

Internal Assessment 2020 Report

By The Strategic Planning and Projects Department

Date: March-May 2020

Number of participants: 187 Staff and 7 Commissioners

Table of Contents

.....	0
Characteristics.....	2
Commission's Deviation from Staff.....	3
Categories	4
Change from 2018.....	5
Change from 2009.....	6
Confidence in Management.....	7
Confidence rankings change from 2018	8
Strengths and Improvement Areas.....	9
Culture Types	10
Values.....	13
Themes.....	14
Change / Flexibility.....	14
Strategy	14
Trust	14
Investment in staff	14
Staff Engagement.....	15
Resources	15
Customer Service	15
Communication.....	15
Accountability	16
Management.....	16
Appendix	17

Notes: The majority of questions are repeated from the 2018 and 2009 survey for benchmarking purposes.

Characteristics

Staff were asked whether they agree with the following statements.
The tables indicate the percentage of respondents who agreed with the statement.

See appendix for full breakdown of all statements

KEYWORDS
customer service
engagement
programs/services
Communication
strategy/direction
leadership
accountability
teamwork
flexibility/change

Table 1.1



Flexibility/Change

Our lowest agreement was with “Attempts to create change are rarely met with resistance.” We had a slight improvement from 2018, but decrease from 2009. The confidence in each level of management indicate that staff believe leadership are resistant to change. Whereas they indicate that staff are open to it.

Staff appear to be very open to change, and rate their coworkers and managers as being open to change as well.

Strengths: staff engagement in their work, staff expertise, programs/services, use of funding

Improvement areas: Lack of vision, poor communication, accountability, strategy, goals

Characteristics

Commission’s Deviation from Staff

The following are the statements where the Commission differed the greatest from staff.

Table 1.2



KEYWORDS

Commission
communication
change strategy/direction
delegation
performance development
day-to-day decision-making

Communication

The Commission may not be aware that staff do not feel like information is effectively shared throughout the organization (not specific to communication from the Commission).

Change

The Commission is not portraying to staff their openness to change. Staff also believe that the Leadership Team is less open to change than the Commission believes they are.

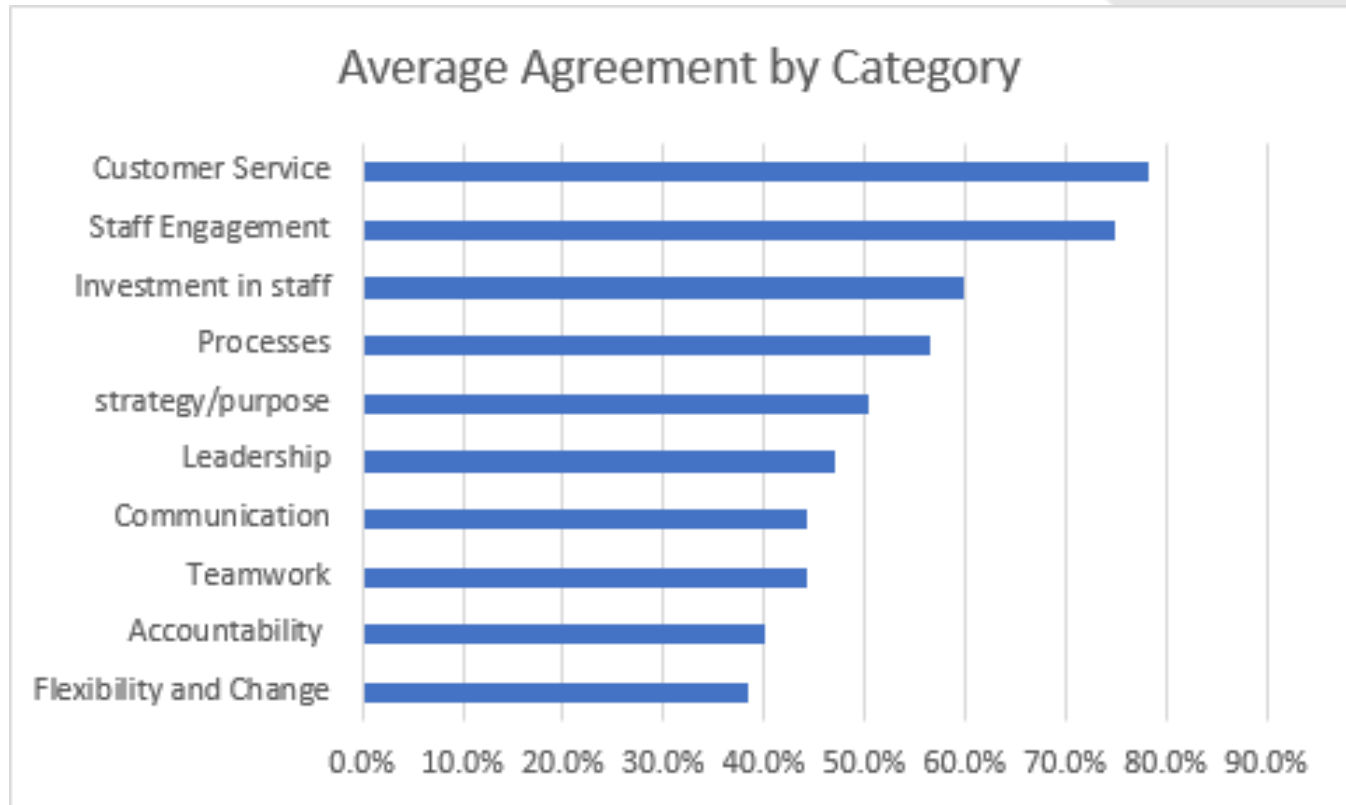
Other areas of deviation: delegation, mission/direction, performance development, day-to-day decision making

Characteristics

Categories

The statements were grouped into categories.
The average agreement with each category is below.

Table 1.3



KEYWORDS

Customer service
Engagement
Performance development
Communication
Accountability
Teamwork
Flexibility/ Change

Strengths

Customer Service

Staff generally feel like they provide exceptional customer service to our customers.

Staff Engagement

They also answered positively to questions like “Metro is a great place to work.”

Area of Improvement

Change

Accountability

Teamwork

Communication

Characteristics

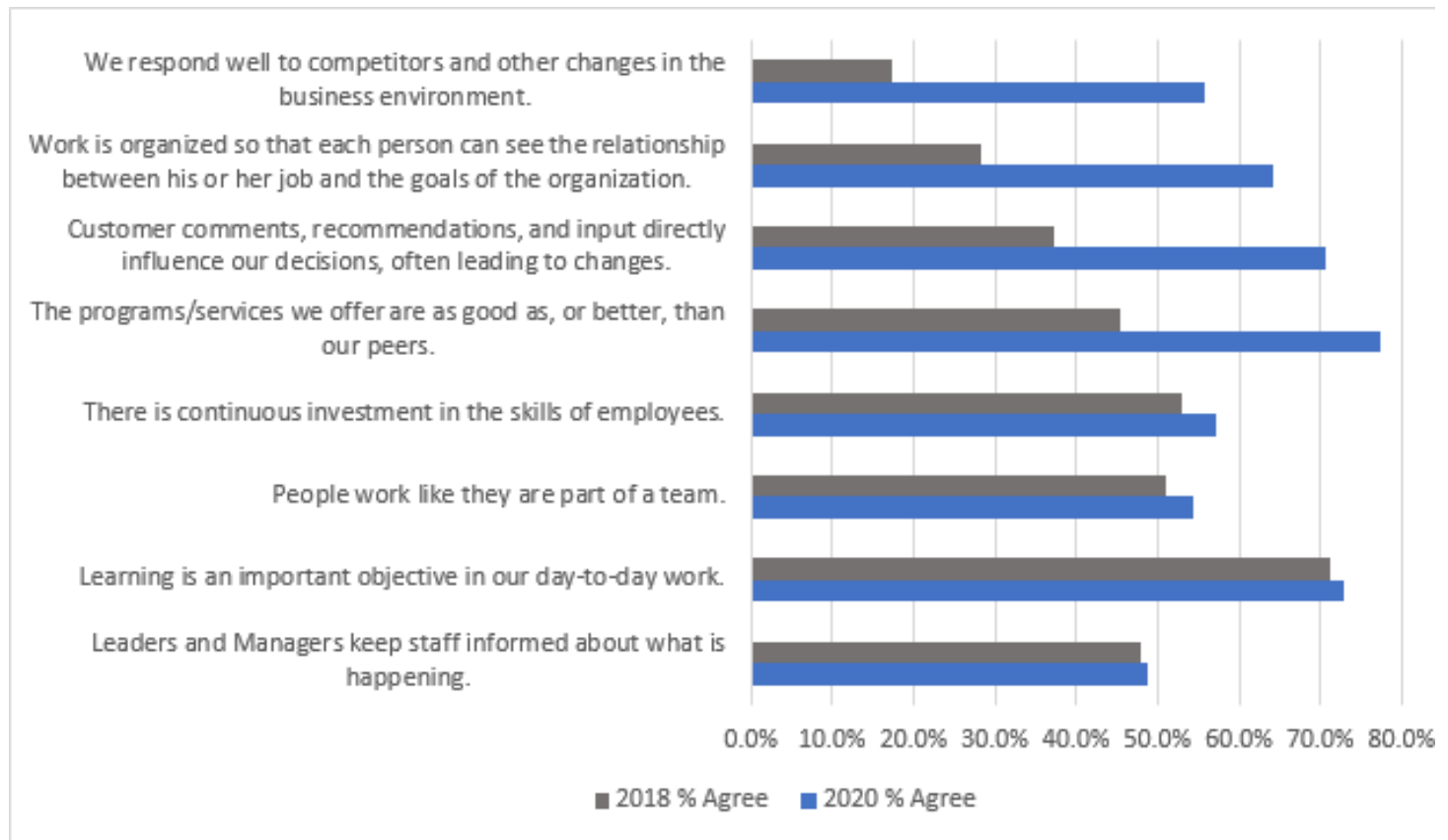
KEYWORDS

customer service
programs /
services

Change from 2018

Percentage of agreement in 2020 and 2018

Table 1.4 Change in percentage of agreement from 2018



Customer Service

We saw the largest increase in agreement with statements related to customer service and our programs/services.

We saw a slight improvement on all characteristics since 2018.

Characteristics

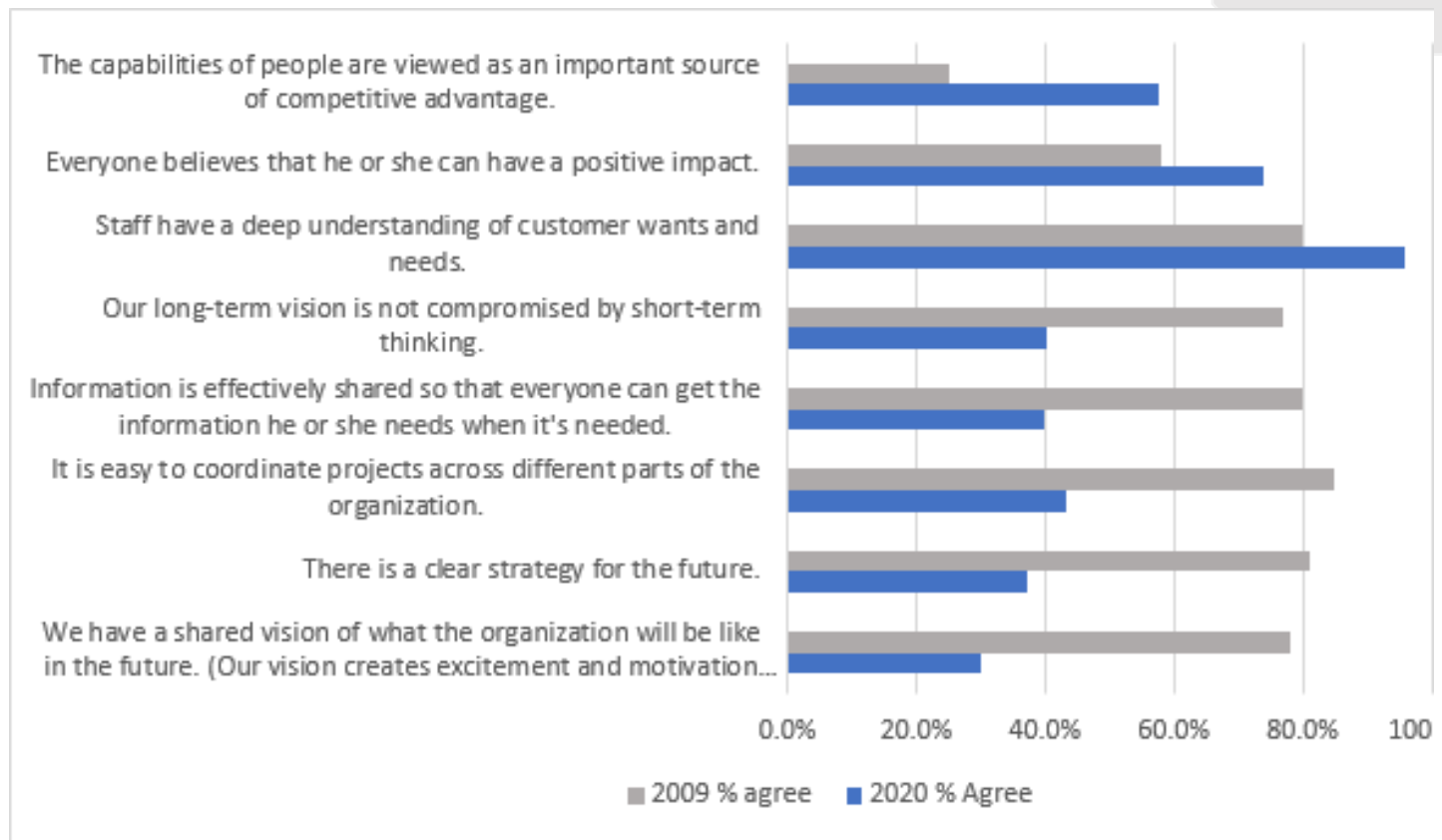
Change from 2009

Percentage of agreement in 2020 and 2009

KEYWORDS

investment in staff
Engagement
Customer service
Strategy
Communication
teamwork

Table 1.5 Change in Percentage of Agreement from 2009



Staff Empowerment

From 2009, we saw a large increase in agreement with the statement “the capabilities of people are viewed as an important source for competitive advantage.”

Strategy / Direction

Many of the statements that saw the largest decline from 2009 were related to strategy, direction, and vision. “We have a shared vision of what the organization will be like in the future” saw the greatest decline.

We also saw a decline in communication and teamwork/collaboration.

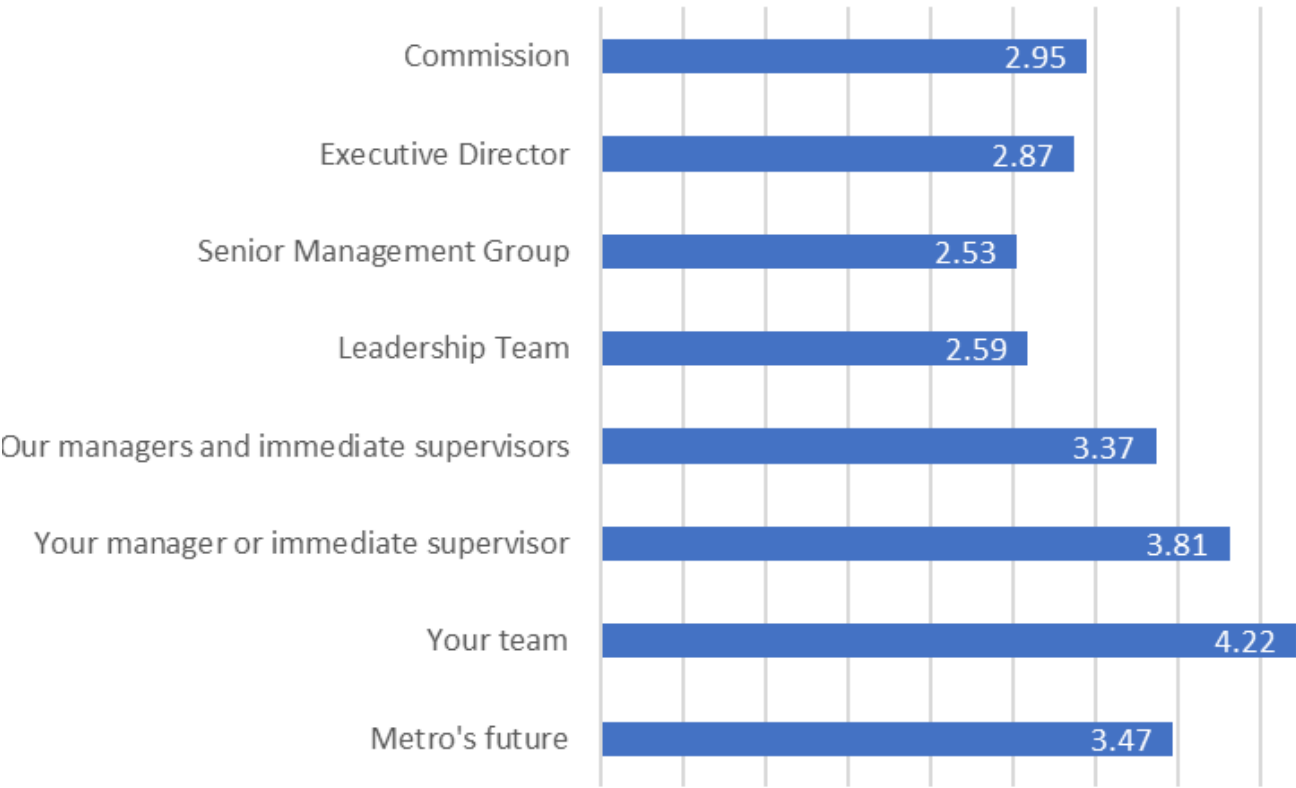
Confidence in Management

KEYWORDS

Management
Leadership
Commission

Staff were asked to rank their confidence in various levels of management on a scale of 1 (low) to 5 (high). Below are the average scores.

Table 2.1 Confidence in Management



Confidence in my team

Staff tended to rank the levels closest to them, their team, the highest (most confidence); and those furthest from them, Senior Management, the lowest.

Confidence in Management

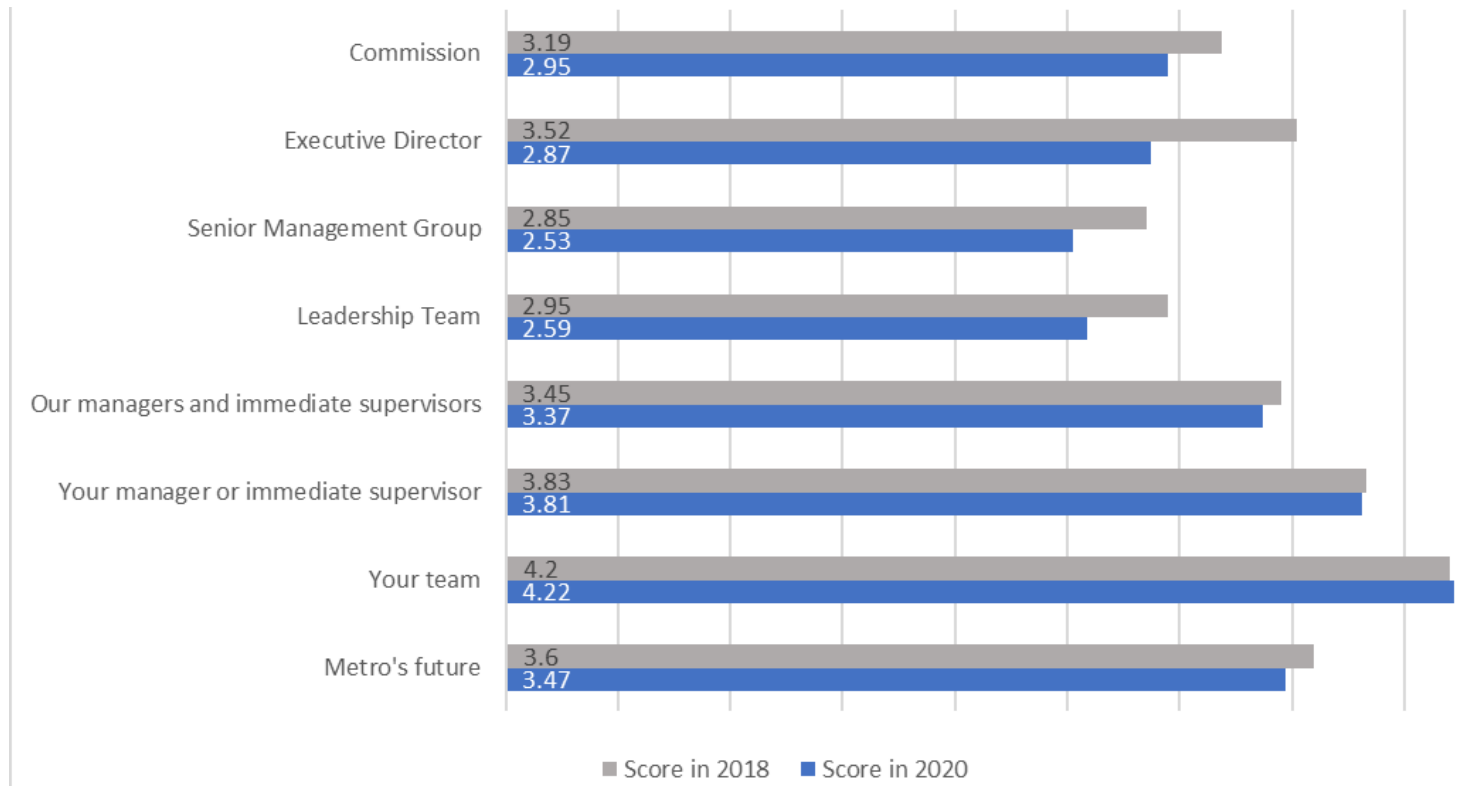
KEYWORDS

Management
Leadership
Commission

Confidence rankings change from 2018

Staff were asked to rank their confidence in various levels of management on a scale of 1 (low) to 5 (high). Below are the average scores from 2020 and 2018.

Table 2.2 Change in Confidence in Management from 2018 to 2020



Decline in Confidence

In comparison to the 2018 scores, “your team” was the only level that received an increase in confidence. “The Executive Director” and “Leadership Team” received the largest decrease since 2018.

Note: this question was not asked in 2009.

Strengths and Improvement Areas

KEYWORDS

Customer service
Services
Collections
Funding
Staff
Communication
Trust
Strategy
Change
Innovation

Staff were given a list of items to select as our top strengths and weaknesses.

Below are the items selected the most as our top strengths and top areas for improvement.

** calculation is the number of times staff ranked this item as a strength, minus the number of times staff ranked it as a weakness. Vice versa for areas of improvement*

Top 5 Strengths	Top 5 Improvement Areas
<ol style="list-style-type: none">1. Customer Service2. Our Services3. Our Collections4. Funding/Available Resources5. Knowledgeable Staff	<ol style="list-style-type: none">1. Communication2. Trust3. Clarity of Vision4. Staff Retention5. Innovation

The Commission also ranked “customer service” as our top strength, and ranked “teamwork” as our greatest area for improvement.

Customer Service and Staff

With the exception of funding, our strengths, as identified by staff, tend to be the items that are closest to them (customer service, services, collections, and their knowledge).

Communication and Trust

For areas of improvement, communication and clarity of vision could go hand-in-hand, as well as trust and staff retention.

Change and Innovation

Innovation aligns with the low rankings of our openness to change (in the “Characteristics” section).

Culture Types

KEYWORDS

Culture
Trust / Performance Dev.
Change / Innovation
Strategy / Direction
Control / Processes

Note: we used the OCAI model for consistency with the 2018 survey.

We adapted the OCAI Model to assess what type of organizational culture Metro currently has, and what type we would prefer.

The Four Culture Types

The Clan Culture (A)

Metro is a very personal place. It is like an extended family. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. We emphasize human development. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. Metro's leadership exemplifies mentoring, facilitating, or nurturing. Metro's management style is characterized by teamwork, consensus, and participation.

The Adhocracy Culture (B)

Metro is a very dynamic innovative place. People are willing to stick their necks out and take risks. The glue that holds the organization together is commitment to progress and development. Trying new things is valued. Metro defines success on the basis of having the most unique or newest services and collections. It is a leader and innovator. Our leadership is generally considered to exemplify progress or risk taking. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.

The Market Culture (C)

Metro is very results oriented. The glue that holds us together is the emphasis on goal accomplishment and accountability. Continuous improvement and performance are common themes. Hitting stretch targets are dominant. Our leadership exemplifies a no-nonsense, results-oriented focus. The management style in the organization is characterized by high demands and achievement.

The Hierarchy Culture (D)

Metro is a very controlled and structured place. Formal procedures generally govern what people do. The glue that holds the organization together is formal rules and policies. The organization defines success on the basis of efficiency. Our leadership exemplifies coordinating, organizing, or stability. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.

Culture Types

KEYWORDS

Culture
Trust / Performance Dev.
Change / Innovation
Strategy / Direction
Control / Processes

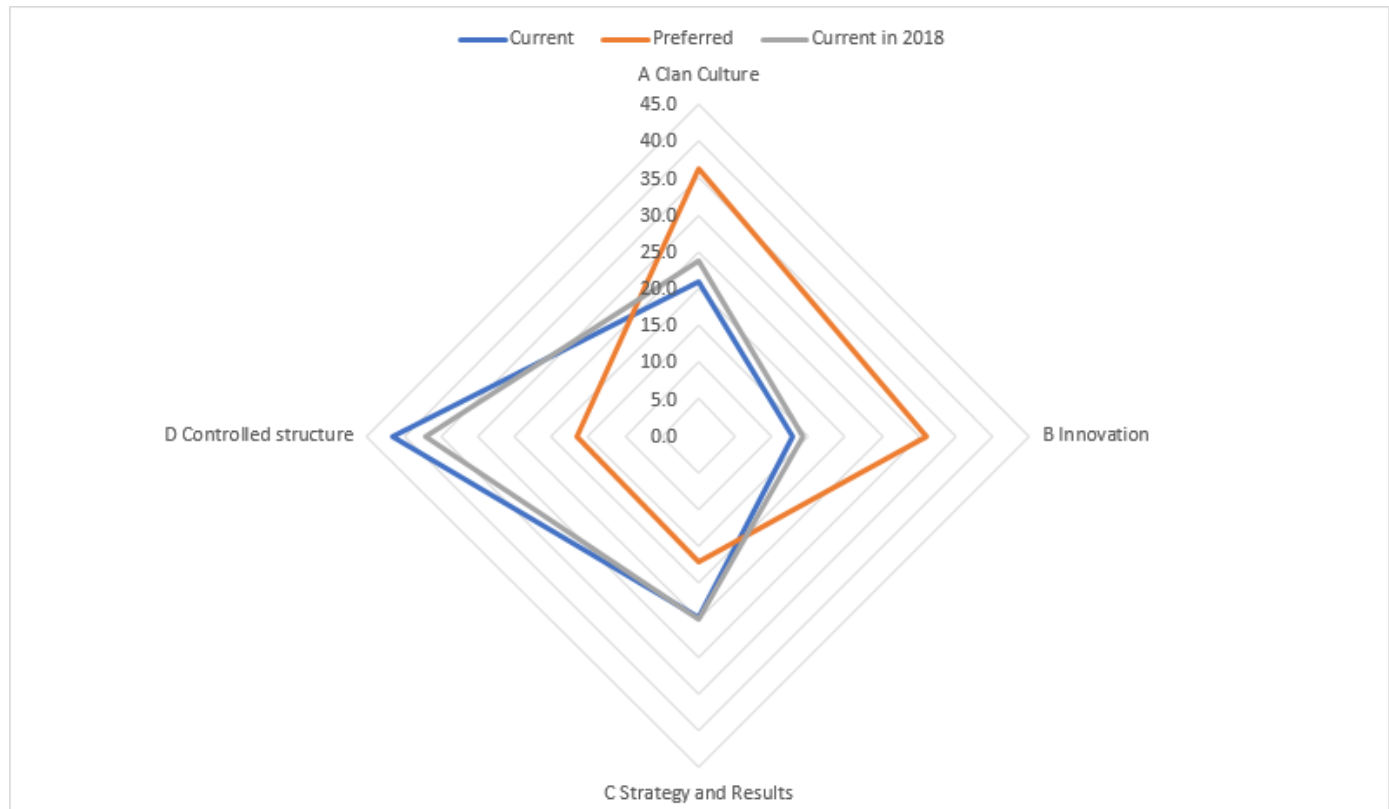
Staff were shown the 4 culture types and asked to select what percentage of the organization currently fits within each type.

The percentages were averaged and shown below by the blue “Current” line.

The “Current” averages from 2018 are also shown to exhibit how the organization has changed.

Staff were also asked to select the preferred percentages of each culture type that Metro should exhibit, shown below by the orange “Preferred” line.

Table 3.1



Types A and B are Preferred

Similarly, to the 2018 survey results, staff indicated a desire to be more like the Type A (clan/family) and Type B (innovation/flexibility) cultures, and less like Type C (results/strategy) and especially Type D (controlled/hierarchy).

Moving Toward Type D

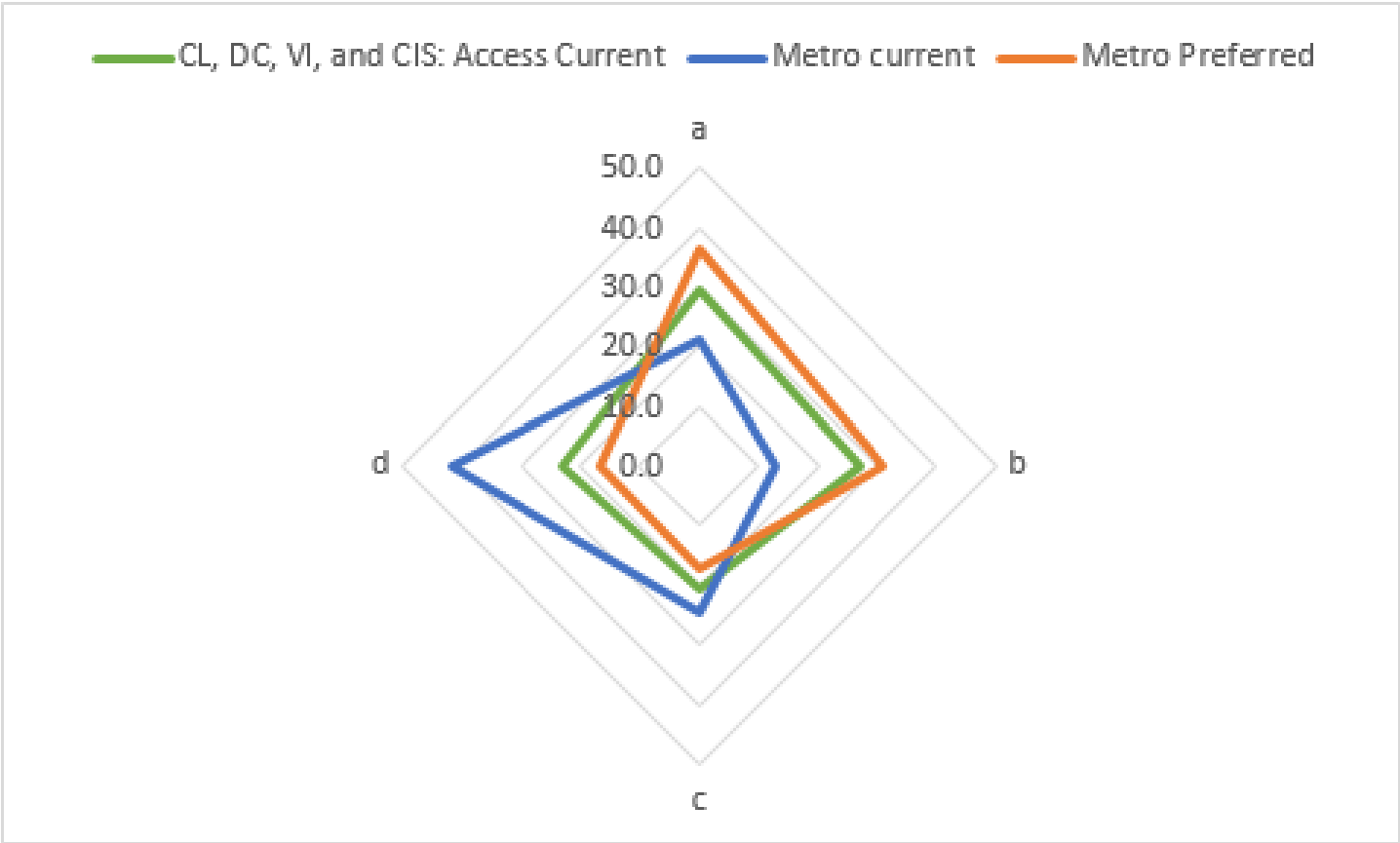
Comparing staff rankings of the “current” culture type this year and in 2018, we appear to have moved in the opposite direction since 2018, closer to Type D and further from Types A and B.

The unit closest to the ideal Culture Types is:
“CL, DC, and VI Access Staff”

**note: CIS is listed on the collector, but they do not have any Access staff*

The chart below shows how Community Libraries, Del City, and Village Access staff ranked the “current” makeup of Metro’s culture. We are not able to divide out their scores to see how each library ranked. Their “current” is compared to all staff “Metro current” and all staff’s ideal culture types “Metro Preferred”.

Table 3.2 CL,DC,VI Access Current Culture Type Compared to Metro’s Current and Preferred Culture Types



Region Closest to the Ideal Culture

Access staff in the Community Libraries, Del City, and the Village expressed that their location was much closer to the “Clan Culture (A)” and the “Adhocracy Culture (B)” than the rest of the organization. They are very close to where the rest of the library would prefer to be. What can we learn from the managers at these locations to help the rest of the organization join them?

*Note: the Core Values are in the process of being updated. We included the previous Values for consistency and because the new Values are not yet approved.
Staff were asked how well we are meeting our Core Values on a Scale of 1 (not well) to 5 (best)*

Table 4.1 Average Core Value Scores in 2018 and 2020



Our three highest scored Values in 2018 continued to rise, and our three lowest continue to drop.

Themes

Change / Flexibility

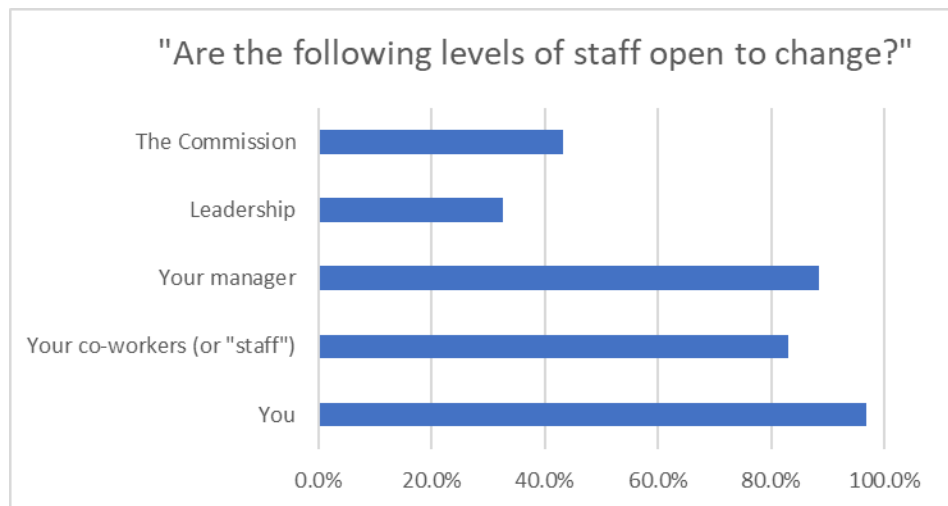
Staff rank Metro's ability to change and adapt as very low (see Tables 1.1, 1.3, and 3.1).

The statement that received the lowest agreement (22.4%) was "Attempts to create change are rarely met with resistance."

Following suit from the 2018 survey, staff indicated a desire to be more like the Adhocracy/Innovation Culture (see Table 3.1), which includes flexibility, change, and progress. However, since 2018 we have moved further away from the Adhocracy Culture and closer to the opposite Hierarchy/Controlled Culture (see Table 3.1).

In an attempt to determine where we are resistant to change, we asked which levels of staff are open to change.

Table 5.1 Percentage of Respondents who Answered "Yes" to "Are the Following Levels of Staff Open to Change?"



Staff indicated that they themselves are open to change, as well as their teams, coworkers, and most managers. They felt like upper management, Leadership, and the Commission are not open to change.

Strategy

Staff also expressed a lack of vision and strategy in the organization. Multiple strategy-related statements are in the "Bottom 10" of the agreement with each characteristic section (see Table 1.1).

Greatest decline in agreement from 2009 to 2020 was "We have a shared vision of what the organization will be like in the future." Followed by "There is a clear strategy for the future." (see Table 1.5)

Trust

Trust was ranked as our greatest weakness/improvement area behind "communication" (see Section "Strengths and Improvement Areas").

Staff's desire to be more like the Clan Culture also indicates a need for more trust.

Our lowest ranked Core Value was "Respect for Members and Each Other" (See Table 4.1).

Investment in staff

There has been some increases from both 2009 and 2018 in agreement with statements related to empowering staff. For example, the statement that received the greatest increase in staff agreement from 2009 to 2020 was "the capabilities of people are viewed as an important source of competitive advantage." (see table 1.5)

KEYWORDS

Trust
Change
Engagement

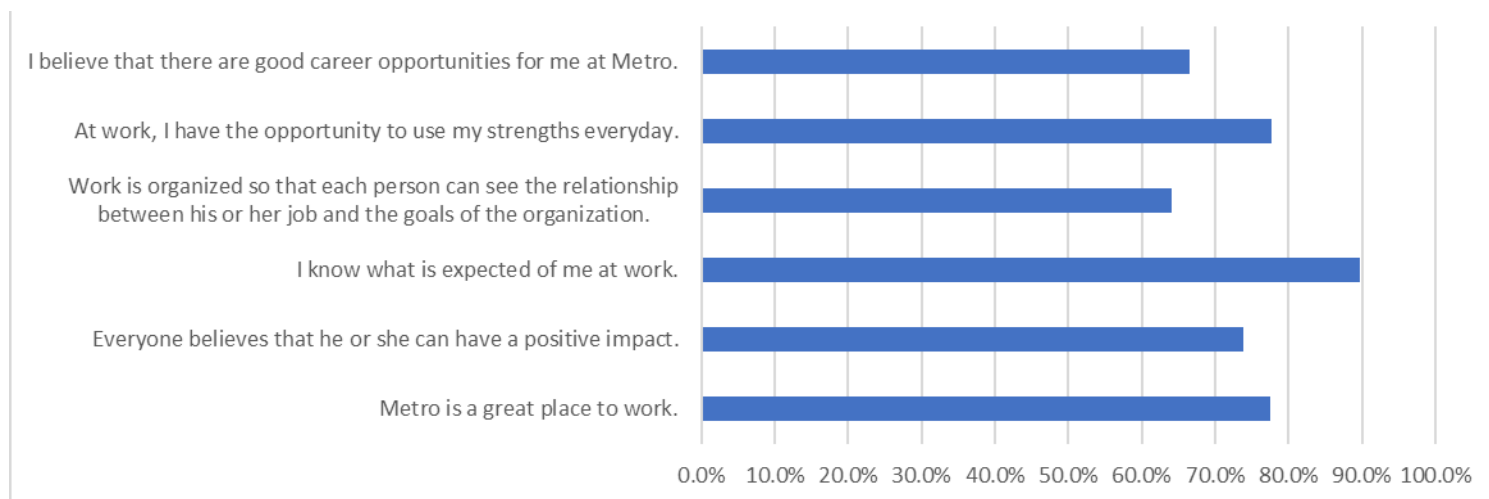
Staff Engagement

Staff generally have a positive view of Metro's future. They enjoy working for Metro and what they do. There has been improvement in this area from 2009 and 2018. (see Tables 1.1, 1.3, and 1.5)

**note: the use of the term "engagement" refers to how engaged staff are, not specifically to "Engagement" staff*

Table 5.2 Staff Agreement with Questions Related to Engagement

More than half of staff agreed with all of the "engagement" questions.



Resources

Staff view our funding and resources as a strength (see section Strengths and Improvement Areas).

Customer Service

Staff felt they and Metro provide excellent customer service. (See Tables 1.1, 1.3, and 1.4)

We saw the largest increase from 2018 in agreement with statements related to customer service and our programs/services (Table 1.4).

Customer service was ranked as our top strength (See Section Strengths and Improvement Areas).

Communication

Communication was often ranked as a weakness for Metro (see Tables 1.1, 1.2, 1.3, 1.5). Communication ranked as our greatest weakness (see Section Strengths and Improvement Areas).

Agreement with the statement "Information is effectively shared so that everyone can get the information he or she needs when it's needed" was ranked in the bottom 10 (see table 1.1).

Management's responses indicated that they thought they were better at communication than staff believes they are. Library Managers and Leadership Team responded much higher to the statement "Leaders and Managers keep staff informed about what is happening" than staff did. ¹ However, Leadership ranked this statement low "Information is

¹ Average agreement to the statement "Leaders and Managers keep staff informed about what is happening" were: 75% of both Leadership Team and Library Managers agreed with the statement, versus the average of all responses of 48.8%

effectively shared so that everyone can get the information he or she needs when it's needed.”² Indicating that Leadership believes there is a communication issue, but it is occurring at other levels of staff.

Accountability

The statement “When it is clear that someone is not delivering in their role, we do something about it” is ranked in the bottom 10 with 34% agreement (see Table 1.1)

Management

As mentioned above (Table 5.1), staff do not believe upper management is open to change.

Two statements related to management ranked in the Bottom 10 (see Table 1.1) “Leadership responds appropriately to feedback, and I believe that meaningful changes will be made as a result of this survey” with 37% agreement and “All levels of management are effective at working together, communicating, and delegating” with 32.9% agreement.

Confidence in all levels of upper management has declined since 2018 (see Table 2.2).

See Tables 6.2 and 6.3 (appendix below) for how management’s responses differed from staff.

² 12.5% of Leadership Team agreed with the statement “Information is effectively shared so that everyone can get the information he or she needs when it's needed.”

Appendix

Table 6.1 Average Agreement with Each Characteristic

Metro has a clearly-articulated, long-term purpose and direction.	50.0%
There is a clear mission that gives meaning and direction to our work.	61.9%
We have a shared vision of what the organization will be like in the future. (Our vision creates excitement and motivation for our employees)	29.9%
There is widespread agreement about goals.	38.9%
Our long-term vision is not compromised by short-term thinking.	40.4%
We respond well to competitors and other changes in the business environment.	55.7%
There is a clear and consistent set of values that governs the way we do business.	65.5%
There is a clear strategy for the future.	37.1%
The organization acts as a good steward of public funding.	82.4%
Our organization is effective at using facts and data as a basis for decision-making.	68.9%
It is easy to coordinate projects across different parts of the organization.	43.2%
All levels of management are effective at working together, communicating, and delegating.	32.9%
People from different parts of the organization share a common perspective.	41.2%
When disagreements occur, we work hard to achieve "win-win" solutions.	49.1%
People work like they are part of a team.	54.2%
Leadership effectively directs resources (funding, staffing, and effort) towards organizational goals.	54.5%
Leadership has "gone on record" about the objectives we are trying to meet.	51.9%
The leaders and managers "practice what they preach."	45.7%
Leadership responds appropriately to feedback, and I believe that meaningful changes will be made as a result of this survey.	37.0%
Our leaders are good role models for new managers.	45.1%
Leadership has a long-term viewpoint.	48.4%
Our programs/services are effective at meeting the needs of our community.	83.0%
The programs/services we offer are as good as, or better, than our peers.	77.3%
Leadership understands the changing needs of our community.	54.0%
Staff have a deep understanding of customer wants and needs.	95.8%
Customer comments, recommendations, and input directly influence our decisions, often leading to changes.	70.6%
We do not put the interests of staff above the interests of our customers.	88.3%
When it is clear that someone is not delivering in their role, we do something about it.	34.0%
Generally, the right people are rewarded and recognized	46.1%
I know what is expected of me at work.	89.8%
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	64.1%
The systems and processes in place support us in getting our work done effectively.	61.2%
There is a clear agreement about the right way and the wrong way to do things.	41.1%
Business planning is ongoing and involves everyone in the process to some degree.	42.1%
Day-to-day decisions demonstrate that quality and improvement are top priorities.	55.0%
Authority is delegated so that people can act on their own when needed.	58.5%
Problems seldom arise because we have the skills necessary to do the job.	61.0%
The capabilities of people are viewed as an important source of competitive advantage.	57.8%
We prepare staff to move up in the organization.	48.8%
Our "bench strength" (capability of people) is constantly improving.	63.8%
There is continuous investment in the skills of employees.	57.2%
Learning is an important objective in our day-to-day work.	72.9%
Information is effectively shared so that everyone can get the information he or she needs when it's needed.	39.9%
Leaders and Managers keep staff informed about what is happening.	48.8%
Metro is a great place to work.	77.6%
Everyone believes that he or she can have a positive impact.	73.8%
At work, I have the opportunity to use my strengths everyday.	77.7%
I believe that there are good career opportunities for me at Metro.	66.5%
We view failure as an opportunity for learning and improvement.	59.5%
Attempts to create change are rarely met with resistance.	22.4%
Innovation and risk taking are encouraged and rewarded.	26.4%
I am not afraid of being penalized for taking necessary risks.	45.7%

Deviation from Average

The following statements are where each level of management differed the greatest from the Metro average. The percentage is the percent above or below the average they were.

Table 6.2 Leadership

There is a clear strategy for the future.	-37.1%
There is a clear mission that gives meaning and direction to our work.	-36.9%
Generally, the right people are rewarded and recognized	-33.6%
People from different parts of the organization share a common perspective.	-28.7%
There is a clear and consistent set of values that governs the way we do business.	-28.0%
Information is effectively shared so that everyone can get the information he or she needs when it's needed.	-27.4%
Leadership has "gone on record" about the objectives we are trying to meet.	-26.9%
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	-26.6%
There is widespread agreement about goals.	-26.4%
Innovation and risk taking are encouraged and rewarded.	-26.4%
Our leaders are good role models for new managers.	17.4%
The organization acts as a good steward of public funding.	17.6%
There is continuous investment in the skills of employees.	17.8%
It is easy to coordinate projects across different parts of the organization.	19.3%
Leadership effectively directs resources (funding, staffing, and effort) towards organizational goals.	20.5%
I believe that there are good career opportunities for me at Metro.	21.0%
Our "bench strength" (capability of people) is constantly improving.	23.8%
Leaders and Managers keep staff informed about what is happening.	26.2%
Leadership has a long-term viewpoint.	26.6%
Leadership is open to change	29.9%

Analysis: Leadership Team believes we are lacking strategy, more so than general staff. The majority of questions that Leadership ranked higher than general staff were related to Leadership/management.

Table 6.3 Library Managers

Metro has a clearly-articulated, long-term purpose and direction.	-27.8%
Leadership has "gone on record" about the objectives we are trying to meet.	-26.9%
We have a shared vision of what the organization will be like in the future. (Our vision creates excitement and motivation for our employees)	-18.8%
The Commission is open to change	-18.3%
We respond well to competitors and other changes in the business environment.	-18.2%
There is a clear mission that gives meaning and direction to our work.	-17.5%
Our long-term vision is not compromised by short-term thinking.	-15.4%
There is a clear strategy for the future.	-14.9%
Day-to-day decisions demonstrate that quality and improvement are top priorities.	-12.1%
Leadership has a long-term viewpoint.	-10.9%
Leaders and Managers keep staff informed about what is happening.	26.2%
Everyone believes that he or she can have a positive impact.	26.2%
Learning is an important objective in our day-to-day work.	27.1%
Leadership is open to change	27.4%
I am not afraid of being penalized for taking necessary risks.	29.3%
The capabilities of people are viewed as an important source of competitive advantage.	29.7%
Information is effectively shared so that everyone can get the information he or she needs when it's needed.	31.6%
Our leaders are good role models for new managers.	32.7%
I believe that there are good career opportunities for me at Metro.	33.5%
Generally, the right people are rewarded and recognized	39.7%
Business planning is ongoing and involves everyone in the process to some degree.	45.4%