

**National
Diversity in
Libraries
Conference**

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OCLC - Fostering Inclusion: Best Practices and Lessons Learned

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OCLC™

The world's libraries.
Connected.

I look confidently to the day when all who work for a living will be one, with no thought to their separateness...

Martin Luther King Jr



Graphic: "FooBar" by eBoy, Berlin





- OCLC Inclusion Overview
 - The Cooperative, Inclusion Philosophy, Council, Employee Opinion
- Recruitment/Retention Strategies & Results
 - OCLC Specific, “Best Practices”, Focus Areas

OCLC Inclusion Philosophy



- Cultivate a corporate culture that promotes, understands the value of, and knows how to leverage a *wide array of perspectives* in the conviction that *inclusive thinking* will improve solutions for libraries and the diversity of people they serve.
- To promote *understanding of social and cultural contexts* so that OCLC can compete effectively in the markets it serves.
- To promote a work environment where each of us feels *significant, valued, and influential*, thereby enabling us to build broad commitment and ownership for the work of the cooperative.



Inclusion Leadership



Survey About OCLC News and Events Membership Contacts Support Ordering Site Map Search

OCLC
United States

◀ Careers

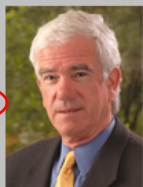
- Working at OCLC
- Benefits
- Working at OCLC headquarters
- Career development
- Inclusion at OCLC**

The world's libraries. Connected.

☐ Community ☐ Products and Services ☐ Professional Development ☐ Programs and Research

Careers : Inclusion at OCLC

Inclusion at OCLC



"Creating an atmosphere that fully utilizes the talents and capabilities of an inclusive workforce is critical in serving libraries around the world. Our ability to cope with change and global competition is enhanced by the positive and creative power that comes from managing inclusion."

Jay Jordan
President and CEO

At OCLC, inclusion fosters an environment that encourages the best contributions from all of us, affirms our differences and similarities, and reaches out to all our employees, partners, libraries, and the diverse people they serve. Our global cooperative is built on trust and cooperation and a shared belief in connecting people to the world's knowledge. Inclusion is part of our mission and vital to our future.

The OCLC inclusion initiative is rooted in our deep respect for the individual and in our belief that an inclusive environment fosters optimal performance. We are committed to supporting an inclusive work environment based on global teamwork, diversity, trust and the highest standards of ethical conduct as is seen through our many initiatives

OCLC President's Inclusion Council

Led by OCLC President and CEO, the Council is made up of officers, members and partners. The primary aim of the Council is to cultivate a corporate culture that promotes, understands the value of, and knows how to leverage a

We tell people up front, our commitment to inclusion cannot be separated from who we are and those we serve.

President's Inclusion Council



What it does

- Solicit information from internal audiences and external experts
- Identify causes of discrimination, as well as barriers to excellence, inclusion, and equality
- Promote innovation, quality, and continuous improvement in OCLC's performance
- Improve awareness and cultural competence of staff
- Serve as the "eyes and ears" of the President and the Inclusion Manager to monitor effectiveness
- Recommend and implement groups, programs, policies

Sample activities

- Organizational Report Card
 - Review of EEO statistics and Affirmative Action Plans
 - Working session - OCLC practices v. Diversity, Inc. best practices
 - Demographics - library field and computer professionals
 - Recruitment goal attainment
- Programs
 - What is a Millennial?
 - IFLA Fellows, HBCU, Spectrum Sponsorships
 - Community Events
 - Speakers

The OCLC cooperative: 2008



69,826 libraries in 112 countries

1,355

55,284

882

5,639

1,080

4,253

1,015

320

Cataloging

eBooks

Reference

Digitization & Preservation

Resource Sharing

Collection Analysis

OCLC: 27 offices in 10 countries

Australia:

Footscray, Victoria
Perth, Western Australia

Canada:

Calgary, Alberta
Chambly, Quebec
Winnipeg, Manitoba

China:

Beijing

France:

Asnières sur Seine

Germany:

Berlin
Bonn
Oberhaching

Mexico:

Mexico City

Netherlands:

Leiden

Switzerland:

Basel

United Kingdom:

Birmingham
Sheffield
St. Andrews

United States:

Bethlehem, Pennsylvania
Blackwood, New Jersey
Bloomfield, New Jersey
Boulder, Colorado
Dublin, Ohio
Lacey, Washington
Ontario, California
Overland Park, Kansas
San Mateo, California
Seattle, Washington
Washington, D.C.



The OCLC Global Cooperative



Amigos BCR Boston Library Consortium
Connecticut Library Consortium FEDLINK ILLINET INCOLSA
MLC MINITEX MLNC NEBASE NELINET Nylink OHIONET
OCLC Americas OCLC Asia Pacific OCLC Digital Services Division
OCLC Eastern Service Center OCLC Europe, Middle East and Africa
OCLC Preservation Center OCLC Western Service Center
PALINET RLG Service Center SOLINET WiLS

people
services
policies

collections
vocabularies
information objects
institutions

groups
licenses
rights

The OCLC Cooperative: a decade of growth



Participating libraries

2008

69,828

1998

30,000

Participants outside U.S.

14,544

3,200

Participant countries

112

64

WorldCat records

108 million

38 million

WorldCat holdings

1.3 billion

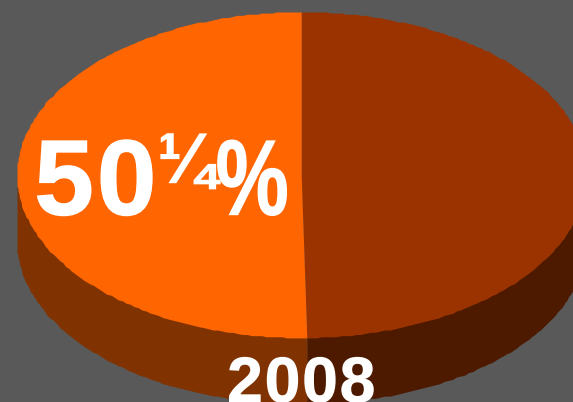
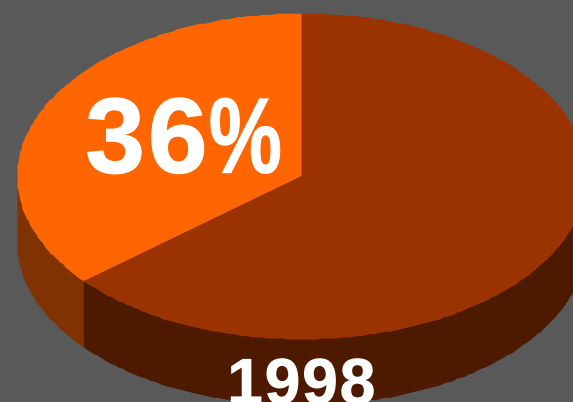
668 million

Multilingual WorldCat



Total Records	1998: 37.5 records	2008: 108.2 records
English	23.9 m	55.2 m
French	2.3 m	6.2 m
German	2.2 m	12.3 m
Spanish	1.6 m	3.6 m
Japanese	.8 m	2.5 m
Russian	.8 m	1.8 m
Chinese	.7 m	2.3 m
Italian	.7 m	1.7 m
Latin	.3 m	1.2 m
Portuguese	.3 m	.9 m
Dutch	.2 m	2.7 m
Hebrew	.2 m	.7 m

Percentage of Non-English Records



The internal picture—OCLC's people



- IDG's ComputerWorld
- 100 Best Places to Work in IT 2008
- (3rd consecutive year)

- Best Employers in Ohio 2007



On average, 83% of OCLC's survey dimension scores exceed the National Norm scores over four employee opinion survey cycles (2001-2007). Ability to evaluate employee satisfaction by demographic groups.

Inclusion Incentive

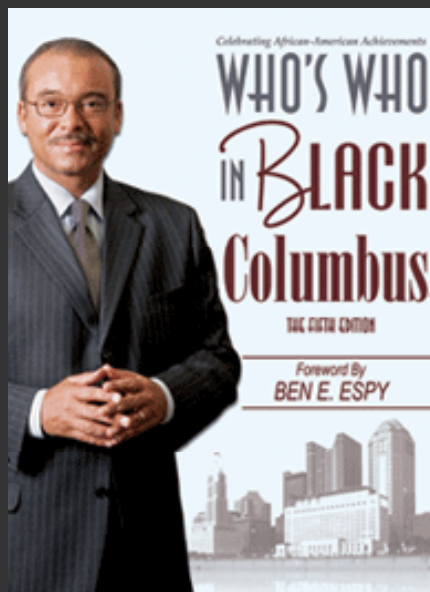
Component of management incentive plan

- 10-15% of incentive opportunity
- Balanced scorecard
- *Awareness*
- *Recruitment/Selection*
 - 75% of open positions have 20% diverse slate
- *Succession*
 - documented development plans

Employee Referral & Diversity Referral

- Employee pretax referral bonus of \$1,000
- Diversity referral bonus of additional \$1,000 for minority hired referrals
- **Results:**
 - **61% increase in referrals**
 - **21.8% average monthly diversity hires**

Minority Recruiting Strategies



WCKX Power 107.5 FM: Hip Hop and R&B



WJYD Joy 106.3 FM: Urban Contemporary Gospel

Minority Recruiting Strategies



**WORKING
MOTHER**

**The
Advocate**

Diversity/Careers
in Engineering &
Information Technology

A Latino Lifestyle Business & Employment Magazine
Hispanic Network
MAGAZINE

EOP, Inc.
Equal Opportunity Publications, Inc.

LATINA*Style*



HispanicBusiness
MAGAZINE

G.I. JOBS
ONLINE .NET®

WITI

DiversityInc
Diversity and the Bottom Line

**THE BLACK
COLLEGIAN.**

**BLACK
ENTERPRISE**



NATIONAL
WOMEN OF COLOR
TECHNOLOGY AWARDS
CONFERENCE



Joint Conference
of Librarians of Color

- American Indian Library Association
- Asian/Pacific American Librarians Association
- Black Caucus of the American Library Association
- Chinese American Librarians Association
- REFORMA – National Association to Promote Library and Information Services to Latinos & the Spanish Speaking
- HBCU Library Alliance
- ALA and ARL diversity initiatives

OCLC Minority Librarian Fellowship



- Inaugural year
- 12 month fellowship working in research, digital collection services, member services
- Full pay package
- MLS/MLIS or other graduate degree in technology – emphasis in libraries or cultural heritage institutions

Librarians of Color Top Recruitment Strategies



	% of Cases
Assistantship/scholarship/financial aid	82.30%
Role models of your or other ethnic group	69.60%
Ethnic diversity of faculty in the school/program	64.60%
Presence of faculty & staff of color in the recruitment process	63.30%
Opportunities for students of color to work in the field	53.20%
Communication/advertising in media, publications for people of color	49.40%

Recruiting a Diverse Workforce for Academic/Research Librarianship

ARL: Recruiting a Diverse Workforce for Academic/Research Librarianship

“Best Practices” for Inclusion/Diversity



- Inclusion/diversity leadership team
- Recruiting diverse employees
- Retaining diverse employees
- Developing diverse leaders
- Training the workforce about inclusion/diversity
- Communicating the strategy
- Measuring inclusion/diversity initiatives



OCLC chose recruitment, retention and developing diverse leaders as focus areas

“Best Practices” drill down



- **Recruiting diverse employees:**
 - Align recruitment strategy to diversity goals
 - Rely on internal employee sources
 - Utilize the employee referral program
 - Utilize diversity recruitment advertising, and advertise organization in diversity media
 - Establish relationships with colleges & universities

“Best Practices” drill down



- **Recruiting diverse employees (cont'd):**
 - Apply for various “best organization” assessments
 - Showcase inclusion/diversity on website
 - Diversity job fairs events
 - Build & leverage partnerships with diversity-focused organizations
 - Use external diversity search firms

OCLC: 1300 employees worldwide. 1000 in the U.S. 14.6% minority, 50% female (US)

“Best Practices” drill down



- **Retaining diverse employees:**



- Use onboarding as follow-through
- Arrange mentoring relationships
- Diversity affinity groups / employee resource groups
- Target benefits to employee groups (i.e., domestic partner benefits, parental benefits, telecommuting)

“Best Practices” drill down



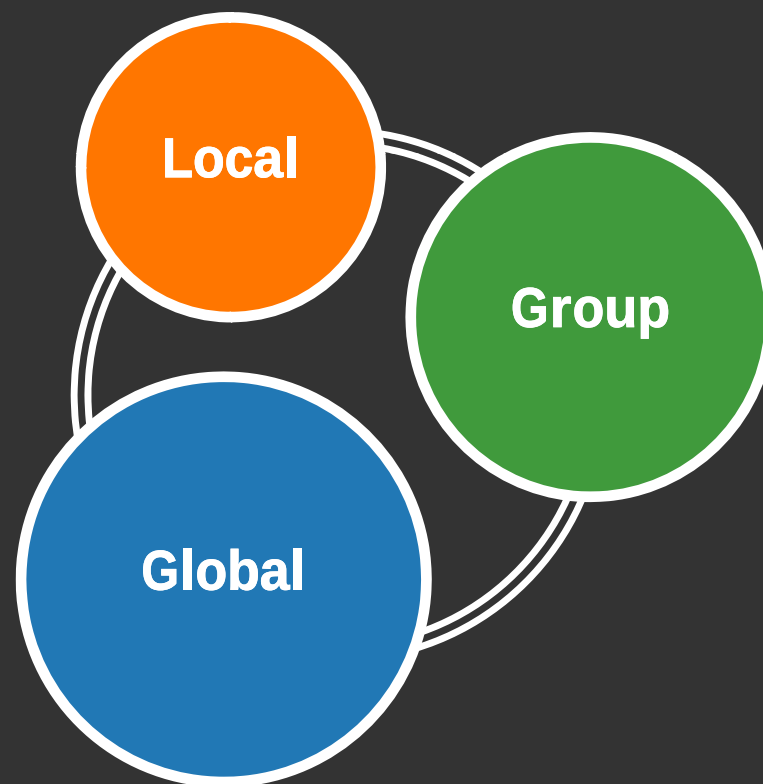
- **Developing diverse leaders:**
 - Ensure leadership accountability for diverse talent development
 - Identify high-potential diverse talent
 - Ensure that diverse employees are offered the opportunity to participate in general and minority-specific development and training programs

OCLC

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- **More collaboration**
- **More institutions**
- **More diversity**
- **More Web-scale**
- **More synchronization**
- **More innovation**



The future depends on what we do in the present.

Mahatma Gandhi

Questions/Discussion

