

**1. *Decreased staff participation/buy-in for changes made to policies, procedures, job descriptions, everyday practices, programming, etc.***

My Actions: With information from administration, carefully explain the needs for change ("The policy was outdated and doesn't cover our current needs," "The goal for changes to programming is to create a bank of programs for future use, as well as to increase collaboration among programmers within the System," etc.) I will need to explain how changes will affect our location, as well as provide further information, training, and support for employees. Focus on the positive; deemphasize the negative. I will also need to be open and available to assuage any jitters.

My Staff's Actions: Become proactive in accepting change when it comes; nothing remains the same forever (Stasis = Entropy) Seek additional training and support from management and administration to become accustomed to new ways of handling policy, programming, software changes, etc.

My Supervisor's/Administration's Actions: Ensure that necessary support is given for training. Give an understanding ear to staff concerns.

**2. *Lower staff morale due to changes to compensation (Removal of Market Adjustment, changes to Merit Increases, removal of Staff Appreciation funds, etc.)***

My Actions: Study administration's reasoning for the changes to compensation, and explain them to the staff in a positive light. Show staff how certain methods of compensation, such as Staff Appreciation funds, may look in the eyes of taxpayers and City/County auditors, and the need to be sensitive to how this may be perceived by outside entities and the public.

My Staff's Actions: Try to not take the changes to compensation to heart, or as a personal slap. Look at how the older compensation models appeared in the eyes of the public. View the changes through administration's eyes, and their need to be good stewards of public money and trust.

My Supervisor's/Administration's Actions: View these changes through the eyes of the staff. Some means of compensation, such as Staff Appreciation funds, may be easily explained as potentially unethical (in Louisiana, it is explicitly unethical by state law). Market Adjustment increases, while technically a means of making System jobs on par with similar-sized cities in our region of the country, was truly viewed by most staff as a Cost of Living Increase (COLA). So when this was removed from the last couple of budgets, the staff felt pinched when it came time for increases to costs of living. Combine these with the recent postings of high-paying administrative positions, and with the elevation of pay for library managers that were made Regional Directors, and many staff have the perception that their pockets are being picked to enrich a few (I will stress that these are not my personal views, but rather views which I have

heard float around over the course of the last year, and which were, of course, floated at my table).