STRENGTHENING STAFF SATISFACTION
HOW TO ASSESS AND IMPROVE STAFF ENGAGEMENT

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Caledon Public Library
OVERVIEW...

- Background and Motivation
- Approach Taken
- Assessment Results
- Analysis and Communication
- Work in Progress
- Lessons Learned
- Next Steps
- Q & A
A CPL PRIMER...

- Fast growing population of 75,000
- Six branches (with a seventh opening in June 2020)
- 56 employees
- Amalgamated system with a historical lack of investment in library facilities
- All branches are not created equal
WHY ENGAGEMENT MATTERS...

- Enhanced productivity
- Improved customer experience
- Impacts on workplace culture
- Better staff retention
- Improved staff resilience
OUR MOTIVATION

- Board mandate
- Strategic objective to “Invest in People”
- CEO goal to shift organizational culture
- Strengthen a system-wide team
- Balance support with accountability
- Measure our efforts to move the needle
- Build on the work already done
- Assess the impact of change
CHANGE IS THE ONLY CONSTANT...

- Mandates for new branch and succession planning
- Updated job descriptions and salary review
- Rotation of staff across branches
- Consistent application of policies
- Creation of staff committees
- Focus on collaboration between departments
- Encouraging a learning and growth mindset
CHANGE IS THE ONLY CONSTANT . . .

- Mandates for new branch and succession planning
- Updated job descriptions and salary review
- Rotation of staff across branches
- Consistent application of policies
- Reliance of staff committees and collaboration
- Encouraging a learning and growth mindset
- Creation of a new structural vision
OUR APPROACH...

- The decisions that were made – to undertake the survey, how to proceed, info about Insightlink
- The process; customization of the survey, cost of services
- How it was rolled out, issues related to confidentiality
THE SURVEY...

- Details of survey and roll out

**The 5 Questions You Need To Ask In Your Employee Survey**

1. How much do you agree or disagree that the work you do is enjoyable?
2. How satisfied are you with the level of reward and recognition at your organization?
3. How satisfied are you with acknowledgement of your work by others at your organization?
4. How satisfied are you with your opportunity to make suggestions and be involved in your work?
5. How satisfied are you with your ongoing opportunities to learn new skills and grow?
THE 4CS OF EMPLOYEE ENGAGEMENT AND SATISFACTION

- **Commitment** – job satisfaction; how long they planned to work at CPL; do they find their job challenging, interesting and contributes to the success of the organization.

- **Culture** – morale; job security; conflict resolutions; trust and respect; loyalty is valued and rewarded

- **Communications** – is it effective; shared in a timely manner; you have the information you need to do your job

- **Compensation** – Performance reviews; pay/salary; benefits
THE RESULTS...

- 91% response rate
- Industry Norm and Canadian Norm Benchmarking
- Recommended target satisfaction rate of 65%
THE RESULTS...

Q: Overall, how would you rate your satisfaction with your job at this time?
THE RESULTS...
“I am passionate about my community and the services offered at CPL as a result the most satisfying part is being a representation of the Caledon Community and helping its people.”

“Directly and indirectly serving the public. Contributing to the progress of the library. Being part of a bigger picture. Providing new and innovative solutions. Working with outside organizations. Working with other team members. Learning new skills. Being given new opportunities to excel and use my knowledge and talents.”

“The most satisfying part about working at the library are the kindness and helpfulness of my coworkers and interaction with the patrons.”

Q: What do you find to be MOST satisfying about working at Caledon Public Library?
“The lack of faith in us as employees. We put a lot into representing CPL as a positive environment but don't always get the support that we need.”

“Too much change in such a short amount of time. Feeling overloaded lately, having to keep up with various training exercises on my own time at home. Don't feel there is enough 'off-desk' time to work on work related assignments at work.”

“The negative attitude of a limited number of staff that can bring down the whole team and the lack of consequences for staff that do not work, meet expectations or exhibit unacceptable behaviour.”

Q: What do you find to be LEAST satisfying about working at Caledon Public Library??
Q: How much do you agree or disagree that, in the past 12 months, your experience of working at this organization has improved and that CPL is moving in a positive direction overall?
Q: Change within organizations is often unavoidable. In general, how well does CPL manage change in the context of your role?
“Just explaining why we are making the changes we are making and giving as much time to adjust as possible for both staff and patrons.”

“Guidance to staff on why things are changing so they can better prepare with a respected period of time notice before any major changes would occur especially for any staff directly affected. Ask staff opinions and take into consideration their feelings.”

“It would make us better prepared if emails about some of the bigger changes were sent to our personal emails and not just our work emails.”

Q: If there are any ways in which the introduction and adoption of change could be improved, please list them below.
Q: How much do you agree or disagree that you see evidence of effective leadership from the above?
“The CEO has clear ideas which she has adopted from other libraries but does not consider if those ideas are good and applicable to Caledon. She does not care about employees and is not fair with them. She creates situations acts on them regardless of how many people are hurt or if it is logical or true. She has created a sorority like relationship with some board and management members. She treats some management and many staff with contempt. She dismisses public complaints about her ideas with 'they’ll get used to it'. She has lost all confidence from staff. We are replaceable, no value. She has bullied and manipulated staff. She has embarrassed herself and staff to the town, who’s response was to take her off the senior management team. She does not present information accurately but instead the way she wants you to see it. She gossips with some management, and has snickered when she has thought she has caught someone not following rules but has not asked for clarification. She does not value staff safety when weather is in-climate (reference to Jan 10 2018 flash freeze, ignored staff concerns and left prior to flash freeze).”

Q: If you answered fair or poor on any of the items, please explain why and give any suggestions for improvement you may have.
### The Results...

<table>
<thead>
<tr>
<th>Category</th>
<th>Importance</th>
<th>Performance</th>
<th>2018 Importance/Performance Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees at this organization trust and respect each other</td>
<td>100%</td>
<td>73%</td>
<td>27pt</td>
</tr>
<tr>
<td>There is a good sense of morale among the people you work with</td>
<td>98%</td>
<td>71%</td>
<td>27pt</td>
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<tr>
<td>Conflicts at this organization are resolved effectively</td>
<td>96%</td>
<td>56%</td>
<td>40pt</td>
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<tr>
<td>You are able to find a satisfactory balance between personal/family obligations and career responsibilities at this organization</td>
<td>96%</td>
<td>83%</td>
<td>13pt</td>
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<tr>
<td>This organization has established a culture that communicates high integrity and ethical values</td>
<td>96%</td>
<td>73%</td>
<td>23pt</td>
</tr>
<tr>
<td>Employees are encouraged to learn from their mistakes rather than being reprimanded for them</td>
<td>94%</td>
<td>77%</td>
<td>17pt</td>
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<tr>
<td>Organizational policies are carried out in a fair and just manner</td>
<td>94%</td>
<td>85%</td>
<td>9pt</td>
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</table>

Scores above show the percentage who feel the topic is *Extremely/Very Important* along with the percentage who *Agree Strongly/Agree Somewhat* that the organization is performing well on that topic. The gap is the *difference* between these scores.
THE RESULTS...

- **Committed Loyalists**
  Extremely/very satisfied and plan to stay ≥ 2 years

- **Satisfied Opportunists**
  Extremely/very satisfied and plan to stay < 2 years

- **Dissatisfied Compromisers**
  Somewhat/not very/not at all satisfied and plan to stay ≥ 2 years

- **Change Seekers**
  Somewhat/not very/not at all satisfied and plan to stay < 2 years
### QUESTION

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<th></th>
<th>IND NORM</th>
<th>TOTAL</th>
<th>Pages</th>
<th>Mngt.</th>
<th>Full-Time</th>
<th>Part-Time</th>
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<td>72</td>
<td>71</td>
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<td>Satisfied Opportunists</td>
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<td>8</td>
<td>17</td>
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<td>Dissatisfied Compromisers</td>
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<td>19</td>
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<td>77</td>
<td>78</td>
<td>71</td>
<td>69</td>
<td>81</td>
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</table>
The limitations...

- Not able to cross reference some information.
- Not able to analyze based on department or branch location and remain anonymous.
- Solicits verbatim comments only from those with unfavourable ratings.
- Relevance of the benchmarks.
- Survey is only the first step.
ANALYSIS...

- Management review – identification of three key areas
- Communication
- Training Learning and Career Development
- Acknowledgment and Recognition
COMMUNICATION AND FOLLOW UP...

- Report to Board and staff
- Sharing of results with Board CEO Evaluation Committee
- Follow up staff focus groups
- Sought concrete solutions to issues raised through the survey
- Dedicated groups for pages vs. permanent staff
- Assigned pre-work
1. What 3 things surprised you about the findings referenced in the Staff Engagement Survey Report?

2. Which results confirm your experience and a member of the CPL team?

3. Which results do not reflect your experience?

4. How can we work together to improve in each of three areas identified? And to provide a concrete idea to improve the staff experience making sure the ideas are achievable and sustainable.
WHAT WE HEARD...

- Ideas and insights that came out of Focus Groups
- Resulted in a shared list of prioritized actions
- Some things are more easily done than others
COMMUNICATIONS

- Interdepartmental meetings
- More cross departmental meetings
- Improvement to staff Intranet
- Don’t create plans in isolation- communicate ideas in planning stages
- Provide honest opinions and feedback when something is suggested – it’s okay to say no if that’s the honest answer to a suggestion
- True colours (or alternative) personality quiz for staff
TRAINING, LEARNING AND CAREER DEVELOPMENT

- Show confidence in staff by having them take the lead on projects and committees
- Shadowing of other departments
- Training time reflected in schedules
- Increase staff training day from 1 to 2 per year
- More opportunities to volunteer for special projects
- More team building exercises
ACKNOWLEDGEMENT AND RECOGNITION

- Use staff intranet to acknowledge staff/shout out to accomplishments
- Ask staff how they want to be recognized (years of service, birthdays etc.
- Include pages in recognition/service awards
- “Way to go” announcements/simple thank you/applaud someone who has gone above and beyond
- Increased wages and extended benefits for pages
WORK IN PROGRESS...

- Improved communication efforts – agenda item at Management meetings.
- Created and shared an action plan – living document to be updated – with assigned responsibility
- Mix of support and accountability
- Increased reliance on staff to lead projects
- Staff group to consider and present options of acknowledgment and recognition
LESSONS LEARNED...

- What surprised us?
  - Mixed comments of support and accountability
  - Discrepancy between quantitative responses and verbatim responses
  - Inconsistency of answers
LESSONS LEARNED...

- What went well?
  - Survey completion rate – 91%
  - Overall staff satisfaction – 77%
  - Opportunity for staff to have their voices heard at focus groups
  - Pace of change, but room for improvement
LESSONS LEARNED...

- What we wished we done differently?
  - Timing is everything
  - Conducted the survey at least two years earlier so we have a baseline/point of reference
  - Ask for feedback/verbatim comments throughout the survey
NEXT STEPS...

▪ Maintain momentum
▪ Update and revise action plan
▪ Customer Satisfaction Survey
▪ Confirm commitment to engagement within strategic plan
▪ Relaunch the survey
▪ Examine other engagement indicators
▪ Celebrate successes