DIR – Hunt Wilson

My group identified three main issues/behaviors that impact morale. They are, along with my recommendations:

- **Inconsistent/Poor Communication**
  - **My Proposed Responses**:
    - Be sure that I consistently communicate with all levels of staff, in a variety of ways, the status of current projects, even if they are "on hold." –Vicki's pilot project proposal for a tracking system is something I support the implementation of!
    - Continue to facilitate transparency in staff communication between all levels (administration, regional directors and departments, library management, supervisors, and staff. Our first move in this direction was opening up comments to all policies for staff input; I'd like to see us implement this kind of open communication whenever possible; staff has indicated that this has a positive impact on staff morale.
  - **Proposed Responses from My Staff**: N/A
  - **Proposed Responses from Administration:**
    - Implement an organizational communication plan or position; dedicate time and resources to consistent messaging between all levels of employees
    - Continue providing varied and accessible ways for staff to voice their questions and concerns (from Ask Tim to staff forums like Xchange, these discussions can help to answer the questions that many staff have.

- **Lack of Staff Trust in Leadership**
  - **My Proposed Responses:**
    - Supporting transparency between administration and staff is something I can do to help with this. For instance, sharing policy and procedure updates with staff and fielding feedback/questions will continue to be helpful.
    - I hope to help with the pilot project selection and implementation processes. I believe that recognizing and implementing staff ideas will help to show them that they are valued members of this organization, thus building back some morale and trust.
  - **Proposed Responses from My Staff:** N/A
  - **Proposed Responses from Administration**:
    - I think increased communication (see above re: organizational communication) is a primary solution for this issue. The more administration communicates about plans and the status of ideas once they are introduced, I believe there will be less organizational distrust and fewer rumors among staff.
    - Our group discussed that the widespread staff movement as a result of Project Kaleidoscope played into this sense of instability and distrust. These changes were, of course, necessary—and I think as people settle back in and are supported in building new teams/routines, trust will be restored.

- **"Corporatization" of Organizational Culture**
  - **My Proposed Responses:**

- I fully support the changes being made in our organizational structure, so as I mentioned to you before, I don't see this as much of a problem to be addressed. That said, if other staff are concerned, I think that building back some of the community/team culture via Xchange, Circ Forum, and other groups may help.
- New methods of staff recognition and engagement will help us to recognize individual achievements and value, which I think will also make people feel less like part of a large corporation and more like a valued member of a team (be it at the local or system level). I hope to help build new staff recognition and engagement opportunities to assist with this.
- **Proposed Responses from My Staff:** N/A
- **Proposed Responses from Administration:**
  - Stress that while we may be shifting direction a bit, some of the moves we've made that are perceived as "corporatizing" are really just "professionalizing" more. This will, as you mentioned in our meeting today, help to position us as an indispensable community organization. Stepping up our professional profile will help us to share our message with authority.
  - Maintain open communication with staff about *why* changes are being made (such as the addition of COO and CODO positions). Communicating the added value of and need for these positions will help with employee buy-in.