Developing a Data-Driven Approach to Organizational Development

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Jackie Lorrainne, EdD, MBA
AUL, Planning, Operations, and Administrative Services
Washington University in St. Louis Libraries
jlorraine@wustl.edu

Christine Quirion, MLIS, CSM
Chief Operating Officer
Skilltype, Inc.
christine@skilltype.com
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

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
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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