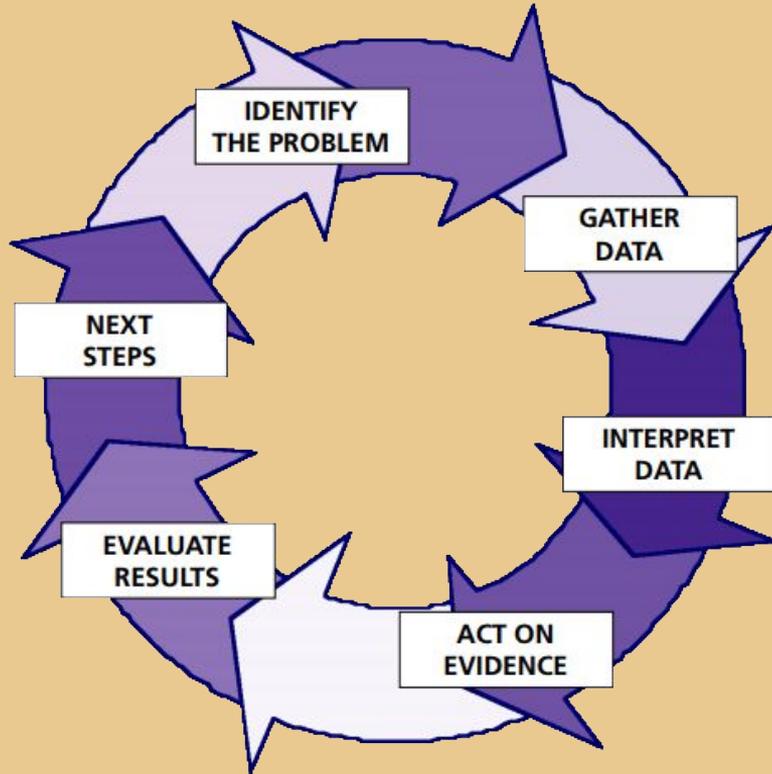
Next Steps: Audit Structure

- Address wording issues
 - Diversity, Equity, Inclusion vs DEI
 - Inclusion of examples, definitions, clarification
- Address functionality
 - Scoring viewable throughout audit
 - Ability to save and alter submissions
 - Increase detail in final report of results
- Additional features
 - Inventory of activities
 - Benchmarking ability
 - Access to resources for additional support

Next Steps: From Audit to Action

- Audit is a snapshot of organization's current state
 - Audit's Goal: Awareness
- Future State: Inclusive Organization
 - How: Organization Development (OD)
 - **Pro Bono** consulting for 2 pilot libraries
- OD Consultant & Process Consulting
 - **Entry -> Contracting -> Diagnosis -> Intervention (Action Taking) -> Evaluation & Termination**

Next Steps: Action Research Cycle



- Identifying the issue
- Planning action
- Taking action
- Evaluating action

Libraries & Organization Culture

- Built on Whiteness
- Unconscious
- Continues to impact retention

Thank you very much for your time

If you have any questions about
this presentation or the audit
please don't hesitate to contact
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