

Describe three issues/behaviors you and your staff feel are positively impacting staff morale:

1. **Ask Tim**--having the freedom to ask questions anonymously is appreciated and valued within the organization. Even if staff does not "Ask Tim", they feel empowered (and protected from recrimination) to do so if necessary.
2. **Support from leadership**--this is from my own viewpoint. I find support and feedback from Julie, encouragement from you and others, and guidance from Kay to be invaluable.
3. **Actually seeing you (and Carla) out in the libraries**--This goes a long way in boosting morale and has a positive effect on the staff who is present at your visits.

Describe three issues/behaviors you and your staff feel are negatively impacting staff morale:

1. **Insecurity**--as in, "what will change next?"
2. **Too much change too fast**--not enough time to absorb/implement changes effectively and thoroughly.
3. **Communication regarding the outcomes of committee meetings**--the staff misses that the minutes of meetings are no longer posted on the Intranet.

Describe at least two actions that you, your staff, or your supervisor/Library administration should take to resolve or enhance the issue/behavior you mentioned:

1. *(Resolve) More effective communication regarding the "why" changes in procedures.*

My action: I will endeavor to have monthly one-on-one meetings with my direct reports and make sure everyone is clear on the "why" of changes or impending changes. This is something that Julie and I do (bi-weekly), that Kiley and I do (at least twice-weekly), and now, that Kay and I do. It is very valuable to have those regular meetings

My staff's action: Staff will bring issues and questions they may have to our monthly one-on-ones. While they are free to ask at any time (and often do), there may be some issues they just need a little clarification on (I do this w/ Julie as well), and we can address those issues at our individual meetings.

Library Administration's Actions: Perhaps more thorough Intranet or email communication regarding changes could be accomplished, maybe including the Marketing Department. They could "sell" ideas to the staff.

2. *(Enhance) welcoming and inclusive processes for dialogue with colleagues throughout the system.*

My action: When I have CL staff meetings, I often try to include others from within the system to provide dialogue between CL staff and others. In the past, I've had Pauline, Janet, and Kellie Delaney out to share and present on various relevant topics. I will continue this practice, and attempt to enhance it by having at least one CL meeting every other month. It has not been easy for us to have regular meetings but with the additional staff we currently have, it should be more easily accomplished.

My staff's action: Attend the meetings and bring questions. Be open to opportunities for dialogue.

Library Administration's Actions: Provide the sort of meeting we had last week for lower level staff. I think this would do wonders for morale.