

Our group identified three issues/behaviors that negatively contributed to staff morale;

- Staff feel devalued- Some employee focused things have changed (no more staff appreciation fund, some group meetings were suspended, LBN change to salary increased fear that they staff hours may be abused, Christmas Day issue, Focus cancelled last year, staff appreciation dinner changing, no market fund increase, closing times changed for customers at "expense" of staff staying later, moving towards branded verses personal approach to signage, etc).
- Speed of change
- Communication

The good news is these are all things that can be addressed in #4-

- Staff feel devalued- I really think this was really a simmering issue from before you got here. The changes just made these fears come to the forefront as they will need time to adjust and learn the new culture with our SoAP & Library Unbound. I see that administration is already addressing this with requesting input for policy review, ask Tim, group meetings being reinstated, and project kaleidoscope. While initially staff didn't receive this change well, I do think that several staff are feeling that they appreciate having more regular feedback than was possible with the larger work groups (also increased opportunity for advancement). Locally what I can do to help with this is working with my staff in 1-1's to 1) let them know the different venues for providing feedback and 2) Explaining the new culture we are striving for as an organization by talking through the Core Values.
- Speed of Change- I think this is really more something we should be generally cognizant of, but also realize that with the speed of information and our changing society, we won't always be able to give people a lot of lead time before rolling out changes. What I can do locally is 1) Try to explain the WHY behind the change. I don't know that the rate of change is such an obstacle, as much as helping staff get on board with the paradigm shift towards emphasizing core values and explaining why the changes are needed for the organization, and how those changes actually benefit employees and our customers.
- Communication: This has already been improved through the intranet, policy feedback, Ask Tim forums. Locally, we need to identify procedures to ensure communication happens. I believe we are doing this by 1) Utilizing both all staff meetings, e-mail, and 1-1 meetings with our direct reports, 2) Ensuring all staff are trained & technologically literate to access the intranet and e-mail sufficiently. 3) Clarifying roles: Explaining who to go to with what type of issues concisely in a way that staff feel comfortable that they know what should go to a supervisor, or who to ask about a particular issue. Ex: Sometimes it may be unclear whether a technology based question should be fielded by IT or the Digital Library. Maybe adding something about what types of questions each handle on the who's who directory would be helpful.