AL – Beckham

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My Actions: With information from administration, carefully explain the needs for change ("The policy was outdated and doesn't cover our current needs," "The goal for changes to programming is to create a bank of programs for future use, as well as to increase collaboration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).

AL – Giles

The things that are positively impacting morale are having regular meetings to discuss all of the changes at each of our locations. Also, some locations have taken it upon themselves to do special events. For example, Almonte has a committee that plans parties or fun things to do to help boost morale. Another example is that people do have an outlet to affect change to some degree or at least put in their input through Ask Tim, suggesting the policy changes/pilot projects, etc.

The things that are negatively affecting morale are staff not feeling valued or stable, because of the things that we didn't have the last year (Focus, cost of living increase, the staff forums) and the increasing level of change. Staff doesn't feel like they have time to acclimate to a change, before another one pops up. Another worry is that the system is starting to feel too corporate with all of the statistics impacting our decisions, the restructuring of administration, and a huge focus on our members and not as much on staff. Many people chose librarianship to work in an environment that promotes closeness, creativity, love for our communities, and personal growth. We didn't think we were necessarily lacking these things, but it is important staff doesn't feel these things are being forgotten as we strive to reach our goals.

To fix these situations my group felt that we needed to bring some fun back into the system, along with opening up lines of communication. This could be accomplished by having system-wide theme days to inspire fun, job shadowing to help staff communicate/grow, and bringing back the circ, librarian, and PCS forums. The leadership, in our libraries, has many opportunities to meet and talk with each other, but the other staff wants to have this option too. At our individual libraries we also have to make sure no one is being forgotten when information is being passed along. Communication has to be priority. Also, as a side note, to take off some of the pressure on you we thought it may be better if Ask Tim was changed to Ask Administration?

During Tuesday's break out sessions we had the opportunity to discuss some of the positive changes at MLS and some of the things that are inhibiting staff for fully performing.

All of the group members that work at a library agreed that the increased staffing at their location has helped tremendously. It has reduced the amount of time supervisors have previously had to spend resolving scheduling and other issues. It is not only the number of new staff members that we appreciate. We all agreed that the quality of the new staff members will impact the locations that they are at positively.

There is some noticeable anxiety in regards to both the number of changes and with the impact of some of these decisions. For staff members that are accustomed to how things operated under previous directors, the perceived rapid pace of changes (both Project K and the implementation of SOaP) has created an uncomfortable level of uncertainty. Some staff positions have changed so drastically and without a comfortable level of warning that they are anxious about what will be expected of them in the future. This uncertainty negatively colors their perception of the direction of the MLS. There is also the perception that they and their opinions are not properly valued or taken into consideration.

We also discussed some remedies for these perceived ills. One solution that I want to highlight involves utilizing the regional structure of Project K for the system's overall benefit. Since there is the perception that some directives from administration (for example the new programming mapping and the decision to set aide hours at 20) were made without consideration for the needs of their particular location or that the idea was not fully thought out. The suggestion was made that some changes should be piloted in one region before fully implemented system wide. Obviously not every change can be tested this way for standardization reasons but when feasible there are two potential benefits. First, the change will not be perceived as a sudden change like many of them currently do. When a change is limited to one or two regions, the other regions are aware of what is happening. When the change is made system wide, staff has already become used to the idea. Second, the staff in the test regions can give feedback to Administration so that the policy or procedure can the modified to better serve our communities.

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:

Issue 1: Some staff report a feeling of uncertainty/low morale.
Response: One thing the BI management team has recently implemented are monthly one on one meetings with our direct reports. This is time for the employee to discuss topics that are important to them, seek clarification, and ask questions. Supervisors use this time to make sure direct reports are in the loop, discuss performance opportunities, and give meaningful feedback. These one on one meetings are also a great time to build rapport, which in turn improves morale.

I also think it's important for us as leaders within our libraries to exhibit the behavior we expect from our staff. If we demonstrate a positive demeanor and model how to excel in times of change, our staff will be more likely to follow suit. This includes small things, like smiling! Positivity can be contagious too.

Issue 2: Some staff report a lack of communication surrounding changes, as well as feeling overwhelmed by the amount of change.
Response: The monthly one on one meetings with direct reports also address this issue. Additionally, we are making an effort to discuss changes with staff informally and solicit their feedback. When we discuss staff feedback during BI leadership team meetings, we make sure to identify staff concerns in our meeting minutes. The leadership meeting minutes are then distributed to all library staff. This demonstrates to the staff that we take their feedback seriously in our decision making process and promotes transparency. I'm also going to be better about helping staff connect the changes in policy and procedure to an alignment of our core values.

BI – Emmons

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.

Activity III
1. #/Frequency of changes
2. We promote trust (core values) but we are not fully exercising it
3. Staff feel as though there is a division between professional/MLS staff and non-professional/non-MLS staff

Activity IV
1. #/Frequency of changes
a. My action:
   i. Grow knowledge of change management and emotional intelligence
1. Books
2. Trainings
   ii. Implement strategies for change management and emotional intelligence
1. In rolling out changes
2. In discussing change with staff during staff meetings, one-on-ones, and crucial conversations
b. Staff action:
   i. Attend change management and emotional intelligence discussions/trainings and incorporate skills into daily work
c. Admin action:
   i. Provide more training for all levels of staff on emotional intelligence and change management
   ii. Discuss at management level how to roll new changes out to staff
1. Talking points
2. Solicit and use feedback
2. We promote trust (core values) but we are not fully exercising it
a. My action:
   i. Include all levels of staff to help prioritize projects/changes
   ii. Start with "this is what we want to accomplish" and include staff in determining the how
   iii. Empower staff to make decisions using core values as guidance
   iv. Create committees at local level that allow staff to grow leadership and decision making skills
b. Staff action:
   i. Move beyond complaints and engage in identifying solutions
   ii. Learn core values and incorporate into daily decision making
c. Admin action:
   i. Include all levels of staff to help prioritize projects/changes
   ii. Start with "this is what we want to accomplish" and include staff in determining the how
   iii. Continue to create committees (such as the staff appreciation/recognition committee)
3. Staff feel as though there is a division between professional/MLS staff and non-professional/non-MLS staff
a. My action:
   i. Provide cross training opportunities between departments and exchanges with other libraries/departments in the system

b.   Staff action:
- i.   Actively grow skills by requesting to attend trainings and shadow their colleagues
- ii.   Share knowledge with colleagues in staff meetings and via email

c.   Admin action:
- i.   Create boot camp/learning tracks for promotion
- ii.   Further encourage MLS attainment by providing 1-3 hours per week for paid education leave while enrolled in accredited program
- iii.   Create internship opportunities for non-managers and/or managers looking to continue to move upward (MLS not required for internship)

1.   This would also be a way to support libraries with openings that take a long time to fill or when a manager goes on FMLA

BUS – Lovely

Positives:
1) Lines of Communication are better now. Cliques at uppers levels seem to be eliminated.
2) Ask Tim is popular everywhere in the system.
3) All the new positions have helped share supervisory duties and have provided upward paths of promotion for employees.

Negatives:
1) The business atmosphere is not what library-type people signed up for. The focus of MLS is: policy first, members second, and employees a distant third.
2) Last minute changes or required responses create pressure and tension, particularly during busy times like Summer Reading.
3) Ask Tim comments give a few negative people a platform and make a complaint seem more widespread than it actually is.

Resolutions:
1) More public lip service given to caring about employees - perhaps metrics designed to "move the needle" on employee morale.
2) Provide opportunities for employees to bond. This x-change activity in small groups worked to do that, and other groups that meet for other purposes, such as the old Circulation Clerk committee, did the same thing, and half the value of that group may have been in the bonding it created. Other activities designed just for fun would also be welcomed.
3) Slowing down the changes, so employees can mentally "catch their breath".

Compiled answers from staff input and X Change meeting.

Positive Impacts to staff
1. Efforts to reach out into the community
2. Push to Increase library usage
3. The core values as guiding principals

Negative Impacts to staff morale-Group work and staff input

1. Swift changes to and addition of procedures and processes to the point of being overwhelmed which causes stress and produces feelings of anxiety ; Can't keep up with all the vocabulary/terminology changes. Need a cheat sheet with definitions. For example: RFP is now RTO ; too many deadlines, meetings, email overload ; Feeling a lack of competency, not enough time/training to really learn how the new software/technology works, or what the best/most efficient procedures are to get things done before another new system is put in place.

2. Changing the entire library system's processes based on knee jerk reactions to minor issue that may be happening at only one location or with one particular individual.

3. Needy/demanding/mentally ill members and/or members with unrealistic expectations and lack of respect for Library staff.

4. The shift to running the library system as a business where little regard is placed on workers and seen more as replaceable parts to system instead of valued individuals, which can lead to fear, anger, and resentment. If we run the library in such a way as a major corporation, we lose sight of what makes libraries unique and special.

Actions to take for improvement

Recognize and reward employees for outstanding service

Compliment when possible

Be positive and focus on the end goal.

 Periodically have ask Tim sessions at staff meetings if possible, to clarify any confusion.

Below are some of the issues that our Community Libraries staff brought forward to me, and how I plan to address them.

1. Staff feel devalued.
    1. <u>My action:</u> One of the reasons my direct reports feel devalued is that they resent a loss of some job duties. To keep staff interested and invested I want to create new, engaging opportunities for them, with lots of input from the staff themselves. These will be primarily focused on InterReach as we develop more partnerships throughout the CL communities. My hope is that if staff have a hand in developing programs and shaping their InterReach experiences, they will feel more empowered in their jobs.
    2. <u>Library Administration's actions:</u> Multiple staff members I spoke to feel that administration doesn't ask for, or care for, their input on decision-making. I think that to improve this, we should continue to create channels for staff to share ideas and weigh in on decisions; the policy review is a great start. I can also do more to make staff aware of those channels that already exist, like the policy review.
2. Lack of communication
    1. <u>My action:</u> I will continue to deliver information to staff and gather their feedback at my monthly one-on-one meetings with my direct reports. I will also continue meeting with those staff who are not my direct reports, but who have expressed that they feel disconnected from the system and their colleagues at the other Community Libraries. By keeping all staff up-to-date with informal weekly or biweekly meetings (depending on how often I see them), as well as the more structured monthly one-on-ones, I aim to keep all CL staff current on system developments and let those disenfranchised staff members feel more connected.
    2. <u>Library Administration's actions:</u> Many of the staff I spoke to said that they would like to see the return of Circ Forum or Connect. These meetings allowed frontline staff to share information and connect with colleagues across the system – something that those of us in XChange are able to do, and may take for granted. Bringing back these meetings or something similar would allow many staff to feel connected and better able to voice their ideas and concerns.
3. Staff at the Community Libraries lack a sense of community – with the system, and with each other.
    1. <u>My action:</u> Chris and I are going to hold more frequent CL staff meetings. Until now, scheduling issues have kept us from meeting regularly. Now that we are able to bring in relief staff from elsewhere in the Central Region, we can hold more frequent meetings without worrying about coverage.
    2. <u>Staff's action:</u> Some staff told me that they would like to have after-hours CL staff parties. I've asked one staff member to take charge of planning these,

because we want to give staff an opportunity to connect with each other without management involved.

3. <u>Library Administration's actions:</u> This is another issue that could be addressed through meetings for frontline staff system-wide.

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.

X-Change Meeting

Morale Impact Initiatives

<u>Activity 1</u>

Positives

1. Improved top-down communication from Tim with Tim Talks and Ask Tim.
2. Exciting changes that people are engaged in.
3. Our staff loves the pilot project program.

<u>Activity 2</u>

Negatives

1. System changes put in place too quickly without input from front-line staff to help with buy in. Ex: Programming themes, New closing announcements/ 15 min.
2. Perceived lack of care from Admin when people give input which continues to keep them from trusting admin.
3. Feeling a sense of isolation with disbanded opportunities to meet/network with others from around the system.

<u>Activity 3</u>

Group 11

1. Losing Incentives/benefits for staff – devaluing employees
2. Losing training opportunities and opportunities – makes staff feel isolated
3. Fewer staff members doing the work of many as positions are dissolved or farmed out when a staff member resigns or retires.

<u>Activity 4</u>

1. Losing Incentives/benefits for staff – devaluing employees
    a. My action: Seek out how each of my employees likes to be shown appreciation and seek out ways to show appreciation for staff without having to spend money.
    b. Supervisor/Library Administration's Actions: If we can't spend budget money on incentives for staff, ask for a Friends grant for incentives, like useful MLS swag.
2. Losing training/networking opportunities – makes staff feel isolated
    a. My action – Explain that many of these opportunities are coming back but in different ways. Ask for ideas from staff on what kinds of events they would enjoy and actually attend.
    b. Staff actions – If they have interest, encourage them to join a committee or give input to the committee for staff recognition.

      c. Supervisor / Library Administration's Actions: Continue to make excellent training opportunities and ways for employees from different locations to Network possible. If we've outgrown the possibility for big, system-wide events, maybe consider possible regional mixers.

3. Fewer staff members doing the work of many as positions are dissolved or farmed out when a staff member resigns or retires.
    a. My action - Honestly I don't have much input on this morale issue since it seems to have come from a department and isn't something I've heard at our library. But I would answer any questions employees had and seek out answers where needed.

4. Since I don't have input for number 3. I'm going to add some thoughts for one of the big morale issues at our location: System changes put in place too quickly without input from front-line staff to help with buy in.
    a. My action: Address any rumors immediately, listen to staff concerns and see if there are any changes that can be made that will make people feel more comfortable with the quick changes and encourage people to ask questions instead of gossiping and complaining.
    b. Supervisor/Library Administration's actions: When system-wide changes are going to happen, bring public service staff into the conversation. Have a beta group of a cross-section of public service staff (from different size branches and different jobs that will be affected) as a committee who will give honest input to administration regarding changes so admin will either be able to work on a plan B or know ahead of time what kind of thoughts staff will have about a change before it's brought out system-wide. The staff in this group would need to know that their input is valued or we're doing the opposite causing them to lose trust in administration because they feel they aren't being heard.

Morale Impact Initiatives

Todd Podzemny

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

1. Opening up the policies and procedures to system-wide discussion and seeing regular updates reflecting real change give staff members a sense of empowerment and progress. The special projects librarians have set up a major project with the capability for major changes with very few surprises for those who care to follow along.
2. The pilot program submission procedure. Soliciting ideas from all levels of the library system emphasizes that we value creativity and extra effort wherever we find it.
3. Getting rid of Evanced as our Summer Reading software and replacing it with Beanstack sparks hope that the system is capable of recognizing and fixing problems with some of the new changes in the system.

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

1. Procedural changes that strongly affect staff with little warning or opportunity for wider discussion. The most common objections I heard about shifting the closing hours fifteen minutes later was that it felt like a unilateral decision rather than the result of a group discussion, and that it was a blanket system-wide change that addresses a problem our location has never had.
2. The uncertainty in the budget this year has been very hard on a certain kind of personality. Metro veterans are used to having a pretty good picture of next year's budget by the end of March. By the start of the actual fiscal year, programmers are expected to have the entire first quarter completely planned out, including half of Summer Reading.
3. The survey revealed a widespread perception of a lack of follow-through on projects. For people who don't attend a lot of meetings outside their building, it appears as though they're informed of great sweeping imminent changes, some of them panic-inducing, that then vanish for months with no further discussion. See: Carl Connect, Standardized Materials Processing, Themed Programming.

In your group, discuss the issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced. Describe at least two actions that you, your staff, or your supervisor/library administrator should take to resolve or enchance the issue/behavior you mentioned:

1. An emphasis on the core values should be enhanced.
    a. I will go over the core values in our next staff meeting, emphasizing the idea that the policies derive from and support the core values, rather than the other way around. Complimenting and correcting behavior by referencing the values rather than the policies will both increase staff familiarity with the values and empower them to make meaningful decisions on their own.

b. The staff should utilize the core values when discussing the proper course of action in tricky situations. Asking "Which core values does each alternative fail or succeed to support" rather than "what does the rule book say" will result in better service decisions and a greater sense of ownership in the daily operation of the library.

c. The administration should take pains to create employee evaluation and disciplinary procedures which support and reward the ability for individual staff members to interpret and apply the core values in their work and decision making.

2. The perceived lack of meaningful two-way communication between the administration and the front-line staff should be resolved.

a. I will implement an "Ask Todd" function at my library, as I suspect there are many questions that staff members would like answers to but don't think they are appropriate for Ask Tim. I can replicate the ability for staff members to ask anonymous questions by creating an Ask Todd folder on the Z: drive, where anyone can leave a question in a word document without using their email or signature.

b. Staff members should keep up with their email and the Intranet newsfeed to take advantage of the communication channels they already have. They should also be willing to ask their supervisors for clarification rather than spreading unsubstantiated rumors about upcoming changes.

c. I think the Policies & Procedures project could be a model for all our projects. Each committee could have a page on the intranet (we've already got a Committees tab) where the chair would be responsible for posting updates and responding to comments. Most people will be fine with long, complicated project implementation if there's a place where they can ask questions, offer suggestions, or request status updates.

3. The feeling among staff that they are not respected or valued by the administration should be resolved.

a. I will work with my lead librarians to come up with budget-neutral opportunities to make staff members feel as though their contributions are being valued. Resolving the communication problems should also help.

b. Staff members who feel underappreciated should ask to serve on the Staff Appreciation committee, or at least submit ideas and feedback to the committee once its membership is announced.

c. I think resolving some of the communication problems mentioned above, in conjunction with whatever the Staff Appreciation committee comes up with, should go a long way towards making staff members feel more respected and valued.

Activity IV

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. The staff feels devalued because of their input is not solicited on decisions that affect their daily work and therefore no "buy in" is created with them.
   a. My action (as a Lead Librarian) – I can encourage and praise staff at my location for their efforts. I can allow them as much autonomy as possible and as much input as possible into how they do their daily work. I can support their ideas for change that is within our control.
   b. My staff's action – They can (and do) share their ideas with me and our manager. They are flexible and understand that sometimes our manager and I are just the messengers. For the most part, they shake it off, move on, and gain satisfaction from doing as much as they can to make our customers happy.
   c. My location manager's action – My manager is careful to present decisions in a positive manner. There is time for humor in staff meetings and we always end on a very positive note by reading the kudos from the kudos board that we give each other throughout the month, which always bring laughter, and create an atmosphere of cohesiveness. As someone who was recently new to the staff, I've been surprised how well this has worked and how willing the staff is to build each other up in this way.
   d. Library Administration's action- The administration can include front line staff in the decision making process when the new initiative or procedure will directly impact the front line staff. The administration can allow more transparency into the decision making process, when possible, and make sure everything is clear before communication of decisions begins. Currently, it feels as if less effort is being put into clearly communicating the message and more effort is being put into clearing up the confusion (usually via Ask Tim) that comes from a poorly communicated message.

   Some recent decisions seem arbitrary and reactionary. For example, a directive was recently received that branches are not to post signs that we will be closing for a holiday or other reason more than 1 day ahead of time. This means that if the library is to be closed on Monday, that signs will be put up no earlier than Sunday. Well, at our branch, we are much busier in the week than on a Sunday so the message doesn't reach as many members ahead of time. It felt as if that was a decision was made in reaction to

something that happened at another branch and instead of addressing that issue at that branch, a directive was made to all branches that 'this is how it is to be done'. This felt like micromanagement and as if individual managers are not trusted to do what they were hired to do. The recent decisions to staff libraries till 15 minutes after closing and standard closing announcements felt as if they were made in a similar manner.

Another example of a decision that would likely have benefitted from the input of frontline staff would be the move to the themed programming approach. This initiative directly impacted the work of the programmers at each branch, yet, to my knowledge, programmers were not involved in developing the themed approach. I was told about this new initiative three different times. First, my manager told me about it after it was announced at a regular Manager's Meeting. I had questions but he had no answers and let me know that many of my questions were asked and not answered at the meeting. Then I attended the YA Programmers meeting in April. Themed Programming was explained and the floor opened for questions and the common answer was 'that hasn't been determined yet' or 'we don't know yet'. That was a very tense meeting because to the programmers this seemed like a dramatic shift in how they would run their programs and most of their questions couldn't be answered. Then I heard about the Themed Programming approach again at the Children's Programmers meeting two weeks after the YA Programmers meeting and the message had changed drastically from "we are doing this" to "let's try and move this direction". Again, many questions were asked and specific answers were difficult to get. There had also been lots of suppositions made by the children's programmers based on what they had heard from the YA programmers so the meeting started with people in confusion and unsure about the 'what' and 'why' of this new approach.

2. The staff feels stressed and weary because of the speed of change. There is brief training at the beginning of a 'new' thing, but no follow up and then the staff feels like they just have to sink or swim and figure it out as they go.
    a. My action (as a Lead Librarian) – I can check in often with staff after new initiative is released and see how they are doing, if there are any concerns or problems or additional training needs.
    b. My staff's action – Ask for help and follow up training from the managers or request that the manager ask for more training from the system.

c. My location manager's action - Provide the staff with training support and ask questions of other departments or superiors on behalf of staff. Allow time off desk for staff to work together to get more hands on practice and support each other.

d. Library Administration's action – Provide follow up training after a new program or initiative is started to see if there is a need for further training and offer more training as needed. Communicate to the staff in words and actions that they are supported through new initiatives. For example, the training with the new accounting software was pretty brief and sometimes questions were not always answered. It would be time consuming but beneficial if staff from the Business Office would come out to the various locations or maybe regional meetings to see how things are going and provide follow up answers to questions. Many people are better able to articulate questions about a software program after they have used it for a bit. It is hard to anticipate what problems or questions may arise until the software is used.

3. Communication is poor and problematic in terms of multiple, sometimes unclear, messages, from various levels or departments, being heard by the front line staff about any given issue. In other words, the message does not come from the top down to the front line staff directly. It goes through so many layers and filters with other inputs before they hear it that the message is not clear.

a. My action (as a Lead Librarian) – I can listen very carefully and take notes in meetings to make sure I get the message as clearly as possible. I can ask follow up and clarification questions in these same meetings.

b. My staff's action – Because the problem does not lay with my staff, the only thing I would ask them to do is ask as many questions as they have to get clarification and I will answer to the best of my ability and knowledge and pass the questions back up the chain of command.

c. My location manager's action – Bring information back to the staff quickly and communicate it clearly, referencing where he heard it and as much of the context as possible.

d. Library Administration's action – It is difficult to make recommendations for how Library Administration could address this issue because I am not aware of how communication happens outside of my branch. My only suggestions would be that, when possible, decisions be written down and communicated via memo. (The 'telephone game' could be difficult to play with information in writing for all to read.)

Here's Activity IV from last week's XChange.

1. Concern - Staff feel that they are not valued. Staff are expected to be active participants in achieving our Mission and Vision, but feel that they often receive messages that they are of little value.

Staff tell me that they feel devalued by decisions to stay open in hazardous weather and by the proposed elimination of staff restrooms. They say that decisions impacting front line staff (such as the 15 minute change) are reactionary and made by fiat. Other decisions, such as Themed Programming, are made without including those with the most experience or knowledge, in this case those with experience presenting, developing, and building up programs. They feel that this is a strong message that their knowledge and experience are not valued.

I've personally heard people say, "So-and-so better be careful, we're the only game in town!" That's somewhat true, but saying it in this way comes across as a threat. Being the only game in town is <u>not</u> an advantage. Good people have options and will exercise them. I've also often heard it said that, "we don't make jobs for people, we fill jobs with people." This actually <u>is</u> true, but again, saying it like this strongly implies that staff are not valuable, they're interchangeable, and we should not make use of, or encourage, their individual talents.

a. My action: Tap into the talents of individual staff as far as possible. Increase the scope of their decision making authority as far as appropriate, e.g. aides and circ clerks can decide in many cases when to withdraw an item. Form work groups among the staff, give them a problem to solve, and let them solve it. Actively encourage staff participation
and solicit input in meetings and decisions. Encourage them to seek opportunities to work with their colleagues across the system - on committees, etc. Make sure that good work is recognized - kudos in Monday Memos, at staff meetings, and on the Kudo Board.

b. Staff's action: Not sure. Hopefully staff will recognize the positive changes and respond accordingly.

c. Supervisor/Admin action: One of the good things mentioned in our group was the fact that Library Managers are getting more authority to do their job, for example the Business Plans and Budgets. I think we're starting to move in a positive direction. We need to keep working to balance System vs. Local needs.

2. Concern - "Corporatization" of the library. The application of metrics to services; the focus on costs and bottom line; the veneer of business language. There's a fear that what we have traditionally done is no longer of value.

a. My action: Many of the current changes simply bring us more in line with the rest of our field. I try to communicate this to our staff in a way that doesn't disparage the past. Are the metrics perfect? No, none are, but we have to start somewhere. We can always fine tune them as we go.

b. Staff's action: Express their concerns (this is obviously happening more), ask questions.

c. Supervisor/Admin action: Keep explaining how the measurements help us to work more effectively and to have a greater impact on our communities.

3. Concern - Communication. Yeah, communication is a mess. It's never easy in any organization.

a. My action: Make a conscious effort to communicate as clearly as possible. Follow up on staff questions in a timely manner.

b. Staff's action: encourage staff to ask for clarification.

c. Supervisor/Admin action: Much of our time appears to be spent clarifying or correcting miscommunication. Maybe spend more time and effort on the front end of communication?

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.

Activity IV

1. **Pilot Projects (Positive)**
   a. **My Action**
   Continue to support an environment that honors and rewards creative thinking even though no new Pilot Projects can be submitted. Find a way to capture those ideas. Learn about what other libraries/companies are doing and how can we incorporate those ideas for the library system and help contribute to moving the needle.
   b. **Staff's Action**
   Continue to think outside of the "book" in relation to new ideas to help the library system move the needle.
   c. **Supervisor/Library Administration Action**
   Continue to support an open environment where ideas can thrive. Keep staff informed of Pilot Project updates and statuses.

2. **Pace of Changes (Negative)**
   a. **My Action**
   Communicate with staff--act when I can by helping shift responsibilities, removing tasks, and/or streamlining processes. **Always** show gratitude for their hard work.   Be an advocate for the positives changes will bring.
   b. **Staff's Action**
   Ask questions. Take responsibility to seek more information by reading on the Intranet/staff emails.
   c. **Supervisor/Library Administration Action**
   Listen to staff and match words said into actions. Allow for mentorship to take place at the locations. We have so many new, inexperienced supervisors who have not had a chance to develop their supervisory toolbox. They cannot communicate with staff effectively without these tools. They also need the time to spend with the individuals they supervise. If we are moving from project to project there is no time to mentor and develop talent. It's much like a basketball team. If the coach is unavailable due to other job constraints, there is no time for the players to spend the time with their coach to build rapport, develop talent and skills, and establish trust.

3. **Fear (Negative)**
   I spoke with the DL Team and they were very adamant the morale problem does not exist in the DL. I was glad to hear this.   In the discussions with the group at X-Change, I realized the problems other locations were having, did not have the same impact as they did at other locations.   I felt very relieved that we were not affected and still remain overall in good morale.

   Through communicating with these groups, it seems most people believe that "bad morale" is the chief problem. I do not believe this to be the case. I believe "bad morale" is a symptom of

people feeling afraid and not valued. We are animals and we have primary responses to fear: flight or fight. When people feel obsolete, unvalued, and that their voice does not matter, fear develops. Fear of what these changes mean for **ME?** How does the change effect **ME?** What does this mean for **MY** coworkers? What happens if **I** lose my job? Why is the library making these decisions? Staff then fill in the blanks and answer those questions themselves, which effects morale and productivity and creates an overarching environment of tension, stress, and uncertainty.

No matter how many times we try to combat bad morale, unless we remove the root cause (fear) our staff are facing, we will never be rid of the actual problem. For that, I do not have a good answer. I know every manager has a different management style and conveys information differently (like a game of telephone) but ultimately in my experience the message doesn't matter as much as the delivery and the meaning behind the said message. Due to bad delivery over and over again, the message then becomes the problem. It's another thing to add to the fear and worry bucket.

a. **My Action**
   Listen to concerns, help remove stress and tension from coworkers by being an advocate for change, communicate with supervisor on things I've heard and seen.
b. **Staff's Action**
   Counseling?
c. **Supervisor/Library Administration Action**
   Develop a comprehensive plan to facilitate conversations dealing with fear, stress, and change. Hire resource professionals to help listen to employees' concerns. Create an environment to help individuals feel safe.

Email. @ Tim or Maria.

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 implementing plans before fully fleshed out.

a. Your Action:
Offer that safe space for employees to voice opinions without fear of reprimand/judgment

b. Your Staff's Action:
Provide feedback/POV on new ideas.

c. Your Supervisor/Library Administration's Actions:
Get more opinions before implementing new plans.

2 involve the staff directly impacted in new procedure.

a. Your Action:
Speak to staff one-on-one about → get their opinions
their concerns or garner interest in serving on committees.

b. Your Staff's Action:
voice concerns/opinions to supervisors

c. Your Supervisor/Library Administration's Actions:
Create committees on a lower level or email communication with staff impacted.

3 Celebrate success.

a. Your Action:
Encourage location to send out more Kudos/celebration of tasks/processes

b. Your Staff's Action:
Continue Kudos for department/Beyond you

c. Your Supervisor/Library Administration's Actions:
Create system-wide emails to/success.
celebrate.

Xchange Meeting
July 18, 2016

Morale Impact Initiatives

ACTIVITY I (5 minutes)

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

1. Having mole people to go to for answers (supervisors)

2. Meeting RMs have been sorted (procedure)

3. Mole chances to be involved.

ACTIVITY II (5 minutes)

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

1. 15 min after closing (staying late)

2. taking away staff recognition dinner.

3. devalue people that have been here 10+ years.
Feel like the library is running them out.

ACTIVITY III (10 minutes)

In your group, discuss the issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced.

1. implementing plans are fully flushed out. → carl connect

2. devaluing experience. involving staff impacted.

3. Reef celebrating successes.

DN – Ballou

My response for activity 4 is below. The issues are ones identified by our group as having a high level of concern among staff in libraries and departments. (Our group contained 3 people from libraries and 3 from departments.) I apologize that all the actions are sort of the same: better communication, but that seemed to be the most important thing in resolving of all of the issues.

Issue: Need for better communication. This includes longer timelines for sharing, providing opportunities for feedback, and providing information about who is making the decision.
My action: I will make sure to repeat the information, whatever it is, in every format that I can - one-on one meetings, staff meetings, regional meetings, and in routine conversations. I also need to get the LM, ALMs, and LLs to fully understand the message to the point that they can explain it completely. I can use time in our regional meetings to work toward this.
My staff's action: The LMs and ALMs can also be better about repeating the message at every opportunity in much the same way that I will.

Issue: Staffing concerns. This includes times over the past year when many locations have had extreme, crisis-level shortages, new positions whose role is not fully understood yet, and a slow process for hiring.
My action: I need to communicate better about open positions and where we are in the process, continue to help clarify the role of new positions such as lead librarians, empower and encourage LMs and ALMs to work on the interviewing process for any open positions as much as they are trained and ready to do, and to be as available as possible to assist with interviews whenever that is needed within my region.
My supervisor/library administration actions: Clarify what changes are coming for Human Resources, especially given the existing staff shortages there, and how that might possibly improve/speed up the hiring process.

Issue: Staff feeling undervalued. The areas specifically noted within our group as causes were the staff perception of turnover, especially of some long-term employees, loss of the staff recognition dinner, and the 'corporatizing' of the library system. A concern was expressed among some staff that business plans, metrics, and changes in titles such as 'chief' rather than director are all indicators that the system only cares about the bottom line and not about people.
My action: Although I may not always be able to explain an employee departure, I can clarify understanding of the changes with the business plans and metrics and share more about the plans for continuing staff appreciation in different ways. And, I can remain cognizant of this concern and do my best to routinely show that I value the work and input from all.
My supervisor/library administration actions: Explain more about the purpose of moving to a business model and of changes that may not seem significant such as the change in title to "chief."

The main beat my group focused on was TRUST.
During X-change, you said that we were all hired, promoted, or placed where we are because Library Administration trusts us to manage by the Core Values. We then make branch hiring decision because we trust the applicants to live up to their potential and follow Core Values.

On the other hand, it feels like trust is not actually given. I know a lot of my direct reports feel like benefits, opportunities, programming and display decisions, member relations, etc have been dictated from above. To them, the answer always feels suffocating. I know that this may be an exaggeration, but it is a representation of how staff *feels*. I have direct reports asking me two and three times exactly what to do or how to handle something. It's hard to tell them to use the Core Values and their best judgment. I love the flexibility and openness of the Core Values, but I think we have trouble telling staff we trust them to use them as well. For many people, rigid policies are what they're used to. If you follow the letter of the law, it's harder to mess up.

Risa Sargent

Pilot Projects are a positive because staff feel that their ideas have value, are appreciated, and are being heard.

1. What I can do:
    a. Continue to encourage everyone to share their ideas for new projects or ways to reach our community
2. What the staff can do:
    a. Share ideas with each other, read and comment on each other's ideas
3. What my supervisor/administration can do:
    a. Use this same model to get ideas about other potential actions, improvements, or changes

Pace of change is a negative. Staff at all levels feel overwhelmed. There is a feeling that we do not have the time to assimilate the changes before being given more changes. The things that are changing also often come out in multiple iterations causing confusion about what is changing, why, and how to proceed now.

1. What I can do:
    a. Continue meeting frequently with direct reports to discuss concerns and questions
2. What the staff can do:
    a. Ask! When they don't understand, when they need help, when the feel overwhelmed…
3. What my supervisor/administration can do:
    a. Create a long term plan for addressing specific changes and make it public and keep it up to date. Allow plenty of time to communicate the specifics with frontline staff so that they can learn it and feel competent in completing the task. Also allow them time to express any potential hurdles in that might arise in implementing the change so they can be addressed before it is actually implemented.

Get feedback from frontline staff before making changes

1. What I can do:
    a. Find ways to discuss upcoming topics in small groups and share their feedback with my supervisor
2. What my supervisor/administration can do:
    a. As above, also allow staff time to express any potential hurdles in that might arise in implementing the change so they can be addressed before it is actually implemented. We all may interpret what needs to happen differently. Give us time to share the interpretations, hear what the other libraries are doing, and discuss what each library plans to do before implementing it. It causes resentment when staff hear that other libraries are "getting" to do things differently if they perceive they have the short end of the deal. Staff really want to do what is best for the member. Give them the chance to offer their ideas of how we can serve the public and meet the goals that administration sets.

1. Value of Staff (feeling undervalued)

I can make sure that I am giving my staff/reports direct positive feedback. I want them to know I appreciate their efforts and that I do hear them when they have concerns, complaints of trouble understanding. While many agree and understand putting members first some feel like they are being asked to sacrifice how they are treated by the system to accomplish that.

Administration should have more open discussion with all levels of staff. Emails and digital chat are nice but I think in this climate admin may need to have more face time with employees, they also need to look at how the employees perceive their worth to the system.

2. Speed of Change.

I need to look at the information I am given as management and then how I am passing that information along. I may need to break down new items into manageable pieces and then communicate clearly reasons behind the steps we are taking, not just giving a large overview.

My staff could give more immediate feedback so that we address concerns/problems immediately instead of letting things sit and then pile up and then having a list of what went wrong. If we handle things in a timely manner than when/if there is something else we can handle one thing at a time calmly. The calmer we are the better able to handle changes.

It would help to have some wait time between new ideas/polices/procedures. When we roll out new things too soon or multiple things at once and then we have to backtrack or retroactively fix things it seems to give the staff the idea that we are just throwing things out there to see what sticks with out any real regard to those it affects most.

3. Communication

I think we are doing a much better job of communication then we have in prior years but there is still room for improvement. Even at my level I often feel like I'm slightly behind as some days I get multiple emails and multiple subjects and multiple questions from staff. I'm not sure how to fix it, but I am trying to make sure that I am networking with my peers and discussing with them before I communicate with others on staff.

I do think because staff is feeling low and overwhelmed that sometimes they are unsure how to communicate with us as well and that they are using tangible items like pay raises, shift/staff changes, and policy vs. value issues to express their unhappiness, when if they and we were communicating better they would be less inclined to worry about changes.

Our team narrowed down to these three things:

1)   A need for more system wide celebrations or consistency in celebrations throughout branches and non-branch departments

2)   Concern that we sometimes implement things quickly without adequate planning, input or communication

3)   That people who have been here for a long time are viewed as a negative – stagnant and perhaps their expertise/experience is not valuable

Of these, we thought that:

1)   We need a way to celebrate successes. I think, personally, this might be something the staff association can do. Re-invigorating the 'kudos' part of the intranet might work and having public recognition at meetings and events is helpful. Managers could send hand-written thank yous to staff within and outside of their departments to show appreciation. GVSU did a 'star' program – we were all given a stack of blue paper stars and we were to send one star filled out with a 'you did a good job and I appreciate you' plus a blank star ANONYMOUSLY to someone in the organization each week. Then they were to fill out the blank one and pass it on.

2)   We discussed, at length, that we might rely on group emails and the intranet too much. When we are leaders with something to implement, we need to consider how and when to share the information. When should we gather input? How should we share it? Perhaps having a five minute 'round up' every few days with our team to share what's hot, what's coming down the pipeline, check everyone's 'pulse' would create more positive energy. We would still send the emails but because not everyone is always at a computer then they get the pertinent information without having to read a bunch of stuff AFTER they have heard it through the grapevine. This also asserts, positively, our leadership and management and quells rumors and negativity. This is harder for those leading multiple shifts, but it's important.

ED – Kellogg

Here is my follow up to Activity IV – my commitment to resolve or enhance issues affecting morale.

1. Continue and improve one-on-one meetings with direct reports (O3s) AND work with direct reports to have effective one-on-ones with their direct reports following the Horstman model (Manager-Tools podcast and "The Effective Manager" by Mark Horstman).
    a. My action: Listen, read, and apply the learning to one-on-one meetings with direct reports (Ashley Welke, Ben Mead-Harvey, Angel Suhrstedt, Julia McConnell, and Bridget Williams).
    b. My staff's action: Fully participate in one-on-one meetings with me.
    c. Administration's action: Continue to support and encourage use of this important management tool to establish professional relationships across the system.
2. Communicate. Communicate. Communicate!
    a. My action: 1) Schedule and conduct a weekly "communication check" to make sure I have shared all of the information staff needs to know. 2) Resume use of a checklist of who is told what.
    b. My staff's action: Accept responsibility for reading email and the Intranet, listening to apply any verbal announcements, and asking questions when needed.
    c. Admin's action: Help summarize talking points at the end of each meeting to ensure a consistent message is shared with all staff.
3. Realistic deadlines and start times for projects and complete follow through.
    a. My action: Carefully consider the impact of projects on staff and speak up if timelines may present negative consequences.
    b. My staff's action: Be open to new ideas and provide reasonable feedback to ensure success of projects and programs.
    c. Administration's action: Welcome feedback from staff and be willing to adjust timelines, even if it is for the sake of letting staff know we heard their concerns.

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

- Meeting with staff one on one
- Encouraging cross-training and working in multiple work groups
- Openness to input and suggestions

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

- Uneven employee engagement and productivity
- Inconsistency in communication
- The amount of time it takes to fill open positions

In your group, discuss the issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced:

- Communication
- Hiring (more efficient process)
- Creating opportunities for input

Activity IV

Communication

- My action: Be consistent with leadership. Aim for constant communication.
- Staff: Be accountable to ask questions and read intranet/email. Not spreading grapevine information.
- Administration: Create a director of internal communication.

Hiring Takes Too Long

- Me: Be more transparent about where we are in the process (when possible). Explain process to staff.
- Staff: Increased cross training to take pressure of short-staffed work groups.
- Administration: More GOAL sessions. Hire more HUM staff.

Creating Opportunities for Input

- Me: Continue to encourage feedback. Mini pilot projects at the local level.
- Staff: Speak up! Share feedback and ideas in a constructive way.
- Administration: Respond and explain when ideas are not adopted.

ED – Merriman

1. Launching ideas before they've been fully discussed or worked out:
   a. My action: Provide staff with as much notice and information as possible. Gather all the information I can about any changes that are going to be made or ideas that will be implemented in order to answer any questions or address any concerns staff might have. My own understanding of the reasons why an idea is being launched, what purpose it serves, how it will benefit library members, and what is expected of staff in order to implement the changes/project will help me help other library members adjust.

   b. Staff's action: Ask questions and provide feedback when presented with information about a new project or plan.

   c. My supervisor/Library Administration's Actions: Keep managers, leads, and other staff informed as possible, passing along information sooner rather than later about how, when, why, etc. and wait until some discussion and feedback has been provided before launching a plan/idea.

2. Celebrating what works:
a. My Action: Acknowledging the successes of library staff by sending out kudos or making announcements during staff meetings. It's also important to take notice of the strengths of projects and plans even if they are not working out as well as hoped. Communicate with supervisors and offer feedback, make suggestions when I see something that has had positive impacts on library members.

   b. Staff's action: Acknowledge when coworkers handle a situation well or do a good job completing a task and provide feedback including both strengths and weaknesses.

   c. My supervisor/library administration's actions: Acknowledging the successes of library staff by sending out kudos or making announcements during staff meetings. It's also important to take notice of the strengths of projects and plans even if they are not working out as well as hoped, as well as to consider using the elements of an idea/project that have been successful while planning for the future. Communicate and listen to staff's suggestions.

3. Involve people most impacted by changes:
a. My action: In 1-on-1 meetings, ask team members for their feedback on new plans and projects. Make time to work with library aides and circulation clerks to get a sense of how a plan may or may not be beneficial to each respective position. Communicate responses to managers.

b. Staff's action: Communicate with supervisors and managers. Provide constructive feedback and ideas that may help in the transition or provide a more efficient way to perform a task.

c. My supervisory/library administration's actions: Keep the lines of communication open as possible and be open/responsive to feedback from staff. Ask for suggestions, take them into consideration, and use what may work when creating strategies to implement plans.

ED – Suhrstedt

For Activity IV I'm highlighting one positive and one negative and a few ideas/suggestions for resolving/enhancing each:

Positive issue: New construction (Jones, Bethany) and big projects (our sorter and circ remodel) clearly indicate growth and a positive future for our library system and positively impact staff morale.

My actions: Continue to advocate for our libraries with members and colleagues; find ways to demonstrate to staff that they are a key part on our growth and success and thank them for their hard work.

Supervisor/administrative actions: Develop a staff appreciation plan that staff actually appreciates (i.e. - not an expensive dinner that staff feel obligated to attend), Share construction updates on MyMetro as well as publicize with local media

Negative: Staff see many of our systemwide changes such as new software or processes as arbitrary and frustrating. This leads to mis-interpreted messages and gossip that negatively impact staff morale.

My actions: Many of the changes are specific to only our location (or another location/department) but staff only see ALL the changes, so I want to look for clearer ways to differentiate between system and local changes, how to explain the "why" behind the changes to staff, and ways to tie the changes back to our core values.

Supervisor/administrative actions: "Ask Tim" is great, but I still find staff that are nervous/uncomfortable about asking questions in this format. Continue to create ways to convey to staff that open dialogue and idea-sharing is encouraged in our system.

ACTIVITY IV (20 minutes)

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 Create fun environment that fosters positivity.

   a.   Your Action:

Strive to alway be positive and be self aware of my attitude. Write jokes on dry erase board. Smile.

   b.   Your Staff's Action:

   c.   Your Supervisor/Library Administration's Actions:

Would be nice to have themed attire on Fridays periodically. This doesn't cost money. éx: ugly sweater day, Hawaiian shirt day, etc.

I think ee's would love to see Tim out of his suit + tie

2 Explore opportunities to job shadow.

   a.   Your Action:

I would love to shadow a librarian –

   b.   Your Staff's Action:

   c.   Your Supervisor/Library Administration's Actions:

See if she can take the idea to leadership team meeting.

3 Utilize internal resources for morale boost.

   a.   Your Action:

   b.   Your Staff's Action:

   c.   Your Supervisor/Library Administration's Actions:

Staff + upper level managers used to make funny videos for staff recognition dinner. We should bring that back.

HUM – Hoffman

Following are feedback responses to Activity IV:

1) Changes and Communication
    a) Staff - read, explore, ask questions and contribute.
    b) Supervisors - be more diligent about communicating upcoming changes with team.
    b) Library Administration - establish a roll-out methodology for communicating changes
system-wide that explains the "whys" behind the changes.

2) Perceived lack of respect for employee's time.
    a) Staff - work with supervisor to establish priorities and boundaries.
    b) Supervisors - communicate to employees their value & appreciation/recognition for their
efforts.
    b) Library Administration - implement employee non-work related events to include
families.

3) Enhance Core Values
    a) Staff - offer suggestions to further enhance the Library's Core Values.
    b) Supervisors - remind, discuss and gather feedback from staff.
    c) Library Administration - make Core Values a consistent conversation with supervisors and
staff. How can we enhance? What are you experiencing?

Activity I

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

1. Our staff feel we have great rapport and teamwork within our department.
2. Spending time going out to libraries as part of their job has been a morale booster for the new Tech I position staff.

Activity II

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

1. No respect for staff expertise.
2. Fear of speaking up/fear for their job if they do.
3. Very little encouragement; always plenty of criticism.

Activity III

In your group, discuss the issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced.

1. Increase front line staff; decrease turnover.
2. Actually listen to staff.

Activity IV

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. Actually listen to staff
   a. Your Action: I plan to do my best to give full attention to anyone that needs to talk to me. I find that many times it's really easy to keep typing if I'm writing in a document but I'm going to make a concerted effort to stop that and listen. I'm also going to not make a snap judgement when I don't necessarily agree with what they're saying. I know that I don't feel listened too if someone does that to me so I'm going to try to use the golden rule when talking with library staff.

   b. Your Staff's Action: I'm going to ask that they do the same when working with other library staff and/or with things that affect customers. Try to give full attention to what is being asked/suggested and try to put themselves in that person or the customer's place.

   c. Your Supervisor/Library Administration's Actions: I think if staff don't agree with how we think things should be done, it's easy to dismiss what they're saying. Perhaps administration needs to do more listening and less talking sometimes. Everyone has

ideas that are worth listening too but we have to take the time to "hear" the idea, not just let them talk (make them think we're listening). Everyone wants to feel valued and if staff don't feel valued, it affects their happiness at work and how they interact with the customers. I believe that happy staff make happy customers.

2. No respect for staff expertise.
   a. Your Action: This came from my staff and it's not me that they think doesn't respect their expertise. I have and will continue to treat my staff with respect and how I want to be treated as I feel that at least makes them happy within their work area. I believe this is the reason we don't have a lot of turnover in our department because staff do feel like they're treated right by their supervisors. I will also treat all staff with respect. Everyone has their area of expertise and if it's mopping the floor or being the director, they all deserve respect.

   b. Staff's Action: I will encourage them to continue treating with respect those that they don't feel respect them. It doesn't do any good to reciprocate the bad treatment; it just makes the relationship worse.

   c. Your Supervisor/Library Administration's Actions: One of our core values is "Respect for Members and Each Other." We need to model this with every interaction we have with staff. This includes interactions where others can observe us and it also includes interactions in private. Like it or not, staff talk, especially when they feel they've been treated unfairly or disrespectfully. If we want staff to model these core values, then all of us have the responsibility to do the same.

Activity I

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

1. New job titles / responsibilities. Two of our recently created Tech 1 positions were Help Desk Specialists for almost 10 years, the position didn't allow for getting away from their desk much as we keep our IT Help Desk phone attended 100% of the time when our libraries are open to ensure everyone is able to contact IT with any problems. The new merger of the Tech 1 / Help Desk Specialist position still provides 100% phone coverage, but adding an additional person and moving our ¾ time position to full time also allows us to get the Tech 1's out on the field handling field-service type work such as repairing printers, doing quarterly preventative maintenance on our equipment, etc. They are really enjoying their new positions and being able to get out and see some of the faces of the staff they've been helping over the phone for the past 10 years.
2. Love of the IT / Tech field in general. Self-determination to learn more about the IT field. The love of this type of work alone and being able to actually do it for a living is a morale boost on its own.
3. Open communication in our office. Anne has always been great about communication what is going on in the system to the staff and making sure none of us are in the dark.

Activity II

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

1. Loss of several perks / benefits in a short amount of time has made many of us feel unappreciated and not valued at all.
   a. Losing market adjustment completely. Some of us recall in past years when the library was ahead of the other systems in the area in pay, we reduced the market adjustments to lower amounts until the gap was narrowed. While there were some complaints, it's nothing compared to what I've heard by having it completely eliminated for at least a couple of years.
   b. Losing department recognition. We realize this appears to be a misuse of taxpayer's money. But spending $13 per year per employee on something that gave staff something to look forward to every year seemed like a good investment since the benefits of having happy staff is always translated to the customers. Maybe the way it's budgeted and labeled could be redone in a way where it's part of a benefits package. The reason why places like Google are dominating in their field is because they provide a lot of fringe benefits / perks that make the staff eager to get up and go to work every day. I'm a firm believer that the kind of work you get from happy staff is much higher in quality with less errors than a high-stress environment where people do not feel valued. It's well known that the library has a good public perception in the community. There hasn't been any sort of community uproar about misuse of tax dollars for a small amount of money to show staff they are appreciated.

c. Losing the staff appreciation banquet. On its own, this didn't have the same amount of disappointment among staff as the others. There were a lot of people that didn't attend because it was a black-tie affair and finding sitters isn't easy, especially for parents of special needs children like myself. Compounded with the others in this list, it's still one of several things many staff looked forward to, but no longer exists. It's good that the system is looking at new ways to replace the banquet. But it might have been a lesser blow to the staff if the replacement was realized and implemented before eliminating the banquet.

d. The next couple of items weren't things that were actually taken away from staff, but postponed. The timing of these two things are what made it seem worse than it was. Regardless if they were taken away or not, the perception was still there, and the loss of morale was the byproduct. It still felt like we were just continuing to have things that we looked forward to every year… disappear.

   i. Focus. We know the main "focus" of Focus is staff development, enhancing our knowledge and skillsets in our job to become better at what we do every day. However, one of the main reasons staff look forward to Focus every year is actually getting to see other employees in the system in which you have only ever interacted via email or phone in the past.

   ii. This is just for downtown, but our annual Christmas dinner. I think everyone knows the reason it got canceled is because we lost Candace and it was too much for Julie to try to get it organized in such a short time on her own. It's just the timing of it piles on to the rest of those things that made staff perceive that we were not valued or important.

e. At our table, it seemed that the people that were new didn't have the same overall perception. It makes sense, they didn't lose so many things, so fast. But they did tell us they could understand why we felt like we weren't valued.

Activity III

In your group, discuss the issues / behaviors each of you listed. Identify three (positive or negative) that you all agree should be resolved or enhanced.

1. Losing benefits / perks. Feeling unvalued as an employee.
2. The lack of training and networking opportunities.
   a. Someone clarified the networking as networking within our own staff and actually having opportunities to get to know each other. One thing that was suggested is what a lot of organizations do… have a company picnic. Something that isn't black-tie where staff can bring their family and get a chance to get to know some of their fellow coworkers.
3. Fewer staff members doing the work of many as positions are dissolved when staff members resign or retire. (I wanted a little more clarification from the group on this one, but we were writing it down right as you were assigning us our homework and dismissing us from the meeting.)

Activity IV

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. Action one: New Job Title / New Responsibilities
    a. **Your Action:** Continue to encourage the staff in their new positions. Make sure I'm available to answer questions they have no matter how busy I am. Try to stay more aware of when my staff do great things and make sure they know I notice and give them praise. Make sure the staff have all the tools they need to do their jobs effectively and efficiently.
    b. **Your Staff's Action:** Staff should stay positive and realize that although things might seem difficult right now, we still work for a good organization that wants to do great things for our communities.
    c. **Supervisor / Library Administration's Actions:** Continue to communicate with staff and be completely transparent with staff as to gain their trust and confidence.
2. Action two: Love of the IT Field
    a. **Your Action:** Encourage staff about the future of IT, especially in the context of technology in the libraries. Everything we are seeing indicates Technology in the Library is about to see some cool and exiting changes and growth, and we get to be part of it.
    b. **Your Staff's Action:** My staff should, and I know they will, continue to develop their skillsets so they are able to keep up with the fast-paced changes we'll be seeing in libraries.
    c. **Supervisor / Library Administration's Actions:** Anne has always been great about creating a good atmosphere in IT. We've always felt like a family and I think the longevity of the current staff here shows it. I know Anne will continue to make us feel valued and she will listen to every idea we have, even when she doesn't necessarily think it would work. She's always encouraged IT staff to submit ideas to enhance technology in the libraries and even when she doesn't think it would work, she's respectful and explains the reasoning and is open to solutions to work around those reasons for not initially liking the idea.

MAC – George

1.   Communication – This was a positive AND negative issue for me personally. Positive in that Marketing is very good about planning our projects and helping each other with the workload when needed. The negative part of "communication" is the fact that there are a lot of rumors about what changes are coming, and that tends to cause some stress.
2.   Short Staffed – Since losing Jennifer, I think we all feel stretched a bit thin. I realize this only a temporary issue. (I hope)
3.   Slow-rehire – Goes along with #2. I understand there is a lot to this process, but had to mention it.

Activity I

Three issues/behaviors you and your staff feel are positively impacting staff morale.

1. Staff willingness to pitch in and help each other; staff flexibility/teamwork
2. Kind words and appreciation from library members; sharing staff kudos and member success stories; good sense of purpose/importance of the work.
3. Increase in opportunities for staff to be heard (Ask Tim, Pilot Projects, Policy Review, etc.)

Activity II

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

1. Feeling overwhelmed, stretched too thin. Lack of time, increased workloads. For example, increased collection responsibilities for full Librarians added to increased expectation for interreach, pop up programs, etc. Staff also feeling pressure to issue more library cards to increase market penetration, while members prefer the ease of visitor passes.
2. General uneasiness and uncertainty that accompany reorganization, staffing, and scheduling changes. For example, feeling tasks they took pride and for which they felt a sense of autonomy being "taken away" or changed significantly (e.g., collection management, themed programming, and local processing).
3. For some locations ongoing air conditioning issues. Staff have been real troopers and have made every effort to keep up spirits and find humor in the situation. However, staff and members alike should anticipate having a comfortable experience at the library. Also staff concerns that lack of A/C is detrimental to ability to achieve M&M.

Activity III

In your group, discuss issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced.

1. Concern about not having enough front line staff to cover both basic library operations and make significant inroads into Library Unbound/M&M.
2. Communication/respect/trust/appreciation. Despite real progress, some staff are not feeling listened to or appreciated by the library system.
3. Feel changes are coming too rapidly to keep up with. Likewise, staff feel they don't have all the specific procedural information needed when changes are implemented.

Activity IV

1. Concern about not having enough front line staff to cover both basic library operations and make significant inroads into Library Unbound/M&M.
   a. Your action:
      i. Focus on time management. In consultation with staff, seek and implement new, creative ways to maximize efficiency.
      ii. Evaluate own time management practices and share effective techniques.
      iii. Involve all staff in Interreach, roving, and pop-up programs.
   b. Your Staff's Action:

        i. Individual and workgroup focus on improving time management.

        ii. Provide suggestions to supervisors and colleagues of ways to increase efficiency of tasks.

        iii. Put greater emphasis on educating members to be more self-sufficient, i.e., teaching them how to request their own meeting rooms, submit own ILLs, place holds on their own books, etc.

    c. Your Supervisor/Library Administration's Actions:

        i. Hire an "Interreach Coordinator" for each region. He/she could do the leg work, making the arrangements and gathering/packing supplies. Staff and/or the Interreach Coordinator could then go to the actual offsite events.

        ii. Develop ways to gauge the "busyness score" of each library:

        iii. http://www.urbanlibraries.org/how-busy-are-you---the-branch-busyness-score-innovation-910.php?page_id=281

        iv. Invest in labor saving software and equipment.

        v. Add instructor lead time management class to MetroU.

        vi. Conduct an efficiency survey.

2. Communication/respect/trust/appreciation. Despite real progress, some staff are not feeling listened to or appreciated by the library system.

    a. Your action:

        i. Communicate with a focus on the positive and bring staff into local decision-making processes at every possible opportunity.

        ii. Reassure staff they are not going to be penalized for speaking up.

        iii. Try to tailor communication to preferred styles as much as feasible.

        iv. Reinvent old staff "social committee" as "staff appreciation committee."

        v. Continue sharing kudos and member success stories.

    b. Your Staff's Action:

        i. Focus on the positive/what to be grateful for.

        ii. Communicate with your supervisors about any questions and concerns and take advantage of system-wide opportunities to express yourself (Ask Tim, Policy Review, Pilot Projects, etc.).

    c. Your Supervisor/Library Administration's Actions:

        i. Continue providing system-wide opportunities for staff input.

        ii. Conduct an annual or biennial staff morale survey.

        iii. Speak with Douglas County Colorado Libraries and consider implementing some of their communication strategies: http://www.placonference.org/program/never-leave-internal-communications-to-chance/

        iv. Reassure staff they are not going to be penalized for speaking up.

        v. Reevaluate/simplify appraisal system.

3. Feel changes are coming too rapidly to keep up with. Likewise, staff feel they don't have all the specific procedural information needed when changes are implemented.

    a. Your action:

        i. Whenever possible, consider staggering local changes so they aren't happening at the same time as system-wide changes.

  ii. In consultation with staff, anticipate and document how a change will affect local procedures.

  iii. Focus on stress management and self care.

b. Your Staff's Action:

  i. Ask for help from colleagues and supervisors.

  ii. Focus on stress management and self care.

c. Your Supervisor/Library Administration's Actions:

  i. Try to keep things simple (the current effort to simplify policies/procedures is a great example).

  ii. Work directly with frontline staff at all levels to develop specific procedures to go along with changes before they are rolled out. For example, if the change affects circulation, bring circ staff representatives into the meeting. This will help head off unexpected snags that come with putting theory into practice.

  iii. Provide more "lead time" before changes take effect to give local supervisors and staff time to figure out the specifics on how the change will play out on the ground level.

Xchange Meeting
Morale Impact Initiatives

1. The rate and volume of overall change in the system has (in some cases) negatively impacted staff morale

My actions: As a part of the overall management team at my respective location, it is incumbent upon me to communicate why these changes have been implemented and how they will guide us towards fulfilling our mission/vision/20 year goal.

My supervisor/Library Administration's actions: Although it is imperative that our general service philosophies and procedural actions evolve to meet the demands of our long-term goals as a system, we must recognize that the rate of change in the system has been difficult for some to fully absorb (not that this is not recognized). It is also important that administration and management regularly assess general procedural changes (not that you're not!) to ensure that they are indeed helping us meet our long term goals. For instance, I would argue that our current visitor card procedure for public computer use is having a negative impact on market penetration, if we are measuring MP on the number of library card account holders.

2. Provide more opportunities for other departments to synchronously exchange ideas, best practices etc.

My action/my staff's action/Supervisor/Library Admin's actions**:** Many of us, inside and outside my group, voiced how the morning's activities at Xchange positively impacted our overall morale, and that it could be helpful for other departments (librarians, circulation, library aides) to engage in similar opportunities. These opportunities have been available in the past (i.e. Librarian Forum, CONNECT, etc.), but have not been regularly scheduled as of late. My group believed that these experiences could boost overall staff morale and would support our whole system focus. It would be up to all of us to organize the logistical aspects (i.e. staffing, coverage, etc.) of providing such ongoing opportunities.

3. The supervisory structure outlined in the Project Kaleidoscope framework has caused some confusion among supervisors and overall staff.

My action/supervisor's action: With the greater presence of assistant managers and the relatively new "lead librarian" position making up our management teams, there is some confusion about who individual staff should consult for general requests, staff issues, etc. For instance, our individual teams consist of multi-departmental direct reports (i.e. circulation, library aides, etc.). If a Library Aide has a conflict regarding his or her schedule, should they consult the supervisor who created the schedule or the supervisor who is their team leader? Some staff have speculated that it could be more systematically efficient if the person in charge of generating the schedule of a specific department was also the direct supervisor of that department. However, the supervisor/direct report ratio we have in place would not make this possible. It is ultimately up to the individual management team to grant a certain level of autonomy to other supervisors in making day-to-day decisions that may impact their direct staff. Constant communication among the management team is paramount to make this system work.

1. Communication on change -

My action - talk more informally with staff on changes coming up and also as we are going thru the changes. how do they view them, what are their thoughts? Just remain positive and keep staff positive.

Staff's actions should be to ask - express concerns they have and talk about what is going on and understand why we are doing what we are doing.

2. Core Values - what are they and how they affect everyone

My action is to talk with staff about what the core values are - in staff meetings and individually. how do these affect them and how do they perceive the core values

Staff's actions should be to review core values and ask questions.

Pilot Projects

Your Action:

- Encourage staff participation

Your Staff's Action:

- Share their ideas on the intranet to further show input on our system.

Pace of Change/ Time to discuss policy

Your Action:

- Talk about positivity of change to each staff member. If any questions need to be revisited, set a date that we would talk again to show that their concerns are valid.

Your Staff's Action:

- Try to understand in the bigger picture why this is occurring. If still frustrated speak to a supervisor who can then talk to them about the change.

Restricted Programming

Your Action:

- Help guide and shape ideas for programming that fits with in each month.

Your Supervisor/ Library Administration's Action:

- Make each months themes broader and less restrictive.

based on our discussion in MSL, here are some of overarching positives and negatives.

Negative:
There's a general feeling that "non-degreed" staff's opinions or ideas are not taken seriously or valued as highly as degreed librarians.
Positive:
The Pilot Project submissions was a positive means for combating the feelings that non-degreed staff can't contribute. Everyone was/is extremely excited and positive about the way these ideas were shared and they are "chomping at the bit" to submit more ideas!

Negative:
Because the staff recognition dinner and the department recognition was removed this past year, staff felt there is a need to have opportunities to interact in a non-work setting to help build rapport and better teamwork.
Positive: Staff are excited about the new awards and the changes that the recognition committee is working with. They've been brainstorming and sharing ideas with Lauren.

Negative:
Staff feel they have more to do with less time and less resources.
Positive:
Helping staff understand the core values and Library Unbound has helped in my department. We spend a lot of time trying to connect what we do to these guiding documents. It is helping staff prioritize and work on the most important goals.

Negative:
Staff feel that communication in our department is good, but feel like they've "lost" me as a manager, due to other responsibilities. They feel that because I'm not always present that they have to go elsewhere to find out what's going on. I think they are often impatient to have the info, after so many years of not getting what they needed, that they go through the "grapevine" to get info before coming to me.
Positive:
I'm trying to make sure they get info during our morning gatherings and make sure that when I'm here, staff feel free to interrupt me and ask me questions. Staff also are happy to have the forum "Ask Tim", which answers some of their questions and concerns. All in all, I think my staff aren't afraid to ask for what they need. That was something we talked about at our table, making sure staff take responsibility for finding out the info they are missing.

Activity I

1. <u>Pilot Projects</u>: we have such a passionate, creative staff who were so energized to be asked for ideas. It was great how people from every level of the library were encouraged to submit projects and contribute their opinions. It also broke down barriers to communication between departments and libraries.
2. <u>Ask Tim</u>: Ask Tim has been a good place to address rumors head-on. It also highlights recurring concerns across the system and shows that people are not alone in their thinking.
3. <u>Hiring to Fill Positions</u>: Any time a vacant position gets filled, it is a relief to staff who feel overworked. It also moves staff away from "survival mode" to "thriving mode" where they have time to go the extra mile in their jobs.

Activity II

1. <u>Pace of Change:</u> People are not given enough time to adjust to new policies/procedures/decisions before another one is made. It's leading to a lot of confusion and worry about job security. Our culture a few years ago was one of slow change, and it was frustrating for people to get things done that they felt were important. However, now that we seem to be in a faster-paced era, the staff that are the most accepting of change and that are enthusiastic about implementing their own ideas are feeling ignored. Some staff dislike change no matter what. Some staff, though, embrace change when it is necessary or will lead to better service and other positive outcomes. So I don't think change itself is the main problem. I think the "pace of change" problem is inherently tied to our communication problems which are discussed below.
2. <u>Failure to Communicate on All Levels:</u> Some effort has been put into having supervisors, management, and library administration communicate changes and decisions better. There's been a push to communicate <u>why</u> changes have been made. We still need more of that open communication from leadership. However, very little has been done to ask for staff input before or after a change is made. When leadership *does* ask for staff opinions, those opinions don't appear to be taken into consideration. When staff were asked for their opinions about the SOaP and most of the edits were not made, they noticed. It's difficult to get buy-in from staff about something so fundamental to our identity as a system when they feel their opinions about it have been ignored. Some of the specific changes that have been made (e.g. 15-minute closing changes, associate librarian position changes, programming changes) come on suddenly with no preparation and appear "arbitrary." Staff have real concerns and also really good ideas for changes.
3. <u>Not Filling Vacant Staff Positions:</u> Staff across the system are spread thin. This is partly due to an adjustment period with all the new lead librarian positions that have been created and partly due to the slow pace of hiring. I've heard from library staff who work with the public that desk scheduling has been a real challenge recently, and for our department specifically, we have people doing more than one job at a time and people working outside the scope of their own job descriptions to help the team overall.

Activity IV

1. Pilot Projects:
   a. Great ideas come up all the time in our department, and whenever I think it fits the scope of a pilot project, I will encourage staff to submit their ideas. If it doesn't fit the scope of the pilot projects or is not chosen for implementation, I will try to do whatever I can to make good ideas happen or to communicate reasons why it might not fit into our plans right now. Some of the pilot project ideas are also doable for our department now and don't necessarily need to be made into an official "project." As best as my position allows, I am trying to encourage us to take action on the ideas communicated in others' submissions.
   b. Staff should continue to submit ideas and give good feedback to others. They shouldn't be discouraged if their choices aren't made in this round and be patient with the process.
   c. Library administration should encourage this kind of risk-taking and brainstorming in other ways besides the pilot projects. They should be looking more to staff to solve problems, answer questions, and come up with ideas to achieve our goals.
2. Pace of Change:
   a. I will stay positive, because I think the pace of things are probably going to stay the same. I will communicate clearly the "whys" behind the changes when I know them, and also do my best to communicate to leadership and my supervisor any serious problems that might arise.
   b. Staff will also need to try to stay positive. Some decisions will be made that they don't agree with, but they need to be willing to go to their supervisors and express their concerns.
   c. Library administration could do more to prepare staff for changes. Give managers the resources they need to adjust to the changes and time Even just a "head's up" email to everyone involved about a change that will be happening soon could be useful.
3. Failure to Communicate on All Levels:
   a. I will attempt to foster more honest conversations with everyone I work with (below me *and* above me). I will keep encouraging the enthusiasm that people have who come up with good ideas, and keep them apprised of the status of their ideas. I'm in middle management, so I see both sides of things: why decisions are made at higher levels that negatively affect staff and how staff are directly impacted in their day-to-day jobs. I hope through constant communication I can create more empathy for all sides.
   b. The more staff are feeling ignored, the less they are communicating to people who can make a difference. Staff should continue to express their honest opinions without becoming apathetic.
   c. Library administration needs to better communicate to everyone the "whys" behind their decisions but also understand that just because staff understand why something happens doesn't mean they agree with decisions. They also need to be more transparent with their decision-making process and involve more people from all levels. We are currently not fostering "integrity and trust in us and by us." Leadership can take the first step toward trust by actively listening and enacting change based on staff input.

My department is somewhat insulated from a lot of the changes going on in the library system. So we do not share some of the same concerns others do that may cause moral issues.

My guys did not have much to say. I have asked them to drop an anonymous note in my box if they think of anything over the next couple days.

For now they feel the pay is stagnant yet costs like insurance is going up. I did have a lengthy conversation about how we are addressing those concerns. I think they understood.

Several of them feel they are being directly blamed by library staff for their HVAC not working when they are doing all they can. It is getting them down. (MC, RE)
Moral here seems to be good. We were all unaware there were moral issues at the libraries.

Xchange Meeting
July 18, 2016

Morale Impact Initiatives

ACTIVITY I (5 minutes)

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

1. Project Kaleidoscope - reduction of direct reports

2. Beanstack

3. New online ILL

ACTIVITY II (5 minutes)

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

1. Swift changes, no time to feel competent

2. 15 minute after rule

3. Shift to library as a business - corporate model

ACTIVITY III (10 minutes)

In your group, discuss the issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced.

1. Losing incentives/benefits for staff - devaluing employees

2. The lack of training opportunities, & opportunities to network

3. Fewer staff members doing the work of many as positions are dissolved/farmed out when a staff member resigns/retires

ACTIVITY IV (20 minutes)

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 Value employees

   a.   Your Action:

Kudos, pizza parties, thank you notes

   b.   Your Staff's Action:

Choosing to be positive, modeling respectful behaviors

   c.   Your Supervisor/Library Administration's Actions:

Kudos, thank you notes, other actions of appreciation

2 Training opportunities/networking opportunities

   a.   Your Action:

Encourage webinars, set goals, have staff parties

   b.   Your Staff's Action:

Look for additional training, set goals, attend staff parties

   c.   Your Supervisor/Library Administration's Actions:

Encourage webinars, set goals, take arrange for lunches

3

   a.   Your Action:

   b.   Your Staff's Action:

   c.   Your Supervisor/Library Administration's Actions:

1. Swift changes to and addition of procedures and processes to the point of being overwhelmed which causes stress and produces feelings of anxiety ; Can't keep up with all the vocabulary/terminology changes. Need a cheat sheet with definitions. For example: RFP is now RTO ; too many deadlines – email overload ; Feeling a lack of competency, not enough time/training to really learn how the new software/technology works, or what the best/most efficient procedures are to get things done.

2. Changing the entire library system's processes based on the negative performance of one library/agency (staying 15 minutes past closing).

3. Creating measures such as "themed" programming that prevents creativity in talented staff whose ideas could directly/indirectly "move the needle" in one of the library systems strategies and relationship growth cycles.

4. Devaluing employees (no staff appreciation lunches/dinners/staff bathrooms/t-shirts, or even snacks at trainings) because of how it "looks" to taxpayers (who are also employees and need, and are expected, to be valued.)

5. Fewer staff members doing the work of many as positions are dissolved/farmed out when a staff member resigns/retires.

6. Feeling a lack of competency, not enough time/training to really learn how the new software/technology works, or what the best/most efficient procedures are to get things done.

7. Needy/demanding/mentally ill customers and/or customers with unrealistic expectations.

8. The shift to running the library system as a business. For businesses, the bottom line is profit. If we run the library in such a way that we are only concerned with saving taxpayer dollars, we lose sight of adding to the public good by preserving information and making it accessible to the public, supporting and educating the citizenry, and strengthening democracy. Is this truly the direction that we are heading now? Do we really want to go there and why? Is it about remaining relevant? Getting customers in the door?

Address low staff morale by creating system and local benefits for staff members.

Create a benefit for employees who have worked for the system for one year to have their birthday off as paid leave. This will provide a benefit to employees system wide and address the low staff morale of some employees.

Create an incentive for employee participation in campaigns such as United Way which we participate in each year. Employees are incentivized to contribute to a worthy organization and experience real direct benefits that boost morale. For example, donating a certain percentage of their salary or a set amount for a year will allow them to receive a half day or a full day of paid leave.

Locally recognize birthdays of direct reports or staff (depending on library size) by bringing dessert of choice and/or a card signed by staff. This helps staff feel valued and appreciated.

>> Note: Heather did not attend, but completed this based on conversations with other supervisors who did attend.

To: Tim Rogers
From: Rachel Kopchick
Re: Morale Impact Initiatives: X-Change 07 2016
Date: 7/25/16

Our team identified two issues/behaviors that we had in common and believed that should be resolved or enhanced. The third issue/behavior was left as a "wild card" for each team member to identify one issue that may more directly impact their location or department.

The two, positive or negative, issues/behaviors that our team agreed upon:
- **Pilot Projects (Positive)**
- **Pace at which new projects or changes are implemented (Negative)**

The one "wild card" issue/behavior that I selected:
- **Communication through multiple channels (Positive)**

Pilot Projects (Positive): The opportunity for staff members across the System to share ideas, support others' ideas, and potentially work on a new initiative.

Staff's Action: Each staff member will be actively engaged with the information regarding proposed pilot projects and provide feedback and suggestions.   We can provide suggestions for new pilot projects at the local, regional, and system levels throughout the year.

Supervisors/Library Administration's Actions (includes my actions): We can create and maintain a platform at each level (local, regional/department or system) for staff to share their ideas for projects throughout the year. This platform could also include the opportunity for staff and supervisors to add updates and progress reports on current projects.

Pace at which new projects or changes are implemented (Negative): Concerns are often being voiced that the staff have not been provided enough time to fully understand, ask questions of, and provide feedback for new projects, processes, or changes before they are implemented.

Staff's Action: Each staff member will be actively engaged with the information regarding upcoming changes or new procedures.   Provide feedback. Ask questions. Share ideas at the local, regional (or department), and system levels.   Be proactive and professional in our feedback and questions. The more information and perspectives that Administration has, the better equipped they will be to help coordinate and implement the changes. Also, we need to continue to provide feedback once the change has been implemented to allow for continued improvements as needed.

Supervisors/Library Administration's Actions (includes my actions): We can develop a platform in which staff are made aware of the upcoming changes and provide a timeline for staff to ask questions and share ideas. Then have a review process by a committee that gathers feedback and suggestions for

improvement after the change has been implemented for specified period of time (perhaps it is three months for smaller projects and six months for more detailed projects).

Communication through multiple channels (Positive):   Staff have reported that the various means of communication, such as Ask Tim, information sharing and feedback requests available on the intranet, and meetings that include members of Administration sharing information and answering questions has helped to improve communication across the system.

Staff's Action: Share concerns or questions at the local level with the supervisors at your location when possible. Also, share ideas for further communication at the location, regionally, or across the system with their supervisors.

Supervisors/Library Administration's Actions (includes my actions): Continue to provide various forms of communication at each level. Encourage staff to share information across locations and departments. Create a platform for staff to engage with other locations and departments (perhaps on the intranet) to be able to share information, ideas, and questions/answers.

Here are three system-wide things and ideas for how to address them:

"System Needs vs. Staff Needs" - the idea being that the system proactively implements changes for the benefits of members, which is excellent, but doesn't take into account the impact on our colleagues who will actually be implementing the change. A suggested remedy would be to create a committee, drawn from each region/department, of staff from every level of the hierarchy, that can meet with the Leadership Team (or any piece thereof - you alone, you and Kay, etc., but preferably with your direct involvement) monthly or quarterly to provide feedback and brainstorm ideas regarding the impact that changes have had/will have on the people in the "trenches," working to put everything in play.

"System Disconnect" - the idea being that people at NW feel disconnected from their region, other departments, the system as a whole, etc. A suggested remedy would be to implement job-shadowing (for departments) and a full-on "staff exchange program" (for libraries) where people get a chance to experience other locations for a day, share their ideas, and draw on the ideas of others. This would benefit the entire system through the sharing of ideas and perspectives, and would greatly increase staff feeling connected to the system as a whole. And the idea that it's not something we have to do - for example, DC is completely out of circulation staff on a day and they need people to cover - but that it's something we want to do for the edification of our staff would have a positive impact on morale.

"The Speed of Change" - the idea being two-fold: that staff don't have the ability to get their bearings when the ground beneath them seems to constantly be shifting, and also that staff are asked for their feedback for ideas and projects that seem very important at the time, but seem to get lost in the "rush" to the next big thing and forgotten. A suggested remedy would be, as I mentioned to you, to implement a "calendar of change" on the intranet where big-ticket changes would be arbitrarily placed at the end of a 3-month rotating calendar to be presented to staff for feedback and to allow managers a chance to workshop procedural pieces for their location prior to implementation. This could calm the entire process down for staff, increase buy-in, and build morale by allowing staff the chance to make their voices heard. One of the positive things staff mentioned at our meetings was that they adored the Pilot Projects process on the intranet - that door was opened to all staff and they were thrilled to walk through and are now on pins and needles waiting to see which projects will be chosen. No joke - the positive impact of getting the staff involved has been huge!

Like I said, we will be visiting other suggestions on a local level, but these are three big-picture things that we were able to discuss and brainstorm ideas for.

The three issues/behaviors my group agreed upon were:

1. Changes affecting staff happening too rapidly/not timed appropriately
2. Staff morale is not being addressed in a strategic way
3. (Positive) Staff know they can ask questions and there is an open channel of communication between employees and their supervisors

For item 1. Changes happening too rapidly:

I think staff could act on improving this by learning more about stress management, working to self-regulate negative emotional states, keeping things in perspective by refocusing on the values and strategic objectives of our organization, and staying as apprised of potential upcoming changes as possible by thoroughly reviewing the policy review schedule, reading the existing policies that are up for review each month, and adding their contributions to the process/read other people's feedback for changes.

For item 1. Changes happening too rapidly:

I think I and other managers can act on improving this by doing a better job at being the middle conduit between upper management and staff. This means voicing more of staff concerns during meetings, ensuring total comprehension of the reasoning behind changes so that staff get the best information possible ahead of changes, scheduling more meetings/one-on-ones with staff members to get concerns hashed out and discussed before changes occur. Also, I think managers should be setting up some kind of review process for proposed changes so that staff can give their feedback before decisions on changes are even made, as well as scheduling these changes to be rolled out in a more orderly, strategic fashion (not during summer reading, not three in as many weeks, not in a compressed time frame before managers get a chance to discuss with staff during monthly meetings.)

For item 2. Staff morale not being addressed strategically:

I think staff could act on improving this by organizing their complaints/demands/desires and asking for what specific support or resources they need from management to do their jobs well and happily. No grousing without an actionable request.

I think I and other managers can act on improving this by actually creating a strategic plan for staff engagement, satisfaction, and growth. This is currently an idea in its infancy, but ultimately, I would like for supervisory teams at the branch level to assess their staff members' current and baseline job satisfaction, work engagement, sense of efficacy, etc. through surveys and then draft strategic plans with actionable methods for addressing sustaining/raising these areas in a way that is visible to staff.

For item 3. Open lines of communication between staff and management.

I think staff can keep this up through working to articulate their needs and goals to their supervisors in a positive way and doing their best to make positive assumptions about their supervisor and library leadership.

I think I and other managers can keep this up by aiming to ask lots of follow up questions when our staff members bring us concerns or questions. Ensuring comprehension, agreement, and resolution

of issues is something I know I personally haven't done a very good job at so far, and I think this could be what is contributing to so many issues getting through to the Ask Tim forum instead of being satisfactorily answered locally.

1. Challenge: Staff does not understand staffing decision. They see multiple high level positions posted for hire and are frustrated because they feel short-staffed. Solution: Decrease turnover and increase frontline staff engagement.
    a. What can I do?
        i. I can continue to take the time to assist workgroups myself who may feel overwhelmed. For example, helping library aides in the backroom each day can make an impact on attitude.
        ii. I can continue to cross train the staff so that they can help each other. I will work to foster an atmosphere of teamwork and mutual accountability.
        iii. When we do have turnover, I will work with the assistant managers to hire quality replacements as quickly as possible.
        iv. We need to find a way to increase engagement so that attendance improves. Although sometimes life happens, making absences inevitable, it seems like we have had an increase in people calling in during the last few months.
        v. We must continue to focus on turning outward. A huge part of why we now have lead librarians is so people can go out into the community. Once staff sees the effect of turning outward, they will hopefully understand why the lead librarian positions were created.
    b. What can my staff do?
        i. My staff needs to hold themselves accountable regarding attendance. When staff members do not show up for their shifts, it affects everyone.
        ii. Staff needs to work as a team, even if it means working on the less glamorous or physically taxing assignments.
        iii. Staff can turn outward and take the library into the community.
    c. What can administration do?
        i. Staff does not understand why the budget can handle more supervisors and executive level positions but not more front line staff. I do not think they understand that many of the new executive level positions are recreations of old positions with budget money from openings the system chose not to refill. Detailed feedback regarding the budget allocations for these positions might help attitudes.
        ii. A way to hold library aides accountable for attendance would also be helpful. Right now, as long as a library aide follows call in procedure, there is not a way to hold them accountable for excessive absences. A minimum percentage of scheduled shifts worked would be helpful.
        iii. Quicker onboarding processes would also help decrease the impact of turnover. It would be helpful particularly for library aides to have GOAL more than once a month, or allow them to complete GOAL later since that position has such a high rate of turnover.
2. Challenge: Staff feels decisions are made without their feedback or their feedback is ignored. Solution: Find a way to make staff feel heard. Increase connections between departments and locations so system wide decisions are better understood.

a. What can I do?
   i. The supervisors need to always include the reasoning behind decisions and changes before implementation. We need to allow time for questions and give them enough time to adjust to the change before implementing it.
   ii. As much as possible, my team can create staff committees to work out the finer details of changes before implementation to create buy in among the staff.
b. What can staff do?
   i. Staff must speak up when they do not understand or agree with changes. If they do not give appropriate and timely feedback, resentment can build up, creating even more problems.
   ii. Staff can stay positive. Change is necessary to increase our market penetration and member retention.
   iii. Staff can post participate in feedback opportunities such as posting on the policy review.
c. What can administration do?
   i. I think it would be helpful to set up cross training and job shadowing between departments and locations. In May, I visited Materials Selection for half a day. I now have a much deeper understanding of the challenges of their job, and I was able to share what I learned with my staff. A formal job shadowing program between departments and locations would create a feeling of unity across the system and help staff understand system wide decisions and changes.
   ii. I think a committee of frontline staff with representation from various departments and libraries would be a helpful way for staff to elicit useful feedback. Once the administration has decided upon a change, they could present to the staff committee. That committee could then determine the nuts and bolts of making the change work and provide feedback for any changes they might think unworkable. Administration could identify strategic items that staff could adjust.
   iii. Administration could track the frequency of system wide directives and determine an appropriate change threshold. Even positive, well received changes eventually pile up and wear on quality employees if there is not enough recovery time between changes.

3. Challenge: Staff does not feel appreciated or rewarded. Solution: Create a new system of staff recognition as quickly as possible and look for new low cost benefits.
   a. What can I do?
      i. I have volunteered to serve on the staff recognition committee. I have several ideas that I will bring to the committee. I think staff should be recognized at a system wide, regional, and local level.
      ii. I can work with the other supervisors to find new ways to make our staff feel appreciated.
      iii. I can use positive affirmation when speaking with the staff to let them know I see their hard work.

b. What can staff do?
    i. Staff can focus on the positives instead of focusing on things they feel are negative.
    ii. Staff can try not to gossip about the things they do not like. This creates an atmosphere of discontent that can exacerbate problems.
    iii. Staff can post comments on the policy review board.

c. What can administration do?
    i. Administration can look at our benefits package and see if anything can be added. I think the possible partnership with the YMCA to help with the costs of a gym membership is an example of a wonderful, low cost benefit. When I had BCBS, multiple gym chains gave discounts. If any of the feedback on the benefit policy review can be used, that would be a positive.
    ii. Revamping the staff recognition dinner and FOCUS will create a huge boost.
    iii. Creating more chances for staff to provide feedback and share ideas like the policy review and the pilot projects would be helpful.
    iv. I think staff may benefit from a rewrite of the market adjustment policy.

ACTIVITY IV (20 minutes)

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 Enhance/Encourage open dialogue

    a.   Your Action:

Give clear written communication

    b.   Your Staff's Action:

Read and respond to communication

    c.   Your Supervisor/Library Administration's Actions:

Give written communication as final draft of decisions, reflecting the staff feedback.

2 Inclusive Dialogue

    a.   Your Action:

Ask for feedback to determine actual problem

    b.   Your Staff's Action:

Don't just state the problems, offer solutions that involve their participation

    c.   Your Supervisor/Library Administration's Actions:

Communicate final draft of solutions & hold team accountable to enact solutions.

3

    a.   Your Action:

    b.   Your Staff's Action:

    c.   Your Supervisor/Library Administration's Actions:

ACTIVITY IV (20 minutes)

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 | Realistic deadlines (start lines) + complete follow through.

a. Your Action:

Though we have a huge yet rewarding task, keep in mind that "Rome wasn't built in a day." Utilize planning strategies that move us towards our goals w/o overwhelming and causing more harm than good. Outline, map out, tentative calendary dates, review, repeat, etc.

b. Your Staff's Action:

c. Your Supervisor/Library Administration's Actions:

Be willing to adjust stand for those you supervise when determining implementation of items/programs/etc that require more preparation time that originally planned.

2 | One-on-one meetings

a. Your Action:

Schedule one-on-one meetings w/ CRWM staff providing opportunities for questions/answers/discussions/resolutions

b. Your Staff's Action:

(Review attachment Habit 4 Stephen Covey before meeting) Come prepared to seek solutions. When addressing a problem you want to discuss, bring an informed solution to discuss.

c. Your Supervisor/Library Administration's Actions:

3 | Communicate - communicate - communicate

a. Your Action:

Develop and bring a plan to disseminate info share, discuss, and formulate overall plan

b. Your Staff's Action:

Same

c. Your Supervisor/Library Administration's Actions:

Same

#2 One-on-one meetings

email:

STEPHEN R COVEY

HOME

ABOUT DR. COVEY   BOOKS   THE COMMUNITY   NEWS   STORE   BLOG

7 Habits   8th Habit   Everyday Greatness   Leader In Me   Book Tools

Books

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE
HABIT 4: THINK WIN-WIN

Think Win-Win isn't about being nice, nor is it a quick-fix technique. It is a character-based code for human interaction and collaboration.

Most of us learn to base our self-worth on comparisons and competition. We think about succeeding in terms of someone else failing--that is, if I win, you lose; or if you win, I lose. Life becomes a zero-sum game. There is only so much pie to go around, and if you get a big piece, there is less for me; it's not fair, and I'm going to make sure you don't get anymore. We all play the game, but how much fun is it really?

Win-win sees life as a cooperative arena, not a competitive one. Win-win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions. Win-win means agreements or solutions are mutually beneficial and satisfying. We both get to eat the pie, and it tastes pretty darn good!

A person or organization that approaches conflicts with a win-win attitude possesses three vital character traits:

1. Integrity: sticking with your true feelings, values, and commitments
2. Maturity: expressing your ideas and feelings with courage and consideration for the ideas and feelings of others
3. Abundance Mentality: believing there is plenty for everyone

Many people think in terms of either/or: either you're nice or you're tough. Win-win requires that you be both. It is a balancing act between courage and consideration. To go for win-win, you not only have to be empathic, but you also have to be confident. You not only have to be considerate and sensitive, you also have to be brave. To do that--to achieve that balance between courage and consideration--is the essence of real maturity and is fundamental to win-win.

OUT – Rickey

I want to preface my response by stating that we have our a small office of 3 employees and the responses noted below are to the bigger picture of what was discussed at the X-change meeting system wide and not necessarily what is occurring in our department.

1. There is copious amounts of information available to the employees on the Intranet. Communicating that information is not always imparted consistently to all employees.

- Supervisors should allow employees time to read the Intranet daily to become aware of updates and changes.
- Staff should take the initiative to ask clarifying questions or add comments regarding the content.
- New and noteworthy Items are currently pinned, but perhaps searching the Intranet could be easier.

2. Staff feeling undervalued due to supervisor changes, employee turnover, and hierarchy of leadership.

- Supervisors should have weekly/bi-weekly meetings to talk about workflow and upcoming changes.
- Staff should be willing to share and participate in the meetings.
- Administration might be able to provide information proactively instead of reacting to complaints.

3. Library system had become corporatized and is now data driven instead of people/assistance directed.   (No longer feels like public service)

- Supervisors can explain that every organization has to have a means to measure themselves so as to know what parts are working or not working.
- Staff should share stories about the "moments" working with members to maintain service feeling.
- Administration could highlight moments on Intranet weekly.

Xchange Meeting July 18, 2016

Morale Impact Issues

Activity I

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

1. Filling staff positions. Staff seeing more help is coming gives them hope.
2. Having staff appreciation perks and functions. We try to do little things for the staff.
3. Trying to insure the secure pay raises. Money always helps morale.

Activity II

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

1. Not filling staff positions. The disparity of RE staff compared to other libraries
2. Not considering staff regarding building and weather concerns. RE staff was very upset no one came to see what the temp was like during the two weeks our air was malfunctioning. During winter weather, many RE staff felt they risked their lives trying to get to work.
3. Not seeking imput from staff when implementing new changes or policy. The 0:15 rule is a good example of this among others.

Activity III

In your group, discuss the issues/behaviors each of you listed. Indentify the three (positive or negative) that you all agree should be resolved or enhanced.

1. Pace of change, discussion before implementing
2. Pilot projects..very positive..employee get ideas heard.
3. No micro-managing. Implementing new procedures without consulting the frontline people who do it.

Activity IV

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

1. 1. Staff members want to feel that their opinions matter and that they have input on decisions which directly impact them

   a. Your Action: Continue to encourage staff to provide their input on the forums available and reassure them that retaliation will not be tolerated

b. Your Staff's Action: Participation in forums to express opinions about policy and procedure changes

c. Your Supervisor/Library Administration's Actions: Staff members would like a brief one-on-one with Tim, not regional directors, Kay, or other administrators, but a 'Talk with Tim Time' which can be a timed session that allows them to freely talk about the topics that concern them the most.

*MLS is at a critical point right now; dedicated, hard-working, long term staff members who have never voiced a complaint during their tenure at MLS are now becoming vocal about many of the issues that are starting to arise within the system.

2. Increase front line staff to meet library unbound and M&M. Not doing so will result in continued burnout of staff leading to a negative impact on M&M.

a. Your Action: Keep staff informed about where we are in open positions and what we are doing to try to get them filled.   Cover the desk as much as possible in order to provide off desk time for staff—unfortunately this impacts time needed to conduct interReach and programming.

b. Your Staff's Action: Patience (as much as possible)

c. Your Supervisor/Library Administration's Actions: Listen to mangers for staffing needs.

RE – Martin

Activity 1 (3 behaviors that are positively impacting morale)

- Filling vacant positions
- Publicly noting and recognizing accomplishments and ideas
- Demonstrating a commitment to growth by promoting from within as much as possible

Activity 2 (3 behaviors that are negatively impacting morale)

- High staff turnover
- Change that appears to be for the sake of change
- Perceived inactivity from administration regarding ongoing issues/Not feeling valued in the overall organization

Activity 3 (3 behaviors that should be addressed

- Enhance communication regarding the implementation of the Core Values system
- Address perceived lack of respect or value from the administration, including supporting autonomy
- Address staffing issues promptly

Activity 4 (Actions that should be taken to address these issues)

- Enhance communication regarding the implementation of the Core Values system
  - Provide a clear chain of documentation that is available at all times (My action)
  - Ask for clarification and re-explanation as necessary (Staff level action)
  - Promote understanding and retention of the values through an incentive system (Administrative action)
- Address perceived lack of respect or value from the administration, including supporting autonomy
  - Ensure all staff concerns are faithfully reported and addressed as soon as possible (My action)
  - Talk about issues and suggest alternative solutions (Staff level action)
  - Take these issues seriously instead of cavalierly brushing things aside or stating that subordinates are being dramatic or have no reason behind stated concerns(Administrative action)
- Address staffing issues promptly
  - Understand and develop talent within the system, providing opportunities for growth and advancement when possible (My action)

- o Be willing to put in the extra work of a growth opportunity (Staff level action)
- o Allow positions that are steps in the ladder from parapro to degreed professional to be filled at those levels so staff who are currently parapros have a tangible route to follow (Administrative action)

Xchange Meeting July 18, 2016

Morale impact initiatives

Activity I

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

Note – Information below was provided from Ralph Ellison staff prior to Xchange meeting

1. Sense of teamwork with RE staff to cover excessive staff shortage and the willingness and understanding of other locations to offer support staff

2. Forum to ask questions (positive); Fear of retaliation or being targeted for posting questions to forum although anonymous option is available (negative)

3. Open door policy with manager (Michael Gillespie) and supervisors at RE

Activity II

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

Note – Information below was provided from Ralph Ellison staff prior to Xchange meeting

1. Staff shortage -lack of adequate staffing which has resulted in staff burnout that impacts quality customer service.

2. Lack of input on decisions made by administrative staff to changes that directly impact front line staff, but does not impact administrative staff.

Example:

a. Staff members were told that their schedules would change with the added 15 minutes. Front line staff did not have a chance to voice their opinions or concerns about this change which impacts them directly. For instance, adjustments needed to be made to morning processes and procedures because circulation clerks relied on that additional 15 minutes to complete all morning tasks; staff members had to make adjustments to transportation schedules (for those relying on rides or public transportation); adjustments needed to be made to babysitting and daycare schedules; adjustments

needed to be made to those leaving work to rush off to attend evening classes, etc.

3. Lack of support from administration

   Examples:

   a. During the first week of June when the AC was out staff members were asked by an administrator, "Is it just uncomfortable or is it really too hot?" Staff members felt that this questioning of their level of comfort showed a disconnect and lack of concern. Also during this period of one week without air, staff would have liked to seen an administrative team member come to the branch to show a level of support or concern and evaluate the 'discomfort' personally.

   b. Staff members at RE have been told repeatedly that low circulation numbers for the branch outweigh the overwhelming gate count numbers resulting in the metrics created for staff distribution. Staff would like the administrative team to listen to their concerns regarding this:

      i. Other public library systems previously weighed staffing on circulation numbers in years past however as things have progressed to a more digital age, circulation numbers are no longer the primary determining factor—given the decrease system wide and worldwide - but gate count numbers are now equally considered.

      ii. RE computer usage is the highest throughout MLS and RE library members require 2 or 3 times more hands-on instruction when using the computer because of their lack of personally owned advanced digital devices. This requires more staff to assist library members and provide them quality customer service.

      iii. InterReach and programming impact - Additional staff would allow more programming to meet the needs of library members. Currently, staff are stretched thin to cover the information desk, juggle patrons with needs at the public computers, and cover circulation breaks. Because of this, programming and interReach are pushed to the wayside as staff are merely trying to maintain the desk during open hours.

      iv. RE staff members have received support from MLS staff members who have come to help out during extremely critical staff shortage days. MLS staff members from other locations (including managers) have also voiced their concerns about the staff shortage at RE and have even offered to share staff from their locations who 'spend the day looking for work to do.'

Activity III

In your group, discuss the issues/behaviors each of you listed. Identify the three (positive or negative) that you all agree should be resolved or enhanced.

1. Staff need to feel that they are heard and that their opinions matter
2. Increase front line staff to meet library M & M
3. Collaborate w/other staff levels

Activity IV

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. Staff members want to feel that their opinions matter and that they have input on decisions which directly impact them
    a. *Your Action*: Continue to encourage staff to provide their input on the forums available and reassure them that retaliation will not be tolerated
    b. *Your Staff's Action*: Participation in forums to express opinions about policy and procedure changes
    c. *Your Supervisor/Library Administration's Actions*: Staff members would like a brief one-on-one with Tim, not regional directors, Kay, or other administrators, but a 'Talk with Tim Time' which can be a timed session that allows them to freely talk about the topics that concern them the most.
        *MLS is at a critical point right now; dedicated, hard-working, long term staff members who have never voiced a complaint during their tenure at MLS are now becoming vocal about many of the issues that are starting to arise within the system.

2. Increase front line staff to meet library unbound and M&M. Not doing so will result in continued burnout of staff leading to a negative impact on M&M.
    a. *Your Action*: Keep staff informed about where we are in open positions and what we are doing to try to get them filled.   Cover the desk as much as possible in order to provide off desk time for staff— unfortunately this impacts time needed to conduct interReach and programming.
    b. *Your Staff's Action*: Patience (as much as possible)
    c. *Your Supervisor/Library Administration's Actions*:   Regional Directors should take one full day each month, to work at their regional branches

in order to better understand the staffing challenges, better understand the needs of their library branches, better understand the staff in which they supervise, and better understand the regions (communities) they are responsible for. This one full day would not be spent in the office, but on the front lines at the reference desk, outside doing rotational grounds upkeep, conducting rotational monitoring of the bathrooms, doing room set-ups and breakdowns, and all of the other duties assigned to the teams in which they supervise. This would not only show the staff a sense of support from administration, but it would also lessen the disconnect between some administrators and the day-to-day challenges faced by their library locations. Is this unheard of or impossible? No. Surprisingly other organizations require their regional directors (regional managers, district managers, or whatever the title assigned by the organization) to spend 'on desk' time at their regional branches.

Exchange Meeting July 18, 2016

Activity 1: Positive Impact on Morale
Culture of sharing; Openness; New Supervisor training.

Activity 2: Negative Impact on Morale
Focus cancellation; Many technology changes;
Fear of organizational changes.

Activity 3: Resolved or Enhanced
More celebrating of successes;
Involving people most effected.

Activity 4: My Actions
Honor and give attention to the positives in daily workplace.
Hold small short meetings to address issues as they appear.
Listen, Listen, Listen... support, support, support to all coworkers!

1. **Number and frequency of changes**
   a. *Your Action*
      i. Explain the why behind organizational changes to staff.
      ii. Seek input and feedback from staff. Communicate feedback to admin and adapt based on input.
   b. *Your Staff's Action*
      i. Ask specific questions about concerns.
      ii. Provide feedback regarding what's working and what's not working. Offer possible solutions to issues.
   c. *Your Supervisor's/LA's Action*
      i. Provide managers with enough information and time to explain changes to staff.
      ii. Provide managers and staff with talking points and training opportunities to ensure that all employees feel supported and empowered to enact changes.

2. **Promoting trust by not always demonstrating**
   a. *Your Action*
      i. Seek out staff input when implementing new processes at the local level.
   b. *Your Staff's Action*
      i. Offer ideas, opinions, and feedback regarding current or proposed organizational changes and processes.
   c. *Your Supervisor's/LA's Action*
      i. Seek out staff input from ideation to implementation phases of project development.

3. **Division between exempt and non-exempt staff**
   a. *Your Action*
      i. Seek to grow staff professionally by identifying training and coaching opportunities.
   b. *Your Staff's Action*
      i. Develop and share professional work goals with supervisors.
   c. *Your Supervisor's/LA's Action*
      i. Provide professional development opportunities to staff at all levels.

1. Communication:

   My Action-- Talk to staff in small groups or one on one to share information and answer question.

   Staff's Action--- Provide more opportunities for staff to get together and discuss issues and concerns. Consider having "office hours" for staff to come and talk.

   Administration Action-- Possibly a staff newsletter or other system communication link.

2. Speed of Change:

   My Action-- Provide as much advanced notice of upcoming changes as possible, explaining the rational for the changes and a timeline for implementation.

   Staff's Action-- Provide more training opportunities for staff. Consider a mentoring program for staff.

   Administration Action-- Consider slowing implementation of changes until staff feel competent on the last changes. Give good rational on the reason for changes. Consider the impact of the changes on staff.

3. Staff feel Devalued:

   My Action-- Look for opportunities to show staff my appreciation for what they do everyday.

   Staff's Action-- Reward staff in some small way to show appreciation. Recognize contributions that staff make to the workplace at every opportunity.

   Administration Action-- Consider impact of changes to staff recognition, holiday schedules, money for department recognition, etc. on the staff.

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. Devaluing employees by taking small benefits that don't hurt the bottom line. If public opinion of the system is positive, why must we lose staff parties and our entire merit increase?
   a. (My action) – I'll make sure that my employees and coworkers understand that they're appreciated through my one-on-one meetings and daily interactions.
   b. (My staff's actions) We'll begin a local level fund for staff appreciation purposes, such as annual t-shirts or a party.
   c. (My supervisor's actions) If possible, the higher up management might consider the possibility of reinstating a smaller merit increase, allowing other libraries in the area to catch up, while still providing a benefit and accommodation to Metro employees.

2. We have fewer training opportunities and chances to network. Our employees feel isolated.
   a. (My action) –I'll continue to let it be known that I *want* my employees to succeed and encourage them to apply for open positions. I'll assure them that I'll serve as a reference, as needed.
   b. (My staff's actions) – I want to see the staff take any and all opportunities to cross train and gain multiple levels of experience. I would also like to see any part-time employees, who are interested in moving up, attend FOCUS.
   c. (My supervisor's actions) – I hope that, in time, we'll see the return of things like circ forum and other system networking opportunities. In years to come, it would be nice to have more advance information about FOCUS.

3. Shifting titles and responsibilities leaves fewer staff doing the work of many. It's difficult to get questions answered and problems resolved.
   a. (My action) – I'll make every effort to find answers to questions asked of me, even if I don't have them.
   b. (My staff's actions) – I would like to see the staff be more patient and look further into the future. These issues are mostly temporary and, though frustrating, I feel they'll be resolved in time.

c. (My supervisor's actions) – I hope that future employees will get the training needed on a shorter turnaround, without being overwhelmed by training sessions. I also hope that someone will train all of Stacy's little extras (providing parking vouchers at a DN training, without requiring people to ask) into his replacement. In short, I just hope that management will focus on making this as short a process as possible.

Xchange Meeting Activity

Activity IV

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.) **Issue:** Staff is not feeling valued by Library system as a whole. This appears to be coming from a lack of communication and input. In addition, some are feeling that we are putting our members first, but forgetting that employees should always be our first customers.

    a. **Your Action**: For me personally, I am going to strive to spend significantly more time saying thank you, and specifically telling my employees (and all employees at my branch) why I appreciate something that they have done. It is easy to just rush through a task, and run off to the next thing, but I am specifically going to work harder on stopping, and saying more than just a quick thanks. For example, I might say, "Thank you *employee* for cleaning the tables that you noticed were dirty. I appreciate you taking initiative, and it really helps us to make a better impression on our members!"

    b. **Your Staff's Action**: We're hearing a lot about feeling undervalued, but aren't getting a lot of feedback on *how* we can change. I need my staff to speak up more. I need them to take the initiative to approach me, reach out to me, and engage with me. If I don't know where the issues lie, I can't find ways to improve things.

    c. **Your Supervisor/Library Administration's Actions**: We need to alter how we communicate, but we also need to be cautious to not become so overly communicative that employees lose out on valuable information. Library administration needs to find what information employees value. What has been successfully communicated in the past? How can we replicate that with other important information? In addition, we need to take a hard look at what we're offering our employees, and how we can offer them more that is valued by more. For example, the scholarships are incredible, and should be retained! But, they are likely not usable by at least 50% of staff for a variety of reasons. What can we offer that covers a broader range of staff, and makes working here more valuable?

2.) **Issue**: The second issue I discussed was the speed of change, but I feel pretty strongly that the issue isn't so much the speed at which changes are occurring, but the lack of good communication surrounding the issues.

    a. **Your Action**: I am not going to try to alter the speed of change, rather, I am going to work on altering how I communicate changes with my staff. When I find out about a change, I am going to weigh (and possibly discuss with my fellow leads) how and when to tell the staff. I am also going to weigh who to share changes with. In addition, for most changes, I will strive to tell my staff in person and give them the opportunity to speak with me and each other about the changes.

    b. **Your Staff's Action**: I think our staff members need to understand that the changes aren't going to stop or slow down, and sometimes, that means we will be unhappy or uncomfortable. I want my staff to know that it is okay to be unhappy or uncomfortable with a change, and they can vocalize that. However, if the

vocalizing becomes repetitive with every change, it will be time for a conversation about whether or not our system is the best fit for them.

c. **Your Supervisor/Library administration's actions:** The Library administration needs to have one person sharing the changes. Maybe this is a newsletter, an ongoing document (that can't be edited by anyone other than one owner), or a monthly email. I think that there may be too many voices coming from administration, and that may be causing confusion. We also need to be cautious about sharing changes before they're set in stone. However, once something is definitely being done, we need a space for employees to ask questions, get clarification, etc. It would be ideal if a member of the administration was solely responsible for communication.

Benjamin Mead-Harvey, The Village
X-Change Morale Impact Activity Part 4

"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) Implementing projects/changes/initiatives before the decision has been properly scrutinized.

   a. Library Administration Action: Develop a decision-making process or guidelines which include a feedback step that occurs after the "first-draft" decision, but before the finalized decision. Ideally, the feedback step directly involves the people closest to the change. If that is not possible, at least solicit feedback from some set of people who were not involved in the initial decision-making process.
   b. My Action: (possibly) Assist in creation of the aforementioned guidelines. Follow guidelines.
   c. Staff Action: Actively engage in the feedback process.

2) Efficiently involving the people who are most directly affected in the decision-making process.

   The actions for this issue are the same for the previous. They are not the same issue, though the solution is the same.

   #1 is about the decision itself, recognizing the need to admit our limited perspective and find ways to be initially tentative with our answers while maintaining speed and efficiency in decision-making (think SCRUM software development, if you are familiar). #2 is about respecting (and recognizing the value of) the whole staff's thoughts and opinions. The word "efficiently" is included here too because we need to find a way to create that involvement without bogging down the decision-making process with second-guessing and slow communication channels.

3) Celebrating Success / Celebrating What Works.

   a. Staff Actions: Continue writing the local "Kudos" emails and encouraging others to do the same.
   b. My Actions: Build reflection on success into meetings: 1) "Tell a Story" at each monthly staff meeting. 2) End on Positives at each Leads meeting. 3) Be intentional about communicating when employees have done something especially well. 4) Find ways to encourage positive reflection among staff.
   c. Administrative Action: 1) Staff Recognition Taskforce is a good start. 2) Formally recognize when implementations have gone well (for instance, people talk about how the ILLiad implementation was virtually seamless.). 3) Don't forget to do your own small acts of celebrating success at your meetings (I have no idea if you do already. Presumably so). 4) In addition to analyzing the issues for why they were issues, analyze the successes for why they were successful.

1. An issue is the communication for the MLS system of the things that are happening system wide. The system wide changes (Carl Connect, Programming, Opening Positions such as Leads, close at 9:15pm and closing announcements, etc.) are moving too fast and can overwhelm a number of staff. Some things are falling off radar like Carl Connect and kit for the programs' themes, which leave the staff to wonder what will happen next. Often the staff don't know who is/are in charge of deciding on the changes, which make it harder for the staff to follow.

   a. Your Action:

      I keep the staff at my location up to date and listen to their thoughts and opinions about the changes that are happening at our location and system wide.

   b. Your Staff's Action:

      They try to be positive about the changes even though some of them feel overwhelm or confuse by the changes.

   c. Your Supervisor/Library Administration's Actions:

      The Library Administration may consider to have the staff more involved in the decisions of the changes or well-prepared by having them well-informed ahead of time before the changes occurred.

2. Another issue is the staff feeling under-value. Two examples that I can come up include decision-making for the changes that are happening in the system and the inclement weather.

   a. Your Action:

      I listen to their thoughts and opinions to discuss with other Leads and my manager.

   b. Your Staff's Action:

      They try to be understanding and patient.

   c. Your Supervisory/Library Administration's Actions:

      The Library Administration and Supervisors may consider to have meetings with the staff and get their inputs instead of giving them a reason for them to settle on, which will not be supported by some staff.

Comment: X-Change meeting is very beneficial to the Leads and Managers when we have this kind of activity to share information and to learn from one another.

Morale Impact Initiatives

Issue/Behavior to address:
Need for realistic implementation dates and more complete follow through.

Manager Actions:
- Have a positive attitude about the coming changes; point out the benefits and acknowledge that the transition may not be smooth.
- Make use of all the training available so that I can be prepared for staff questions and problems.
- Be available and willing to assist in the development of policy and procedures. I would have knowledge of potential frontline issues and could help with the details.
- Ask questions of different offices and departments to address situations that arise where there is on set procedures; share this information systemwide if applicable. Ex: The process for handling partially damaged launchpads was not available when product added.

Staff Actions:
- Make use of the training opportunities available online and in classes; practice as much as possible before implementation.
- Be willing to bring up situations that may need more detailed instructions to supervisors so that others can benefit instead of each library developing their own steps to address an issue.
- Contribute ideas and suggestions when they are solicited before and after implementation.

Supervisor/Library Administration Actions:
- Allow time for staff to be trained for the implementation of new software or directions and then gather information from frontline staff about potential issues; in this way, more detailed procedures/scenarios can be developed to assist staff on the job.
- After the implementation has been in place for 3 months, allow time for review of the process; gather input from staff and development more procedures if needed. Ex: How to address non approved timecards as a system; revise money deposit procedures in writing.

(I realize that some of our recent implementations have been driven by deadlines, but we should be able to take time for review and revision as needed.)

Issue/Behavior to address:
One on one discussions between the employee and their direct supervisor are appreciated by staff.

Manager's Actions:

- Schedule regular one on one informal meetings with direct reports at least quarterly and monthly if possible. (Staffing issues make this a challenge; some libraries are adding weekly/biweekly, but that might be difficult at some locations.)
- Talk with those you directly supervise about any issues when they occur instead of waiting; the right time may never come.
- Discuss staff suggestions, ideas, problems, etc. with the leadership group at your library; take the issues further if a more global situation.
- Take part in any system committees or task groups created to address suggestions, ideas, problems, etc.
- Offer encouragement and assistance to staff as they face new challenges.

Staff Actions:

- Participate fully in the one on one meetings with their direct supervisors by listening and contributing information.
- Be willing to bring up the issue with others who are involved in the problem or would benefit from hearing the suggestions/ideas.
- Take part in any committees or task groups created to address suggestions, ideas, problems, etc. whether locally or system wide.

My Supervisor/Library Administration Actions:

- One on one meetings would be too time consuming between administration and frontline staff, but supervisors can continue to provide one on one opportunities for the managers/leads they supervise.
- Communicate frequently with all of the staff through the intranet by posting upcoming implementations, training opportunities, newly revised policies, opportunities for staff feedback.
- Offer encouragement and assistance to staff as they face new challenges.

Staff will prioritize steps to implement Library Unbound.

Your Staff's Action: Prioritize activities and events to best meet the needs of Library Unbound. Encourage teamwork to continue helping one another with the work load when special circumstances make it difficult to complete all projects. Develop teams for school outreach and community outreach to plan approaches, priorities and duties.

Your Supervisor/Library Administration's Actions: Additional staff is needed in some departments and library locations to cover the demands to go into the community, schools, businesses, and increase awareness of the library and its programs.

Staff should feel that supervisors and administration is listening to them and

considering their suggestions.

Your Action: Meet with staff on a regular basis to increase supervisor/supervisee communication.

Your Staff's Action: We continue to have monthly staff meetings with all staff and the manager to clarify issues and keep us updated on changes. The manager has also met with team leads, and all staff are encouraged to keep supervisors and lead librarians informed about questions and concerns.

Your Supervisor/Library Administration's Actions: Circulation Forum, Library Connect, FOCUS, and other opportunities to collaborate should be encouraged. Meetings need to allow more time for questions and answers or more time to work on a special task as a group. Communication and focus on

a group assignment should allow 2-4 hours for the group to share information, brainstorm solutions, and work on a plan to proceed with their task.

<u>It is difficult to manage & keep up with all changes.</u>

Your Action: We want to continue to foster the positive team spirit among our colleagues. All libraries in our group agreed that we make a **great team effort**, and team spirit helps us deal with changes. When there are changes in programs or procedures where we need assistance, we check with one another first. Then look for further help from other departments, if needed. This will help us get us more immediate help, and be respectful of our colleagues in other departments who also may be struggling with too many questions from each library in the system.

Your Staff's Action: We continue to participate in monthly staff meetings with all staff and the manager to clarify issues and keep us updated on changes. We e-mail all of our supervisory team, when applicable, to help keep others informed. E-mail communication and reading "Ask Tim" and other articles on the Intranet help with updates and changes. We are able to express questions to the supervisory team or communicate with other departments. We will continue our service principles discussion and staff update weekly, to make sure all of the staff is aware of current programming.

Your Supervisor/Library Administration's Actions: If we could slow down the number of procedures and software changes until staff feels more confident using one program and staff feels like they have learned how to help library members and colleagues, it would be very beneficial.

We have recently been working with new programs in Summer Reading's Beanstack, TLC updates, ILLIAD Interlibrary Loan requests, and budget INTACCT transactions. Only a few staff have been trained in Collection HQ and SignUp/Spaces. It has been left up to each library to share the information learned at the training with others. There has been some training for each of these areas, and we appreciate your efforts to inform us of the programs in advance. More frequent training for new staff would be very helpful.

When policies are changed before clear procedures are written or taught to the staff, there is confusion and uncertainty. Policies are clearly on a rotation for review, and there is a way now for staff to know about the reviews of the policies and have professional input. Thank you for your efforts.

Having a couple of months between changes would allow time to work on the procedures to implement the changes and time for training before the changes are implemented. For example, getting new Windows 10 machines recently, the staff needs some tutorials, training, or Windows 10 Cheat Sheets to help staff learn to use the new computers quickly.

Loss of benefits makes staff feel unappreciated and unimportant.

Your Action: Library members first will continue to be our focus. When meeting with staff, I realize that we are in a service profession where the focus is on other people. I will encourage other staff members to work productively and take the initiative to exceed expectations, so they can receive a merit increase. I will coach staff to use monthly reports to identify projects and communicate their special activities to their supervisor.

Your Staff's Action: Using monthly activity reports will give staff members a procedure to bring special projects and activities to their supervisor's attention, and help the employees feel more recognized for their contributions to the library team. We will utilize staff creativity, talents, and skills in new ways to make each team member feel appreciated.

Your Supervisor/Library Administration's Actions: Loss of cost of living increases, doctor/dental benefits, staff appreciation, FOCUS, and staff restrooms have all been mentioned as ways that the staff feels like they are not working for a library system that values the employees along with the library members. Whenever possible, reinstating all or some of these benefits would be a boost to the morale. FOCUS will be held again this year, and we are looking forward to that time together as a library team.

Exchange - July 19, 2016
Group Activity -

Members:
Janet Brooks
Jacki Fulwood
Chris Kennedy
Julia McConnell
John Rahhal

Activity IV:

1	**Communication**
a. Your Action:	Provide information in a variety of ways, be consistent with leadership
b. Your Staff's Action:	Be accountable, ask questions, avoid grapevine talk, verify info BEFORE sharing
c. Your Supervisor/ Lib Admin Action:	Consider a Director of Internal Communication - communicating just to staff; gathering "staff facts" not just "administration facts"

2	**Hiring Process - too long**
a. Your Action:	Keep people updated, have a plan to 'cover' during vacancies, be transparent
b. Your Staff's Action:	increased cross-training to help cover during vacancies
c. Your Supervisor/ Lib Admin Action:	Shorten Goal, offer goal more often (so allow earlier start dates); involve other departments to cover vacancies (use MSL librarians to cover public desks, etc)

3	**Creation of Opportunities for Staff Input (Ask Tim; Pilot Projects; Police Review input)**
a. Your Action:	Encourage continued input
b. Your Staff's Action:	continue to provide input
c. Your Supervisor/ Lib Admin Action:	feedback about why ideas are not being used or included.

Individual Group Member responses not included in the "top three" actions above:

Positive Inpacts:
Interreach opportunities
Share successes

Negative Inpacts:
Adjustment to new supervisors/work groups
too many changes, too fast
Expected to do more with less time/staff/$$
If you're not a degreed librarian/work or opinion viewed with less respect