Morale Impact Initiatives

Issue/Behavior to address:
Need for realistic implementation dates and more complete follow through.

Manager Actions:
- Have a positive attitude about the coming changes; point out the benefits and acknowledge that the transition may not be smooth.
- Make use of all the training available so that I can be prepared for staff questions and problems.
- Be available and willing to assist in the development of policy and procedures. I would have knowledge of potential frontline issues and could help with the details.
- Ask questions of different offices and departments to address situations that arise where there is on set procedures; share this information systemwide if applicable. Ex: The process for handling partially damaged launchpads was not available when product added.

Staff Actions:
- Make use of the training opportunities available online and in classes; practice as much as possible before implementation.
- Be willing to bring up situations that may need more detailed instructions to supervisors so that others can benefit instead of each library developing their own steps to address an issue.
- Contribute ideas and suggestions when they are solicited before and after implementation.

Supervisor/Library Administration Actions:
- Allow time for staff to be trained for the implementation of new software or directions and then gather information from frontline staff about potential issues; in this way, more detailed procedures/scenarios can be developed to assist staff on the job.
- After the implementation has been in place for 3 months, allow time for review of the process; gather input from staff and development more procedures if needed. Ex: How to address non approved timecards as a system; revise money deposit procedures in writing.

(I realize that some of our recent implementations have been driven by deadlines, but we should be able to take time for review and revision as needed.)

Issue/Behavior to address:
One on one discussions between the employee and their direct supervisor are appreciated by staff.

Manager's Actions:

- Schedule regular one on one informal meetings with direct reports at least quarterly and monthly if possible. (Staffing issues make this a challenge; some libraries are adding weekly/biweekly, but that might be difficult at some locations.)
- Talk with those you directly supervise about any issues when they occur instead of waiting; the right time may never come.
- Discuss staff suggestions, ideas, problems, etc. with the leadership group at your library; take the issues further if a more global situation.
- Take part in any system committees or task groups created to address suggestions, ideas, problems, etc.
- Offer encouragement and assistance to staff as they face new challenges.

Staff Actions:

- Participate fully in the one on one meetings with their direct supervisors by listening and contributing information.
- Be willing to bring up the issue with others who are involved in the problem or would benefit from hearing the suggestions/ideas.
- Take part in any committees or task groups created to address suggestions, ideas, problems, etc. whether locally or system wide.

My Supervisor/Library Administration Actions:

- One on one meetings would be too time consuming between administration and frontline staff, but supervisors can continue to provide one on one opportunities for the managers/leads they supervise.
- Communicate frequently with all of the staff through the intranet by posting upcoming implementations, training opportunities, newly revised policies, opportunities for staff feedback.
- Offer encouragement and assistance to staff as they face new challenges.