

Developing a Data-Driven Approach to Organizational Development

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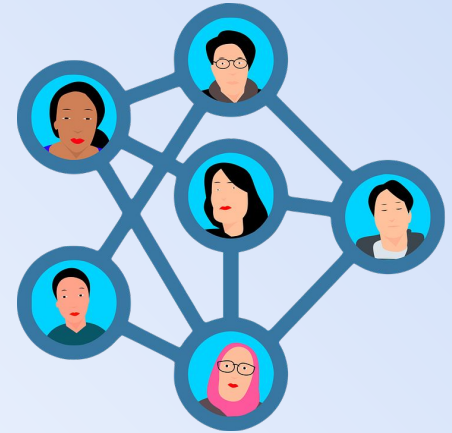


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Today's Digital Skills Landscape

- Each skill's "shelf life" is rapidly decreasing
- HR talent data is often fragmented, incomplete or stale
- Hiring and retention are highly competitive
- All stakeholders expect more of one another
- Certificates, micro-credentials, fellowships, STARS may bring needed expertise and diversity to the industry
- Strategic plans have highlighted skill development to realize vision/values, and deliver world-class experiences
- Leadership roles focused on people development and DEI are growing
- Expertise can be a key differentiator for libraries



Skilltype's talent platform informs a responsive people strategy

- Founded in 2018, v. 1.29
- Growing global community
 - 130 organizations
 - 3,200 users
 - Public, academic libraries
 - I-Schools, Consortia, Vendors
- Library-specific controlled vocabulary and data model:
 - Skills
 - Job categories
 - Products/service experience
 - Organizations + Vendors
 - Curated training content
- Actionable, current insights:
 - Organization-wide Planning
 - Effective Team Management
 - Staff Career management

Washington University in St. Louis

Talent Audit Skills Product Experience Interests

Key Skills

Acquired 84 Skills Interested 77 Skills Missing 9 Skills

Assessment 7 Audiovisual Collections 4 Bibliographic Records 2 Book Repair and Restoration 2 Brainstorming 2 Branding 1 Budgeting 4 Buildings and Soaces 7

Collection Management 23 Committee Service 1 Conservation 1 Copyright 4 Curation 2 Data Analysis 7 Database Design 3 Data Curation 1

Civic Engagement Collections Management System Consortia Relations Data Infrastructure Data Publication Digital Badges Digital Dexterity Evaluation

Key Products

Acquired 3 Products Interested 2 Products Missing 0 Products

ArchivesSpace 5 ArchivesSpace 6

Data-informed Organizational Development

Career Management

- Chart career pathways
- Find opportunities
- Align growth with goals
- Living record of skills and training across a career

Team Management

- Align group's skills with priorities, values
- Create conditions for excellence, inclusion, engagement, and adaptability
- Curate training relevant to individuals, team, organization, discipline

Organizational Development

- Standardize talent needs
- Close skill gaps
- Balance the skills portfolio
- Adapt roles to needs
- Cultivate future leaders
- Recruit internally and externally
- Measure the impact of training
- Model regional skills

About Washington University in St. Louis Libraries

- 9 Libraries
 - John M. Olin (Main)
 - Art, Business, East Asian, Music, West Campus (Distributed)
 - Law, Medical, Social Work/Public Health (Coordinated)
- \$32M Budget
- Organizational/Leadership Structure
- 145 FTEs
 - Exempt Staff 60%
 - Non-Exempt 40%
 - 80 Student employees



About Washington University in St. Louis Libraries

- **Mission:** The Washington University Libraries facilitate the discovery, creation, utilization, preservation, and dissemination of ideas. We are an interactive hub of information resources, expertise, services, and relationships advancing research and learning outcomes for an evolving and diverse university community.
- **Strategic Priorities:**
 - Infrastructure (Digital, Physical)
 - Collaboration (Internal, Campus-Wide, External)
 - Collections (Discovery, Access, Preservation)
- **Organizational Principles:**
 - Open
 - Engaged
 - Transformative



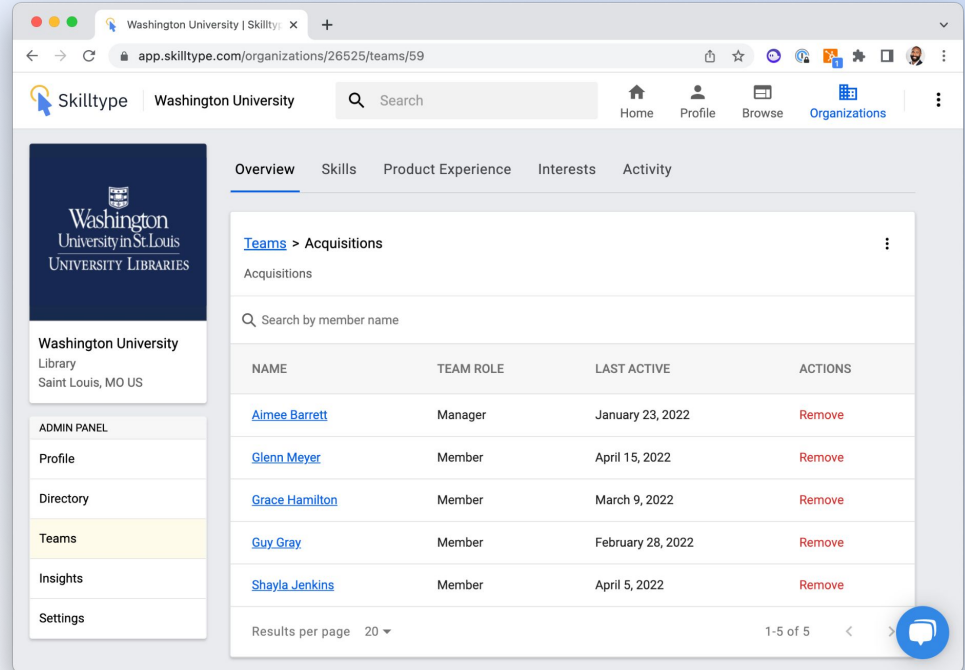
Washington University Libraries Data-Informed Strategies

- Career Management
 - Stay Interviews
 - Professional Development
 - Performance Management
- Organizational Development
 - Workforce Analysis
 - Multi-year Planning: Budget/Staffing
 - Staff Retention Strategies
 - Shifting Recruitment Practices
- Team Management
 - Re-aligning departments
 - Internal Expertise Survey



Washington University Libraries and Skilltype

- Implementation
 - Strategic Plan
 - Innovation
- Usage: 85%
- Onboarding
 - Libraries 101 Program
- Organizational Learning
- Professional Development
- Amigos Pilot



The screenshot shows a web browser window displaying the Skilltype application for Washington University. The URL is `app.skilltype.com/organizations/26525/teams/59`. The interface includes a navigation bar with 'Skilltype', 'Washington University', and a search bar. Below the navigation bar, there are tabs for 'Overview', 'Skills', 'Product Experience', 'Interests', and 'Activity'. The main content area is titled 'Teams > Acquisitions' and shows a list of team members. The left sidebar contains a profile card for 'Washington University Library' and an 'ADMIN PANEL' with options for Profile, Directory, Teams (highlighted), Insights, and Settings. The table of team members has the following data:

NAME	TEAM ROLE	LAST ACTIVE	ACTIONS
Aimee Barrett	Manager	January 23, 2022	Remove
Glenn Meyer	Member	April 15, 2022	Remove
Grace Hamilton	Member	March 9, 2022	Remove
Guy Gray	Member	February 28, 2022	Remove
Shayla Jenkins	Member	April 5, 2022	Remove

At the bottom of the page, it shows 'Results per page 20' and '1-5 of 5'.

Washington University Libraries: Looking Ahead

- Strategic Alignment
 - Digital Library Roadmap
 - IDEA
 - New FTE: Instruction, Metadata, Digital Preservation
 - New focus: Assessment role focused on data analytics, and data visualization
- Skilltype
 - Bridge Gaps through customized opportunities or training
 - Data and Digital Scholarship, Data Literacies, Curation; Open Access; OER; Project and Budget Management
 - Increased Usage/Updated Profiles
 - Renewed focus on individual's interests and team management
 - New use cases (students, donors, committees)



Q&A: How might we advance knowledge in our communities through data-driven organizational development?

- *What types of expertise differentiate your organization?*
- *What skills would you like your library to be known for?*
- *How is your library modeling skills and capacity today?*
- *What data may be available to inform organizational development at your institution?*
- *What partnerships are you developing to cultivate talent?*
- *What does organizational readiness look like to realize the opportunities of AI/ML, Open Data, or sustainable digital scholarship?*

Thank you!



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