

**Narrative Overview of Results from  
the Technical Services Integration Survey  
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May 13, 2005**

**Overview**

The TSI survey was e-mailed to 117 staff on Monday, May 2. As of the close of business on Friday, May 6, we had received 76 completed surveys, a response rate of 65%. We have analyzed the data contained in these surveys and the results of our analyses are included in an Excel worksheet attachment. The following is a brief analytical summary; refer to the worksheet for further details.

Approximately 70% of the completed surveys came from CTS staff, which correlates to the percentage of CTS staff in the overall population of those who received surveys. Also a comparison of the responses of CTS staff only and those of non-CTS staff showed virtually no difference from the trends exhibited by the entire group of surveys.

**Questions 1 & 2**

Questions 1 and 2, which required placing an "x" in a numbered box, dealt, respectively, with the support for and concern about the technical services integration / reorganization.

For question 1, 48% of respondents chose box 1, expressing positive support toward the transition, or box 2, indicating moderate support. A slightly larger number of respondents, 49%, chose box 3, and it is unclear if choosing this number means the respondent was neutral in his/her support or was unsupportive but reluctant to choose numbers 4 or 5. Since 3 is the middle choice and since so many respondents selected it, one could reasonably assume that individual respondents might have chosen the same answer for different reasons.

For question 2, 14% of respondents chose box 4 or 5, indicating very concerned or extremely concerned. About 8% of respondents chose box 1, unconcerned, and 29% chose box 2, showing little concern. The remaining 49% chose box 3. Again, with the large number of respondents selecting this answer, we can associate the same comments for choosing this box that we expressed, above, for question 1.

Ultimately, one might find it useful to look at the detailed answers to questions 3, 4, and 5 of a particular respondent in order to estimate the magnitude of the respondent's support, concern, or lack thereof represented by the choice of box 3.

**Question 3**

\*\*\*The respondents could provide more than one answer for question 3, so the answers add up to more than 100% - Do not add percentages.\*\*\*

The most prominent answers are related to staff needs and efficiency.

### Staff Needs:

- Respondents feel the model promotes better utilizing of staff skills, learning, new skills, new opportunities and identifying training needs (20%)
- Team based approach/ closer connection between co-workers/ learning from co-workers (4%)
- Being part of the big picture/ giving employees a voice (3%)
- Keeping staff in place (3%)

### Efficiency:

- Communication and collaboration between units (20%)
- Improved efficiency (didn't specify) (11%)
- Combining serials and e-resources seems like a good idea (11%)
- Improved handling/management of e-resources (8%)
- Metadata development (8%)
- Overlapping and redundancy is reduced (4%)
- Standardization (4%)
- Maximizes limited resources (3%)
- Centralizing of administration (3%)

The model is perceived to be clear and simple by 14% of the respondents, and 12% thought it was well thought out and detailed. Five percent feel it is a concrete plan, something to work from.

The respondents also addressed the actual design of the model: 5% mentioned that they liked the design of the model, and 3% perceived the model to be flat, not of a hierarchical nature.

Seven percent felt the model is keeping up with technological developments and cultural trends.

The spreadsheet table for Question 3 lists several other positive aspects of the model.

### Nothing positive / didn't answer:

One fifth (20%) of the respondents did NOT have anything positive to say about the model. 11% said they have nothing positive to say or lacked enough information. However, all but one of the respondents (who chose 5 - least positive) answered 3 for question 1, not expressing a less positive attitude towards the model.

Nine percent didn't answer at all. Most answered 3 for question 1, with the exception of two respondents choosing 1 and 2 (i.e., expressing a more positive attitude towards the model.) Interestingly, about half of these respondents did answer question 4 (i.e., expressed their concerns about the model). It seems those respondents were hesitant to answer 4 or 5 for question 1 (i.e., the answer of 3 to question 1 may imply a less positive attitude than presumed, since leaving question 3 unanswered while answering question 4, resulted in the survey containing no positive points about the transition.)

### Question 4

**\*\*As with Question 3, the respondents could provide more than one answer for question 4, so the answers add up to more than 100% - Do not add percentages\*\***

The responses to Question 4 of the survey indicate that the respondents have three major concerns: 1) they feel the graph and text included with the survey did not provide enough information to form solid opinions (34%); 2) they have many questions about why certain functions were placed, or not placed,

in particular units (33%); and 3) they have many questions about what effects this would have on them as employees, their routines, their reporting structures, etc. (27%). Other predominant themes involved the possibility of physically moving to a new space, concern over communication and supervision, and how training would be handled to prepare staff for their new roles. The spreadsheet table for Question 4 lists other concerns respondents had of the model. As with Question 3, eight percent did not respond to Question 4. It would be helpful to look at the detailed responses to the other questions in the survey to analyze why a particular individual did not respond to Question 4.

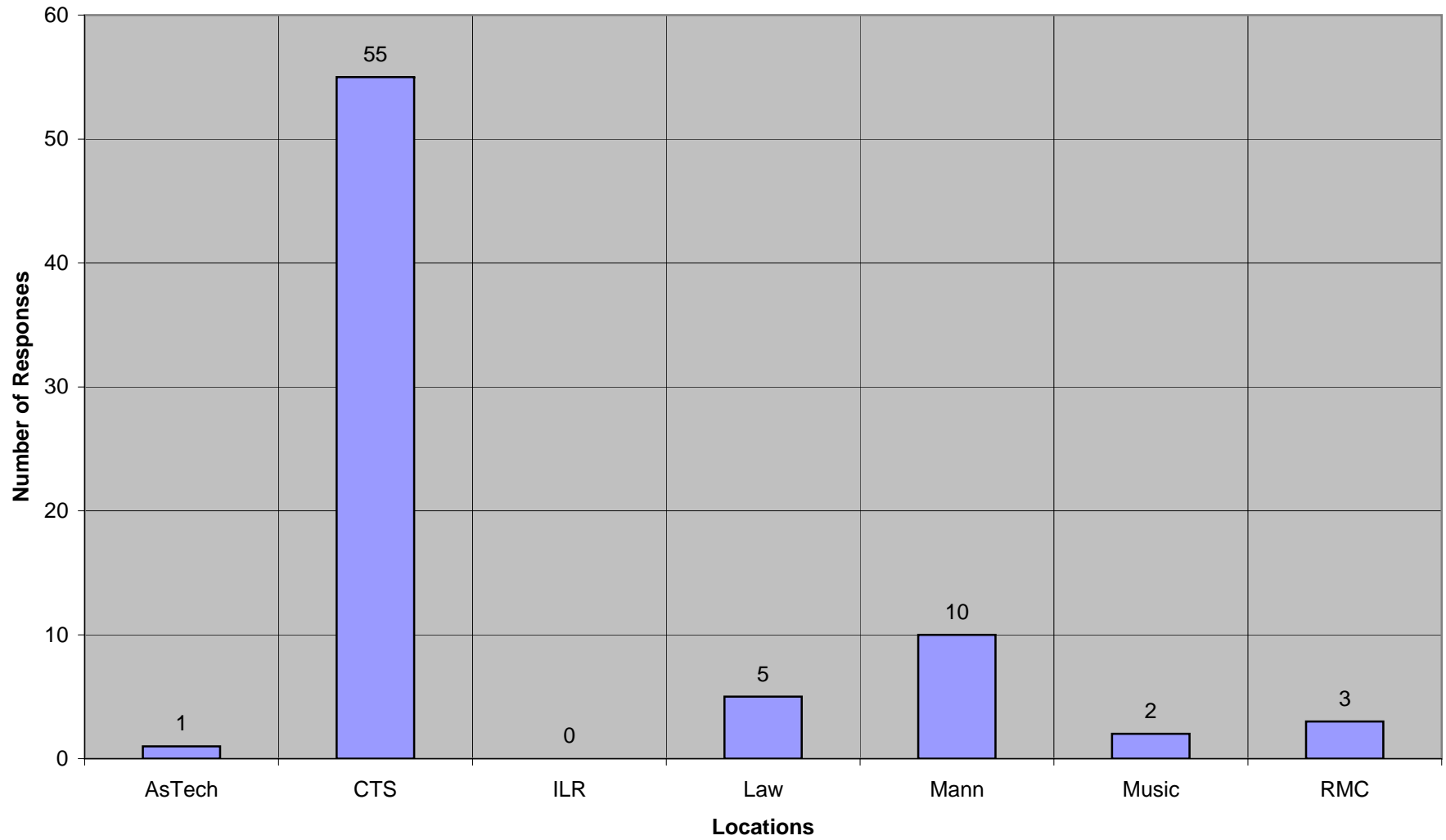
## **Question 5**

The responses to question 5 indicate that approximately 60% of respondents are willing to be flexible in their new roles; 45% specifically stated that they look forward to gaining new skills and enhancing their abilities and expertise. About 15% of those who answered the question wrote that they still need more information about the whole process of integration and how their own skills will be utilized. Sixteen percent would like to keep the same job.

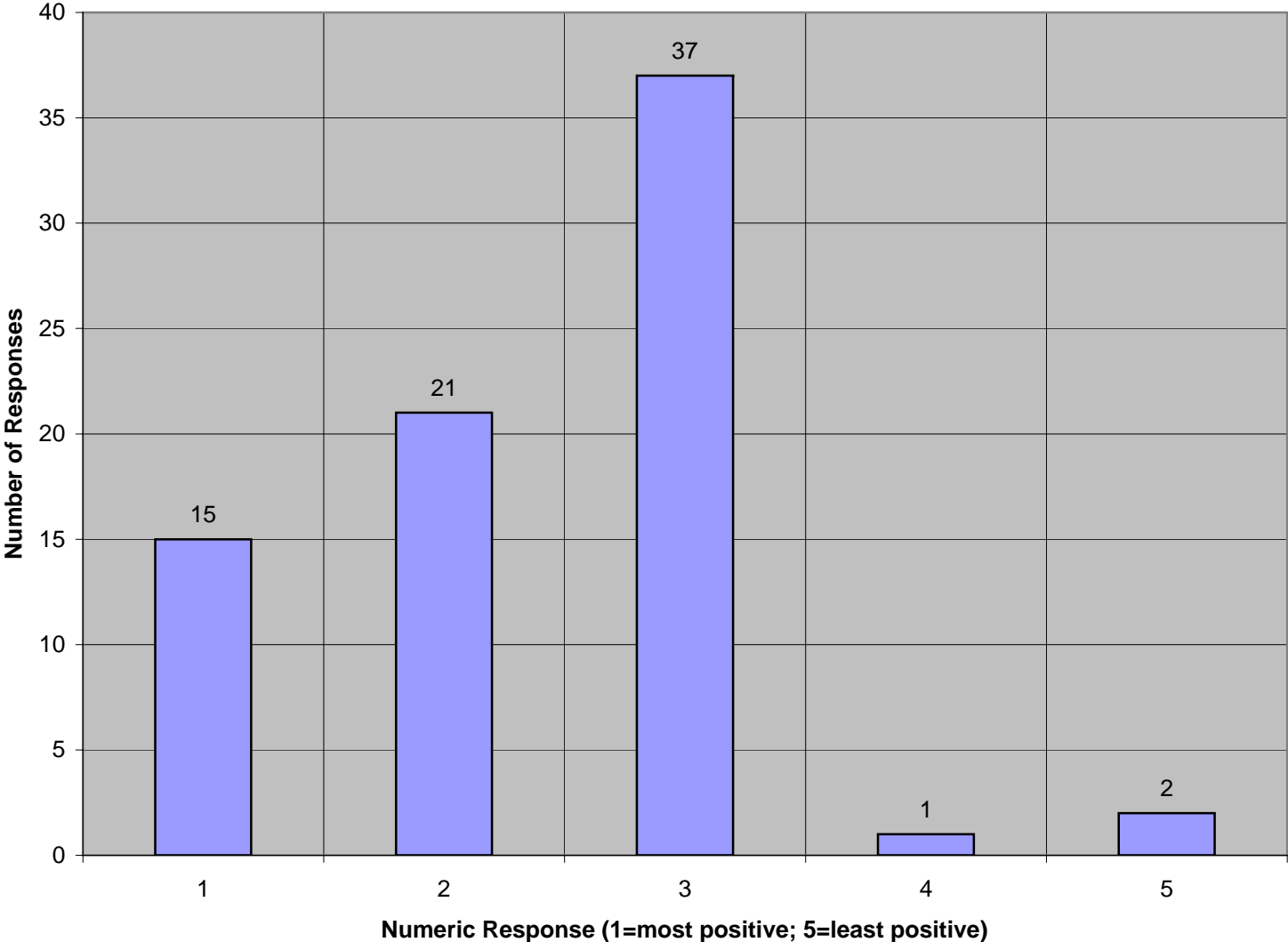
Eighteen percent of respondents did not answer question 5 at all; the other questions had a much higher response rate. Why such a large number did not answer number 5 is unclear, although it should be stated that this question was the only one on the survey that included the statement: Answering this question is optional. Part of the non-response may be attributable to this statement. It may also be due, in part, to the respondents' limited knowledge about the new structure of CUL Technical Services.

Most respondents to question 5 did not specify a division to work in, but instead listed the types of job responsibilities they would like to have. We tried to separate these responses and match them to each division according to the narrative description provided with the organization graph. Referring to the labels on the graph, "Acquisitions & Information Organization" appeared to be the most popular, with almost 30% of respondents asking for job responsibilities in this area. About 22% of respondents wrote that they would like work which spans multiple units. "E-Resources & Serials Management" (ERSM) and "Metadata Consulting, Design & Development" (MCDD) each garnered about 8% of the responses. "Database Management Services" (DBMS) was selected the least, 3%. The low numbers for ERSM, MCDD, and DBMS are somewhat deceptive, however, since many of the respondents who would work in these areas fall into the "multiple" category. Also, judging from the survey as a whole, many people still seem unsure as to how each division will be defined.

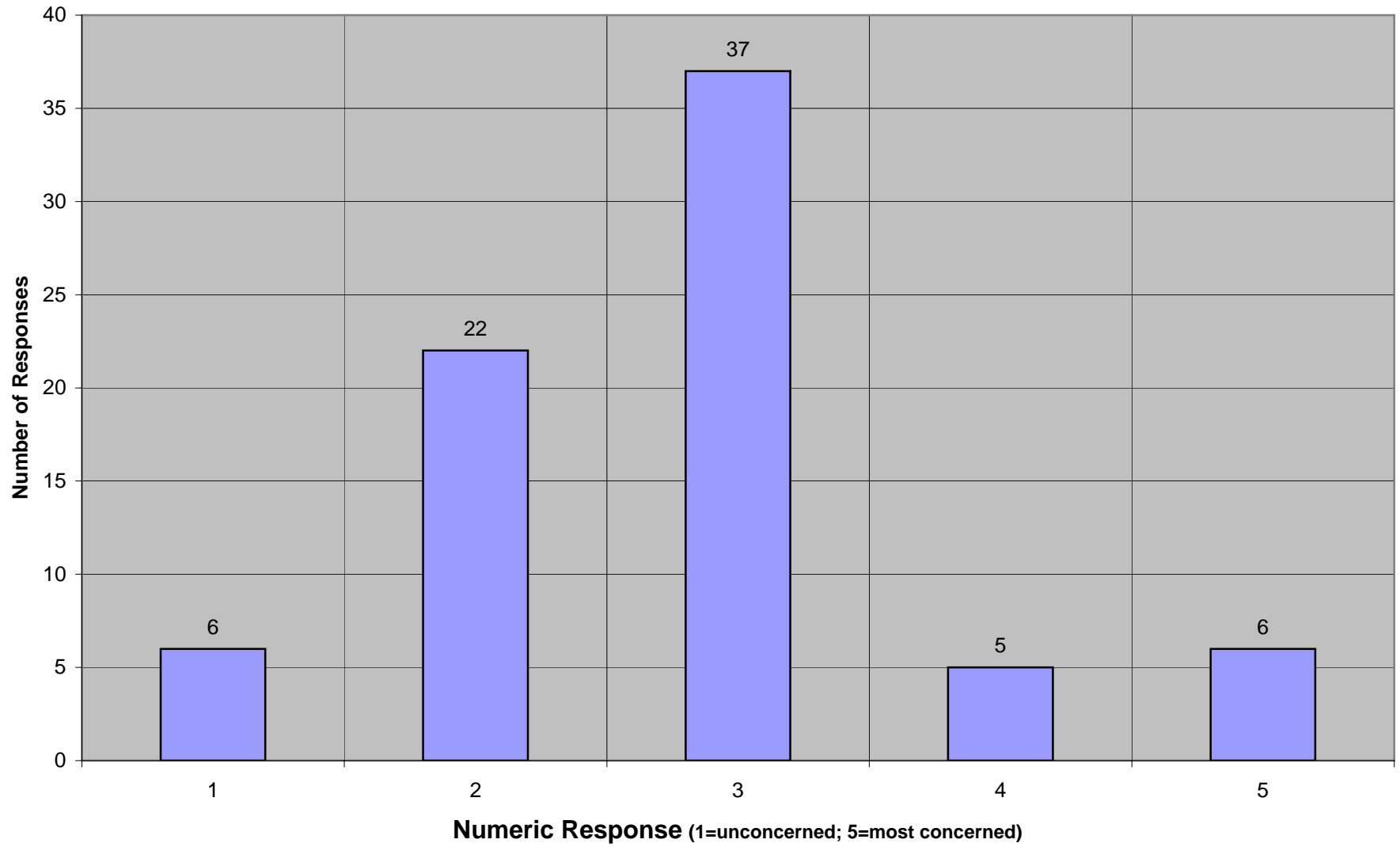
**Number of Survey Responses by Location (Out of 117 Surveys)**



**Answers to Question 1 (Positivity)**



### Answers to Question 2 (Concern)



## TSI Survey

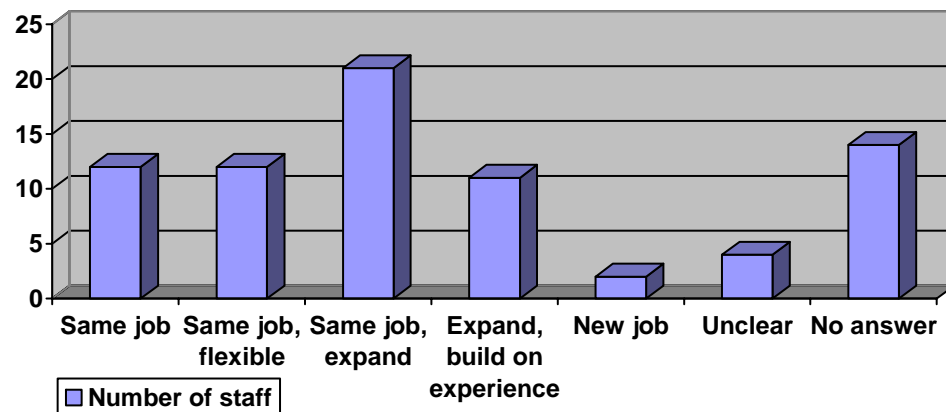
### Question 3 – - Positive aspects of the model:

	Count	Freq.
Staff development : better utilizing staff's skills, learning new skills, new opportunities/ identifying training needs	15	20%
Communication and collaboration between units	15	20%
Makes sense/ clear/ simple	11	14%
Well thought out/ detailed explanations	9	12%
Improved efficiency	8	11%
Serials and e-resources – good idea	8	11%
Improved handling of e-resources/ e-resources management	6	8%
Metadata development/ providing services to staff, faculty and community	6	8%
Keeping up with technological developments and cultural trends	5	7%
Design of the chart: dashed lines, unified, sells itself.	4	5%
A concrete plan, something to work from, reflects where we are heading, library goals	4	5%
Integration	4	5%
Visibility across campus/ publicity/ PR	3	4%
Standardization	3	4%
Team based approach / closer connection between co-workers / learning from co-workers.	3	4%
Flexibility	3	4%
Flat model / not hierarchical	3	4%
Overlapping and redundancy in work flow is reduced	3	4%
Centralizes administration/ no overlap of reporting channels	2	3%
Maximizes limited resources	2	3%
Responds to "Future Search"	2	3%
Being part of the big picture/ Employees are being given a voice	2	3%
Reunification: Cataloguing and Acquisitions / Database Management Services	2	3%
Good	2	3%
Keeping staff in place	2	3%

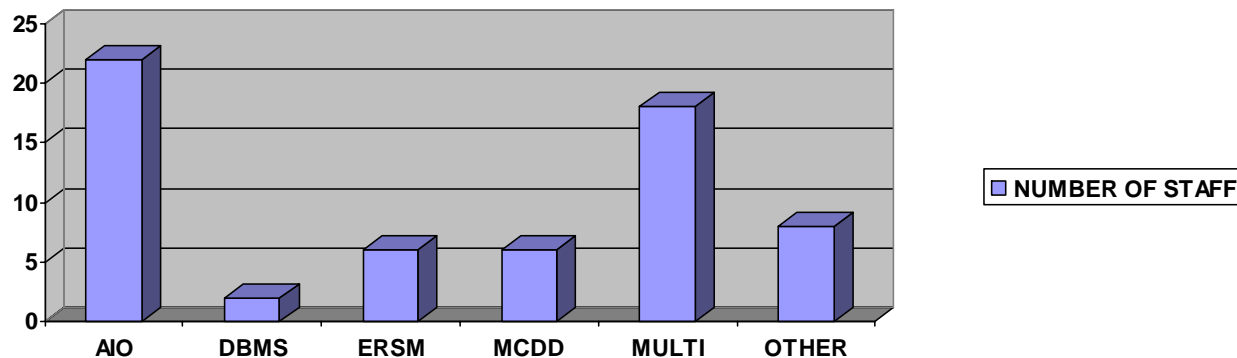
Not too much change – recognizes positive things being done today	2	3%
CTS is a key player	1	1%
Innovative	1	1%
Research and statistics	1	1%
Nothing positive to say	8	11%
Did not answer the question	7	9%

N=76 respondents

<b>Concern</b>	<b>Count</b>	<b>Frequency</b>
Not enough information	26	34%
Why are certain functions where they are?	25	33%
How will this affect me?	21	27%
Worries for the staff that will physically move	12	15%
Training staff for changing roles	9	12%
Communication between supervisors / co-workers / units	9	12%
How will work and staff be handled across units and buildings?	9	12%
Stress and morale problems	9	12%
Don't understand "Administration" and its role	8	11%
What size are the units ("quarters") in relation to each other?	4	5%
How flexible is this model?	4	5%
Loss of jobs	4	5%
What is happening to the Metadata Unit and its work?	4	5%
How will the units interact / what is the relationship between units?	3	4%
Is this survey a snow job?	2	3%
Why are we afraid of the word "cataloging"?	2	3%
Will be too crowded in 110 Olin	2	3%
Should divide along intellectual lines not functional lines	2	3%
Mann losing its special services, connections to client base	2	3%
Loss of quality service to patrons	2	3%
MARC / Metadata divide	2	3%
Limits the role of academic "print" catalogers/evelates Metadata Librarians	1	1%
Why are we doing this re-org?	1	1%
Continuing division based on "products"--print vs. metadata	1	1%
Will the supervisor / staff relationship become more distant?	1	1%
How can we do additonal work without additional staff?	1	1%
How visible will this new organization be?	1	1%
Need to care for staff who are the most affected	1	1%
Will there still be a place for staff that work only in print?	1	1%
What is "Environmental scanning"?	1	1%
How does Archives fit into the picture?	1	1%
How doe Music fit into the picture?	1	1%
How will IT support be handled?	1	1%
Will this model stay focused on the partron needs?	1	1%
Statistics	1	1%
Concerned about staff that don't speak up	1	1%
No particular concern	1	1%
Did not respond to Question 4	6	8%



**Staff response to question #5: “What role would you like to play in a newly-reorganized CUL technical services operation?”**



**General category/department in which staff would like to work, based upon answers to question #5.**

AIO: Acquisitions & Information Organization  
 DBMS: Database Management Services  
 ERSM: E-Resources & Serials Management

MCDD: Metadata Consulting, Design & Development  
 MULTIPLE: Respondents would like work which overlaps departments.  
 OTHER: Respondents did not explain job preference or answer was unclear

## Survey Results Summaries for Question 5

**Staff response to question #5, "What role would you like to play in a newly-reorganized CUL technical services operation?" (Table based on 76 responses.)**

<b>Type of Response</b>	<b>Number of Responses</b>	<b>Percent</b>
Same job	12	16%
Same job, but flexible – depending on staffing needs	12	16%
Same job, and wanting to expand in specific areas	21	28%
Expand to new areas, building on own experience	11	14%
New Job	2	3%
Unclear	4	5%
No answer	14	18%

**General category/department in which staff would like to work, based upon answers to question #5. (Table based on 62 responses; 14 surveys with no response to #5 have been excluded)**

<b>Category in Model</b>	<b>Number of Responses</b>	<b>Percent</b>
Acquisitions & Information Organization	22	33%
Database Management Services	2	3%
E-Resources & Serials Management	6	19%
Metadata Consulting, Design & Development	6	19%
MULTIPLE: Respondents would like work that overlaps departments.	18	29%
OTHER: Respondents did not explain job preference or answer was unclear	8	13%