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.