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.