

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 grouching 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.