

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.