Developing a Data-Driven Approach to Organizational Development

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Washington
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UNIVERSITY LIBRARIES

Skilltype

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
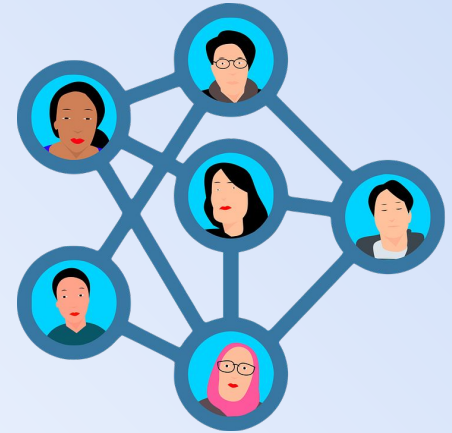
Skilltype's talent platform informs a responsive people strategy

- 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

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

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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

2022-2024 STRATEGIC PRIORITIES

RESEARCH FOCUS

INFRASTRUCTURE
- Digital
- Physical

ACADEMIC DISTINCTION

COLLABORATION
- Internal
- Campus
- External

COLLECTIONS
- Discovery
- Access
- Preservation

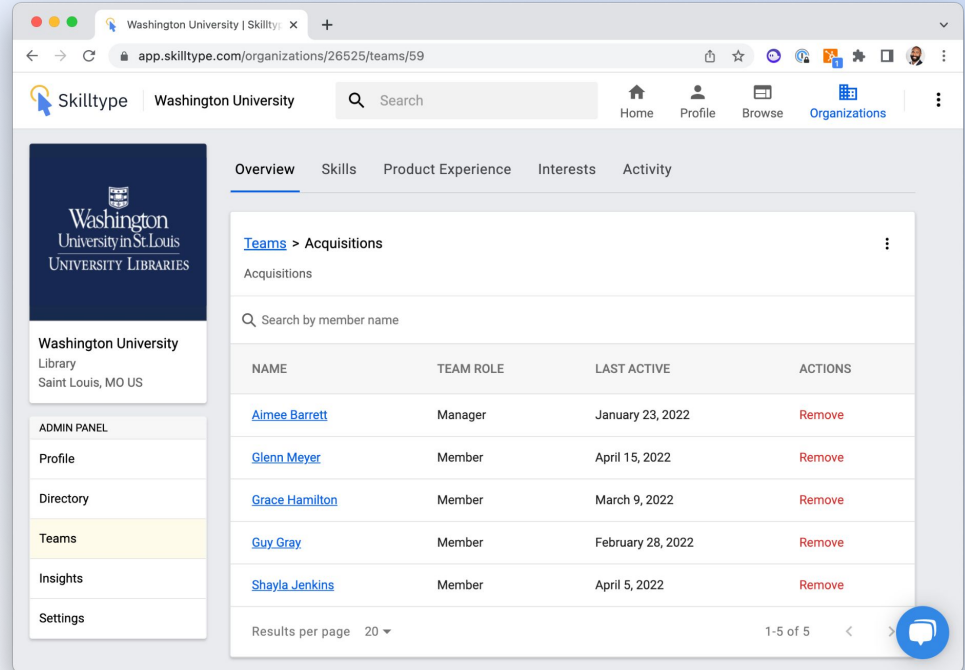DIVERSITY, EQUITY, & INCLUSION

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

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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