Becoming the BEST! Staff Engagement Task Force Recommendations

Presented to Senior Leadership Team June 20, 2016

Task Force Members:

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"I feel invisible and disposable."
— Anonymous staff survey respondent

"I have always imagined that Paradise will be a kind of library."
— Jorge Luis Borges

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Introduction

The Becoming the Best! Task Force is excited to present the following recommendations to our Senior Leadership Team in an effort to achieve the strategic initiative of becoming a top workplace in Cincinnati. The focus of this Task Force was to develop recommendations to address the main areas of concern that staff voiced through the Becoming the Best! Staff Engagement Survey administered by Modern Think.

The Task Force approached the analyses of the survey results in two ways. First, a member of the Task Force constructed a detailed and quantitative report, identifying the issues addressed by staff in the open-ended questions and how often each issue was mentioned. Second, Modern Think provided a synopsis and analysis of the survey, which identified key strengths and highlighted opportunities for improvements in our organization. Based on these analyses, opportunities could be categorized into three broad areas, and the Task Force was sectioned accordingly into three work groups. Each group was assigned to focus on aligning recommendations with the identified key opportunities: Communication, Staff Morale and Engagement, and Processes and Policies.

Recommendations were developed after listening to ideas of staff, researching practices of other libraries, and discussing how to optimize opportunities. The Task Force focused on ensuring that recommendations were feasible and specifically addressed the top areas of concern for staff.

The Becoming the Best! Task Force is confident that not only will this opportunity to share input be a catalyst for becoming a top workplace in Cincinnati but will also create a more dynamic, positive, and optimistic culture which recognizes that engagement at all levels and at all locations is paramount.

We would like to thank the Senior Leadership Team for the opportunity to present the following recommendations.

Preface — A Case for Optimism

In order for meaningful change to occur, a critical mass of staff must believe that meaningful change is possible. This speaks to the need to shift the prevailing narrative from its present state of division and fear to one conducive to becoming a top workplace. We believe this shift has already begun thanks to positive changes implemented since the survey results were announced. In the spirit of the change we aspire to enact, we would like to highlight these positive developments:

- ★ The change to badge access at the Main Library was not only corrected but access was improved following staff feedback. Staff are now able to access most other areas throughout the system.
- ★ Senior Leadership Team issued an apology for the second Let's Talk Session (which did not go so well).
- ★ Five Innovative Idea awards have been presented.
- ★ Signage for PCs in the Tech Center at Main were once again permitted; signage was shared to be used on PCs throughout the system.
- ★ Hold limits were removed based on feedback from staff and patrons.
- ★ Additional staffing (new positions) have been added to at least three agencies.
- ★ Rufus updates are now including the "whys" behind some changes.
- ★ The Loveland Branch is being designed based on staff feedback from the three mobile branches. A physical docking station and work surface is planned.
- ★ In-route sorting bins were eliminated based on staff feedback.
- ★ Additional staff trainings have been added.
- ★ A Circulation at Main team has been developed.
- ★ Staff at locations open four hours on Sundays are now permitted to work full days on Sundays as staffing needs allow and at the discretion of their manager.
- ★ Following the Board's June 14 decision to bar health insurance riders an email was sent to all staff providing context and an explanation of the Board's rationale.

Several of these steps (e.g. expanded badge access) are worthy of celebration on their own. Taken as a whole these send a powerful message that the Senior Leadership Team is committed to meaningful change.

There is much work yet to be done. We invite staff and Senior Leadership Team alike to share in our optimism. After all, we're in this together.

Communication Workgroup Recommendations

Marty Beets, Steve Kemple, Paula Kutcher, Veronica Smith

Communication to and from upper management was the number one issue mentioned in the staff survey. Furthermore, we believe that many (though not all) of the issues our organization faces are due to a systemic failure of communication. In order to address this top concern, it's necessary to shift our workplace culture from one based on division and fear to one that cultivates trust, honesty, openness, optimism, and unity in all echelons of our organization. If implemented, we believe these eleven solutions will facilitate the needed cultural shift while also providing new and improved means for communicating upwards, downwards, and laterally among all staff. We believe that a happy staff is a staff that communicates effectively in order to better serve our customers. Moreover, we believe this is a crucial aspect to becoming a top workplace.

1. Internal Communications Norms & Strategies Statement

We recommend drafting an *Internal Communications Norms & Strategies Statement* to directly address concerns described at length in the survey by establishing protocols, strategies, and values governing internal communication. Additionally, this may include a social contract to provide guidance. The following rough draft of a social contract was developed by the Task Force:

- Treat others the way we would want to be treated.
- Acknowledges staff as the most valued resource in the library.
- Embraces diversity of opinions with a spirit of cooperation and collegiality free from fear or repercussions at every level of the organization. Ideas are strengthened by rigorous debate and analysis.
- Includes staff and customer participation to the greatest extent possible in decision making and development of new initiatives.
- Requires honesty, integrity and transparency in every area and function of the library.
- Favors solutions over blame and quality over expediency.
- Assume individual actions are made in good faith.
- Commits our organization to continuous improvement.

2. Structured Guidance for Downward Communication

The Senior Leadership Team should take immediate action to improve the effectiveness of the Library's downward communication. This may be accomplished by either of the following methods:

a. Hire a qualified Internal Communication Strategist to guide and streamline communication between Senior Leadership Team and staff.

b. Arrange for all members of Senior Leadership Team to receive communication coaching from a qualified third party.

We believe this will enable more effective and expedient implementation of initiatives. An Internal Communication Strategist may also be able to lead a team to implement an *Internal Communication Norms & Strategies Statement*.

In times of crisis—for example, when the library is facing negative publicity—an Internal Communication Strategist would ensure critical and contextual information is conveyed to all staff in a timely and effective manner.

3. Internal Social Network
We enthusiastically recommend implementing an internal social network with the following features:

1. Topical forums (thread-style message boards)
2. Staff profiles & internal blogs
3. Work groups and internal wikis
4. Group and individual chat
5. Polls

We have identified the possible platform of Social Engine (http://demo.socialengine.com/). This is a highly customizable PHP-based platform that would be hosted internally. Unlike cost-prohibitive turnkey platforms that are priced based on a pay-per-user subscription, this solution would entail a one-time purchase followed by a development period.

4. Substantial Overhaul of Rufus
We recommend assembling a special task force, committee, or team to address the substantial issues with Rufus, implementing more effective metadata, as well as a clear information architecture and organizational strategy, ensuring that all pertinent information is timely, relevant, and intuitively findable.

5. Regular Working Visits by Senior Leadership Team
We believe staff and senior management would benefit from working more closely together on a regular basis. We recommend implementing an ongoing program wherein all members of the Senior Leadership Team and upper management are strongly encouraged to spend one morning or afternoon per month working at a different location helping with tasks such as working the reference desk, putting stickers on books, etc, whatever help is most useful to the agency. A carefully worded social contract would help establish norms so it is a beneficial experience for all parties.

6. Voluntary Staff Exchange Program

We also believe staff would benefit from working in a variety of agencies, helping provide a greater sense of context, unified purpose, and community. We recommend implementing an ongoing program providing meaningful incentives for staff to spend a day working at a different location or agency.

7. Informal Buddy / Mentor System

We recommend a voluntary program managers may implement at their locations if they so choose. New and/or part-time staff may be assigned a buddy/mentor with whom they are frequently scheduled to work as a go-to person for asking questions and learning about new and existing procedures/policies if a supervisor is not available. In addition to aiding the dissemination of information, it will help establish meaningful bonds among staff, making our workplace a more robust human network. (*See also recommendation of the Staff Morale and Engagement Workgroup, page 13-14*).

8. Open Door Policy

We strongly believe that an open door policy is a critical part of enacting the kind of systemic change needed to become a top workplace. Pertaining to all forms of communication, should a question or need arise, staff should feel welcome and encouraged to contact the individual best able to provide an answer or solution.

9. Staff / Senior Leadership Team Liaison(s)

A significant opportunity identified in the survey is in improving the mechanisms for staff feedback. We recommend developing a rotating liaisonship that would serve as a stakeholder on the Senior Leadership Team. This may take form as one or several staff appointed to serve in this capacity on a rotating basis. For example, four staff members (one from each service region) may be appointed to 6 month terms. This would allow for a more seamless rollout of new initiatives while also enhancing staff buy-in of initiatives.

10. Restructure Staff Association Q&A

For all the benefits it provides, it's no secret the Staff Association Q&A has been a recurring source of negativity among staff. We believe this simple recommendation will go a long way towards solving this problem: when a question or comment is submitted, rather than post the question immediately with an answer pending, wait to post until an answer or response has been provided, so both question and answer are posted simultaneously.

11. Let's Keep Talking (and Listening)

Finally, we believe the Let's Talk sessions are a step in the right direction and should be continued on a quarterly basis. These sessions should be framed as an opportunity for Senior Leadership Team to listen to staff concerns and feedback. Each session should take place at a different location (*see also Additional Recommendation no. 4, page 17*).

Policies & Processes Workgroup Recommendations

Tasneem Aijaz, Cate Crusham, Kyla Hardin, Roni Hyman, Lea Nolan, Larry Richmond, Alesha Sanders, Mike Wilhelm

1. Personal Appearance Policy/Guidelines
In an attempt to align the Personal Appearance Guidelines with the changing environment of the Library, the recommendations are as follows:

- No changes to the Personal Appearance Policy.
- Changes to the Personal Appearance Guidelines:
    - Add: Enforcement of these guidelines is the responsibility of the Manager. Any questions related to the content of this policy/guidelines or its interpretation should be directed to Human Resources.
    - As it relates to Staff Who Interact with the Public:
        - Denim attire (denim fabric pants, skirts, dresses, etc.) is allowable. Add footnote (9) Denim for staff who interact with the public is allowable in dark blue or black hues if accompanied with official library shirts and lanyards.
        - Athletic Shoes are allowable.

2. Benefits Committee
To ensure a representation of staff needs related to benefits are addressed and considered on an annual basis, we recommend a small benefits committee be created.

3. Compensation/PMPs
- When adjustments are made to the base salary, Senior Leadership will evaluate the impact on current employees specifically addressing wage compression.
- Educate Managers on the merit-based system.
- One pool of money for the organization and % increases will be a direct reflection of the PMP score across the organization (i.e. PMP rating 1 - 2.9, no increase; PMP rating 3 - 3.9, 1.5-2.5% increase; PMP rating of 4 - 4.5, 2.5-3.5%; PMP rating 4.6 - 5, 3.6-4% increase.
- Have additional funds for HR allocation for each grade's (Grade 1 - 6) top performers based on PMP score, excluding 12-hour and seasonal positions.
    - Example: top 10%, additional 1%; top 5% additional 1.5%, top 2% additional 2% - not to exceed 5% total raise.
- Utilize more efficient, electronic PMP process
    - Example: Paycor Performance Management.

- ○ Develop less subjective performance standards so that all staff (especially non-librarians) will know what they need to do to receive higher ratings.
- Develop a process for employees to give managerial feedback.

4. Safe Child Guideline

The Library welcomes children. Library staff members are trained to help children with library materials and services. We want to provide a safe and appropriate environment for all library users. However, each of our libraries is a public building. The library does not have facilities or staffing to provide childcare and childcare is not the library's role.

Parents and caregivers are responsible for the safety, comfort, and behavior of their children while in the library. Please make sure your child comes with a responsible person and/or has the contact information of a caregiver when visiting the library.

Library staff members will take the actions outlined below in these or similar situations:

- A child is alone and frightened or crying in the library
- A child is alone and doing something dangerous, or another person in the library seems to be a danger to the child
- A child is alone and is not following Standards of Library Behavior
- No caregiver comes to pick a child up at closing time

Library staff members will evaluate the situation and try to contact the child's parent or caregiver. If staff cannot reach the parent or caregiver, they will place the child in the care of the appropriate local law enforcement agency.

5. Flexible Scheduling
- Managers should be encouraged to offer set, flexible scheduling when it would meet the business needs.
- Reasonable and timely PTO requests should be granted to the greatest extent possible.

6. Reevaluate Agency/Branch Staffing

In light of the changing role of libraries in society, shifting usage patterns, and the deployment of the mobile service model, we recommend reevaluating the benchmark for staffing and sharing it with the library system. Changes or reallocation of positions should occur strictly via attrition or on a voluntary basis. Possible changes include:

1. Teen Librarian Staffing -
   a. Traveling teen programming librarian staffed out of Outreach - cover branches without Teen Librarians or when a vacancy exists.
2. Staffing Student Shelver at each branch
3. PT/FT positions - Reevaluation of LSAs; 2 PT become 1 FT or 1 FT becomes 2 PT
4. Reallocating staff from over-staffed locations to fill need at under-staffed locations

Hard Metrics to determine staffing beyond circulation and service hours:
1. Visitor count
2. Computer Use
3. Incident Reports
4. Number of schools/daycares served
5. HCJFS faxes
6. Summer Lunches provided

Soft(er) Metrics
1. Hands on technology assistance
2. Assistance connecting patrons to social agencies
3. Ratio of adults versus youth visiting with their families versus youth visiting independently
4. Manager, CL, TL, Sr. LSAs, etc. complete time-study for one week
5. Equitable accommodations for duty-free lunch, meeting attendance, training, and PTO

7. Project Management Guidelines
We recommend the library adopt a Project Management Guideline that will guide future project teams and initiatives. The policy/guidelines should include the following:

- Members of the project teams/committees should be composed of a wide range of staff with varied knowledge and practical experience in the topic being considered.
- All staff should be made aware of the existence of the project teams/committees and invited to submit a Project Team Application if they are interested in participating.
- Project teams shall be given a charter that shall clearly communicate the parameters of the team's work and provide the necessary authority, responsibility, and budget required for a successful outcome.
- The work and progress of the project team will be regularly shared system wide. The final report of the team will similarly be made available to the whole system and staff may comment on the recommendations before they are implemented.
- Once the change or initiative has begun, staff will be encouraged to provide feedback that will be shared with the team and the whole system.
- Modifications can then be made to the plan based on staff feedback and first-hand experience.

8. Professional Organizations Policy/Guidelines
In order to improve efficiency and encourage greater involvement in professional organizations by all staff (librarians and non-librarians), we recommend that staff members requesting permission to attend/participate in professional activities for which they do NOT intend to be reimbursed, must be approved by their manager. If the staff member wishes to be reimbursed for travel, lodging, registration, etc., then they should submit the Request for Conference/Meeting/Training Attendance form. Upon the approval of the staff member's

manager, the authority for approving the travel/reimbursement rests with the Operations Managers who will monitor the budget and ensure a quick turn-around time so that the appropriate arrangements can be made in a timely manner. Staff participation in these activities should be shared and celebrated on a system wide basis.

Staff Morale & Engagement Workgroup Recommendations

Jan Connair, Jennifer Korn, Nicole Riddle, Matthew Williams

1. Create an ongoing Staff Morale Team
We recommend creating a team that would be responsible for the following:
- Managing the content of the Staff Recognition page, including posting of award recipients, etc.
- Organizing volunteer and fundraising opportunities as suggested later in this proposal (funds raised to be funneled back into staff recognition/awards)

2. Staff Awards & Recognition
The suggestions below incorporate some of the ideas presented by the 2014 Staff Recognition Project Team. In general, awards need to be promoted more than they are currently, and all staff need to be encouraged and instructed on how to nominate their coworkers for awards and use the recognition tools. Managers are responsible for instructing all new employees about the awards and recognition programs during orientation, and this step should be added to the orientation checklist. Employees should also be reminded of the recognition/awards options during performance reviews.

- **RUFUS Award—**Make nomination expectations explicit and achievable for all levels of employees. State that anyone can nominate, including non-managerial staff.
- **Innovative Idea Award—**This needs to be awarded to truly innovative and impactful ideas. Feedback indicates that some recent IAs were given for things that staff at other locations had been doing for some time.
- **PLCH Impact Award—**Should be selected from RUFUS and Innovative Idea Award winners.
- **Rookie Award—**This award needs further promotion, as personnel seem to be unaware of it until a winner is announced. Regional Managers and HR should remind and encourage managers with Rookie Award-eligible staff members to nominate.
- **Tenure Award—**The current service pin is effective. However, we recommend accompanying it with a handwritten note from the staff member's manager and a member of the SLT, detailing how their service has been a boon to the PLCH. A letter mailed to the employee's home would be a very effective practice, as it would allow the employee's family to really see that the hours they put in for the library are truly appreciated. Presentation by a regional manager or member of SLT at work would be an alternative.
- **WOW Cards/Caught in the Act—**This is a great, but underutilized, tool for peer-to-peer recognition. We recommend revamping the online form to add nicer graphics (make it

cuter). An introduction would be a nice addition, as well. (Suggested: "Wowed by a coworker's work ethic, devotion to the team, attention to customer service, or the go-the-extra-mile attitude? Send them a WOW card and make their day!"). Once the form is submitted, we think it should not only be emailed to the employee and their supervisor, but we would also like to see it produce a printable WOW card that the writer could print out and give to the recipient. The physical card is more impactful to the recipient, as it can be displayed and does not end up in their Outlook junk mail folder. We strongly suggest a regular reminder for staff that this tool exists. A pop-up reminder similar to the one used for the time cards would be effective. Additionally, it would be good to include a periodic reminder in the Director's Email Update or make it a regular slide on RUFUS.

- **Staff Recognition Page and Promotion—**Update the Staff Recognition page on RUFUS to include not only the list of awards and guidelines for nomination, but also examples of successful past nomination forms and submission deadlines for the awards. One page dedicated to all award winners, listing why they were chosen and what they have won would be more impressive to employees, perhaps, than clicking through individually. A slide show, updated monthly, is suggested. The slide show would highlight recent award winners (including WOW card recipients) and a few agencies each month, including photos and kudos.
- **Award Winners (not including WOW card recipients) should also be celebrated on the front page of the public website annually.**
- **Staff Recognition Event—**We suggest staff be allowed to use work time to attend the appreciation event. We wonder if attendance would be higher if the event were held at a different time of the year, as November is close to two major holidays, and because hazardous weather at that time of year could discourage people.
- **Staff Motivation Events—**We suggest sending treats to each location the week prior to the start of the Summer Learning Program. This is a very stressful period for staff, and an act of appreciation from the library beforehand would put staff in a great frame of mind to kick off the program. If it would be possible to provide SLP tees to all staff for free, that would be ideal. Tax season is another stressful time for staff, and some small treat (i.e. tray of cookies, chocolate, Kroger gift cards) would, again, take the stress level down. The important thing is the acknowledgment that staff will be stressed and we appreciate the good customer service they will be called upon to provide over and above what they normally deal with.

3. Staff Development
- **Mentoring (Professional Staff)—**Mentors should be assigned to all professional staff during their orientation or first day in their new position. Managers should be expected to make initial mentor/mentee introductions as part of the new employee checklist. HR should solicit feedback at regular intervals from mentors and mentees to ensure that the relationship is helpful to the mentee. Manager evaluation should be included during the mentoring process. Mentors should coach mentees in how to effectively evaluate their managers. This is in support of the manager evaluation suggestion put forth in the

proposals of the Becoming the Best Communications workgroup and the Policies and Procedures workgroup.

- **Mentoring (Nonprofessional/Part-Time Staff)**—Non-professional/part-time staffers are typically told to feel free to ask their co-workers for assistance as needed, and some branches have a more structured system in place for mentoring of staff at this level. We suggest that each employee at this level have one or two designated "buddies" assigned their first day in a position. These would be experienced branch or department staff, not the manager or direct supervisor, who would show the new employee the details of how that specific branch or department "does things." This person would make sure the new staffer knows how to choose break and lunch times, where they can go to eat on and off library grounds, etc. The buddies would keep an eye on the new employee for the first week and be available for questions for an extended period of time. Part-time employees could be assigned a part-timer as their buddy, but it might be best to choose 2 part-timers as buddies, in order to ensure the new employee has a buddy available no matter what their schedule. No evaluation needed.
- **Children's Librarian/Teen Librarian Meetings**—Feedback strongly suggests the current meeting structure is inadequate. Branch CLs and TLs feel isolated, there is little collaboration, and initiative development is poorly accomplished. There is also a perceived lack of professional development/leadership opportunities for CLs and TLs who do not wish to move into management, but do wish to increase their expertise in their fields. We suggest CLs and TLs meet at least quarterly, with one of those meetings being the joint Summer Learning meeting. CL/TL meetings should focus on professional and leadership development and idea sharing. Meeting information should be prepared and presented by CLs and TLs. We suggest that meetings include outside experts who present on topics pertinent to PLCH services and patrons.
- **Manager's Meetings**—Feedback suggests these meetings would be most effective if they included more discussion, idea sharing, and skill development, with less focus on merely talking through agenda points. It would be extremely helpful if meetings could occasionally include outside experts who present on topics pertinent to our services and patrons.
- **Agency Meetings**—Feedback suggests agency managers would benefit from being given the discretion and opportunity to bring in an occasional presenter (could be staff from another agency or an outside presenter) who would address a topic of benefit to that agency.
- **Revamp Tomorrow's Manager into Tomorrow's Leaders**—Recognize that not all staff desire to be or can be managers, but many desire to be leaders in other capacities. Class content should be broadened to encompass leadership development and less day-to-day management content. Graduates should be given leadership opportunities as committee/task force chairs, committee members, trainers, and presenters.

4. National Library Week Celebration

What a great opportunity to build morale amongst staff and make everyone on staff feel connected and appreciated! We would like to see the celebration expanded to include some

themed activities. Schools and many other businesses do this with great success. For example, include a themed dress-up day (dress as your favorite book character?), perhaps on the Friday and Saturday of NLW Week to allow part-time staff to be included. Continue providing treats to each agency, or similar, as the budget allows. Can we get patrons involved by providing them with an opportunity to state why they love their library? Can we ask employees to share why they love working for PLCH? This feedback should be displayed publicly in agencies and shared via social media. See Dayton-Metro Library's Facebook page for examples of DML staff holding signs that tell why they love working for the library.

5. Staff Volunteer Opportunities

Staff volunteerism is a great way to build team spirit as well as give staff a way to act on the awareness they now have, post Staff Development Days, of our community's needs. It is also a wonderful advertisement for the PLCH if the community sees us caring and reaching out as a team. We suggest allowing staff to volunteer 16 hours (P/T) or 32 hours (F/T) per year at local organizations and to use comp time for those efforts. We also suggest having a staff and patron drive in November to collect children's NEW books, with the intent of having those books go to the Freestore Foodbank to be distributed in their holiday dinner packs. Although books donated to the PLCH become property of Friends, we would hope Friends would be willing/able to donate books from that drive back to the Freestore's CEO, Kurt Reiber, and would love to help coordinate this project.

6. Other Team Building Activities

The Task Force received a suggestion from staff to hold an annual staff variety or talent show, art show, or bake off. We love the idea and suggest the Staff Morale Team could coordinate holding such a show after hours at Main. National Library Week might be a great time for such an event. If a staff bake off or "edible books" cake decorating contest were held at the same time, the resultant baked goods could be sold to raise funds for future Staff Morale events. Optionally, a minimal charge could be attached for participants and attendees, money also to go to future Staff Morale events.

7. Staff Cookbook Project

One of the Task Force members had already suggested this several months ago as an Innovative Idea. She then discovered that another staff member was hoping to pitch the same idea, and so we hope the SLT will give it serious consideration. The idea is to have staff turn in favorite recipes to be formatted and bound, using the library's new printer, into a staff cookbook. A nominal price could be charged; money collected would be used for another staff award or activity, or donated to a charitable cause chosen by staff. Similarly, if there would be a way to coordinate with Freestore's Cincinnati Cooks chefs to help them to make a cookbook that they could sell to raise funds for their organization, it would be a synergistic effort that would benefit the library (raising the library's profile in the community) as well as the Freestore.

Additional Recommendations

All Task Force Members

1. Establish Social Services
Particularly in the wake of the recent Staff Development Day sessions, we are in unanimous agreement that expanded offerings for social services will benefit not only those customers in need of such services but also staff and the organization as a whole. This would create a more supportive environment for point-of-service staff. After much deliberation, we have chosen to leave this option relatively open-ended. This may be implemented in one of several ways:

1. Hire a full-time, certified social worker to connect customers in need with available services provided by outside organizations. This individual would be based at Main Library and would make regular, scheduled visits to branches where a need has been identified.
2. Partner with an outside organization to schedule certified social workers to regularly visit agencies so they can provide services to customers in need as well as connect them with outside organizations.
3. Hire a full-time, non-certified "Social Needs Coordinator", whose responsibilities will be to stay abreast of the byzantine and ever-changing social services available to city and county residents.

Additionally, we believe there is a need for a regularly-updated Social Services Resource page on Rufus. This page would be a single, continually-up-to-date resource to help staff help customers in need by providing basic information about services available. Such a resource may alternately be a valuable resource on the public website.

2. Celebrate Our Mission
To celebrate the fact that so many survey respondents wrote passionately about their pride in working for an employer who provides meaningful service to our community, we recommend printing large banners advertising the library's mission. This should be the first thing any staff or customer sees upon entering any library building: "*We are YOUR public library: Connecting people with the world of ideas and information.*"

3. We're In This Together
As a part of developing the *Internal Communication Norms & Strategies Statement*, we recommend drafting a statement of what we believe and how we act, explicitly tying these values to our Mission of connecting people with the world of ideas and information. This statement should also serve as a reminder for everyone (staff and leadership) about collaborative relationships, positivity, mutual respect, trust, pride, passion, sense of ownership, and progressive thinking.

4. Let's Keep Talking (and Listening)
To reiterate what was said by the Communication Workgroup, we recommend the Let's Talk sessions continue on a quarterly basis offered at various locations throughout the system (North, South, East, West, Central).

We also recommend surveying staff about possible dates and times, as was done prior, but to allow the selection of multiple dates and locations that may be convenient for a staff member who wants to attend. This will provide a more accurate picture of when and where is convenient for staff.

5. Second Modern Think Survey and Continuation of Task Force
We recommend administering the follow up Modern Think Staff Engagement Survey 13 months from now, in July 2017.
We strongly urge the Senior Leadership Team to demonstrate their commitment to enacting meaningful change for all staff by ***allowing our Task Force to remain active and empowered until the objective of being named a Top Workplace has been accomplished.***

We hope the Task Force can, at minimum, reconvene in January 2017 to monitor progress and, if needed, in August 2017 to address any problems indicated by the follow-up survey.

We recommend that members of the Task Force be involved to the fullest extent possible in the implementation of our recommendations, serving as committee co-chairs for resulting task forces, work groups, etc.

6. We urge this document be published in its entirety to all staff in a special Rufus Update no later than June 20th.
In the interest of transparency and embodying the changes we strive to enact, we believe this will be a meaningful gesture. This is a critical juncture for our organization, and all staff deserve to be a part of the conversation.

Along these same lines, our final recommendation is that Senior Leadership provide a detailed response to this task force's suggestions. We strongly urge Senior Leadership to thoroughly explain the philosophy behind acting on or rejecting each of the recommendations outlined above. This detailed reply should also be made available to all staff in a special Rufus update.

We thank the Senior Leadership Team for the opportunity to present these recommendations, and we thank staff for their thorough and honest appraisal in the survey, as well as the ideas and feedback they have provided along the way.

We look forward to what we will accomplish together.