

### 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](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.