

Thank you to all staff who completed the recent staff engagement survey and provided thoughtful, productive feedback – including constructive criticism. The results will support our organization in achieving and maintaining our values of open access, customer focus, excellence, growth and innovation, and stewardship for each other and our customers.

### Background

We worked with ModernThink in implementing and analyzing both the last survey and this survey. ModernThink is an independent management consulting firm focusing on workplace quality. The questions are nearly identical to the January 2016 staff engagement survey questions with the only exception being minor changes made to benefits questions to reflect changes in our benefit offerings.

The survey information is rich and complex. To help everyone understand this robust information, we wanted to provide some important context offered by the ModernThink analyst for considering results.

- ModernThink explained that an “overall” point change of 5 points in positive/negative response is notably significant. (This is calculated as the different in positive response increase between the two surveys and subtracting the increase in negative responses. For example, for question 17 the change is 0:  $75-72 = 3$ ;  $10-7 = 3$ ;  $3 - 3 = 0$ )
- Double digit changes, particularly those above 15 points in the positive/negative response rate, are dramatic and unusual. These indicate a concerted and sustained effort in particular areas that have produced successful results.
- 75% positive response rate is the “gold standard” and positive response above 80% is a coveted rate among all organizations when assessing employee engagement.
- As some areas increase dramatically others may naturally trend down due resources and time being spent focusing on some areas and not others.
- Culture change and awareness do not happen overnight.

### Specific Areas of Note - By the Numbers

- Our overall score (the average of all statements) for this survey is a 3.66, compared to 3.62 for the last survey.
- 19 of 69 questions saw significant positive increases in positive/negative responses (28% of responses were statistically significantly improved). These are highlighted in green on the table below.
- Four questions saw lower positive/negative response changes than the previous survey. These are highlighted in yellow.
- Four questions resulted in double-digit positive increases in positive/negative response changes.
- 20 questions have a positive response rate above 75%. These are highlighted in blue.
- 13 questions have a positive response rate above 80%.
- 36 questions saw some increase in positive/negative response rates.
- 24 questions saw a decrease in positive/negative response rates.

- Of the 24 with a decrease, 11 remained above the 75% overall positive response rate.

#### Further Interpretations of Specific Areas Noted by Our ModernThink Analyst

- Staff feels very positively about our mission as an organization.
- There were significant positive improvements in relationships between colleagues and workgroups.
- We have several areas where we have the opportunity to challenge ourselves to improve, in particular communication between SLT and staff needs improvement.

Survey results clearly reflect staff members' strong commitment to and connection with our Library's mission. Positive response for the Individual Perspective, or how people view their jobs at an individual level, is 68% for this survey, compared to 66% for the last survey. Questions related to being proud to be a member of the organization and understanding the Library's mission continue to have very high positive response rates (question 41 and question 1 respectively for example) and continue to achieve greater than 75% positive responses.

The new survey results also indicate increasingly positive relationships with colleagues, workgroups and managers. Examples include questions 13, 17, 20 and 21. All maintain consistent, very high "gold standard" level responses. The ModernThink analyst specifically noted this positive progress in several key relationship areas for staff.

Positive recognition for benefit changes that have occurred since the last survey was clear; the ModernThink analyst noted that the 17-point positive shift in some questions directly related to benefits is unusually high and dramatic.

#### Looking Back and Looking Forward

Our positive changes did not happen by accident. The hard work of many staff, notably the Becoming the Best Task Force and the Staff Morale Team, is clearly setting us in the right direction, based on the 19 questions where we saw a positive increase. We are committed to continuing this trend.

Clearly areas for improvement remain. In the coming weeks the Becoming the Best! Task Force will re-assemble to provide valuable feedback and recommendations, with a particular focus on making staff feel more connected to the overall organization and improving communication and dialog with Senior Leadership, the area on which the four questions with negative positive/negative response changes focused.

We first wanted to ensure that all staff received the results promptly, and we will have more information about next steps soon.

Thank you again to the 670 staff members who participated in this survey, which took place in November 2017. As a reminder, the first survey took place in January 2016 with 680 staff participating. ModernThink noted that this level of participation is also a successful indicator of a staff eager for engagement.

# ModernThink

## 2017 Employee Engagement Survey

### The Public Library of Cincinnati and Hamilton County

### Perspectives Spreadsheet

|    |  | 2017 Overall      |                   | 2016 Overall      |                   |
|----|--|-------------------|-------------------|-------------------|-------------------|
|    |  | Positive Response | Negative Response | Positive Response | Negative Response |
|    | Total number of survey respondents   | 670               |                   | 680               |                   |
| 1  | I understand our organization's mission and strategic goals.                                 | 80                | 3                 | 82                | 1                 |
| 2  | My job makes good use of my skills and abilities.  | 70                | 9                 | 63                | 8                 |
| 3  | I am provided the training I need to be effective in my job.                                 | 64                | 9                 | 59                | 10                |
| 4  | I understand how my job contributes to this organization's success.                          | 90                | 3                 | 90                | 1                 |
| 5  | I am given the responsibility and freedom to do my job.                                      | 75                | 7                 | 71                | 7                 |
| 6  | I am regularly recognized for my contributions.  | 51                | 20                | 45                | 22                |
| 7  | I have a clear understanding of this organization's current financial performance.           | 39                | 30                | 38                | 27                |
| 8  | I am provided the resources I need to be effective in my job.                                | 58                | 13                | 52                | 15                |
| 9  | I am given a real opportunity to develop my skills in this organization.                     | 51                | 17                | 46                | 18                |
| 10 | I understand the steps necessary to advance my career.                                       | 57                | 17                | 56                | 14                |
| 11 | I have the flexibility and authority to quickly address customer needs.                      | 68                | 6                 | 63                | 7                 |
| 12 | I am paid fairly for my work.  | 62                | 19                | 49                | 26                |
| 13 | My supervisor makes his/her expectations clear.  | 76                | 7                 | 76                | 6                 |
| 14 | I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions. | 79                | 7                 | 78                | 5                 |
| 15 | My supervisor actively solicits my suggestions and ideas.                                    | 73                | 10                | 73                | 8                 |
| 16 | My supervisor keeps his/her promises.  | 81                | 5                 | 84                | 4                 |
| 17 | I receive feedback from my supervisor that helps me.   | 75                | 10                | 72                | 7                 |
| 18 | My supervisor takes an active interest in helping me advance my career.                      | 65                | 14                | 65                | 13                |
| 19 | I believe what I am told by my supervisor.   | 79                | 6                 | 80                | 5                 |
| 20 | My supervisor supports my efforts to balance my work and personal life.                      | 85                | 5                 | 85                | 4                 |
| 21 | I have a good relationship with my supervisor.   | 85                | 4                 | 86                | 3                 |
| 22 | My supervisor regularly models our organization's values.                                    | 82                | 5                 | 84                | 4                 |
| 23 | When I offer a new idea, I believe it will be fully considered.                              | 61                | 14                | 59                | 13                |
| 24 | I am comfortable expressing my opinions on issues important to me.                           | 62                | 16                | 60                | 16                |
| 25 | Changes that affect me are discussed prior to being implemented.                             | 43                | 29                | 37                | 31                |
| 26 | In my workgroup, we communicate openly about issues that impact each other's work.           | 68                | 10                | 66                | 9                 |
| 27 | Issues of low performance are addressed in my workgroup.                                     | 51                | 21                | 47                | 23                |
| 28 | Promotions in my workgroup are based on a person's ability.                                  | 63                | 14                | 57                | 14                |
| 29 | In my workgroup, we have opportunities to contribute to important decisions.                 | 57                | 16                | 51                | 18                |
| 30 | My workgroup constantly looks for ways to achieve better results.                            | 76                | 5                 | 73                | 5                 |
| 31 | In my workgroup, we actively seek to understand customer needs.                              | 90                | 2                 | 86                | 2                 |
| 32 | In my workgroup, we adapt quickly to changing circumstances.                                 | 83                | 4                 | 83                | 3                 |
| 33 | My work environment is fair for everyone.  | 66                | 13                | 61                | 14                |

|    |  |    |    |    |    |
|----|--|----|----|----|----|
| 34 | In my workgroup, we genuinely care about each other.   | 80 | 4  | 78 | 3  |
| 35 | People in my workgroup work well together.   | 82 | 4  | 79 | 3  |
| 36 | There's a sense that we're all on the same team in this organization.                        | 52 | 21 | 49 | 23 |
| 37 | Our orientation program prepares new employees to be effective.                              | 48 | 20 | 49 | 19 |
| 38 | Our review process accurately measures my job performance.                                   | 52 | 21 | 51 | 20 |
| 39 | I can count on people to cooperate across departments.                                       | 52 | 14 | 52 | 14 |
| 40 | Our organization's policies and practices ensure fair treatment for all employees.           | 48 | 20 | 49 | 20 |
| 41 | I am proud to be a part of this organization.  | 78 | 3  | 78 | 3  |
| 42 | Senior leadership provides a clear direction for this organization's future.                 | 32 | 34 | 37 | 27 |
| 43 | Our senior leadership has the capabilities necessary for us to be successful.                | 44 | 26 | 44 | 20 |
| 44 | Senior leadership communicates openly about important matters.                               | 28 | 42 | 29 | 39 |
| 45 | Senior leadership shows a genuine interest in the well-being of employees.                   | 31 | 37 | 28 | 37 |
| 46 | Our organization's policies give me the flexibility to manage my personal life.              | 68 | 8  | 66 | 7  |
| 47 | Our recognition and rewards programs are meaningful to me.                                   | 39 | 30 | 29 | 38 |
| 48 | Our organization's benefits meet my needs.   | 64 | 14 | 52 | 19 |
| 49 | Senior leadership keeps their promises.  | 36 | 27 | 32 | 25 |
| 50 | I trust senior leadership enough to follow them, even when I disagree with their decisions.  | 37 | 30 | 38 | 27 |
| 51 | Senior leadership regularly models our organization's values.                                | 41 | 25 | 39 | 23 |
| 52 | I believe what I am told by senior leadership.   | 35 | 30 | 36 | 25 |
| 53 | In this organization, we discuss and debate issues respectfully to get better results.       | 29 | 42 | 25 | 43 |
| 54 | I would recommend our products/services to my family and friends.                            | 93 | 2  | 92 | 1  |
| 55 | In this organization, people are supportive of different personalities and backgrounds.      | 77 | 5  | 76 | 5  |
| 56 | We learn from our mistakes in this organization.   | 38 | 30 | 37 | 29 |
| 57 | In this organization, how well you do your job is more important than who you know.          | 40 | 27 | 38 | 29 |
| 58 | We celebrate our successes in this organization.   | 70 | 7  | 66 | 9  |
| 59 | I would recommend working here to my family and friends.                                     | 63 | 11 | 59 | 10 |
| 60 | I feel a strong sense of loyalty to this organization.                                       | 64 | 12 | 66 | 9  |
| 61 | This organization actively contributes to the community.                                     | 90 | 2  | 91 | 0  |
| 62 | The work of this organization is important and makes a difference.                           | 95 | 1  | 94 | 0  |
| 63 | I would invest my own money in this organization.  | 58 | 16 | 54 | 18 |
| 64 | Our organization's culture is special - something you don't find just anywhere.              | 51 | 20 | 48 | 20 |
| 65 | This is a great organization where people want to work.                                      | 52 | 12 | 49 | 13 |
| 66 | I feel a strong sense of loyalty to my manager.  | 72 | 12 | 74 | 10 |
| 67 | This organization supports opportunities for employees to learn from one another.            | 64 | 11 | 58 | 15 |
| 68 | My department/branch is adequately staffed.  | 55 | 25 | 53 | 23 |
| 69 | At this organization, workloads are taken into account when implementing change initiatives. | 32 | 42 | 30 | 42 |

## Profile of Survey Respondents

Number of surveys sent to your organization: 881

Number of respondents: 670

Survey response rate: 76%

| Demographic Category             | Response Options                                 | Number of Respondents | Percentage of Respondents |
|----------------------------------|--|-----------------------|---------------------------|
| Gender<br>n=622                  | Male   | 132                   | 21%                       |
|                                  | Female   | 372                   | 59%                       |
|                                  | Transgender                                      | 2                     | 0%                        |
|                                  | Gender Neutral                                   | 8                     | 1%                        |
|                                  | Decline to answer                                | 108                   | 17%                       |
| Age<br>n=625                     | < 22   | 47                    | 7%                        |
|                                  | 22-30  | 115                   | 18%                       |
|                                  | 31-40  | 124                   | 19%                       |
|                                  | 41-50  | 99                    | 15%                       |
|                                  | 51-60  | 78                    | 12%                       |
|                                  | 61+  | 32                    | 5%                        |
|                                  | Decline to answer                                | 130                   | 20%                       |
| Ethnicity<br>n=525               | Hispanic or Latino                               | 8                     | 1%                        |
|                                  | Not Hispanic or Latino                           | 422                   | 80%                       |
|                                  | Decline to answer                                | 95                    | 18%                       |
| Race<br>n=616                    | American Indian or Alaska Native                 | 2                     | 0%                        |
|                                  | Asian  | 12                    | 1%                        |
|                                  | Black or African American                        | 41                    | 6%                        |
|                                  | Native Hawaiian or Other Pacific Islander        | 1                     | 0%                        |
|                                  | White  | 419                   | 68%                       |
|                                  | Decline to answer                                | 151                   | 24%                       |
| Status<br>n=615                  | Full-time  | 382                   | 62%                       |
|                                  | Part-time  | 233                   | 37%                       |
| Job Role<br>n=595                | Administrative Support                           | 26                    | 4%                        |
|                                  | Librarian  | 127                   | 21%                       |
|                                  | Public Service                                   | 214                   | 35%                       |
|                                  | Regional/Operations Manager                      | 4                     | 0%                        |
|                                  | Senior Leadership                                | 6                     | 1%                        |
|                                  | Team Leader/Manager                              | 55                    | 9%                        |
|                                  | Technical/Skilled Trade                          | 25                    | 4%                        |
| Other                            | 138  | 23%                   |                           |
| Department<br>n=579              | Pre-loaded Administration                        | 3                     | 0%                        |
|                                  | Branch Staff                                     | 343                   | 59%                       |
|                                  | Facility Operations                              | 7                     | 1%                        |
|                                  | Fiscal   | 5                     | 0%                        |
|                                  | Human Resources                                  | 6                     | 1%                        |
|                                  | Marketing  | 12                    | 2%                        |
|                                  | Service Operations, Non-Public                   | 50                    | 8%                        |
|                                  | Service Operations, Public                       | 76                    | 13%                       |
|                                  | Technology                                       | 14                    | 2%                        |
|                                  | Other  | 63                    | 10%                       |
| Operational Hours<br>n=552       | Branch, 44 hours per week                        | 66                    | 11%                       |
|                                  | Branch, 48-52 hours per week                     | 145                   | 26%                       |
|                                  | Branch, 60 hours per week                        | 124                   | 22%                       |
|                                  | Main, Administrative Offices, 40+ hours per week | 29                    | 5%                        |
|                                  | Main, Non-Public/Support, 40-67 hours per week   | 97                    | 17%                       |
| Main, Public, 67+ hours per week | 91   | 16%                   |                           |
| Reasons for Leaving<br>n=622     | My Supervisor/Manager                            | 79                    | 12%                       |
|                                  | Salary   | 253                   | 40%                       |
|                                  | Benefits   | 102                   | 16%                       |
|                                  | Career advancement                               | 284                   | 45%                       |
|                                  | Colleagues/Co-workers                            | 26                    | 4%                        |
|                                  | Personal reasons                                 | 216                   | 34%                       |
|                                  | Retirement                                       | 149                   | 23%                       |
|                                  | Workload   | 65                    | 10%                       |
|                                  | I would not consider leaving this organization   | 60                    | 9%                        |
|                                  | Other  | 76                    | 12%                       |

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**ModernThink**  
**2017 Employee Engagement Survey**  
**The Public Library of Cincinnati and Hamilton County**  
**Response Distribution Report**



|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
|--|----------------|-------|--------------------------------------|----------|-------------------|

**Average All Statements (1-69)**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (670) 3.66                                    | 25.8% | 36%   | 23%   | 9.3%  | 5.9% |
| Branch, 44 hours per week (66) 3.68                        | 25.9% | 37.4% | 22.1% | 8.1%  | 6.4% |
| Branch, 48-52 hours per week (145) 3.75                    | 28.8% | 35.2% | 23%   | 8.5%  | 4.5% |
| Branch, 60 hours per week (124) 3.68                       | 24.3% | 39.8% | 20.7% | 9.8%  | 5.4% |
| Main, Administrative Offices, 40+ hours per week (29) 3.99 | 45%   | 26.3% | 16.7% | 6.7%  | 5.4% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.53   | 19.8% | 36.6% | 26.4% | 11.3% | 5.9% |
| Main, Public, 67+ hours per week (91) 3.59                 | 23.5% | 35.6% | 24.6% | 9.1%  | 7.1% |

**1. I understand our organization's mission and strategic goals.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (667) 4.08                                    | 31.9% | 47.8% | 17.4% | 1.8% | 1%   |
| Branch, 44 hours per week (66) 3.95                        | 22.7% | 54.5% | 19.7% | 1.5% | 1.5% |
| Branch, 48-52 hours per week (145) 4.15                    | 35.9% | 46.2% | 15.9% | 1.4% | 0.7% |
| Branch, 60 hours per week (124) 4.19                       | 33.9% | 53.2% | 11.3% | 1.6% | 0%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.48 | 65.5% | 24.1% | 6.9%  | 0%   | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (96) 4.05   | 26%   | 57.3% | 13.5% | 2.1% | 1%   |
| Main, Public, 67+ hours per week (91) 3.93                 | 27.5% | 45.1% | 23.1% | 2.2% | 2.2% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**2. My job makes good use of my skills and abilities.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (670) 3.85                                    | 27.6% | 42.5% | 20.7% | 5.7% | 3.4% |
| Branch, 44 hours per week (66) 3.83                        | 25.8% | 40.9% | 27.3% | 3%   | 3%   |
| Branch, 48-52 hours per week (145) 3.99                    | 32.4% | 42.8% | 18.6% | 4.1% | 2.1% |
| Branch, 60 hours per week (124) 3.75                       | 19.4% | 50%   | 20.2% | 7.3% | 3.2% |
| Main, Administrative Offices, 40+ hours per week (29) 4.21 | 58.6% | 13.8% | 20.7% | 3.4% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.82   | 28.9% | 42.3% | 16.5% | 7.2% | 5.2% |
| Main, Public, 67+ hours per week (91) 3.82                 | 25.3% | 41.8% | 26.4% | 3.3% | 3.3% |

**3. I am provided the training I need to be effective in my job.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (669) 3.73                                    | 21.8% | 41.9% | 27.1% | 6.4% | 2.8% |
| Branch, 44 hours per week (66) 3.74                        | 21.2% | 36.4% | 39.4% | 1.5% | 1.5% |
| Branch, 48-52 hours per week (145) 3.79                    | 22.8% | 44.8% | 24.8% | 3.4% | 4.1% |
| Branch, 60 hours per week (124) 3.71                       | 21%   | 42.7% | 25%   | 8.9% | 2.4% |
| Main, Administrative Offices, 40+ hours per week (29) 4.03 | 41.4% | 27.6% | 27.6% | 0%   | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.74   | 19.8% | 47.9% | 20.8% | 9.4% | 2.1% |
| Main, Public, 67+ hours per week (91) 3.66                 | 16.5% | 46.2% | 27.5% | 6.6% | 3.3% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**4. I understand how my job contributes to this organization's success.**

|  |       |       |      |      |      |
|--|-------|-------|------|------|------|
| Your Overall (670) 4.3                                     | 43.7% | 46.3% | 7.2% | 1.9% | 0.9% |
| Branch, 44 hours per week (66) 4.26                        | 42.4% | 47%   | 7.6% | 0%   | 3%   |
| Branch, 48-52 hours per week (145) 4.34                    | 44.8% | 47.6% | 6.2% | 0%   | 1.4% |
| Branch, 60 hours per week (124) 4.31                       | 41.1% | 50%   | 7.3% | 1.6% | 0%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.55 | 69%   | 24.1% | 3.4% | 0%   | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.31   | 45.4% | 44.3% | 7.2% | 2.1% | 1%   |
| Main, Public, 67+ hours per week (91) 4.21                 | 36.3% | 51.6% | 8.8% | 3.3% | 0%   |

**5. I am given the responsibility and freedom to do my job.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (670) 4                                       | 35.4% | 39.4% | 18.4% | 3.4% | 3.4% |
| Branch, 44 hours per week (66) 4.03                        | 37.9% | 39.4% | 16.7% | 0%   | 6.1% |
| Branch, 48-52 hours per week (145) 4.11                    | 37.2% | 42.1% | 16.6% | 2.8% | 1.4% |
| Branch, 60 hours per week (124) 3.98                       | 31.5% | 44.4% | 16.9% | 4.8% | 2.4% |
| Main, Administrative Offices, 40+ hours per week (29) 4.24 | 62.1% | 13.8% | 17.2% | 0%   | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.03   | 35.1% | 41.2% | 18.6% | 2.1% | 3.1% |
| Main, Public, 67+ hours per week (91) 3.76                 | 22%   | 44%   | 24.2% | 7.7% | 2.2% |



| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**6. I am regularly recognized for my contributions.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (668) 3.43                                    | 18.3%          | 32.6% | 28.7%                                | 14.1%    | 6.3%              |
| Branch, 44 hours per week (65) 3.52                        | 23.1%          | 29.2% | 32.3%                                | 7.7%     | 7.7%              |
| Branch, 48-52 hours per week (145) 3.44                    | 20%            | 30.3% | 30.3%                                | 12.4%    | 6.9%              |
| Branch, 60 hours per week (123) 3.49                       | 17.9%          | 39.8% | 21.1%                                | 15.4%    | 5.7%              |
| Main, Administrative Offices, 40+ hours per week (29) 3.59 | 24.1%          | 37.9% | 17.2%                                | 13.8%    | 6.9%              |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.25   | 12.4%          | 27.8% | 36.1%                                | 19.6%    | 4.1%              |
| Main, Public, 67+ hours per week (91) 3.38                 | 16.5%          | 30.8% | 33%                                  | 14.3%    | 5.5%              |

**7. I have a clear understanding of this organization's current financial performance.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (653) 3.1                                     | 9.8%           | 28.8% | 31.9%                                | 21%      | 8.6%              |
| Branch, 44 hours per week (65) 3.15                        | 12.3%          | 23.1% | 38.5%                                | 20%      | 6.2%              |
| Branch, 48-52 hours per week (139) 3.14                    | 5.8%           | 35.3% | 33.8%                                | 17.3%    | 7.9%              |
| Branch, 60 hours per week (122) 3.27                       | 11.5%          | 30.3% | 35.2%                                | 19.7%    | 3.3%              |
| Main, Administrative Offices, 40+ hours per week (29) 3.72 | 44.8%          | 20.7% | 6.9%                                 | 17.2%    | 10.3%             |
| Main, Non-Public/Support, 40-67 hours per week (96) 2.85   | 8.3%           | 20.8% | 31.3%                                | 27.1%    | 12.5%             |
| Main, Public, 67+ hours per week (88) 3.05                 | 4.5%           | 36.4% | 29.5%                                | 18.2%    | 11.4%             |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**8. I am provided the resources I need to be effective in my job.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (667) 3.61                                    | 19.3% | 38.5% | 29.4% | 9.1%  | 3.6% |
| Branch, 44 hours per week (66) 3.58                        | 21.2% | 34.8% | 28.8% | 10.6% | 4.5% |
| Branch, 48-52 hours per week (145) 3.6                     | 20.7% | 31%   | 38.6% | 6.9%  | 2.8% |
| Branch, 60 hours per week (124) 3.68                       | 16.1% | 49.2% | 25%   | 5.6%  | 4%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.03 | 44.8% | 31%   | 13.8% | 3.4%  | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.61   | 13.4% | 47.4% | 27.8% | 9.3%  | 2.1% |
| Main, Public, 67+ hours per week (90) 3.5                  | 16.7% | 34.4% | 33.3% | 13.3% | 2.2% |

**9. I am given a real opportunity to develop my skills in this organization.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (666) 3.44                                    | 16.7% | 33.9% | 32.3% | 11.4% | 5.7%  |
| Branch, 44 hours per week (66) 3.55                        | 19.7% | 28.8% | 40.9% | 7.6%  | 3%    |
| Branch, 48-52 hours per week (144) 3.52                    | 19.4% | 33.3% | 32.6% | 9%    | 5.6%  |
| Branch, 60 hours per week (124) 3.51                       | 14.5% | 38.7% | 33.9% | 8.9%  | 4%    |
| Main, Administrative Offices, 40+ hours per week (29) 3.93 | 48.3% | 20.7% | 17.2% | 3.4%  | 10.3% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.22   | 9.4%  | 37.5% | 27.1% | 17.7% | 8.3%  |
| Main, Public, 67+ hours per week (89) 3.31                 | 10.1% | 38.2% | 30.3% | 15.7% | 5.6%  |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**10. I understand the steps necessary to advance my career.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (654) 3.52                                    | 17.7% | 39%   | 26.3% | 11.6% | 5.4% |
| Branch, 44 hours per week (66) 3.73                        | 19.7% | 45.5% | 24.2% | 9.1%  | 1.5% |
| Branch, 48-52 hours per week (141) 3.54                    | 15.6% | 39.7% | 29.1% | 14.2% | 1.4% |
| Branch, 60 hours per week (120) 3.6                        | 20%   | 39.2% | 25.8% | 10.8% | 4.2% |
| Main, Administrative Offices, 40+ hours per week (29) 4.03 | 51.7% | 24.1% | 6.9%  | 10.3% | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (95) 3.14   | 9.5%  | 30.5% | 33.7% | 16.8% | 9.5% |
| Main, Public, 67+ hours per week (90) 3.58                 | 14.4% | 48.9% | 23.3% | 6.7%  | 6.7% |

**11. I have the flexibility and authority to quickly address customer needs.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (638) 3.82                                    | 21%   | 47.3% | 25.5% | 4.7% | 1.4% |
| Branch, 44 hours per week (65) 3.86                        | 24.6% | 44.6% | 26.2% | 1.5% | 3.1% |
| Branch, 48-52 hours per week (145) 3.84                    | 18.6% | 51.7% | 26.2% | 2.1% | 1.4% |
| Branch, 60 hours per week (124) 3.88                       | 24.2% | 47.6% | 20.2% | 8.1% | 0%   |
| Main, Administrative Offices, 40+ hours per week (25) 4.08 | 28%   | 56%   | 12%   | 4%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (83) 3.73   | 18.1% | 44.6% | 31.3% | 4.8% | 1.2% |
| Main, Public, 67+ hours per week (90) 3.77                 | 18.9% | 52.2% | 20%   | 4.4% | 4.4% |

**ModernThink**  
**2017 Employee Engagement Survey**  
**The Public Library of Cincinnati and Hamilton County**  
**Response Distribution Report**



| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**12. I am paid fairly for my work.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (663) 3.54                                    | 17%   | 44.9% | 19.2% | 12.4% | 6.5%  |
| Branch, 44 hours per week (66) 3.58                        | 15.2% | 51.5% | 13.6% | 15.2% | 4.5%  |
| Branch, 48-52 hours per week (145) 3.67                    | 20.7% | 45.5% | 18.6% | 10.3% | 4.8%  |
| Branch, 60 hours per week (124) 3.6                        | 16.9% | 46%   | 20.2% | 13.7% | 3.2%  |
| Main, Administrative Offices, 40+ hours per week (29) 3.83 | 37.9% | 34.5% | 10.3% | 6.9%  | 10.3% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.28   | 9.3%  | 45.4% | 20.6% | 13.4% | 11.3% |
| Main, Public, 67+ hours per week (91) 3.62                 | 17.6% | 49.5% | 17.6% | 7.7%  | 7.7%  |

**13. My supervisor makes his/her expectations clear.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (661) 4.02                                  | 36.8% | 39.2% | 16.8% | 3.9%  | 3.3% |
| Branch, 44 hours per week (66) 4.05                      | 36.4% | 45.5% | 10.6% | 1.5%  | 6.1% |
| Branch, 48-52 hours per week (145) 4.14                  | 40%   | 41.4% | 13.1% | 4.1%  | 1.4% |
| Branch, 60 hours per week (124) 4                        | 38.7% | 35.5% | 17.7% | 3.2%  | 4.8% |
| Main, Administrative Offices, 40+ hours per week (28) 4  | 46.4% | 25%   | 17.9% | 3.6%  | 7.1% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.81 | 24.7% | 44.3% | 19.6% | 10.3% | 1%   |
| Main, Public, 67+ hours per week (90) 4.1                | 38.9% | 40%   | 16.7% | 1.1%  | 3.3% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**14. I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (658) 4.08                                    | 39.1% | 39.8% | 13.8% | 4.7% | 2.6% |
| Branch, 44 hours per week (66) 4.06                        | 40.9% | 40.9% | 9.1%  | 1.5% | 7.6% |
| Branch, 48-52 hours per week (145) 4.19                    | 43.4% | 38.6% | 12.4% | 4.8% | 0.7% |
| Branch, 60 hours per week (122) 4.08                       | 41.8% | 36.9% | 12.3% | 5.7% | 3.3% |
| Main, Administrative Offices, 40+ hours per week (28) 4.21 | 57.1% | 25%   | 7.1%  | 3.6% | 7.1% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.9    | 29.2% | 40.6% | 22.9% | 5.2% | 2.1% |
| Main, Public, 67+ hours per week (90) 4.06                 | 33.3% | 44.4% | 16.7% | 5.6% | 0%   |

**15. My supervisor actively solicits my suggestions and ideas.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (656) 3.97                                    | 37.5% | 35.2% | 17.2% | 6.9%  | 3.2% |
| Branch, 44 hours per week (64) 3.89                        | 35.9% | 39.1% | 9.4%  | 9.4%  | 6.3% |
| Branch, 48-52 hours per week (142) 4.16                    | 46.5% | 30.3% | 16.9% | 5.6%  | 0.7% |
| Branch, 60 hours per week (124) 3.93                       | 38.7% | 32.3% | 15.3% | 10.5% | 3.2% |
| Main, Administrative Offices, 40+ hours per week (29) 4.21 | 58.6% | 24.1% | 3.4%  | 6.9%  | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.7    | 25.8% | 34%   | 27.8% | 9.3%  | 3.1% |
| Main, Public, 67+ hours per week (90) 4                    | 37.8% | 32.2% | 24.4% | 3.3%  | 2.2% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**16. My supervisor keeps his/her promises.**

|  |       |       |       |      |         |
|--|-------|-------|-------|------|---------|
| Your Overall (637) 4.14                                    | 41.3% | 39.7% | 13.7% | 2.8% | 2.5%    |
| Branch, 44 hours per week (64) 4.11                        | 39.1% | 43.8% | 10.9% | 1.6% | 4.7%    |
| Branch, 48-52 hours per week (141) 4.26                    | 45.4% | 39%   | 12.1% | 2.8% | 0.7%    |
| Branch, 60 hours per week (120) 4.13                       | 40.8% | 38.3% | 15.8% | 2.5% | 2.5%    |
| Main, Administrative Offices, 40+ hours per week (28) 4.46 | 71.4% |       | 17.9% | 3.6% | 0% 7.1% |
| Main, Non-Public/Support, 40-67 hours per week (91) 3.87   | 27.5% | 44%   | 19.8% | 5.5% | 3.3%    |
| Main, Public, 67+ hours per week (85) 4.21                 | 38.8% | 47.1% | 11.8% | 1.2% | 1.2%    |

**17. I receive feedback from my supervisor that helps me.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (660) 4                                     | 38%   | 36.7% | 15.3% | 7%    | 3%   |
| Branch, 44 hours per week (66) 3.95                      | 34.8% | 43.9% | 10.6% | 3%    | 7.6% |
| Branch, 48-52 hours per week (145) 4.12                  | 42.8% | 34.5% | 15.9% | 5.5%  | 1.4% |
| Branch, 60 hours per week (123) 4.07                     | 43.1% | 35%   | 9.8%  | 9.8%  | 2.4% |
| Main, Administrative Offices, 40+ hours per week (28) 4  | 46.4% | 25%   | 14.3% | 10.7% | 3.6% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.71 | 26.8% | 35.1% | 24.7% | 9.3%  | 4.1% |
| Main, Public, 67+ hours per week (90) 4.06               | 37.8% | 38.9% | 15.6% | 6.7%  | 1.1% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**18. My supervisor takes an active interest in helping me advance my career.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (633) 3.79                                    | 32.4% | 33%   | 20.4% | 10.1% | 4.1% |
| Branch, 44 hours per week (65) 3.8                         | 29.2% | 36.9% | 23.1% | 6.2%  | 4.6% |
| Branch, 48-52 hours per week (137) 3.89                    | 34.3% | 33.6% | 21.2% | 8.8%  | 2.2% |
| Branch, 60 hours per week (117) 3.84                       | 36.8% | 26.5% | 23.1% | 11.1% | 2.6% |
| Main, Administrative Offices, 40+ hours per week (28) 3.93 | 46.4% | 25%   | 10.7% | 10.7% | 7.1% |
| Main, Non-Public/Support, 40-67 hours per week (90) 3.49   | 17.8% | 38.9% | 23.3% | 14.4% | 5.6% |
| Main, Public, 67+ hours per week (88) 3.84                 | 36.4% | 27.3% | 23.9% | 9.1%  | 3.4% |

**19. I believe what I am told by my supervisor.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (661) 4.14                                    | 43.3% | 36.2% | 14.2% | 4.1% | 2.3% |
| Branch, 44 hours per week (66) 4.06                        | 40.9% | 40.9% | 6.1%  | 7.6% | 4.5% |
| Branch, 48-52 hours per week (144) 4.31                    | 50%   | 35.4% | 10.4% | 3.5% | 0.7% |
| Branch, 60 hours per week (124) 4.11                       | 46%   | 30.6% | 16.1% | 3.2% | 4%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.55 | 72.4% | 20.7% | 0%    | 3.4% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.86   | 27.8% | 39.2% | 25.8% | 5.2% | 2.1% |
| Main, Public, 67+ hours per week (90) 4.12                 | 40%   | 37.8% | 17.8% | 3.3% | 1.1% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**20. My supervisor supports my efforts to balance my work and personal life.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (654) 4.29                                    | 50.6% | 34.6% | 10.1% | 2.6% | 2.1% |
| Branch, 44 hours per week (65) 4.17                        | 47.7% | 35.4% | 7.7%  | 4.6% | 4.6% |
| Branch, 48-52 hours per week (144) 4.42                    | 56.9% | 32.6% | 7.6%  | 1.4% | 1.4% |
| Branch, 60 hours per week (122) 4.25                       | 48.4% | 32.8% | 15.6% | 1.6% | 1.6% |
| Main, Administrative Offices, 40+ hours per week (28) 4.64 | 75%   | 14.3% | 10.7% | 0%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (94) 4.07   | 33%   | 50%   | 10.6% | 4.3% | 2.1% |
| Main, Public, 67+ hours per week (90) 4.27                 | 52.2% | 31.1% | 10%   | 4.4% | 2.2% |

**21. I have a good relationship with my supervisor.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (656) 4.25                                    | 44.8% | 40.5% | 11%   | 2.3% | 1.4% |
| Branch, 44 hours per week (66) 4.14                        | 43.9% | 40.9% | 4.5%  | 6.1% | 4.5% |
| Branch, 48-52 hours per week (145) 4.37                    | 49%   | 40.7% | 9%    | 0.7% | 0.7% |
| Branch, 60 hours per week (123) 4.21                       | 42.3% | 43.9% | 7.3%  | 5.7% | 0.8% |
| Main, Administrative Offices, 40+ hours per week (29) 4.52 | 69%   | 17.2% | 10.3% | 3.4% | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.09   | 35.1% | 42.3% | 20.6% | 1%   | 1%   |
| Main, Public, 67+ hours per week (90) 4.31                 | 44.4% | 42.2% | 13.3% | 0%   | 0%   |



| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**22. My supervisor regularly models our organization's values.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (654) 4.18                                    | 43.7% | 38.5% | 12.4% | 3.1% | 2.3% |
| Branch, 44 hours per week (66) 4.2                         | 45.5% | 42.4% | 4.5%  | 1.5% | 6.1% |
| Branch, 48-52 hours per week (145) 4.28                    | 45.5% | 41.4% | 9.7%  | 2.1% | 1.4% |
| Branch, 60 hours per week (123) 4.22                       | 50.4% | 31.7% | 10.6% | 4.1% | 3.3% |
| Main, Administrative Offices, 40+ hours per week (29) 4.38 | 62.1% | 24.1% | 6.9%  | 3.4% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (96) 4      | 30.2% | 45.8% | 18.8% | 4.2% | 1%   |
| Main, Public, 67+ hours per week (89) 4.15                 | 40.4% | 38.2% | 16.9% | 4.5% | 0%   |

**23. When I offer a new idea, I believe it will be fully considered.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (656) 3.72                                    | 28.4% | 32.9% | 24.8% | 9.9%  | 4%   |
| Branch, 44 hours per week (66) 3.68                        | 28.8% | 34.8% | 19.7% | 9.1%  | 7.6% |
| Branch, 48-52 hours per week (144) 3.77                    | 29.2% | 34%   | 24.3% | 9.7%  | 2.8% |
| Branch, 60 hours per week (124) 3.74                       | 28.2% | 37.9% | 17.7% | 12.1% | 4%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.14 | 58.6% | 10.3% | 20.7% | 6.9%  | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.56   | 24%   | 31.3% | 28.1% | 10.4% | 6.3% |
| Main, Public, 67+ hours per week (91) 3.74                 | 26.4% | 27.5% | 39.6% | 6.6%  | 0%   |

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
|--|----------------|-------|--------------------------------------|----------|-------------------|

**24. I am comfortable expressing my opinions on issues important to me.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (656) 3.68                                    | 26.8% | 35.2% | 22.4% | 9.9%  | 5.6% |
| Branch, 44 hours per week (66) 3.7                         | 30.3% | 31.8% | 22.7% | 7.6%  | 7.6% |
| Branch, 48-52 hours per week (145) 3.72                    | 30.3% | 32.4% | 22.1% | 9.7%  | 5.5% |
| Branch, 60 hours per week (123) 3.65                       | 26%   | 38.2% | 17.9% | 10.6% | 7.3% |
| Main, Administrative Offices, 40+ hours per week (29) 4.03 | 51.7% | 20.7% | 13.8% | 6.9%  | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.55   | 15.6% | 46.9% | 17.7% | 16.7% | 3.1% |
| Main, Public, 67+ hours per week (91) 3.74                 | 27.5% | 33%   | 29.7% | 5.5%  | 4.4% |

**25. Changes that affect me are discussed prior to being implemented.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (653) 3.18                                    | 16.7% | 26.2% | 28.5% | 15.5% | 13.2% |
| Branch, 44 hours per week (66) 3.53                        | 28.8% | 31.8% | 15.2% | 12.1% | 12.1% |
| Branch, 48-52 hours per week (144) 3.3                     | 20.1% | 25%   | 29.2% | 16%   | 9.7%  |
| Branch, 60 hours per week (124) 3.15                       | 12.1% | 29.8% | 28.2% | 21%   | 8.9%  |
| Main, Administrative Offices, 40+ hours per week (28) 3.54 | 32.1% | 21.4% | 28.6% | 3.6%  | 14.3% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.04   | 10.4% | 27.1% | 29.2% | 22.9% | 10.4% |
| Main, Public, 67+ hours per week (90) 2.91                 | 13.3% | 18.9% | 35.6% | 10%   | 22.2% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**26. In my workgroup, we communicate openly about issues that impact each other's work.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (653) 3.84                                    | 28.2% | 39.8% | 22.1% | 7.4%  | 2.6% |
| Branch, 44 hours per week (65) 3.86                        | 26.2% | 44.6% | 21.5% | 4.6%  | 3.1% |
| Branch, 48-52 hours per week (144) 3.93                    | 34%   | 34.7% | 22.9% | 6.9%  | 1.4% |
| Branch, 60 hours per week (124) 3.67                       | 22.6% | 41.1% | 21.8% | 9.7%  | 4.8% |
| Main, Administrative Offices, 40+ hours per week (29) 4.03 | 48.3% | 24.1% | 13.8% | 10.3% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.73   | 24%   | 35.4% | 31.3% | 8.3%  | 1%   |
| Main, Public, 67+ hours per week (90) 3.87                 | 26.7% | 45.6% | 17.8% | 7.8%  | 2.2% |

**27. Issues of low performance are addressed in my workgroup.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (622) 3.36                                    | 12.4% | 39.1% | 27.3% | 14.5% | 6.8%  |
| Branch, 44 hours per week (64) 3.5                         | 14.1% | 43.8% | 25%   | 12.5% | 4.7%  |
| Branch, 48-52 hours per week (133) 3.46                    | 19.5% | 32.3% | 27.8% | 15%   | 5.3%  |
| Branch, 60 hours per week (119) 3.15                       | 6.7%  | 38.7% | 26.9% | 18.5% | 9.2%  |
| Main, Administrative Offices, 40+ hours per week (27) 3.52 | 18.5% | 33.3% | 33.3% | 11.1% | 3.7%  |
| Main, Non-Public/Support, 40-67 hours per week (94) 3.31   | 8.5%  | 39.4% | 33%   | 12.8% | 6.4%  |
| Main, Public, 67+ hours per week (86) 3.21                 | 12.8% | 36%   | 23.3% | 15.1% | 12.8% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**28. Promotions in my workgroup are based on a person's ability.**

|   |       |       |       |       |      |
|---|-------|-------|-------|-------|------|
| Your Overall (586) 3.63                                   | 19.3% | 43.3% | 23.7% | 8.9%  | 4.8% |
| Branch, 44 hours per week (60) 3.7                        | 20%   | 45%   | 25%   | 5%    | 5%   |
| Branch, 48-52 hours per week (126) 3.7                    | 23.8% | 38.1% | 25.4% | 9.5%  | 3.2% |
| Branch, 60 hours per week (113) 3.62                      | 15%   | 46%   | 28.3% | 7.1%  | 3.5% |
| Main, Administrative Offices, 40+ hours per week (25) 4.2 | 52%   | 28%   | 12%   | 4%    | 4%   |
| Main, Non-Public/Support, 40-67 hours per week (82) 3.51  | 14.6% | 48.8% | 18.3% | 9.8%  | 8.5% |
| Main, Public, 67+ hours per week (81) 3.53                | 13.6% | 48.1% | 21%   | 12.3% | 4.9% |

**29. In my workgroup, we have opportunities to contribute to important decisions.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (645) 3.55                                    | 19.4% | 37.8% | 26.5% | 10.9% | 5.4% |
| Branch, 44 hours per week (65) 3.63                        | 26.2% | 33.8% | 21.5% | 13.8% | 4.6% |
| Branch, 48-52 hours per week (143) 3.71                    | 21%   | 44.8% | 23.8% | 4.9%  | 5.6% |
| Branch, 60 hours per week (120) 3.48                       | 15%   | 40.8% | 25.8% | 14.2% | 4.2% |
| Main, Administrative Offices, 40+ hours per week (29) 3.97 | 44.8% | 24.1% | 20.7% | 3.4%  | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (95) 3.41   | 13.7% | 37.9% | 30.5% | 11.6% | 6.3% |
| Main, Public, 67+ hours per week (89) 3.36                 | 13.5% | 33.7% | 33.7% | 13.5% | 5.6% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**30. My workgroup constantly looks for ways to achieve better results.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (651) 3.98                                    | 28.9%          | 47.3% | 19%                                  | 2.8%     | 2%                |
| Branch, 44 hours per week (65) 4.05                        | 32.3%          | 47.7% | 15.4%                                | 1.5%     | 3.1%              |
| Branch, 48-52 hours per week (143) 4.15                    | 36.4%          | 45.5% | 15.4%                                | 2.1%     | 0.7%              |
| Branch, 60 hours per week (123) 3.88                       | 21.1%          | 56.1% | 14.6%                                | 5.7%     | 2.4%              |
| Main, Administrative Offices, 40+ hours per week (29) 4.07 | 44.8%          | 27.6% | 20.7%                                | 3.4%     | 3.4%              |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.89   | 25%            | 47.9% | 20.8%                                | 3.1%     | 3.1%              |
| Main, Public, 67+ hours per week (90) 3.92                 | 24.4%          | 45.6% | 27.8%                                | 2.2%     | 0%                |

**31. In my workgroup, we actively seek to understand customer needs.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (636) 4.3                                     | 42.5%          | 47.2% | 8.5%                                 | 1.4%     | 0.5%              |
| Branch, 44 hours per week (65) 4.26                        | 44.6%          | 43.1% | 7.7%                                 | 3.1%     | 1.5%              |
| Branch, 48-52 hours per week (145) 4.33                    | 44.1%          | 46.9% | 7.6%                                 | 0.7%     | 0.7%              |
| Branch, 60 hours per week (124) 4.32                       | 37.9%          | 57.3% | 4%                                   | 0.8%     | 0%                |
| Main, Administrative Offices, 40+ hours per week (27) 4.37 | 59.3%          | 29.6% | 3.7%                                 | 3.7%     | 3.7%              |
| Main, Non-Public/Support, 40-67 hours per week (89) 4.21   | 37.1%          | 47.2% | 15.7%                                | 0%       | 0%                |
| Main, Public, 67+ hours per week (91) 4.24                 | 40.7%          | 45.1% | 12.1%                                | 2.2%     | 0%                |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**32. In my workgroup, we adapt quickly to changing circumstances.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (649) 4.18                                    | 39.6% | 43%   | 13.7% | 3.4% | 0.3% |
| Branch, 44 hours per week (65) 4.11                        | 35.4% | 46.2% | 13.8% | 3.1% | 1.5% |
| Branch, 48-52 hours per week (145) 4.22                    | 44.8% | 35.9% | 16.6% | 2.1% | 0.7% |
| Branch, 60 hours per week (124) 4.12                       | 33.9% | 48.4% | 13.7% | 4%   | 0%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.52 | 65.5% | 24.1% | 6.9%  | 3.4% | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.08   | 33%   | 49.5% | 10.3% | 7.2% | 0%   |
| Main, Public, 67+ hours per week (91) 4.15                 | 38.5% | 41.8% | 16.5% | 3.3% | 0%   |

**33. My work environment is fair for everyone.**

|   |       |       |       |       |      |
|---|-------|-------|-------|-------|------|
| Your Overall (650) 3.77                                   | 27.5% | 38.9% | 20.3% | 9.2%  | 4%   |
| Branch, 44 hours per week (66) 3.76                       | 27.3% | 39.4% | 19.7% | 9.1%  | 4.5% |
| Branch, 48-52 hours per week (145) 3.94                   | 33.1% | 40%   | 17.2% | 7.6%  | 2.1% |
| Branch, 60 hours per week (124) 3.78                      | 25%   | 46.8% | 13.7% | 10.5% | 4%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.1 | 51.7% | 24.1% | 13.8% | 3.4%  | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.57  | 20.6% | 37.1% | 24.7% | 13.4% | 4.1% |
| Main, Public, 67+ hours per week (91) 3.64                | 24.2% | 33%   | 30.8% | 6.6%  | 5.5% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**34. In my workgroup, we genuinely care about each other.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (648) 4.16                                    | 42%   | 38%   | 15.6% | 3.1% | 1.4% |
| Branch, 44 hours per week (65) 4.09                        | 40%   | 36.9% | 18.5% | 1.5% | 3.1% |
| Branch, 48-52 hours per week (145) 4.28                    | 48.3% | 37.9% | 9%    | 3.4% | 1.4% |
| Branch, 60 hours per week (124) 4.14                       | 39.5% | 40.3% | 15.3% | 4%   | 0.8% |
| Main, Administrative Offices, 40+ hours per week (29) 4.28 | 48.3% | 34.5% | 13.8% | 3.4% | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (96) 4.01   | 33.3% | 38.5% | 25%   | 2.1% | 1%   |
| Main, Public, 67+ hours per week (91) 4.16                 | 39.6% | 39.6% | 18.7% | 2.2% | 0%   |

**35. People in my workgroup work well together.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (649) 4.15                                    | 37.9% | 44.5% | 13.6% | 2.3% | 1.7% |
| Branch, 44 hours per week (65) 3.97                        | 32.3% | 43.1% | 18.5% | 1.5% | 4.6% |
| Branch, 48-52 hours per week (145) 4.24                    | 44.1% | 41.4% | 11%   | 1.4% | 2.1% |
| Branch, 60 hours per week (124) 4.07                       | 35.5% | 41.9% | 17.7% | 4%   | 0.8% |
| Main, Administrative Offices, 40+ hours per week (29) 4.41 | 55.2% | 31%   | 13.8% | 0%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.12   | 34%   | 47.4% | 15.5% | 3.1% | 0%   |
| Main, Public, 67+ hours per week (91) 4.13                 | 31.9% | 53.8% | 9.9%  | 4.4% | 0%   |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**36. There's a sense that we're all on the same team in this organization.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (650) 3.44                                    | 22.2% | 29.7% | 27.1% | 12.5% | 8.6%  |
| Branch, 44 hours per week (66) 3.59                        | 22.7% | 34.8% | 28.8% | 6.1%  | 7.6%  |
| Branch, 48-52 hours per week (145) 3.6                     | 27.6% | 27.6% | 26.9% | 13.1% | 4.8%  |
| Branch, 60 hours per week (124) 3.32                       | 18.5% | 31.5% | 25%   | 13.7% | 11.3% |
| Main, Administrative Offices, 40+ hours per week (29) 3.41 | 24.1% | 17.2% | 41.4% | 10.3% | 6.9%  |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.39   | 16.5% | 34%   | 27.8% | 15.5% | 6.2%  |
| Main, Public, 67+ hours per week (91) 3.43                 | 20.9% | 35.2% | 22%   | 9.9%  | 12.1% |

**37. Our orientation program prepares new employees to be effective.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (608) 3.33                                    | 12.3% | 35.4% | 31.9% | 13.8% | 6.6% |
| Branch, 44 hours per week (61) 3.46                        | 16.4% | 36.1% | 31.1% | 9.8%  | 6.6% |
| Branch, 48-52 hours per week (141) 3.34                    | 12.1% | 35.5% | 33.3% | 12.8% | 6.4% |
| Branch, 60 hours per week (120) 3.39                       | 9.2%  | 45.8% | 25.8% | 13.3% | 5.8% |
| Main, Administrative Offices, 40+ hours per week (26) 3.42 | 15.4% | 30.8% | 38.5% | 11.5% | 3.8% |
| Main, Non-Public/Support, 40-67 hours per week (86) 3.21   | 8.1%  | 34.9% | 33.7% | 16.3% | 7%   |
| Main, Public, 67+ hours per week (83) 3.33                 | 14.5% | 31.3% | 31.3% | 18.1% | 4.8% |



| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**38. Our review process accurately measures my job performance.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (641) 3.37                                    | 13.1% | 38.7% | 27.5% | 13.4% | 7.3%  |
| Branch, 44 hours per week (66) 3.3                         | 15.2% | 36.4% | 24.2% | 12.1% | 12.1% |
| Branch, 48-52 hours per week (141) 3.46                    | 15.6% | 37.6% | 30.5% | 9.9%  | 6.4%  |
| Branch, 60 hours per week (123) 3.42                       | 8.1%  | 52.8% | 18.7% | 13.8% | 6.5%  |
| Main, Administrative Offices, 40+ hours per week (26) 3.42 | 23.1% | 23.1% | 30.8% | 19.2% | 3.8%  |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.25   | 7.2%  | 39.2% | 33%   | 12.4% | 8.2%  |
| Main, Public, 67+ hours per week (91) 3.48                 | 15.4% | 42.9% | 22%   | 14.3% | 5.5%  |

**39. I can count on people to cooperate across departments.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (644) 3.49                                    | 15.4% | 36.6% | 33.7% | 9.9%  | 4.3% |
| Branch, 44 hours per week (66) 3.56                        | 13.6% | 42.4% | 34.8% | 4.5%  | 4.5% |
| Branch, 48-52 hours per week (144) 3.64                    | 22.2% | 31.9% | 35.4% | 8.3%  | 2.1% |
| Branch, 60 hours per week (120) 3.43                       | 11.7% | 44.2% | 27.5% | 9.2%  | 7.5% |
| Main, Administrative Offices, 40+ hours per week (29) 3.38 | 17.2% | 27.6% | 34.5% | 17.2% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.42   | 11.3% | 39.2% | 34%   | 11.3% | 4.1% |
| Main, Public, 67+ hours per week (90) 3.52                 | 14.4% | 41.1% | 31.1% | 8.9%  | 4.4% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**40. Our organization's policies and practices ensure fair treatment for all employees.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (646) 3.33                                    | 14.4%          | 33.6% | 32.4%                                | 10.2%    | 9.4%              |
| Branch, 44 hours per week (65) 3.4                         | 15.4%          | 30.8% | 41.5%                                | 3.1%     | 9.2%              |
| Branch, 48-52 hours per week (144) 3.51                    | 17.4%          | 34%   | 36.1%                                | 7.6%     | 4.9%              |
| Branch, 60 hours per week (123) 3.37                       | 10.6%          | 46.3% | 22%                                  | 11.4%    | 9.8%              |
| Main, Administrative Offices, 40+ hours per week (29) 3.69 | 34.5%          | 24.1% | 24.1%                                | 10.3%    | 6.9%              |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.29   | 9.3%           | 36.1% | 36.1%                                | 11.3%    | 7.2%              |
| Main, Public, 67+ hours per week (90) 3.07                 | 10%            | 25.6% | 38.9%                                | 12.2%    | 13.3%             |

**41. I am proud to be a part of this organization.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (646) 4.14                                    | 40.4%          | 37.2% | 19%                                  | 2.9%     | 0.5%              |
| Branch, 44 hours per week (66) 4.15                        | 42.4%          | 37.9% | 15.2%                                | 1.5%     | 3%                |
| Branch, 48-52 hours per week (144) 4.13                    | 36.8%          | 41.7% | 18.8%                                | 2.8%     | 0%                |
| Branch, 60 hours per week (123) 4.16                       | 43.9%          | 32.5% | 19.5%                                | 4.1%     | 0%                |
| Main, Administrative Offices, 40+ hours per week (29) 4.66 | 72.4%          | 20.7% | 6.9%                                 | 0%       | 0%                |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.01   | 34%            | 38.1% | 23.7%                                | 3.1%     | 1%                |
| Main, Public, 67+ hours per week (91) 4.13                 | 35.2%          | 45.1% | 17.6%                                | 2.2%     | 0%                |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**42. Senior leadership provides a clear direction for this organization's future.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (642) 2.92                                    | 10.6% | 21.2% | 34.4% | 17.6% | 16.2% |
| Branch, 44 hours per week (65) 3.03                        | 12.3% | 16.9% | 44.6% | 13.8% | 12.3% |
| Branch, 48-52 hours per week (144) 3.03                    | 12.5% | 20.8% | 36.8% | 17.4% | 12.5% |
| Branch, 60 hours per week (123) 3.12                       | 9.8%  | 32.5% | 27.6% | 20.3% | 9.8%  |
| Main, Administrative Offices, 40+ hours per week (29) 3.66 | 27.6% | 27.6% | 34.5% | 3.4%  | 6.9%  |
| Main, Non-Public/Support, 40-67 hours per week (95) 2.74   | 4.2%  | 22.1% | 33.7% | 23.2% | 16.8% |
| Main, Public, 67+ hours per week (91) 2.55                 | 5.5%  | 17.6% | 30.8% | 18.7% | 27.5% |

**43. Our senior leadership has the capabilities necessary for us to be successful.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (638) 3.21                                    | 13.3% | 30.7% | 29.9% | 15.4% | 10.7% |
| Branch, 44 hours per week (64) 3.23                        | 15.6% | 28.1% | 31.3% | 14.1% | 10.9% |
| Branch, 48-52 hours per week (144) 3.35                    | 16.7% | 28.5% | 34%   | 14.6% | 6.3%  |
| Branch, 60 hours per week (121) 3.3                        | 11.6% | 37.2% | 28.9% | 14%   | 8.3%  |
| Main, Administrative Offices, 40+ hours per week (29) 3.79 | 34.5% | 27.6% | 24.1% | 10.3% | 3.4%  |
| Main, Non-Public/Support, 40-67 hours per week (95) 3.15   | 9.5%  | 33.7% | 29.5% | 16.8% | 10.5% |
| Main, Public, 67+ hours per week (91) 2.81                 | 5.5%  | 25.3% | 34.1% | 15.4% | 19.8% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**44. Senior leadership communicates openly about important matters.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (640) 2.72                                    | 9.5%  | 18.1% | 30.3% | 19.1% | 23%   |
| Branch, 44 hours per week (65) 2.86                        | 12.3% | 16.9% | 33.8% | 18.5% | 18.5% |
| Branch, 48-52 hours per week (144) 2.85                    | 9.7%  | 20.8% | 32.6% | 18.8% | 18.1% |
| Branch, 60 hours per week (123) 2.89                       | 7.3%  | 27.6% | 29.3% | 18.7% | 17.1% |
| Main, Administrative Offices, 40+ hours per week (29) 3.34 | 27.6% | 24.1% | 17.2% | 17.2% | 13.8% |
| Main, Non-Public/Support, 40-67 hours per week (95) 2.66   | 5.3%  | 17.9% | 37.9% | 15.8% | 23.2% |
| Main, Public, 67+ hours per week (91) 2.15                 | 6.6%  | 5.5%  | 27.5% | 17.6% | 42.9% |

**45. Senior leadership shows a genuine interest in the well-being of employees.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (641) 2.86                                    | 11.4% | 19.7% | 32.4% | 17%   | 19.5% |
| Branch, 44 hours per week (64) 2.92                        | 12.5% | 20.3% | 32.8% | 15.6% | 18.8% |
| Branch, 48-52 hours per week (143) 3.01                    | 14.7% | 19.6% | 31.5% | 20.3% | 14%   |
| Branch, 60 hours per week (123) 2.8                        | 6.5%  | 25.2% | 31.7% | 15.4% | 21.1% |
| Main, Administrative Offices, 40+ hours per week (29) 3.66 | 34.5% | 24.1% | 20.7% | 13.8% | 6.9%  |
| Main, Non-Public/Support, 40-67 hours per week (97) 2.86   | 7.2%  | 19.6% | 38.1% | 21.6% | 13.4% |
| Main, Public, 67+ hours per week (91) 2.55                 | 6.6%  | 15.4% | 34.1% | 14.3% | 29.7% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**46. Our organization's policies give me the flexibility to manage my personal life.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (642) 3.77                                    | 20.7%          | 47.4% | 23.8%                                | 4.7%     | 3.4%              |
| Branch, 44 hours per week (65) 3.71                        | 20%            | 44.6% | 24.6%                                | 7.7%     | 3.1%              |
| Branch, 48-52 hours per week (145) 3.83                    | 23.4%          | 45.5% | 24.8%                                | 2.8%     | 3.4%              |
| Branch, 60 hours per week (122) 3.75                       | 15.6%          | 55.7% | 21.3%                                | 2.5%     | 4.9%              |
| Main, Administrative Offices, 40+ hours per week (28) 4.21 | 42.9%          | 42.9% | 7.1%                                 | 7.1%     | 0%                |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.74   | 19.8%          | 49%   | 20.8%                                | 6.3%     | 4.2%              |
| Main, Public, 67+ hours per week (91) 3.76                 | 16.5%          | 51.6% | 25.3%                                | 4.4%     | 2.2%              |

**47. Our recognition and rewards programs are meaningful to me.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (619) 3.1                                     | 11.1%          | 27.9% | 30.7%                                | 19.7%    | 10.5%             |
| Branch, 44 hours per week (62) 3.15                        | 11.3%          | 24.2% | 38.7%                                | 19.4%    | 6.5%              |
| Branch, 48-52 hours per week (138) 3.13                    | 13.8%          | 26.8% | 29%                                  | 19.6%    | 10.9%             |
| Branch, 60 hours per week (119) 3.07                       | 10.1%          | 30.3% | 29.4%                                | 16.8%    | 13.4%             |
| Main, Administrative Offices, 40+ hours per week (28) 3.61 | 28.6%          | 32.1% | 17.9%                                | 14.3%    | 7.1%              |
| Main, Non-Public/Support, 40-67 hours per week (94) 2.91   | 6.4%           | 26.6% | 29.8%                                | 26.6%    | 10.6%             |
| Main, Public, 67+ hours per week (86) 3.08                 | 9.3%           | 30.2% | 29.1%                                | 22.1%    | 9.3%              |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**48. Our organization's benefits meet my needs.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (593) 3.62                                    | 18.9% | 44.7% | 22.8% | 7.3%  | 6.4% |
| Branch, 44 hours per week (59) 3.51                        | 13.6% | 45.8% | 23.7% | 11.9% | 5.1% |
| Branch, 48-52 hours per week (130) 3.52                    | 19.2% | 39.2% | 24.6% | 8.5%  | 8.5% |
| Branch, 60 hours per week (110) 3.56                       | 14.5% | 50.9% | 17.3% | 10.9% | 6.4% |
| Main, Administrative Offices, 40+ hours per week (29) 4.34 | 58.6% | 24.1% | 13.8% | 0%    | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (93) 3.69   | 17.2% | 46.2% | 28%   | 5.4%  | 3.2% |
| Main, Public, 67+ hours per week (82) 3.63                 | 17.1% | 47.6% | 25.6% | 1.2%  | 8.5% |

**49. Senior leadership keeps their promises.**

|  |      |       |       |       |       |
|--|------|-------|-------|-------|-------|
| Your Overall (604) 3.03                                    | 8.1% | 27.6% | 37.3% | 12.9% | 14.1% |
| Branch, 44 hours per week (62) 3.1                         | 9.7% | 25.8% | 41.9% | 9.7%  | 12.9% |
| Branch, 48-52 hours per week (132) 3.16                    | 9.1% | 28.8% | 40.9% | 11.4% | 9.8%  |
| Branch, 60 hours per week (117) 3.18                       | 5.1% | 41%   | 31.6% | 11.1% | 11.1% |
| Main, Administrative Offices, 40+ hours per week (29) 3.69 | 31%  | 31%   | 24.1% | 3.4%  | 10.3% |
| Main, Non-Public/Support, 40-67 hours per week (91) 2.91   | 3.3% | 26.4% | 44%   | 11%   | 15.4% |
| Main, Public, 67+ hours per week (85) 2.66                 | 5.9% | 15.3% | 37.6% | 21.2% | 20%   |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**50. I trust senior leadership enough to follow them, even when I disagree with their decisions.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (630) 3.01                                    | 9.4%  | 27.6% | 32.7% | 15.6% | 14.8% |
| Branch, 44 hours per week (63) 3.11                        | 11.1% | 28.6% | 31.7% | 17.5% | 11.1% |
| Branch, 48-52 hours per week (142) 3.16                    | 9.9%  | 28.2% | 38.7% | 14.8% | 8.5%  |
| Branch, 60 hours per week (122) 3.11                       | 5.7%  | 36.9% | 32.8% | 12.3% | 12.3% |
| Main, Administrative Offices, 40+ hours per week (29) 3.76 | 34.5% | 31%   | 17.2% | 10.3% | 6.9%  |
| Main, Non-Public/Support, 40-67 hours per week (95) 2.88   | 6.3%  | 25.3% | 34.7% | 17.9% | 15.8% |
| Main, Public, 67+ hours per week (87) 2.69                 | 6.9%  | 18.4% | 35.6% | 14.9% | 24.1% |

**51. Senior leadership regularly models our organization's values.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (630) 3.16                                    | 12.1% | 28.9% | 33.8% | 13.7% | 11.6% |
| Branch, 44 hours per week (62) 3.24                        | 16.1% | 25.8% | 33.9% | 14.5% | 9.7%  |
| Branch, 48-52 hours per week (141) 3.26                    | 14.9% | 30.5% | 30.5% | 14.2% | 9.9%  |
| Branch, 60 hours per week (122) 3.29                       | 9%    | 37.7% | 35.2% | 9%    | 9%    |
| Main, Administrative Offices, 40+ hours per week (29) 3.62 | 27.6% | 34.5% | 20.7% | 6.9%  | 10.3% |
| Main, Non-Public/Support, 40-67 hours per week (95) 3.08   | 7.4%  | 27.4% | 41.1% | 14.7% | 9.5%  |
| Main, Public, 67+ hours per week (89) 2.87                 | 7.9%  | 22.5% | 36%   | 15.7% | 18%   |

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| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**52. I believe what I am told by senior leadership.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (636) 3                                       | 9.3%  | 25.8% | 34.7% | 16%   | 14.2% |
| Branch, 44 hours per week (63) 3.05                        | 11.1% | 23.8% | 38.1% | 12.7% | 14.3% |
| Branch, 48-52 hours per week (142) 3.16                    | 11.3% | 28.9% | 33.8% | 16.9% | 9.2%  |
| Branch, 60 hours per week (123) 3.07                       | 4.9%  | 34.1% | 35%   | 14.6% | 11.4% |
| Main, Administrative Offices, 40+ hours per week (29) 3.76 | 31%   | 34.5% | 17.2% | 13.8% | 3.4%  |
| Main, Non-Public/Support, 40-67 hours per week (96) 2.85   | 5.2%  | 25%   | 34.4% | 20.8% | 14.6% |
| Main, Public, 67+ hours per week (90) 2.61                 | 5.6%  | 15.6% | 38.9% | 14.4% | 25.6% |

**53. In this organization, we discuss and debate issues respectfully to get better results.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (633) 2.76                                    | 8.8%  | 19.7% | 28.9% | 23.4% | 19.1% |
| Branch, 44 hours per week (63) 2.94                        | 12.7% | 23.8% | 23.8% | 23.8% | 15.9% |
| Branch, 48-52 hours per week (145) 2.98                    | 11.7% | 22.1% | 33.1% | 18.6% | 14.5% |
| Branch, 60 hours per week (120) 2.73                       | 5%    | 25%   | 29.2% | 20%   | 20.8% |
| Main, Administrative Offices, 40+ hours per week (29) 3.07 | 10.3% | 31%   | 27.6% | 17.2% | 13.8% |
| Main, Non-Public/Support, 40-67 hours per week (95) 2.55   | 4.2%  | 15.8% | 28.4% | 33.7% | 17.9% |
| Main, Public, 67+ hours per week (89) 2.45                 | 9%    | 10.1% | 24.7% | 29.2% | 27%   |



| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**54. I would recommend our products/services to my family and friends.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (645) 4.48                                    | 56.9%          | 36.4% | 5.1%                                 | 0.5%     | 1.1%              |
| Branch, 44 hours per week (66) 4.5                         | 59.1%          | 36.4% | 1.5%                                 | 1.5%     | 1.5%              |
| Branch, 48-52 hours per week (144) 4.54                    | 58.3%          | 37.5% | 4.2%                                 | 0%       | 0%                |
| Branch, 60 hours per week (124) 4.56                       | 62.1%          | 34.7% | 1.6%                                 | 0%       | 1.6%              |
| Main, Administrative Offices, 40+ hours per week (29) 4.69 | 79.3%          | 13.8% | 3.4%                                 | 3.4%     | 0%                |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.34   | 46.4%          | 43.3% | 9.3%                                 | 0%       | 1%                |
| Main, Public, 67+ hours per week (91) 4.41                 | 50.5%          | 41.8% | 6.6%                                 | 0%       | 1.1%              |

**55. In this organization, people are supportive of different personalities and backgrounds.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (644) 4.03                                    | 33.5%          | 43.2% | 18%                                  | 3.3%     | 2%                |
| Branch, 44 hours per week (66) 4.02                        | 30.3%          | 47%   | 18.2%                                | 3%       | 1.5%              |
| Branch, 48-52 hours per week (145) 4.05                    | 35.2%          | 42.1% | 17.2%                                | 3.4%     | 2.1%              |
| Branch, 60 hours per week (123) 4.06                       | 32.5%          | 50.4% | 9.8%                                 | 4.9%     | 2.4%              |
| Main, Administrative Offices, 40+ hours per week (29) 4.14 | 51.7%          | 20.7% | 20.7%                                | 3.4%     | 3.4%              |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.98   | 27.1%          | 46.9% | 22.9%                                | 3.1%     | 0%                |
| Main, Public, 67+ hours per week (90) 4.16                 | 37.8%          | 42.2% | 17.8%                                | 2.2%     | 0%                |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**56. We learn from our mistakes in this organization.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (642) 3.09                                    | 13.9%          | 24%   | 31.9%                                | 17.9%    | 12.3%             |
| Branch, 44 hours per week (66) 3.23                        | 12.1%          | 40.9% | 19.7%                                | 12.1%    | 15.2%             |
| Branch, 48-52 hours per week (144) 3.21                    | 14.6%          | 25.7% | 35.4%                                | 14.6%    | 9.7%              |
| Branch, 60 hours per week (122) 3.16                       | 13.1%          | 28.7% | 29.5%                                | 18%      | 10.7%             |
| Main, Administrative Offices, 40+ hours per week (29) 3.38 | 27.6%          | 13.8% | 37.9%                                | 10.3%    | 10.3%             |
| Main, Non-Public/Support, 40-67 hours per week (95) 2.85   | 10.5%          | 18.9% | 31.6%                                | 23.2%    | 15.8%             |
| Main, Public, 67+ hours per week (91) 2.97                 | 13.2%          | 18.7% | 33%                                  | 22%      | 13.2%             |

**57. In this organization, how well you do your job is more important than who you know.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (637) 3.15                                    | 12.6%          | 27.3% | 33.4%                                | 16%      | 10.7%             |
| Branch, 44 hours per week (65) 3.35                        | 15.4%          | 35.4% | 26.2%                                | 15.4%    | 7.7%              |
| Branch, 48-52 hours per week (144) 3.14                    | 16%            | 25.7% | 27.1%                                | 18.8%    | 12.5%             |
| Branch, 60 hours per week (123) 3.09                       | 6.5%           | 32.5% | 35%                                  | 15.4%    | 10.6%             |
| Main, Administrative Offices, 40+ hours per week (28) 3.82 | 32.1%          | 32.1% | 25%                                  | 7.1%     | 3.6%              |
| Main, Non-Public/Support, 40-67 hours per week (95) 3.06   | 6.3%           | 28.4% | 42.1%                                | 11.6%    | 11.6%             |
| Main, Public, 67+ hours per week (90) 3.14                 | 12.2%          | 24.4% | 37.8%                                | 16.7%    | 8.9%              |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**58. We celebrate our successes in this organization.**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (644) 3.83                                    | 21.7% | 48.8% | 22.5% | 5%   | 2%   |
| Branch, 44 hours per week (66) 3.82                        | 22.7% | 50%   | 16.7% | 7.6% | 3%   |
| Branch, 48-52 hours per week (145) 3.83                    | 24.8% | 40.7% | 28.3% | 4.8% | 1.4% |
| Branch, 60 hours per week (124) 3.9                        | 19.4% | 58.9% | 14.5% | 6.5% | 0.8% |
| Main, Administrative Offices, 40+ hours per week (29) 4.21 | 41.4% | 41.4% | 13.8% | 3.4% | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.83   | 17.7% | 50%   | 30.2% | 2.1% | 0%   |
| Main, Public, 67+ hours per week (89) 3.9                  | 21.3% | 52.8% | 22.5% | 1.1% | 2.2% |

**59. I would recommend working here to my family and friends.**

|   |       |       |       |       |      |
|---|-------|-------|-------|-------|------|
| Your Overall (646) 3.72                                   | 24%   | 39%   | 26%   | 7%    | 4%   |
| Branch, 44 hours per week (66) 3.79                       | 21.2% | 47%   | 24.2% | 4.5%  | 3%   |
| Branch, 48-52 hours per week (145) 3.92                   | 32.4% | 36.6% | 24.1% | 4.8%  | 2.1% |
| Branch, 60 hours per week (124) 3.74                      | 25%   | 37.9% | 26.6% | 7.3%  | 3.2% |
| Main, Administrative Offices, 40+ hours per week (29) 4.1 | 44.8% | 37.9% | 6.9%  | 3.4%  | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.41  | 12.4% | 38.1% | 33%   | 11.3% | 5.2% |
| Main, Public, 67+ hours per week (90) 3.68                | 23.3% | 35.6% | 30%   | 7.8%  | 3.3% |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**60. I feel a strong sense of loyalty to this organization.**

| Response   | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (645) 3.77                                    | 29.3%          | 34.6% | 23.9%                                | 8.4%     | 3.9%              |
| Branch, 44 hours per week (66) 3.76                        | 22.7%          | 42.4% | 24.2%                                | 9.1%     | 1.5%              |
| Branch, 48-52 hours per week (144) 3.8                     | 29.9%          | 34%   | 25.7%                                | 6.9%     | 3.5%              |
| Branch, 60 hours per week (124) 3.76                       | 29%            | 37.1% | 18.5%                                | 11.3%    | 4%                |
| Main, Administrative Offices, 40+ hours per week (29) 4.24 | 58.6%          | 20.7% | 13.8%                                | 0%       | 6.9%              |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.66   | 27.1%          | 31.3% | 27.1%                                | 9.4%     | 5.2%              |
| Main, Public, 67+ hours per week (91) 3.77                 | 29.7%          | 31.9% | 27.5%                                | 7.7%     | 3.3%              |

**61. This organization actively contributes to the community.**

| Response   | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (643) 4.4                                     | 53.7%          | 35.9% | 8.1%                                 | 1.7%     | 0.6%              |
| Branch, 44 hours per week (66) 4.32                        | 51.5%          | 34.8% | 9.1%                                 | 3%       | 1.5%              |
| Branch, 48-52 hours per week (145) 4.43                    | 55.2%          | 34.5% | 8.3%                                 | 2.1%     | 0%                |
| Branch, 60 hours per week (124) 4.4                        | 54%            | 37.9% | 3.2%                                 | 4%       | 0.8%              |
| Main, Administrative Offices, 40+ hours per week (29) 4.76 | 82.8%          | 13.8% | 0%                                   | 3.4%     | 0%                |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.38   | 52.6%          | 35.1% | 11.3%                                | 0%       | 1%                |
| Main, Public, 67+ hours per week (90) 4.39                 | 51.1%          | 38.9% | 8.9%                                 | 0%       | 1.1%              |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**62. The work of this organization is important and makes a difference.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (644) 4.59                                    | 65.7%          | 29%   | 4.3%                                 | 0.3%     | 0.6%              |
| Branch, 44 hours per week (66) 4.48                        | 62.1%          | 31.8% | 1.5%                                 | 1.5%     | 3%                |
| Branch, 48-52 hours per week (145) 4.64                    | 71.7%          | 22.8% | 4.1%                                 | 0.7%     | 0.7%              |
| Branch, 60 hours per week (124) 4.61                       | 63.7%          | 33.9% | 2.4%                                 | 0%       | 0%                |
| Main, Administrative Offices, 40+ hours per week (29) 4.79 | 89.7%          | 6.9%  | 0%                                   | 0%       | 3.4%              |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.56   | 61.9%          | 32%   | 6.2%                                 | 0%       | 0%                |
| Main, Public, 67+ hours per week (91) 4.63                 | 65.9%          | 30.8% | 3.3%                                 | 0%       | 0%                |

**63. I would invest my own money in this organization.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (601) 3.59                                    | 22.1%          | 35.4% | 26.1%                                | 12%      | 4.3%              |
| Branch, 44 hours per week (63) 3.67                        | 22.2%          | 39.7% | 25.4%                                | 7.9%     | 4.8%              |
| Branch, 48-52 hours per week (134) 3.61                    | 21.6%          | 38.1% | 23.9%                                | 12.7%    | 3.7%              |
| Branch, 60 hours per week (117) 3.65                       | 22.2%          | 38.5% | 24.8%                                | 11.1%    | 3.4%              |
| Main, Administrative Offices, 40+ hours per week (28) 4.04 | 35.7%          | 39.3% | 17.9%                                | 7.1%     | 0%                |
| Main, Non-Public/Support, 40-67 hours per week (93) 3.27   | 17.2%          | 24.7% | 33.3%                                | 17.2%    | 7.5%              |
| Main, Public, 67+ hours per week (80) 3.69                 | 28.8%          | 31.3% | 25%                                  | 10%      | 5%                |

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
|--|----------------|-------|--------------------------------------|----------|-------------------|

**64. Our organization's culture is special - something you don't find just anywhere.**

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (637) 3.47                                    | 19.9% | 31.1% | 29.4% | 15.2% | 4.4%  |
| Branch, 44 hours per week (66) 3.45                        | 19.7% | 33.3% | 25.8% | 15.2% | 6.1%  |
| Branch, 48-52 hours per week (144) 3.58                    | 25.7% | 29.2% | 27.1% | 13.9% | 4.2%  |
| Branch, 60 hours per week (121) 3.45                       | 16.5% | 38.8% | 24%   | 14%   | 6.6%  |
| Main, Administrative Offices, 40+ hours per week (29) 3.41 | 17.2% | 34.5% | 31%   | 6.9%  | 10.3% |
| Main, Non-Public/Support, 40-67 hours per week (95) 3.41   | 16.8% | 26.3% | 38.9% | 16.8% | 1.1%  |
| Main, Public, 67+ hours per week (91) 3.42                 | 22%   | 24.2% | 30.8% | 19.8% | 3.3%  |

**65. This is a great organization where people want to work.**

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (644) 3.54                                    | 16.9% | 34.6% | 36.8% | 8.4%  | 3.3% |
| Branch, 44 hours per week (66) 3.56                        | 15.2% | 37.9% | 37.9% | 6.1%  | 3%   |
| Branch, 48-52 hours per week (145) 3.65                    | 21.4% | 31.7% | 37.9% | 8.3%  | 0.7% |
| Branch, 60 hours per week (124) 3.53                       | 12.9% | 42.7% | 32.3% | 8.9%  | 3.2% |
| Main, Administrative Offices, 40+ hours per week (29) 3.69 | 31%   | 31%   | 20.7% | 10.3% | 6.9% |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.37   | 11.3% | 35.1% | 38.1% | 10.3% | 5.2% |
| Main, Public, 67+ hours per week (91) 3.55                 | 16.5% | 31.9% | 42.9% | 7.7%  | 1.1% |

**ModernThink**  
**2017 Employee Engagement Survey**  
**The Public Library of Cincinnati and Hamilton County**  
**Response Distribution Report**



| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**66. I feel a strong sense of loyalty to my manager.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (640) 3.93                                    | 37.3%          | 35%   | 15.6%                                | 7.3%     | 4.7%              |
| Branch, 44 hours per week (66) 3.8                         | 31.8%          | 39.4% | 13.6%                                | 7.6%     | 7.6%              |
| Branch, 48-52 hours per week (145) 4.07                    | 44.1%          | 31.7% | 14.5%                                | 6.2%     | 3.4%              |
| Branch, 60 hours per week (122) 4.01                       | 43.4%          | 32.8% | 9.8%                                 | 9%       | 4.9%              |
| Main, Administrative Offices, 40+ hours per week (29) 4.14 | 51.7%          | 31%   | 6.9%                                 | 0%       | 10.3%             |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.73   | 26.8%          | 38.1% | 20.6%                                | 10.3%    | 4.1%              |
| Main, Public, 67+ hours per week (89) 3.93                 | 30.3%          | 41.6% | 20.2%                                | 6.7%     | 1.1%              |

**67. This organization supports opportunities for employees to learn from one another.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (641) 3.7                                     | 18.1%          | 46.3% | 24.8%                                | 9.2%     | 1.6%              |
| Branch, 44 hours per week (66) 3.76                        | 18.2%          | 47%   | 28.8%                                | 4.5%     | 1.5%              |
| Branch, 48-52 hours per week (144) 3.72                    | 21.5%          | 42.4% | 25%                                  | 9%       | 2.1%              |
| Branch, 60 hours per week (123) 3.81                       | 22%            | 48.8% | 19.5%                                | 8.1%     | 1.6%              |
| Main, Administrative Offices, 40+ hours per week (29) 3.83 | 31%            | 37.9% | 17.2%                                | 10.3%    | 3.4%              |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.49   | 10.4%          | 42.7% | 32.3%                                | 14.6%    | 0%                |
| Main, Public, 67+ hours per week (91) 3.76                 | 15.4%          | 53.8% | 22%                                  | 8.8%     | 0%                |

| Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|----------------|-------|--------------------------------------|----------|-------------------|
|----------------|-------|--------------------------------------|----------|-------------------|

**68. My department/branch is adequately staffed.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (640) 3.38                                    | 18.3%          | 36.3% | 20.3%                                | 15.5%    | 9.7%              |
| Branch, 44 hours per week (66) 3.06                        | 12.1%          | 37.9% | 13.6%                                | 16.7%    | 19.7%             |
| Branch, 48-52 hours per week (145) 3.41                    | 16.6%          | 38.6% | 20.7%                                | 17.9%    | 6.2%              |
| Branch, 60 hours per week (124) 3.48                       | 25%            | 33.1% | 16.1%                                | 16.9%    | 8.9%              |
| Main, Administrative Offices, 40+ hours per week (27) 3.56 | 22.2%          | 33.3% | 25.9%                                | 14.8%    | 3.7%              |
| Main, Non-Public/Support, 40-67 hours per week (96) 3.26   | 15.6%          | 31.3% | 26%                                  | 17.7%    | 9.4%              |
| Main, Public, 67+ hours per week (91) 3.53                 | 17.6%          | 45.1% | 18.7%                                | 9.9%     | 8.8%              |

**69. At this organization, workloads are taken into account when implementing change initiatives.**

|  | Strongly Agree | Agree | Sometimes Agree / Sometimes Disagree | Disagree | Strongly Disagree |
|--|----------------|-------|--------------------------------------|----------|-------------------|
| Your Overall (626) 2.82                                    | 9.6%           | 22.4% | 25.9%                                | 24.4%    | 17.7%             |
| Branch, 44 hours per week (62) 2.92                        | 12.9%          | 29%   | 14.5%                                | 24.2%    | 19.4%             |
| Branch, 48-52 hours per week (143) 2.94                    | 14%            | 22.4% | 25.2%                                | 21%      | 17.5%             |
| Branch, 60 hours per week (122) 2.86                       | 5.7%           | 31.1% | 23%                                  | 23.8%    | 16.4%             |
| Main, Administrative Offices, 40+ hours per week (27) 2.81 | 7.4%           | 22.2% | 33.3%                                | 18.5%    | 18.5%             |
| Main, Non-Public/Support, 40-67 hours per week (96) 2.77   | 9.4%           | 14.6% | 34.4%                                | 27.1%    | 14.6%             |
| Main, Public, 67+ hours per week (87) 2.7                  | 8%             | 17.2% | 31%                                  | 24.1%    | 19.5%             |



**ModernThink**  
**2017 Employee Engagement Survey**  
**The Public Library of Cincinnati and Hamilton County**  
**Benefits Satisfaction Report**



|   |      | Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|---|------|----------------|-----------|---------|--------------|-------------------|
| <b>Average All Statements (1-12)</b>                  |      |                |           |         |              |                   |
| Your Overall (670)                                    | 3.72 | 21.4%          | 41.6%     | 26.7%   | 7.7%         | 2.6%              |
| Branch, 44 hours per week (66)                        | 3.52 | 15%            | 39.7%     | 31.1%   | 10.2%        | 4%                |
| Branch, 48-52 hours per week (145)                    | 3.74 | 21.3%          | 42.8%     | 26.6%   | 6.8%         | 2.5%              |
| Branch, 60 hours per week (124)                       | 3.65 | 17.5%          | 43.5%     | 28.5%   | 7.8%         | 2.7%              |
| Main, Administrative Offices, 40+ hours per week (29) | 4.19 | 47.9%          | 29.3%     | 17.4%   | 4.4%         | 0.9%              |
| Main, Non-Public/Support, 40-67 hours per week (97)   | 3.74 | 21%            | 44.2%     | 24.9%   | 7.8%         | 2.1%              |
| Main, Public, 67+ hours per week (91)                 | 3.79 | 23.9%          | 43.7%     | 22.5%   | 7%           | 3%                |

**1. Medical Insurance**

|   |      |       |       |       |       |      |
|---|------|-------|-------|-------|-------|------|
| Your Overall (442)                                    | 3.67 | 20.4% | 44.8% | 20.4% | 10.4% | 4.1% |
| Branch, 44 hours per week (40)                        | 3.35 | 15%   | 40%   | 20%   | 15%   | 10%  |
| Branch, 48-52 hours per week (85)                     | 3.66 | 21.2% | 44.7% | 17.6% | 11.8% | 4.7% |
| Branch, 60 hours per week (77)                        | 3.6  | 16.9% | 44.2% | 23.4% | 13%   | 2.6% |
| Main, Administrative Offices, 40+ hours per week (27) | 4.44 | 59.3% | 29.6% | 7.4%  | 3.7%  | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (84)   | 3.85 | 19%   | 54.8% | 19%   | 6%    | 1.2% |
| Main, Public, 67+ hours per week (64)                 | 3.63 | 17.2% | 50%   | 17.2% | 9.4%  | 6.3% |

|  | Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|--|----------------|-----------|---------|--------------|-------------------|
|--|----------------|-----------|---------|--------------|-------------------|

## 2. Dental Insurance

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (442) 3.79                                    | 21.3% | 47.7% | 22.2% | 6.1% | 2.7% |
| Branch, 44 hours per week (41) 3.63                        | 14.6% | 46.3% | 31.7% | 2.4% | 4.9% |
| Branch, 48-52 hours per week (85) 3.74                     | 18.8% | 49.4% | 22.4% | 5.9% | 3.5% |
| Branch, 60 hours per week (80) 3.69                        | 20%   | 45%   | 22.5% | 8.8% | 3.8% |
| Main, Administrative Offices, 40+ hours per week (27) 4.41 | 51.9% | 37%   | 11.1% | 0%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (79) 3.95   | 21.5% | 54.4% | 21.5% | 2.5% | 0%   |
| Main, Public, 67+ hours per week (65) 3.77                 | 20%   | 52.3% | 15.4% | 9.2% | 3.1% |

## 3. Employer Paid Life Insurance

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (453) 3.9                                     | 25.2% | 45.5% | 24.9% | 3.1%  | 1.3% |
| Branch, 44 hours per week (41) 3.73                        | 14.6% | 48.8% | 34.1% | 0%    | 2.4% |
| Branch, 48-52 hours per week (88) 3.78                     | 22.7% | 43.2% | 27.3% | 3.4%  | 3.4% |
| Branch, 60 hours per week (80) 3.9                         | 21.3% | 50%   | 26.3% | 2.5%  | 0%   |
| Main, Administrative Offices, 40+ hours per week (27) 4.19 | 51.9% | 25.9% | 11.1% | 11.1% | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (87) 4.01   | 27.6% | 48.3% | 21.8% | 2.3%  | 0%   |
| Main, Public, 67+ hours per week (65) 3.91                 | 27.7% | 47.7% | 15.4% | 6.2%  | 3.1% |

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| Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|----------------|-----------|---------|--------------|-------------------|
|----------------|-----------|---------|--------------|-------------------|

**4. PTO/Sick Leave**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (616) 4.28                                    | 46.1% | 40.9% | 9.3%  | 2.8% | 1%   |
| Branch, 44 hours per week (61) 4.05                        | 36.1% | 42.6% | 14.8% | 3.3% | 3.3% |
| Branch, 48-52 hours per week (138) 4.26                    | 42.8% | 44.9% | 8.7%  | 2.9% | 0.7% |
| Branch, 60 hours per week (118) 4.12                       | 34.7% | 48.3% | 11.9% | 4.2% | 0.8% |
| Main, Administrative Offices, 40+ hours per week (29) 4.69 | 75.9% |       | 17.2% | 6.9% | 0%0% |
| Main, Non-Public/Support, 40-67 hours per week (97) 4.36   | 50.5% | 39.2% | 6.2%  | 4.1% | 0%   |
| Main, Public, 67+ hours per week (88) 4.43                 | 56.8% | 34.1% | 6.8%  | 0%   | 2.3% |

**5. Overall Satisfaction with Benefits**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (600) 3.98                                    | 28.3% | 47.7% | 19.2% | 3.7% | 1.2% |
| Branch, 44 hours per week (59) 3.83                        | 20.3% | 50.8% | 22%   | 5.1% | 1.7% |
| Branch, 48-52 hours per week (135) 3.98                    | 28.1% | 46.7% | 21.5% | 2.2% | 1.5% |
| Branch, 60 hours per week (115) 3.84                       | 22.6% | 47.8% | 22.6% | 5.2% | 1.7% |
| Main, Administrative Offices, 40+ hours per week (29) 4.45 | 55.2% | 34.5% | 10.3% | 0%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (96) 4.06   | 30.2% | 47.9% | 19.8% | 2.1% | 0%   |
| Main, Public, 67+ hours per week (86) 4.05                 | 32.6% | 47.7% | 14%   | 3.5% | 2.3% |

| Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|----------------|-----------|---------|--------------|-------------------|
|----------------|-----------|---------|--------------|-------------------|

### 6. Professional/Career Development Programs

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (585) 3.23                                    | 9.7%  | 31.1% | 35.7% | 18.8% | 4.6% |
| Branch, 44 hours per week (61) 3.11                        | 8.2%  | 26.2% | 39.3% | 21.3% | 4.9% |
| Branch, 48-52 hours per week (128) 3.38                    | 10.9% | 39.8% | 30.5% | 13.3% | 5.5% |
| Branch, 60 hours per week (109) 3.11                       | 6.4%  | 29.4% | 36.7% | 23.9% | 3.7% |
| Main, Administrative Offices, 40+ hours per week (29) 3.66 | 34.5% | 20.7% | 24.1% | 17.2% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (89) 3.09   | 3.4%  | 32.6% | 37.1% | 23.6% | 3.4% |
| Main, Public, 67+ hours per week (88) 3.44                 | 14.8% | 33%   | 36.4% | 13.6% | 2.3% |

### 7. Employee Assistance Programs (EAP)

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (492) 3.58                                  | 13.8% | 36.2% | 44.9% | 4.1% | 1%   |
| Branch, 44 hours per week (51) 3.29                      | 7.8%  | 29.4% | 51%   | 7.8% | 3.9% |
| Branch, 48-52 hours per week (108) 3.68                  | 17.6% | 37%   | 42.6% | 0.9% | 1.9% |
| Branch, 60 hours per week (95) 3.57                      | 10.5% | 41.1% | 43.2% | 5.3% | 0%   |
| Main, Administrative Offices, 40+ hours per week (22) 4  | 36.4% | 27.3% | 36.4% | 0%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (81) 3.51 | 11.1% | 33.3% | 50.6% | 4.9% | 0%   |
| Main, Public, 67+ hours per week (66) 3.61               | 12.1% | 42.4% | 40.9% | 3%   | 1.5% |

| Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|----------------|-----------|---------|--------------|-------------------|
|----------------|-----------|---------|--------------|-------------------|

### 8. Physical Work Space Conditions

|  |       |       |       |       |       |
|--|-------|-------|-------|-------|-------|
| Your Overall (639) 3.24                                    | 12.4% | 35.7% | 23.8% | 19.6% | 8.6%  |
| Branch, 44 hours per week (66) 3.17                        | 9.1%  | 33.3% | 28.8% | 22.7% | 6.1%  |
| Branch, 48-52 hours per week (142) 3.32                    | 12.7% | 39.4% | 21.1% | 20.4% | 6.3%  |
| Branch, 60 hours per week (124) 3.24                       | 13.7% | 33.9% | 26.6% | 14.5% | 11.3% |
| Main, Administrative Offices, 40+ hours per week (29) 3.86 | 34.5% | 27.6% | 31%   | 3.4%  | 3.4%  |
| Main, Non-Public/Support, 40-67 hours per week (97) 2.92   | 5.2%  | 35.1% | 20.6% | 24.7% | 14.4% |
| Main, Public, 67+ hours per week (90) 3.41                 | 13.3% | 43.3% | 21.1% | 15.6% | 6.7%  |

### 9. Work/Life Balance

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (639) 3.83                                    | 22.2% | 48.2% | 21.3% | 6.7%  | 1.6% |
| Branch, 44 hours per week (66) 3.68                        | 19.7% | 45.5% | 19.7% | 13.6% | 1.5% |
| Branch, 48-52 hours per week (142) 3.88                    | 23.2% | 48.6% | 22.5% | 4.2%  | 1.4% |
| Branch, 60 hours per week (124) 3.79                       | 16.1% | 54%   | 25%   | 2.4%  | 2.4% |
| Main, Administrative Offices, 40+ hours per week (29) 4.31 | 44.8% | 44.8% | 6.9%  | 3.4%  | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (97) 3.79   | 23.7% | 47.4% | 16.5% | 9.3%  | 3.1% |
| Main, Public, 67+ hours per week (90) 3.86                 | 22.2% | 47.8% | 23.3% | 6.7%  | 0%   |

| Very Satisfied | Satisfied | Neutral | Dissatisfied | Very Dissatisfied |
|----------------|-----------|---------|--------------|-------------------|
|----------------|-----------|---------|--------------|-------------------|

### 10. Vision Insurance

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (370) 3.75                                    | 19.2% | 42.4% | 33.2% | 4.3% | 0.8% |
| Branch, 44 hours per week (35) 3.46                        | 11.4% | 37.1% | 40%   | 8.6% | 2.9% |
| Branch, 48-52 hours per week (78) 3.74                     | 17.9% | 42.3% | 35.9% | 3.8% | 0%   |
| Branch, 60 hours per week (70) 3.69                        | 15.7% | 44.3% | 32.9% | 7.1% | 0%   |
| Main, Administrative Offices, 40+ hours per week (22) 4.09 | 36.4% | 36.4% | 27.3% | 0%   | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (69) 3.96   | 23.2% | 50.7% | 24.6% | 1.4% | 0%   |
| Main, Public, 67+ hours per week (47) 3.79                 | 25.5% | 40.4% | 25.5% | 4.3% | 4.3% |

### 11. Short-Term Disability Benefits

|  |       |       |       |       |      |
|--|-------|-------|-------|-------|------|
| Your Overall (304) 3.46                                    | 11.8% | 32.2% | 48%   | 5.6%  | 2.3% |
| Branch, 44 hours per week (27) 3.11                        | 3.7%  | 22.2% | 59.3% | 11.1% | 3.7% |
| Branch, 48-52 hours per week (58) 3.36                     | 10.3% | 24.1% | 56.9% | 8.6%  | 0%   |
| Branch, 60 hours per week (57) 3.37                        | 8.8%  | 29.8% | 54.4% | 3.5%  | 3.5% |
| Main, Administrative Offices, 40+ hours per week (18) 3.78 | 33.3% | 22.2% | 33.3% | 11.1% | 0%   |
| Main, Non-Public/Support, 40-67 hours per week (59) 3.68   | 13.6% | 45.8% | 35.6% | 5.1%  | 0%   |
| Main, Public, 67+ hours per week (41) 3.54                 | 14.6% | 39%   | 36.6% | 4.9%  | 4.9% |

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|----------------|-----------|---------|--------------|-------------------|
|----------------|-----------|---------|--------------|-------------------|

**12. Ohio Public Employees Retirement System (OPERS)**

|  |       |       |       |      |      |
|--|-------|-------|-------|------|------|
| Your Overall (601) 3.8                                     | 20%   | 44.8% | 31.4% | 3%   | 0.8% |
| Branch, 44 hours per week (59) 3.56                        | 10.2% | 47.5% | 33.9% | 5.1% | 3.4% |
| Branch, 48-52 hours per week (135) 3.81                    | 20%   | 44.4% | 32.6% | 3%   | 0%   |
| Branch, 60 hours per week (114) 3.82                       | 17.5% | 49.1% | 31.6% | 1.8% | 0%   |
| Main, Administrative Offices, 40+ hours per week (29) 4.21 | 51.7% | 27.6% | 13.8% | 3.4% | 3.4% |
| Main, Non-Public/Support, 40-67 hours per week (93) 3.75   | 18.3% | 44.1% | 33.3% | 3.2% | 1.1% |
| Main, Public, 67+ hours per week (87) 3.84                 | 21.8% | 47.1% | 25.3% | 4.6% | 1.1% |

# ModernThink Insight Survey

## ModernThink 2017 Employee Engagement Survey The Public Library of Cincinnati and Hamilton County Competencies Spreadsheet

|  | 2017 Overall      |                   | 2016 Overall      |                   | Gender |        |             |                |                   | Age  |       |       |       |       | Ethnicity |                   |                    | Race                   |                   |                                  |       |                           | Status                                    |       | Job Role          |           |           |                        |           |                |                             |                   | Department          |                         |       |                           |              |                     |        |                 | Operational Hours |                                |                            |            |       |                           | Reasons for Leaving          |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |    |
|--|-------------------|-------------------|-------------------|-------------------|--------|--------|-------------|----------------|-------------------|------|-------|-------|-------|-------|-----------|-------------------|--------------------|------------------------|-------------------|----------------------------------|-------|---------------------------|---|-------|-------------------|-----------|-----------|------------------------|-----------|----------------|-----------------------------|-------------------|---------------------|-------------------------|-------|---------------------------|--------------|---------------------|--------|-----------------|-------------------|--------------------------------|----------------------------|------------|-------|---------------------------|------------------------------|---------------------------|--|--|----------------------------------|-----------------------|--------|----------|--------------------|-----------------------|------------------|------------|----------|--|-------|----|
|  | Positive Response | Negative Response | Positive Response | Negative Response | Male   | Female | Transgender | Gender Neutral | Decline to answer | < 22 | 22-30 | 31-40 | 41-50 | 51-60 | 61+       | Decline to answer | Hispanic or Latino | Not Hispanic or Latino | Decline to answer | American Indian or Alaska Native | Asian | Black or African American | Native Hawaiian or Other Pacific Islander | White | Decline to answer | Full-time | Part-time | Administrative Support | Librarian | Public Service | Regional/Operations Manager | Senior Leadership | Team Leader/Manager | Technical/Skilled Trade | Other | Pre-loaded Administration | Branch Staff | Facility Operations | Fiscal | Human Resources | Marketing         | Service Operations, Non-Public | Service Operations, Public | Technology | Other | Branch, 44 hours per week | Branch, 48-52 hours per week | Branch, 60 hours per week | Main, Administrative Offices, 40+ hours per week | Main, Non-Public/Support, 40-67 hours per week | Main, Public, 67+ hours per week | My Supervisor/Manager | Salary | Benefits | Career advancement | Colleagues/Co-workers | Personal reasons | Retirement | Workload | I would not consider leaving this organization | Other |    |
| Total number of survey respondents   | 670               |                   | 680               |                   | 132    | 372    | 2           | 8              | 108               | 47   | 115   | 124   | 99    | 78    | 32        | 130               | 8                  | 422                    | 95                | 2                                | 12    | 41                        | 1   | 419   | 151               | 382       | 233       | 26                     | 127       | 214            | 4                           | 6                 | 55                  | 25                      | 138   | 3                         | 343          | 7                   | 5      | 6               | 12                | 50                             | 76                         | 14         | 63    | 66                        | 145                          | 124                       | 29   | 97   | 91                               | 79                    | 253    | 102      | 284                | 26                    | 216              | 149        | 65       | 60   | 76    |    |
| <b>Leadership</b>  |                   |                   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                           |              |                     |        |                 |                   |                                |                            |            |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |    |
| 14) I trust my supervisor enough to follow him/her, even when I disagree with his/her decisions. | 79                | 7                 | 78                | 5                 | 82     | 79     | *           | 75             | 75                | 91   | 72    | 80    | 82    | 70    | 78        | 80                | 100                | 80                     | 77                | *                                | 75    | 75                        | *   | 80    | 77                | 73        | 86        | 88                     | 78        | 78             | *                           | 80                | 84                  | 68                      | 78    | *                         | 80           | 50                  | 100    | 100             | 67                | 68                             | 83                         | 86         | 77    | 82                        | 82                           | 79                        | 82   | 70   | 78                               | 27                    | 75     | 73       | 76                 | 54                    | 81               | 81         | 75       | 95   | 78    |    |
| 43) Our senior leadership has the capabilities necessary for us to be successful.                | 44                | 26                | 44                | 20                | 48     | 46     | *           | 25             | 34                | 89   | 38    | 40    | 44    | 47    | 48        | 36                | 75                 | 45                     | 45                | *                                | 75    | 58                        | *   | 45    | 37                | 36        | 56        | 46                     | 40        | 40             | *                           | 83                | 44                  | 42                      | 53    | *                         | 46           | 50                  | 100    | 83              | 50                | 34                             | 47                         | 50         | 40    | 44                        | 45                           | 49                        | 62   | 43   | 31                               | 23                    | 35     | 35       | 38                 | 31                    | 43               | 45         | 41       | 66   | 32    |    |
| 50) I trust senior leadership enough to follow them, even when I disagree with their decisions.  | 37                | 30                | 38                | 27                | 43     | 40     | *           | 25             | 23                | 85   | 29    | 30    | 38    | 42    | 52        | 28                | 75                 | 40                     | 29                | *                                | 82    | 59                        | *   | 38    | 28                | 29        | 52        | 50                     | 31        | 32             | *                           | 83                | 33                  | 29                      | 50    | *                         | 38           | 50                  | 80     | 67              | 33                | 30                             | 34                         | 50         | 39    | 40                        | 38                           | 43                        | 66   | 32   | 25                               | 23                    | 26     | 26       | 28                 | 21                    | 35               | 39         | 25       | 68   | 26    |    |
| 56) We learn from our mistakes in this organization.   | 38                | 30                | 37                | 29                | 41     | 42     | *           | 63             | 20                | 85   | 44    | 23    | 36    | 41    | 69        | 22                | 88                 | 42                     | 26                | *                                | 83    | 63                        | *   | 40    | 22                | 24        | 62        | 42                     | 23        | 43             | *                           | 67                | 15                  | 36                      | 56    | *                         | 42           | 50                  | 40     | 50              | 33                | 27                             | 29                         | 50         | 46    | 53                        | 40                           | 42                        | 41   | 29   | 32                               | 18                    | 33     | 38       | 33                 | 15                    | 40               | 36         | 28       | 54   | 24    |    |
| 16) My supervisor keeps his/her promises.  | 81                | 5                 | 84                | 4                 | 88     | 82     | *           | 75             | 72                | 96   | 79    | 86    | 82    | 71    | 84        | 77                | 100                | 83                     | 73                | *                                | 92    | 82                        | *   | 83    | 75                | 76        | 90        | 96                     | 80        | 83             | *                           | 83                | 81                  | 58                      | 82    | *                         | 82           | 50                  | 100    | 100             | 67                | 69                             | 94                         | 100        | 82    | 83                        | 84                           | 79                        | 89   | 71   | 86                               | 27                    | 77     | 79       | 80                 | 63                    | 84               | 84         | 77       | 93   | 85    |    |
| 19) I believe what I am told by my supervisor.   | 79                | 6                 | 80                | 5                 | 86     | 80     | *           | 75             | 69                | 98   | 80    | 83    | 82    | 65    | 78        | 75                | 100                | 82                     | 71                | *                                | 92    | 83                        | *   | 81    | 72                | 73        | 89        | 92                     | 76        | 82             | *                           | 83                | 76                  | 56                      | 80    | *                         | 82           | 57                  | 100    | 100             | 67                | 64                             | 81                         | 100        | 76    | 82                        | 85                           | 77                        | 93   | 67   | 78                               | 31                    | 74     | 76       | 76                 | 58                    | 83               | 78         | 82       | 93   | 83    |    |
| 22) My supervisor regularly models our organization's values.                                    | 82                | 5                 | 84                | 4                 | 85     | 85     | *           | 75             | 73                | 96   | 77    | 85    | 87    | 82    | 75        | 78                | 100                | 84                     | 75                | *                                | 83    | 85                        | *   | 84    | 78                | 78        | 88        | 88                     | 79        | 84             | *                           | 83                | 85                  | 68                      | 83    | *                         | 84           | 67                  | 100    | 100             | 83                | 72                             | 88                         | 86         | 81    | 88                        | 87                           | 82                        | 86   | 76   | 79                               | 31                    | 78     | 74       | 78                 | 62                    | 86               | 87         | 82       | 92   | 84    |    |
| 49) Senior leadership keeps their promises.  | 36                | 27                | 32                | 25                | 42     | 38     | *           | 29             | 21                | 86   | 32    | 24    | 38    | 42    | 52        | 25                | 75                 | 39                     | 25                | *                                | 82    | 58                        | *   | 38    | 24                | 25        | 56        | 58                     | 27        | 32             | *                           | 83                | 31                  | 29                      | 48    | *                         | 38           | 50                  | 80     | 83              | 33                | 24                             | 32                         | 54         | 33    | 35                        | 38                           | 46                        | 62   | 30   | 21                               | 21                    | 26     | 27       | 29                 | 13                    | 36               | 37         | 22       | 56   | 28    |    |
| 51) Senior leadership regularly models our organization's values.                                | 41                | 25                | 39                | 23                | 49     | 45     | *           | 14             | 21                | 89   | 40    | 36    | 46    | 42    | 62        | 23                | 75                 | 45                     | 28                | *                                | 82    | 65                        | *   | 45    | 25                | 30        | 61        | 62                     | 34        | 41             | *                           | 83                | 31                  | 33                      | 51    | *                         | 44           | 50                  | 100    | 67              | 33                | 35                             | 38                         | 50         | 37    | 42                        | 45                           | 47                        | 62   | 35   | 30                               | 25                    | 35     | 35       | 34                 | 21                    | 41               | 41         | 32       | 64   | 27    |    |
| 52) I believe what I am told by senior leadership.   | 35                | 30                | 36                | 25                | 38     | 40     | *           | 13             | 21                | 87   | 30    | 27    | 39    | 39    | 43        | 23                | 75                 | 38                     | 27                | *                                | 82    | 58                        | *   | 37    | 24                | 25        | 53        | 42                     | 26        | 30             | *                           | 83                | 27                  | 32                      | 53    | *                         | 36           | 50                  | 80     | 67              | 42                | 26                             | 29                         | 50         | 39    | 35                        | 40                           | 39                        | 66   | 30   | 21                               | 16                    | 26     | 25       | 28                 | 12                    | 38               | 32         | 25       | 61   | 25    |    |
| <b>Leadership - Average</b>  | 55                | 19                | 55                | 16                | 60     | 58     | *           | 47             | 43                | 90   | 52    | 51    | 57    | 54    | 64        | 47                | 86                 | 58                     | 48                | *                                | 83    | 69                        | *   | 57    | 46                | 47        | 69        | 66                     | 49        | 55             | *                           | 81                | 51                  | 45                      | 63    | *                         | 57           | 52                  | 88     | 82              | 51                | 45                             | 56                         | 68         | 55    | 58                        | 58                           | 58                        | 71   | 48   | 48                               | 24                    | 49     | 49       | 50                 | 35                    | 57               | 56         | 49       | 74   | 49    |    |
| <b>Communication</b>   |                   |                   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                           |              |                     |        |                 |                   |                                |                            |            |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |    |
| 15) My supervisor actively solicits my suggestions and ideas.                                    | 73                | 10                | 73                | 8                 | 82     | 71     | *           | 75             | 66                | 86   | 71    | 80    | 75    | 57    | 75        | 69                | 100                | 75                     | 65                | *                                | 75    | 71                        | *   | 75    | 68                | 70        | 76        | 88                     | 75        | 70             | *                           | 83                | 76                  | 64                      | 71    | *                         | 76           | 43                  | 100    | 100             | 67                | 60                             | 77                         | 71         | 71    | 75                        | 77                           | 71                        | 83   | 60   | 70                               | 29                    | 71     | 70       | 70                 | 58                    | 75               | 74         | 65       | 91   | 73    |    |
| 17) I receive feedback from my supervisor that helps me.   | 75                | 10                | 72                | 7                 | 82     | 74     | *           | 75             | 69                | 96   | 74    | 77    | 70    | 67    | 78        | 72                | 88                 | 77                     | 72                | *                                | 92    | 78                        | *   | 75    | 74                | 69        | 82        | 85                     | 72        | 76             | *                           | 40                | 71                  | 64                      | 78    | *                         | 76           | 57                  | 100    | 100             | 42                | 66                             | 81                         | 79         | 75    | 79                        | 77                           | 78                        | 71   | 62   | 77                               | 25                    | 72     | 74       | 72                 | 58                    | 77               | 79         | 75       | 90   | 74    |    |
| 25) Changes that affect me are discussed prior to being implemented.                             | 43                | 29                | 37                | 31                | 46     | 45     | *           | 50             | 31                | 76   | 46    | 32    | 44    | 44    | 56        | 33                | 63                 | 44                     | 34                | *                                | 83    | 50                        | *   | 44    | 33                | 32        | 60        | 62                     | 31        | 43             | *                           | 60                | 22                  | 36                      | 58    | *                         | 47           | 50                  | 80     | 83              | 42                | 36                             | 22                         | 57         | 48    | 61                        | 45                           | 42                        | 54   | 38   | 32                               | 14                    | 36     | 35       | 35                 | 28                    | 44               | 41         | 23       | 61   | 39    |    |
| 26) In my workgroup, we communicate openly about issues that impact each other's work.           | 68                | 10                | 66                | 9                 | 80     | 66     | *           | 71             | 62                | 89   | 70    | 66    | 65    | 64    | 65        | 65                | 88                 | 69                     | 69                | *                                | 92    | 72                        | *   | 68    | 66                | 63        | 74        | 65                     | 66        | 64             | *                           | 100               | 76                  | 56                      | 72    | *                         | 65           | 83                  | 80     | 100             | 50                | 60                             | 80                         | 86         | 70    | 71                        | 69                           | 64                        | 72   | 59   | 72                               | 35                    | 62     | 59       | 64                 | 31                    | 68               | 70         | 55       | 88   | 67    |    |
| 53) In this organization, we discuss and debate issues respectfully to get better results.       | 29                | 42                | 25                | 43                | 39     | 30     | *           | 43             | 10                | 74   | 33    | 19    | 32    | 30    | 32        | 12                | 63                 | 31                     | 20                | *                                | 67    | 49                        | *   | 31    | 15                | 17        | 48        | 38                     | 19        | 26             | *                           | 50                | 16                  | 29                      | 45    | *                         | 32           | 50                  | 60     | 67              | 8                 | 20                             | 18                         | 50         | 30    | 37                        | 34                           | 30                        | 41   | 20   | 19                               | 10                    | 21     | 22       | 24                 | 12                    | 27               | 25         | 14       | 49   | 19    |    |
| 1) I understand our organization's mission and strategic goals.                                  | 80                | 3                 | 82                | 1                 | 82     | 82     | *           | 63             | 70                | 96   | 80    | 85    | 80    | 76    | 84        | 72                | 88                 | 84                     | 74                | *                                | 92    | 78                        | *   | 83    | 72                | 76        | 86        | 77                     | 73        | 83             | *                           | 83                | 85                  | 72                      | 86    | *                         | 82           | 57                  | 100    | 100             | 83                | 80                             | 78                         | 86         | 77    | 77                        | 82                           | 87                        | 90   | 83   | 73                               | 61                    | 75     | 78       | 78                 | 62                    | 85               | 80         | 72       | 95   | 74    |    |
| 7) I have a clear understanding of this organization's current financial performance.            | 39                | 30                | 38                | 27                | 41     | 39     | *           | 25             | 36                | 45   | 26    | 36    | 53    | 39    | 47        | 38                | 50                 | 38                     | 38                | *                                | 55    | 39                        | *   | 39    | 38                | 41        | 36        | 54                     | 41        | 33             | *                           | 67                | 64                  | 16                      | 33    | *                         | 40           | 50                  | 100    | 67              | 25                | 29                             | 47                         | 36         | 25    | 35                        | 41                           | 42                        | 66   | 29   | 41                               | 29                    | 29     | 33       | 27                 | 25                    | 36               | 52         | 33       | 52   | 41    |    |
| 13) My supervisor makes his/her expectations clear.  | 76                | 7                 | 76                | 6                 | 83     | 75     | *           | 75             | 69                | 91   | 76    | 81    | 78    | 57    | 78        | 75                | 88                 | 78                     | 72                | *                                | 75    | 71                        | *   | 77    | 73                | 70        | 85        | 85                     | 75        | 77             | *                           | 60                | 78                  | 56                      | 79    | *                         | 79           | 57                  | 100    | 100             | 42                | 68                             | 77                         | 93         | 75    | 82                        | 81                           | 74                        | 71   | 69   | 79                               | 26                    | 73     | 75       | 74                 | 58                    | 80               | 74         | 71       | 92   | 82    |    |
| 24) I am comfortable expressing my opinions on issues important to me.                           | 62                | 16                | 60                | 16                | 68     | 64     | *           | 75             | 47                | 81   | 67    | 56    | 72    | 56    | 74        | 50                | 100                | 64                     | 57                | *                                | 75    | 78                        | *   | 63    | 54                | 55        | 72        | 73                     | 53        | 60             | *                           | 83                | 60                  | 60                      | 72    | *                         | 62           | 67                  | 100    | 83              | 50                | 62                             | 62                         | 79         | 60    | 62                        | 63                           | 64                        | 71   | 63   | 69                               | 26                    | 55     | 56       | 58                 | 56                    | 54               | 63         | 62       | 51   | 82    | 53 |
| 42) Senior leadership provides a clear direction for this organization's future.                 | 32                | 34                | 37                | 27                | 39     | 36     | *           | 13             | 14                | 82   | 30    | 24    | 33    | 38    | 48        | 17                | 63                 | 36                     | 20                | *                                | 67    | 48                        | *   | 35    | 18                | 23        | 48        | 46                     | 23        | 30             | *                           | 83                | 25                  | 29                      | 44    | *                         | 34           | 33                  | 80     | 83              | 25                | 22                             | 28                         | 50         | 31    | 29                        | 33                           | 42                        | 55   | 26   | 23                               | 16                    | 25     | 25       | 25                 | 15                    | 32               | 34         | 21       | 49   | 26    |    |
| 44) Senior leadership communicates openly about important matters.                               | 28                | 42                | 29                | 39                | 27     | 33     | *           | 13             | 12                | 84   | 26    | 16    | 31    | 30    | 37        | 14                | 50                 | 31                     | 14                | *                                | 75    | 54                        | *   | 29    | 15                | 17        | 47        | 38                     | 20        | 24             | *                           | 67                | 13                  | 21                      | 45    | *                         | 31           | 57                  | 60     | 67              | 25                | 20                             | 17                         | 36         | 28    | 29                        | 31                           | 35                        | 52   | 23   | 12                               | 9                     | 20     | 21       | 23                 | 12                    | 29               | 28         | 19       | 44   | 25    |    |
| <b>Communication - Average</b>   | 55                | 21                | 54                | 19                | 61     | 56     | *           | 53             | 44                | 82   | 54    | 52    | 58    | 51    | 61        | 47                | 76                 | 57                     | 49                | *                                | 77    | 63                        | *   | 56    | 48                | 48        | 65        | 65                     | 50        | 53             | *                           | 71                | 53                  | 46                      | 62    | *                         | 57           | 55                  | 87     | 86              | 42                | 48                             | 53                         | 66         | 54    | 58                        | 58                           | 57                        | 66   | 48   | 51                               | 25                    | 49     | 50       | 50                 | 38                    | 56               | 56         | 45       | 72   | 52    |    |
| <b>Respect</b>   |                   |                   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                           |              |                     |        |                 |                   |                                |                            |            |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |    |
| 12) I am paid fairly for my work.  | 62                | 19                | 49                | 26                | 64     | 65     | *           | 75             | 53                | 87   | 58    | 61    | 65    | 68    | 66        | 54                | 75                 | 64                     | 58                | *                                | 75    | 63                        | *   | 66    | 56                | 61        | 67        | 65                     | 65        | 61             | *                           | 100               | 73                  | 56                      | 59    | *                         | 64           | 29                  | 80     | 83              | 67                | 48                             | 71                         | 93         | 52    | 67                        | 66                           | 63                        | 72   | 55   | 67                               | 42                    | 40     | 50       | 54                 | 62                    | 67               | 72         | 46       | 80   | 63    |    |
| 27) Issues of low performance are addressed in my workgroup.                                     |                   |                   |                   |                   |        |        |             |                |                   |      |       |       |       |       |           |                   |                    |                        |                   |                                  |       |                           |   |       |                   |           |           |                        |           |                |                             |                   |                     |                         |       |                           |              |                     |        |                 |                   |                                |                            |            |       |                           |                              |                           |  |  |                                  |                       |        |          |                    |                       |                  |            |          |  |       |    |









**ModernThink**  
**Employee Comments Report**  
**Sorted By Operational Hours**

**The Public Library of Cincinnati & Hamilton County**  
**Employee Engagement Survey**  
**November 6 – December 1, 2017**

*Prepared by:*

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## About the Employee Comments...

The Employee Comments Report provides additional insight into the experience of your employees. When your employees completed the ModernThink Insight Survey they were asked two open-ended questions:

1. What do you appreciate most about working at this organization?
2. What would make this organization a top workplace?

Responses to these two questions are detailed in this report. To encourage honest, candid feedback and protect the anonymity of individual respondents, we advised employees not to include any self-identifying information. Additionally, comments have been suppressed for Operational Hours with fewer than five respondents. We have presented the comments exactly as they were provided to us. Comments have been segmented based on self-selected Operational Hours.

The responses in this report are sorted by Operational Hours as follows:

|  |       |         |
|--|-------|---------|
| <b>Branch, 44 hours per week:</b> .....                        | pages | 2-19    |
| <b>Branch, 48-52 hours per week:</b> .....                     | pages | 20-61   |
| <b>Branch, 60 hours per week:</b> .....                        | pages | 62-92   |
| <b>Main, Administrative Offices, 40+ hours per week:</b> ..... | pages | 93-97   |
| <b>Main, Non-Public/Support, 40-67 hours per week:</b> .....   | pages | 98-122  |
| <b>Main, Public, 67+ hours per week:</b> .....                 | pages | 123-148 |
| <b>Not Specified:</b> .....                                    | pages | 149-173 |

Should you have any questions or need additional information, please contact Audrey Walker at 888.684.4658 or via e-mail at [awalker@modernthink.com](mailto:awalker@modernthink.com).

**Branch, 44 hours per week**

**What do you appreciate most about working at this organization?**

A paycheck and my livelihood. I do enjoy what I do. I like helping people and my job puts me in a position to do so. My co-workers are great and we interact well together - not my manager. She is stifling and only does what she must to get by. That is quite frustrating and kills morale.

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All work as a team. All are responsible to one another and care about one another.

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Appreciate being part of PLCH's innovative steps to keep pace with technological changes while staying relevant.

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Doing good work in the community and the public respects us and feels safe in our libraries. The two branch managers I've had listen and encourage. That's important.

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Engaging with the public community. Letting them know all the services the library provides for free.

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Good environment/culture.

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Helping people, community service and being a dependable place for our patrons.

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I am fully committed to the library's mission and goals. I love that we serve everyone in the community, and we are one of the few place left for intellectual freedom and universal access. I love interacting with our patrons and building relationships with them. We make a real difference to peoples' lives every day with the resources the library provides. I love how our services have grown to meet our patrons' needs better and are meeting them where they are. I also love how every day brings different questions and challenges for providing our patrons the information they need. It is wonderful to be part of an organization that is so universally trusted by the communities we serve.

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I appreciate how customer service driven it is, I haven't been involved in an organization that has such a positive mind set towards the public (which in my opinion encourages contentment in ones job)

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I appreciate my co-workers. They all have heart and care about our customers and each other.

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I appreciate our organization's social impact. I appreciate what we do for our patrons, particularly the marginalized. I believe we have the potential to offer a viable alternative to the economic structure in which we are embedded. I appreciate the opportunity to make a meaningful impact on people's lives.

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I appreciate that we are an important part of the community. A vital place for people to access information and a place for people to work on enrichment.

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I appreciate the ability to help our community and earn the trust of our patrons. I feel we provide a much needed service and look forward to going to work in general.

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I appreciate the location's convenience to my home. I appreciate the people who work with me here at my location. I appreciate the opportunity to work and my income.

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I appreciate the most that this organization is to serve and assist the public.

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I appreciate working with PLCH because the job pays well, the workload stress-free and simple, and the department are well-staffed.

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I enjoy my co workers, close proximity to my home, enjoy my work and especially helping our patrons.

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I enjoy working with children (as a Children's Librarian) and knowing that the job I do impacts people in a positive manner. I feel our PTO and sick time is generous and that is a huge factor. I also like that we offer such services as fax/scanning documents to JFS

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I feel like I'm contributing to the community to make it better. The company respects their employees. The pay is fair and the people that I work with are great.

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I like working in libraries which is why I worked in them for over twenty years. However my satisfaction with my job is primarily due to the nature of the work at ANY public library, not specific to this organization. I love being surrounded by books, music and movies. I love interacting with the public and being able to help them as well as share relevant or interesting

books and ideas with them. I also like a lot of the people who work for this organization. Libraries often attract interesting people who are open-minded and friendly.

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I love my coworkers. I think they're wonderful people and they provide a great service to the community. The library would not be the same without them and I thoroughly enjoy working with them every week. I also love getting to interact with the public every day. There are so many amazing, supportive, caring, and unique individuals in our community, all of whom depend on the library and love visiting daily, weekly, or monthly. Providing people with the services they need is one of the most wonderful parts of this job.

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I love the mission of the library, and the knowledge that I am helping people with my job. I also appreciate the creative freedom I have on a daily basis for displays and programming contributions.

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I love working at an organization that contributes so much to the community, providing a welcoming space for people to gather and helping any and every member of the community find the resources and information they need.

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I love working with the public -- I hate that at the head of our organization they don't care as much. I love the library as an institution, but hate what capitalism does to anything good.

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I really like being able to help others find what they are looking for and recommending similar items that might interest them.

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It is a very great place to work! Great mission and great work environment and benefits!

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mangement

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my co- works and manager

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My co-workers.

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My manager and co-workers are a fantastic team - we're supportive of each other, and seriously committed to each other's work happiness and personal development.

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My team is by far the best part about working in this organization. My manager sets an amazingly productive, compassionate, fair tone for the entire branch. All of us gladly do our individual parts to make this a place that we all want to be.

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Our profession contributes to positive change within our community. Being a librarian has a certain status because of this contribution.

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PTO/Sick time - the balance between work and personal life is ok.

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Salary and Benefits; a supportive and fair RM; the chance to get to know regular customers and make a difference in their lives; cooperation among coworkers.

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Serving the public, interacting with the patrons.

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That it caters to children, and teens. The library has wonderful programs for them. Its a good place to work and network with other non-profits.

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The 'boots-on-the-ground' employees are almost always friendly amongst themselves and create a caring and supportive environment

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The ability to help people in the community

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The chance to contribute to the community.

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The commitment to the public and community, as well as the calm and efficient environment.

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The flexibility of schedule changes and that everyday there is always something different going on.

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The freedom and trust from the managers.

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the innovative approach to library services; as an organization we are always motivated to improve the user experience

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The library is a positive force in our communities--sometimes the only place where the disadvantaged can go to get help as well as a great resource for books, movies, cds, internet

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The library is a well respected organization that does important work. I feel we really make a difference in people's lives.

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The library makes a fantastic contribution to the community. Cincinnati is genuinely a better place to live because of the size and scope of its library system and all of the services it provides. I can see that our programming department is really doing their best to provide excellent learning opportunities to children, as well as entertainment to all of our county's population. I felt incredibly privileged when my branch was the recipient of an incredible summer program made possible by a grant that was arranged by our central programming staff. They do a wonderful job making sure that we have the resources to do amazing things.

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The management and staff at my branch are exemplary employees and wonderful human beings. My manager is knowledgeable, personable, trustworthy, and fair. Our staff has been very supportive in training me as I grow past being a new employee. Although I'm a life-long library user, it was still astounding to learn what a huge organization the Library is, and how complex our processes are. I'm a firm believer in the Library's place in our democracy, and very proud to be a small part of that.

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The opportunity to contribute to provide an essential service to the community, supporting literacy and life improvement for all.

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The opportunity to feel that I am making a positive difference in the lives of others on a daily basis.

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The pay. It could be better.

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The people I work with are some of the best people I have ever met, across the board. They are friendly, have high values, and are accepting of each other.

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The work environment is generally very pleasant.

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The work we do is meaningful and clearly makes a difference in the lives of our patrons, and I think most people in the system have relatively similar views about what is most important. I love the big network of library employees, you can't seem to help but run into someone who works here or used to work here or knows someone who works here. You get a lot of different perspectives that way.

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There are a lot of resources for the public, if the public would take advantage of this. I wish the public would take advantage of the plethora of resources we have.

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What I appreciate most about working for PLCH is the wide range of people we serve as library patrons. I appreciate having the opportunity to help people in a meaningful way.

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What I appreciate most thus far has been the opportunity to work with people and serve people in the surrounding community with whom I would normally never get the chance to encounter. Also, everyone here seems nice and willing to help whenever needed.

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When it comes to working at this organization the thing i appreciate the most is reaching out to communities, making a difference in peoples lives by just being a source they can depend on. Whether they need to do research, apply for jobs, find a good book we are here for the people of hamilton county and that is very special to me.

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### **What would make this organization a top workplace?**

Actually listening to staff and welcoming our feedback would be a positive step towards a top workplace . There is a total disregard for the opinion of staff--in fact staff are afraid to voice their opinions for fear of retribution from upper level management. These upper level managers are totally removed from the day to day operation of the main library and all the branches and thus are unaware of the needs of patrons and staff. The best example of the total disinterest of the upper level management is the yearly branch visits by the executive director. All involved believe these to be a total waste of time because the executive director does not even ask staff about the branch that she is visiting--no questions--she does not look at the branch to make comments or suggestions or praise. This behavior is rude and insulting and shows just utter disregard for the staff.

Upper level management is also destroying the sense of community fostered within library branches by removing the public desks which were gathering places for patrons and staff to share ideas and thoughts with each other. That sense of community and belonging is what so many have always appreciated about the library. Go to a mobile service branch now and it is

often hard to find one staff member let alone any place to socialize with other patrons and staff. Mobile service destroys the element that people enjoy most--creating a relationship with library staff. The desk is the heart of the library; removing it creates a cold dysfunctional place that will not maintain patron allegiance.

Finally, efforts by management to improve morale have fallen flat because what staff really want is an effective voice in the running of the library not so much donuts and tee shirts.

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adequate staffing

the organization prioritizing employees' work/life balance

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All of the branches have different needs and serve different populations. A lot of the services or directives that come down the line seem detached from actual day to day work in the branches - theoretically, they work, but maybe need to be revisited in practice. I think if administrative staff spent some time during open branch hours in some of the urban branches, it would give them a good idea of how not all services work in every branch.

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Another library, not my own: by Anonymous

The only positive change since the first BTB survey is the addition of the customer experience manager. This is a true leader who wants to improve things, can listen to concerns/complaints without taking things personally, and also makes all staff feel appreciated. Amazing! Unfortunately, the SLT's communication problems have not improved. The north building PR fiasco is the latest example. Administration put the cart before the horse, and now staff have to clean up their mess by giving presentations and "selling" the facilities plan. Gee, thanks! Plus it's a lie to say "no decision has been made" about the building, because someone decided to consolidate services into the south building two years ago and even hired an architect to create plans for it. If the Board and SLT were serious about getting public input "before any decision" is made, they would have involved the public way back then. While I'm on the subject, letting the oldest locations rot for decades while building new branches (and completing ML21) has been atrocious stewardship.

We had a staff morale team meeting at our location. The purpose was to address some of the main problems revealed in the BTB survey---lack of communication and a fear-based culture. The meeting was supposed to be informal. We were told in advance that our comments would be confidential and used to create constructive change. Afterwards, someone reported what I said to my manager, adding that I was "negative". Imagine my humiliation at finding out the meeting was NOT a safe place to voice concerns. This person single-handedly confirmed that staff cannot express an opinion here without fear of retaliation. He/she also confirmed that administration will not communicate openly with staff, even at a meeting designed for them to do so.

Message to this person (not 100% sure who you are, but I have a guess): you should not be on a morale team, let alone in a leadership position. Your lack of respect is astounding and appalling. You destroyed my hope that anything will ever change as long as people like you are in power. You should be ashamed of yourself.

Facilities managers (with the notable exception of the custodial services team leader) are horrible. We received a new HVAC system at my location. There was ZERO advance communication from anyone in facilities about it--the contractors just appeared one day and started working. Apparently only the construction manager was able to use email or a telephone, and when she left, no one else thought it was important to communicate anything to us.

In order to get the a/c units in place, the local museum's display case had to be moved. The maintenance and HVAC team leaders decided to move the case on their own-- despite me pleading with them not to do so, and despite a clearly written memo from the program coordinator AND the local museum representative stating that the case was not to be moved under ANY circumstances without the museum's knowledge/permission. When I asked if they wanted to read the memo, one replied "no, I don't read" and the other one guffawed. When this incident was reported to the facilities director, he said the HVAC project at our location hadn't started yet. OMG.

When we realized that vents in the workroom weren't working and put in a work order, the facilities director came out with a RM and pointed a laser thermometer at various points around the room. He refused to inspect the vents to see if air was indeed coming out of them. I also caught him whispering to the RM when he thought I couldn't see him! The HVAC mechanics eventually confirmed the vents were NOT functioning, but it took another serious issue (and an employee illness) for that to be addressed.

Finally, the HVAC team leader told me I was wrong when I said we can control the entire system from the thermostat in back. He wouldn't look at or touch the thermostat even though he was two feet away from it.

What kind of organization employs people like this, let alone puts them in management roles? They are the most unprofessional, patronizing, and callous colleagues I've ever dealt with. I thought several times about filing a hostile workplace complaint, but decided I would be retaliated against, because that's how it goes here. If you speak your mind or complain, eventually you'll be punished.

Most disappointing of all is the realization that the Board of Trustees didn't read the BTB survey, or read it and didn't give a #\*%@%. The director was given a \$30,000 raise this year, despite the 30% approval rating in the survey, plus all the comments documenting the fear-based culture she's produced. You cannot be a top workplace if you dismiss legitimate staff concerns, condone disrespectful behavior from select employees, and allow the director to retaliate against anyone whom they find fault with.

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Appropriate resources (staffing, budgeting, etc.) for all locations--especially the urban branches that need services the most, but often get overlooked. It would also be nice if there was some way the library could consider other master's degrees paired with experience for certain positions and not just look for the MLS degree.

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Being able to check email when not at work.

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Better health insurance, better open communication with no fear of retaliation.

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Better healthcare coverage and more opportunities such as career advancement for people without degrees.

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Better managers on every level and leadership that was truly receptive to input of others. My branch doesn't have a leader. My manager does the minimum for scheduling, required reports and tasks. She does not try to help the branch excel. Staff want to think outside the box and do cool things, but we're on our own. Then, if we push through and do something noteworthy, she'll take the credit. We don't go to HR about concerns, because we've seen too many incidents where the person reporting the issue takes the hit. And for those cool things at my branch and there have been some, I usually think of the manager as the one who would submit it for recognition or who would talk up a staff person to a regional. That just won't happen here so efforts are not recognized. I don't feel appreciated. You're at the mercy of a manager who just wants to slide under the radar. It frustrates staff and morale is poor.

Upper managers need to truly listen to staff. I don't feel supported and I'm so tired of being a second-class patron. My concerns don't matter. A patron has to complain about something before it means anything, even if it's something the entire branch has been pointing out for months if not years. This could be as simple as it's so cold in the branch that it's making staff miserable (we're told to suck it up) to as broad as staff intensely dislike the mobile library environment because it doesn't serve patrons well. I don't understand the push for mobile service other than it's the baby of upper administration. Front line staff are making it work, but that doesn't mean it's working well or that we're serving patrons the best way. We've tried to explain this to administration. Administration either doesn't listen or they just don't believe you. Administration needs to be more transparent. Admin is making the library look bad because it never invited feedback before making big decisions that should have had community input, specifically the North building or how the community sees it - abandoning the building for private development. I don't have confidence in upper management because of that. My thoughts as a staff member and the thoughts of the community were never considered.

Benefits - While the recent raise is appreciated, it's basically a cost of living raise, which was taken away a number of years ago. The HSA has cost me so much more money. I'm glad the PPO is now an option. However, when I joined the library - the co-pay was \$10 or \$15. The PPO co-pay is \$30. I used to say the library had good benefits. I don't say that now.

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Better open and honest communication from SLT. Any attempts to make us feel valued feel very bureaucratic, rather than genuine. Less focus on officially recognizing staff, more focus on being approachable and open to honest dialog.

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Better pay, quicker advancement opportunities.

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Communication is a huge piece of becoming a top workplace. We already have an admirable mission and goals, so embracing them is easy. The library is a trusted resource for patrons all across the community, and we need to preserve that deserved reputation. A huge part of this is transparency and communication. Our patrons need to feel like they are included in determining the future of the library. This is for all system-wide changes and advances. The public need regular opportunities for engagement and their feedback must be considered carefully. It can't be an afterthought. Communication across the library system, including various departments, branches, and senior leadership continues to lag far behind where it needs to be. Staff should be informed as quickly as possible for any media attention, new projects, and many other large issues that might arise. Staff are often asked by patrons about things they read online or hear on the news, and staff have no clue how to respond to situations we know nothing about. Communication with staff about their concerns over changes and projects is also a huge challenge for this system. The staff is the most valuable resource the library possesses but we are not seen that way by our leaders. We are kept in the dark about senior leadership plans and we are not listened to when there are concerns and fears over proposed changes. There is a climate of fear of retaliation if suggestions that are made in good faith do not meet with senior administration's approval. This stifles creativity and limits staff involvement when they just try to keep their heads down and not come to the attention of senior administration. We could be much more dynamic if our staff were rewarded for bringing ideas up and treated as if our ideas had merit, rather than dismissing all our ideas and concerns as irrelevant if they don't meet with the viewpoint de jour. To become a top workplace, we need to communicate better so that there is no longer a 'staff' vs. 'leadership' division, but instead a cohesive 'Library'.

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Continue to allow the opportunity to gain a higher understanding of job responsibilities and concerns the system over. A higher understanding of the why's that go into important decision making. More open communication without an element of fear (including fear of senior leadership afraid to tell staff or public decisions and fear of staff to express questions or concerns). Continue to evaluate and offer competitive pay. Incorporate a merit increase that more closely keeps up with the cost of inflation. A career development track (education assistance or alternate education option) that is sensitive to the cost of higher education. Incorporate a question system similar to the staff association comments where every employee has a 'voice'; where people can agree or disagree to the comment to gain a higher understanding of the views of the system as a whole rather than one employee comment 'speaking for all.' A detailed strategic plan like we have had in years past that offers action steps rather than the current poster that describes things we already offer so that we may prepare and accustom ourselves to what we are growing into rather than what we already are.

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Feeling as if the administration (especially senior administration) actually respected staff and staff input in a meaningful way. While I have seen some positive change since the first survey I still feel as if Administration is paying lip service to the results and only offering token reforms, rather than engaging in action that would result in a meaningful shift in the culture of the organization.

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Flex hours for employees with young children. End of year bonuses.

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health benefits for part-time workers (12 hrs per week)

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Higher salaries for non-MLA positions. Or room for advancement for those with college/graduate degrees other than MLAs. For example, I have a BA in English and a MA in Education, but am pretty sure LSA is as high as I can advance.

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I believe it already is.

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I believe that there is a disconnect between senior leadership and the views of the rest of the organization/the community. There are a number of initiatives being pursued by senior leadership that stand at odds with the needs and desires of the community such as how to improve facilities. Another critical disconnect is the level of staffing and the level of security at individual branches. Branches with demonstrated need for fuller staffing and more robust security measures (especially for unattended youth) are left overlooked by senior leadership while resources are poured into "going mobile," an initiative that often creates more issues than it solves. This leaves the rest of the organization to grapple as best as it can with meeting the needs and desires of the community without effective help from senior leadership.

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I feel sometimes that the branch staff is often ignored if their ideas or suggestions do not match the library's plans. Branch staff work closely with the public and know how their patrons will react to certain changes or measures implemented better than those who do not work closely with patrons on a daily basis. I also feel like senior leadership needs to be more flexible about changing course when policies or action plans prove unsatisfactory to staff and patrons. And there needs to be recognition of how implementing new policies will effect branch staff's ability to enact them. Many branches (small) are already understaffed and increasing the work load means other aspects can suffer like customer service.

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I have never been able to understand why the library is not more focused on sending staff members to conferences. I have worked in much smaller systems that understood the value of professional development, education and networking provided by national events, yet our library, which is huge by comparison, only ever sends a select few people, and often the same people over and over again. When I've brought up this disparity, I've been told that I just need to think smaller and aim for local conferences. It's really disheartening, and I've stopped trying to go to anything since I know they won't send me. Who wants to take the risk of applying for an ALA committee only to find out that your employer isn't willing to pay for you to attend and you'll just have to spend your own money on travel, registration fees and hotels? The only solution



I've heard is to only think about attending local conferences. Wouldn't we like to be better represented at national events? I worked for a library with less than 100 employees that sent almost 20% of their staff to BookExpo. We don't even send .5% of our staff to ALA. It's sad.

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I have thought long and hard about this question since the last survey. I have watched the changes closely, and I have participated by providing feedback. I appreciate the changes that have taken place, and I appreciate how hard everyone has worked to try and change things for the better. But I now believe it is evident that there is one, single cause for our systemic problems. It is the lynchpin that continues to hold our organization in a grip of fear. That lynchpin is named Kim Fender. I have spent many years being her apologist to other staff, but I am now convinced that nothing short of our director stepping down will make PLCH a top workplace. She is utterly incompetent, mercurial, and a vicious human being who has no place being a leader of anything, let alone a large organization with a tremendous social responsibility. She commands no respect and lacks any kind of authority, for which she attempts to compensate by engaging in fear-based antics. She is out of touch and disengaged.

This is not a unique or controversial opinion. It is fact: Kim Fender must step down immediately. We need a director that can be the face of the library to the public. We need a director who can build bridges and who is passionate about the library. We need a director that will leave her/his office and work a circulation desk or help with sorting. We need a real leader. This is what our organization lacks: meaningful, authentic leadership. We have reached the limit of what can be done from the bottom up, and it's time for real change to take place from the top down. Just to be clear, I have no axe to grind. This is simply what is necessary for the library to become a top workplace.

Since this is unlikely to transpire (it's more likely she will get another raise instead), I hope the ideas presented by the Becoming The Best Task Force are revisited. The solutions they came up with, had they been implemented to the fullest extent that their authors intended, would have made a huge impact. Unfortunately, most of the solutions were defanged and the "implemented" box perfunctorily checked. I believe having rotating staff representative(s) on SLT would have been a great solution, as would have requiring members of SLT to spend time working with the public.

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I really think that SLT needs to take into account how many branches are functioning as after school day care, and make appropriate changes. While there is nothing wrong with this (I am extremely happy that children and young adults have a safe place to be), I do think some policy and/or staffing changes would greatly benefit all employees.

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I think if the hourly pay was increased and the medical benefits were stronger this would be a top workplace.

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I think that this organization is already a top workplace. My manager treats everyone with respect and my coworkers collaborate with each other every day to make the library run

smoothly. There are a couple of points I would like to note, however. Our particular branch doesn't have much of a back room and conversations held in the back can be heard clearly throughout the branch which isn't ideal. It's not very private, so breaks and lunches don't feel as separated from the public space as one might want. I also think that the deadline for requesting time off is a little bit stringent. It can sometimes be difficult to request time off an entire month or more before an occasion.

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I think what makes this organization a top workplace is how we aren't afraid to switch things up and add change to a workplace. The technology we have to offer and use on a daily makes this workplace very special for everyone-- not just the workers here.

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If all the order requests were granted in a timely manner, this would be a top workplace!

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If more attention was shown towards creating a better environment for staff. What I mean by that is creating more opportunities for staff to build better relationships with one another and create an environment where all staff feel safe voicing any concerns, especially with their manager.

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If we hired adequate staff to cover shifts so that PTO benefits could be used fully without adding stress to scheduling.

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Improved security policies. Employees safety and security is often not the primary concern of Administration. Problems with patrons who consistently harass staff are not always properly addressed and unacceptable behavior from patrons is allowed to continue. This has occurred multiple times in the past with no support from Administration. The desk-less model is also a concern when it comes to staff safety and security. Without a desk, patrons often feel free to touch and engage staff in a troubling manner.

Better communication.

Better system of implementing new projects - instead of the top-down, no questions asked method which is currently in place.

Eliminating the culture of fear from Senior Leadership which prevents any new or interesting ideas for fear of reprisal.

Making the electronic time card system more equitable - all staff should be required to log in and out using the tablet system OR eliminate the punching in & out. This has created a completely unnecessary division among staff and has created A LOT more work for managers having to correct time cards for multiple employees (since the punch software often is not working properly)

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Investing resources more equally among library locations. All our communities deserve a great library.

The library should not require staff to pay for program supplies out of pocket. There should be a better system put in place such as branch credit cards or gift cards. We should also have tax exempt status when buying supplies. The money saved through the year would easily fund several programs, give funding to enhance a bigger program, or put back in the event funding pool.

The library should invest more in front-end staff. Many branches (mostly smaller branches) are consistently understaffed, and there are not enough floating staff to cover these holes. This makes customer service, program planning, and professional development suffer. Excellent customer service should always be the library's priority. Expectations of branch staff are the same system-wide, but I would not say our jobs are equal.

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More adequately staffed branches.

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More advancement and full time opportunities, as well as tuition assistance for MLS degrees. Additionally increased transparency from the board and Director on decisions that effect our communities.

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More efficiency with helping patrons.

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More staff recognition - a lot of what we do is behind the scenes and doesn't seem to get much recognition, either by administration or our manager. A quarterly lunch/dinner for staff, a Starbucks run on the library, etc. Those things go a long way.

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Offering medical insurance to part-time employees.

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Opting out of OPERS, more transparency from senior leadership in regards to what is being done with money

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Recognizing that each branch (and Main) is different and has different needs. Letting the employees at those sites have more input on how the branches (and Main) are run.

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Redistribute staff! I work at a small branch with 5 permanent employees (3 full-time, 2 part-time) and a lot of patrons every day. I was shocked to do an afternoon shift at a midsize branch where I saw less than half the patrons and more than twice the staff! Surely there must be some metric

that would make this clear. I can tell you circulation is not that metric.  
And of course the general sentiment of SLT transparency. That would be nice.

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Sometimes I think that it doesn't matter how much you contribute or how little, everyone basically gets the same raises. People seem to advance according to who they know not because they are the best candidate.

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Take workplace ideas from top companies like Google and Apple.

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The library needs a change in management style and culture. The jobs the employees work every day are mentally and emotionally changeling. The employees are asked to tech specialist, librarian, educators, security, social workers, baby sitters, activity directors, passport specialist, food distribution centers, and the list goes on and on. Employee needs more carrots and less stick from administration. Administration needs to be more proactive and not knee-jerk. The library asks its staff to do the impossible with very little support every day. You know what, they do it. We need more thank you, good job, and I know your job is difficult. We need better technology that works to allow us to provide top-notch customer service. Security continues to be a concern as customers are more hot tempered and violent. We have to call the police more often.

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The library's role is in flux as it moves away from book-based information to digital information. This change has a huge effect on our customers, many of whom have limited or no digital resources (or familiarity) of their own. We have an important opportunity to provide learning opportunities for these patrons so they can be part of the digital revolution by accessing it through our libraries, where we would like to have enough education opportunities and equipment to serve them.

I am proud that the Library is a democratic organization "for the people." However, I'm concerned that our organization has not yet developed a delineation of what we are here to do specifically as a Library (provide information, access to technology, etc., etc.) as it relates to providing an open-to-the-public physical space for people whose behaviors are problematic/out of control and not conducive or related to our primary purpose. I have received complaints from adult patrons who are appalled, rightfully, at extreme children/teen behaviors in the library at our branch, and I would not be surprised if other adults simply don't come anymore. I have read about other problematic behavior at other branches, and frankly can't imagine visiting as a patron where fights break out and drug deals are done. I believe our standard of behavior, as it is currently addressed, is too low to make our libraries a comfortable and safe place for staff and patrons. I want the Library to be a place where patrons want to come for the reason we exist--to obtain information, access technology, use a MakerSpace, check out books & DVDs, and other library functions. I do not want it to be a place people are afraid to visit.

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The organization is already well-managed and organized, but I believe more can be done to keep it maintained.

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There are times when the communication regarding changes is somewhat lacking. There have been times when I have seen people promoted when they have not necessarily been working when they are present. I have had the sense that sometimes it is who you know not so much how hard you work. I have seen others working hard and being overlooked. So to answer the question: Communication could be better from those in upper management and somehow better assessment when job opening come available.

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There should be more specific training for new employees rather than a general orientation for all. While there is some overlap for job expectations between an LSA and a teen or children's librarian, in general their job roles are quite different. I think that the mentor/mentee program is great, but a new employee needs more support the first few weeks or month on the job so that they can feel confident in their decisions and supported by staff. I also think it would be good to consider staff input and opinions before finalizing a huge change, such as the fully mobile service model.

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This organization is far from a top workplace. The administration remains tone deaf to the needs and concerns of the staff. Since the last survey they have basically cherry picked points that people made and changed absolutely nothing about their behavior. To be a top workplace the administration must start to value its employees as more than just replaceable cogs in the machine. The continue to not support us, and force us to adhere to official guidelines that the capricious upper management is all too willing to ignore when throwing their employees under the bus. Their is a climate of unease that surrounds the director, and it seems like most of what gets done by the upper admins right under her is just trying to keep things quiet so she doesn't take notice of something and freak out.

They continue to ignore staff and patron suggestions, and push forward with unpopular and poorly thought out initiatives such as the mobile branch and the selling of the North Building. The senior management seems to think that change for the sake of change is progress, and it is not. Mobile service is a terrible idea that no one outside of management likes or is asking for. And at a time where we are ostensibly running with a tight budget, it's terrible stewardship to waste money on buying inferior tablet computers that won't properly run our ILS software to replace the PCs we already own, that work just fine. In every conceivable way it is worse than what we already do, but since it is trendy and a change, its seen as progress. If you cannot explain why a new policy is better without using buzzwords, jargon, and business double speak, then it is absolutely not better. But management is unable or unwilling to re-examine initiatives and is also unable or unwilling to admit things that were wrong or didn't work. So we blithely blunder ahead to the next sweeping change without fixing what was wrong with the last one. I would suggest simple criteria for evaluating changes and policies. Ask yourself two questions. Is this better for patrons? Is this better for staff? If the answer to EITHER of those questions is no, then don't do it! Furthermore I would suggest getting every member a plaque to go about

their desk that reads, "If it's not broken, don't fix it" That would go a long way towards making this a better place to work.

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To continue on with programs for teens and younger children.  
Continue with the Library's mission.  
Continue to treat the public with kindness and respect, along with each other.

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To let the staff voice their opinion and thoughts without diversion or being blocked from the Director ie. Stopping discussion with staff when the director does not want to answer you upon your question about the North building and a lot of visits from the Director periodically throughout the year.  
To NOT have a Top Down establishment and for this system to be Not run like a business because it is not a business it is a library.  
To pay Teen and Children's librarians what they are REALLY worth.  
To update the branches that need a lot of work like, Mt. Healthy, Price Hill, Northside to the ones who do have updates like, Oakley, Maderia, Loveland.

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#### TRANS HEALTH CARE BENEFITS.

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Transparency. I work here and I still don't know what's going on with the North Building. Just be upfront...especially with patrons.  
Retention. You have hundreds of employees. Work on discovering their potential, even if they're PT. They could be future librarians...

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We could improve by hiring more staff / being more considerate of family obligations and school responsibilities, especially for employees who are still students.

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When will library management realize that the public is NOT always right and that some rules should not be broken for the health and safety of patrons and staff. Some patrons are unreasonable and their view is incorrect. At my branch, we live in fear of complaints to management because right or wrong we are not supported. Management assumes that we are the problem and we suffer the consequences. We were hired for our skills and integrity, but our input is not respected. I have never worked anywhere where I felt more vulnerable and less valued, and I have a long work history.

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yea

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Yes, it's a great place to work.

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**Branch, 48-52 hours per week**

**What do you appreciate most about working at this organization?**

Everyone in my branch is friendly and we all enjoy working together

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- The diversity and quality of staff
  - Getting the opportunity to genuinely impact the community for the better
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1. My co-workers are fantastic. Smart, funny, wonderful.
  2. I love working somewhere that isn't corporate. Working for people instead of meeting quarterly goals makes me heart feel so good.
  3. Helping people is awesome, its the reason I stay here.
- 

1. The Benefits and Paid Time Off/Sick Time
  2. Fairly Compensated for my work
  3. I am making a direct and positive difference in my community. I am given relative autonomy on how decide the best way to serve the community where I am located.
  4. The staff at PLCH are overall great people to work with. I feel like this organization has so many talented and motivated individuals whom I appreciate and value.
  5. I appreciate the mission of this organization.
  6. I appreciate that SLT has listened to some of the staff's feedback. The Staff Morale Team is one example, but this idea needs more support from SLT. There is also a more collaborative approach to rolling out and monitoring initiatives thanks to the Customer Experience Manager position, which is wonderful.
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Access to books.

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Being able to help our community. Health benefits are good.

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Being in a mentally stimulating environment with colleagues who appreciate knowledge, intellect, creativity, & the unique talents/traits that each individual brings to the whole of our organization; and the way we take that mindset/environment as a whole to help the community we serve to grow & flourish.

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Being involved in a community to which I would not otherwise be exposed.

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Community involvement.

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Everyone's dedication to supporting the mission, and the ability to help patrons achieve their goals.

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flexibility

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Flexibility with scheduling

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Flexibility with working hours, my coworkers, the overall benefit this organization provides to the community as a whole.

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Flexibility, fair compensation, and mobility within the organization.

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Flexible schedule, good pay

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Good environment. Decent pay for a customer service position.

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Great atmosphere, co-workers, growth opportunities and opportunities to learn a lot.

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I am appreciative of the staff I work with day in and day out. I previously worked at a location that was severely micromanaged, where creativity and team work were not valued. At my current location, everyone works together. Our supervisor is open to any suggestions, willing to talk through ideas of all staff members, and is infinitely fair minded. More importantly, my current supervisor trusts staff members, gives us all space to do our work, and does not stifle creativity. Ideas are welcomed and applauded. No one feels as though they will be reprimanded for trying something new.

I appreciate meetings and events that allow branch staff and main staff to come together and share ideas with one another. Quarterly teen and children's librarian meetings are much appreciated.

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I am proud to work here, the mission of the library is consistent with my own purpose, I adore my coworkers (library people are quirky, smart, and wonderful), I love books and reading and talking about books with our clients, I love interacting with all ages and all kinds of people. I feel trusted to manage my own time and my own work, and that makes me feel respected. I feel that I am compensated fairly and given enough time off.

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I appreciate all of the friendly people working here. It is nice not feeling intimidated when you ask a question or if you need help with something. Everyone always have an open mind and is happy to help and I think that it is a great thing.

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I appreciate being able to have a positive effect on people's lives every day. This ranges from small, like finding someone a book they really want to read to big, like someone getting a job because I helped them with their resume. I like getting to interact with people from all walks of life. I appreciate the blend of the routine and the unexpected.

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I appreciate being able to have the opportunity to make a positive impact on the children's lives that come into the library.

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I appreciate being able to reach all kinds of different people, and feel like I'm making a difference in their lives. I also like the camaraderie of the staff and how it feels more like a family than an abrasive workplace.

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I appreciate being aware of different reading material that is written; being acclimated to different authors  
Getting to meet and know my customers  
I appreciate my co-workers

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I appreciate most that the Senior Leadership Team does sincerely want the library to be a good workplace and its facilities to be good places for patrons to go and does try to provide a lot of great services for the public.

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i appreciate my co-workers and fellow professionals a great deal. I also appreciate the amount of autonomy I am allowed to exhibit in order to best serve my position, I also enjoy working with and for the community on such a personal level. I am grateful for the respect my manager has shown in helping me balance growing personal responsibilities with my job duties.

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I appreciate my coworkers and my manager. I think we all work well together and that my manager works hard to make sure that we are all successful in what we do and our branch is successful.

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I appreciate my coworkers. I don't think I will ever find another workplace where a group can work together so well and get along. We understand what needs to get done for excellent customer service as well as a hospitable workplace and help each other reach these goals.

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I appreciate my manager. They give me a lot of autonomy and allow me to do my job; I share what I'm doing so they can give ideas and feedback. I know not all branches are that fortunate to have a trusting, supportive manager.

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I appreciate that senior management made a lot of effort to make changes after the last survey.

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I appreciate that the library plays a vital role in supporting and expanding literacy, including early literacy and media literacy. I think our work with youth is perhaps the most important facet of our work, and I am glad that the library is appreciative and supportive of staff efforts in that area. I appreciate that my manager is deeply supportive of their staff and works to make sure that all employees feel valued and respected. Unfortunately, that has not always been my experience with PLCH branch/department managers in the past.

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I appreciate that we actively contribute to the well-being of the community. I appreciate that the Director visits each branch and talks with staff, not at staff.

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I appreciate that we help the community. I appreciate the branch and the people that I work with. I appreciate that we have benefits that are for individuals and families. I like the customers that come to my library. I especially like the kids that come to my branch.

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I appreciate that we meet people's needs on many levels. The library is a valued community asset and my coworkers and manager make this an enjoyable place to be.

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I appreciate the bond that I have formed with my co-workers. I also appreciate the patrons that I encounter daily.

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I appreciate the chance to help change lives for the better at work. Sometimes it is just helping a child find a book or movie that they will cherish, and other times it is helping an adult look for much needed work.

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I appreciate the fact that i am able to use my skills to better this organization.

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I appreciate the fact that I do not feel prejudice towards my race, gender, or sexuality.

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I appreciate the patrons the most when it comes to this organization.

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I appreciate the people that I work with. They are supportive.

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I appreciate the quality of the staff and the opportunity to use my skill set.

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I appreciate the sense of community with the patrons I interact with on a daily basis, and my coworkers.

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I appreciate the sense of comradery amongst employees. It sometimes feels like a family away from home, where everyone is in the same boat and dealing with the same situations and everyone has each other's backs. I've never gotten that same sense of real teamwork before in any of my previous jobs. Of course, this may simply be the coincidental luck of who I happen to work with, but I still think it counts for something.

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I appreciate the work we do. We are more than just a place where people get books and DVDs - we help people become better versions of themselves.

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I appreciate working for an organization that provides so much for our communities. Moreover, I enjoy working for an organization that is ever-changing, continuously evolving to meet the new and increasing demands of our public.

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I appreciate working with talented and dedicated people who are committed to helping customers. I do believe that the public library contributes positively to the community of Cincinnati and Hamilton county. I don't think many people are aware of the many services we offer other than checking out physical materials, e.g. job training programs, literacy programs, internet access, etc.

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I do get a sense of community and feel the benefit of being a source for learning to the public.

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I enjoy my coworkers and I feel like I've made a lot of good friends and connections from working in this organization.

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I enjoy the atmosphere at the workspace and the connection I have to my fellow coworkers.

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I enjoy the opportunities I have to be creative in my position. I also like having a flexible schedule as a part time employee. The current staff at my location is a very tight knit group of people that I consider friends as well as co workers.

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I enjoy the opportunity to work with customers who truly need help. From a warm place to shelter to helping people sign up for an email and apply for jobs. I think there are many valuable hard working employees.

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I enjoy the work culture of working in a library, as the guides for information and community services. I've enjoyed getting to work for the same organization, while at the same time getting a variety of locations to work in throughout the city. Very much appreciate the benefits offered to full time employees--understanding the healthcare costs change dramatically for full coverage of healthcare to all employees (full time and part time), but I would hope that would be the case in the near future. I appreciate the support we get from our managers in our daily duties and growth opportunities in our job tasks, as well as that same support in more challenging situations.

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I enjoy working with and helping people. I look forward to coming to work everyday. There are opportunities to learn and I need to take better advantage of what's available.

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I feel that my opinions and ideas matter. The Library values staff by giving them the tools they need to be successful and advance if they so choose.

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I feel that the work I do provides a valuable service to the community that I serve. I sometimes get to see the fruits of my labors when a child grasps a concept, makes a connection to the greater world or shows me the book they are excited to read. This is tremendously rewarding.

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I have developed many skills I didn't expect I'd be introduced to. The PTO is very generous as well as the general pay grade.

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I like being around books, movies, music, etc. I like helping people solve problems and meet their information and entertainment needs. I like helping people with education, and providing a place where people can feel a sense of belonging, and maybe even make new friends. I enjoy meeting diverse people, and I appreciate my co-workers. I like when I can be creative.

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I like being given the opportunity to focus on my community and to have the freedom to interact with them in the way I think is best.

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I like serving the public in various capacities in a well organized library system.

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I like that we help the vulnerable people who have fallen through the cracks. I feel like my work has real purpose when I am able to do that. I'm also pleased that we can get a wide variety of materials so quickly into our patron's hands that helps them improve their lives in different ways.

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I love how everyone is very welcoming and includes everyone. I also love how there is no drama.

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I love that I get a chance to affect change in a lot of kids lives at an early age. Encourage them to read, eat healthy, play outside, etc. This organization is very supportive of that goal.

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i love the diversity of the staff. I value what the library offers to the community, both as a patron and a parent. I really appreciate my manager's consideration and willingness to be flexible and understanding of my personal/family situation which has made it necessary for me to decrease my hours, but use the sick time I accumulated so that I can take care of my family and not have to stress or worry about my job. this has been a huge benefit of working for the library.

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I most appreciate working at an organization that makes a difference in the community. Knowing that we provide important resources and quality programs for the community motivates me to provide quality customer service and plan innovative events. I also appreciate the generous amount of PTO we accrue as it helps me maintain a work/life balance. The team I work with at my branch is supportive and works well together.

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I really like my manager and the people I work with in my dept. I feel appreciated, which is nice.

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I sincerely appreciate my manager and my work group. I believe that they are a great group of people who look out for one another and care about my professional development.

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I support our mission 100%. I believe this organization truly improves and enriches our city/county, and the lives of its residents. I feel like I'm making the world a better place, in tiny, but hopefully important, ways. My coworkers are all hard-working, intelligent, and genuinely kind people. We work well together--and we actually like each other and have fun (with no drama!). My hours are reasonable; I never work overtime or bring work home with me. I have Sundays off (I know not everyone at PLCH has this luxury). PTO and sick time benefits are decent. We generally are free from corporate-speak, uncomfortable business-wear, and endless meetings. I'm never bored; I'm immersed in new media (books, magazines, DVDs, etc.).

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I truly appreciate the flexibility of the work hours. I work with an outstanding group of people who are supportive and professional.

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I truly enjoy working for the Cincinnati Public Library and I take pride in the fact that we are one of the best libraries in the country.

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Knowing that I am making even a small difference in people's lives.

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Meeting new people and being a part of my branches community.

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My manager and co workers and customers

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My manager and team members. I have a manager who is positive and who knows how to manage. She is intelligent and respects all of the team members. She has a vision for the branch that best serves the community. She does everything she can to make sure we are able to balance our work lives with our personal lives. I feel fortunate to have her as a leader. My co-workers are hard working, intelligent and professional. I trust their abilities and judgement. Our team is positive and encourages change so we can best serve our community. I am very fortunate to be part of the PLCHC as an organization.

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My manager is a role model - fair, empathetic, and provide a clear vision while leaving room for my creativity. I can trust my manager to be honest with me and to have my back.

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Our ability to help so many people for free in a world where everything costs. I also do appreciate the sick time we accrue it helps a lot when a lot of people cannot afford to not work 40hrs a week and come down with a bad cold or the flu.

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Promoting literacy, providing access and being a still-relevant place for information and community involvement.

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Rewarding work with good pay and good benefits.

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Right now what I appreciate most is that I always have Sundays off (my location is closed on Sundays), the fair amount of PTO and Sick Time that I have, and the pay check.

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Serving the community

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Thank you for the increased pay scales, and especially for implementing it in a way that benefits all staff, not just new hires. This shows that you have listened to feedback regarding this matter. We have excellent benefits, especially now that a co-pay plan is being added back into our health plan options.  
Good work/life balance.

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That I am doing something that matters to me. I have been a reader for a long time and like encouraging it to others.

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That we provide a great service to the public.

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The ability to do work that positively affects others.

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The atmosphere of the people working here. Very professional, yet fun-loving.

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The benefits are great, particularly the PTO and Sick Leave. Working with diverse staff.

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The branch that I work for is very team focused. Because of my branch, I love my job. As far as the organization, I think there is a distinct divide and disconnect with senior leadership and the actual job we do for the community.



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The comraderie with other staff members at my branch and others when we meet, and helping the public and making a difference in many people's lives.

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The continuing education opportunities, recent salary adjustments to positions (thank you), generous PTO/Sick accrual for professional staff.

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The difference that we make in the community through programs at our various libraries, and our community outreach. We feed children, give them after school activities, and provide them with homework help. We help adults find jobs, as well as obtain food and medical benefits.

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The effect our organization has on our customers in the greater Cincinnati area. I'm proud of the products and resources that we offer to our customers. The 5.5% raise you gave us, thank you.

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The fact that we provide a service to the community gives me great satisfaction. We are not selling anything - we are here to help in any way we can.

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The impact on the community.

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The independence I have to do something new and interesting. The opportunities I have had to go to conferences, receive training outside of the organization, to participate in developing new programs and trainings, and the incredibly interesting and wonderful people who work to make this organization grow.

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The logistics to accommodate the vast amount of materials that the library offers and requests that we get; the logistics are very well organized to make our lives and work easier. I think the Cincinnati public Library is a true 21st-century library. I am constantly amazed by how this organization has worked to keep up with technology changes in books, publishing, and reading in general. I also appreciate the "team work" spirit that I've found not just in the branch where I work, but in others as well.

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The money that I make

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The opportunity to learn while making a living and helping others!

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The opportunity to take part in a wide variety of job duties. I have previously worked for two other library systems where the sharp distinctions between the circulation and reference departments meant fewer job duties which would become repetitive over time.

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The patrons

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The paychecks come on time.

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The people I work with are very nice and helpful to whenever I have a question

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The people I work with on a regular basis are wonderful.

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The people I work with, both the public and staff. Knowing that my work is meaningful to the communities we serve.

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The service and resources that we provide to the public; the branch leadership and my co-workers; the library's reputation within the community and state; the fact that we're the second busiest library in the country.

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The services we provide to our community are invaluable.

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The teamwork and cooperation between staff members; providing a positive public service and space for those that need it; and, decent pay.

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The work we do benefits and enriches the lives of our community! Our manager is a team player and a model of a great community advocate.

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There are many different types of positions so I am able to have the experience to work with many different types of people from different backgrounds.

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This organization has a lot of great people that I enjoy working with. I look forward to coming to work every day and really value this job.

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This organization has the reputation to be a top notch customer service oriented place. It does take young people in its fold and grooms them for senior positions. It takes into account public opinion about certain policy matters. It has a decent vacation and sick leave policy. Recently it started paying a decent wage to its lowest rung employees. We have a culture of going above and beyond the call of duty to help the customers and our neighborhoods and communities.

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We are of immediate benefit to our local neighborhood, schools, groups and senior homes. Our programs are mostly free. We are a safe haven for latchkey kids. We serve snacks and lunches to kids who need supplemental nutrition. We offer free technical support/computer education to those looking for work. We offer cultural and art programs to all ages - again, mostly free. I see so much good in our availability to the public. It is truly an honor to be a part of such a great Cincinnati icon.

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We offer great services to the community. I like having flexibility when it comes to scheduling.

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We provide so much for all the people in all the communities we serve. Even if it is just a place to hangout for a while, we fill a need.

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We provide valuable services to the people of Hamilton County. The people I have worked with through the years (25+) overwhelmingly have been intelligent, committed to reading and social justice, funny, and interesting.

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We serve a diverse community with expansive needs. Each location has staff members who truly care about the people we serve. People develop close bonds through our shared work and experiences.

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What I appreciate most about working at this organization is being able to interact and help individuals of all cultures. From my experience, I believe that this organization is extremely welcoming and it's a great feeling knowing that I am able to assist individuals who live in my community with their needs as well as learning something from them.

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What I appreciate most about working at this organization is how well all of the co workers work together and strive to help patrons and really help each other. With me still being a new employee I have not once felt the need to hesitate to ask questions or felt like no one would help me we all help each other and do our best.

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Working to fill a real need for the public. I wish we could offer them more of what they need-- more reading classes, more learning programs for kids, on-site childcare for employees, more outreach, as per the Early Learning Express initiative in the earlier 2000s.

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Working with passionate people who care about the community and each other. Working with a manager who thinks of us as people and supports us and our decisions. Making a difference in the community, especially the underprivileged community in which I work. Providing access to so many different materials for people of all walks of life.

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Working with the community. Hardworking coworkers. Benefits, including the generous PTO.

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### **What would make this organization a top workplace?**

Technology updates that work better and make everything easier.

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- A more dynamic, and actively front-facing senior leadership. I feel much of the paranoia and distrust of senior leadership comes directly from the tone set by the highest levels of senior leadership.

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- Asking for more input from staff at the branches SLT decides to make deskless. I understand that many libraries (outside our system) have decided to go this route, and I understand that there are merits to this model, but what about staff concerns? One glance at the Staff Association page and it's clear that there are safety concerns regarding this model. How much of a dialogue with employees at these mobile branches was there before the implementation took place? Was there a discussion, or was it more like "this is happening, so tell us about your concerns before we go live with this"? If so, that is not a discussion, and staff have no voice. Was there input from the community? Did SLT meet with patrons at specific branches to see if such a model would be beneficial to them? This makes me curious. Conducting a community survey would be more beneficial than going forward with an idea because it's kitchy.

- Agency visits where real concerns can be voiced. We are literally told by our managers to ask Kim questions regarding her latest director's update. What does this accomplish? The visit seems to be about pomp and circumstance rather than substance. What about questions regarding the mentality behind the deskless model in a small urban branch where a desk is needed? What about the lack of an unattended child policy in an environment full of unattended children? What about the reasoning behind spending who knows how much on group study rooms that our patrons never asked for, while there are not enough public computers? We

shouldn't have to worry about "getting on Kim's radar" for asking hard questions. No worthwhile dialogue takes place during these visits, while you and your staff just smile and nod for 1 hour. Pointless.

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---N/A---

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- 1) That "leftist" views would not be so apparent
  - 2) That an older employee can, does, and puts in the time, so why do the younger employee seem to have the most opportunity given to them even if the capabilities are the same
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1. I have a B.A. and work as a LSA, which just requires a HS diploma. I wish there were more opportunities for people who have high education but not a masters in library sciences.
  2. I would like to be paid a living wage, \$15/hr.
  3. I wish HR would communicate with the branch more when it comes to hiring managers. I don't know if this would ever happen, but the people who work in the branch know it best so getting their input would be smart.
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1. Involve staff who do the work in the decision making and implementation process. The people who do the work know the most about the job. That doesn't mean they have all of the answers or the solutions to problems, but include them in the decisions AND the implementation. Too many decisions are made by one or two people in this organization. You simply don't have the knowledge base to do so. I don't mean that as an insult, but rather a fact. A branch manager wouldn't make a change to children's programming at their location without first consulting and getting the input of the CL. Yet, that is exactly what Senior Leadership does with almost every decision and initiative. The staff in this Library are amazing with a broad range of experience, training, and interests.
2. Listen to the staff. The results of the first survey and the Becoming The Best Taskforce's recommendations were either ignored or papered over. I'm not sure if Senior Leadership is aware of how that makes the staff feel towards them and the organization as a whole. The staff went to great length communicating the myriad issues and concerns and they were basically ignored. Few substantive changes came about as a result of the first survey. Top-down communications haven't improved. Staffing at small locations still do not have an uninterrupted lunch break. Rufus hasn't been improved. No internal social network has been implemented. I'm not aware of any working visits by Senior Leadership. Senior Leadership Team Liaisons were not implemented and the Staff Assoc. Q & A was not restructured. The Safe Child Guideline was not implemented. We have not established on site social services or developed significant partnerships with social service agencies.
3. Pay staff fairly. The recent staff salary survey was disheartening. While I appreciate the raise, I am exceedingly frustrated that I am STILL underpaid relative to my colleagues throughout the state. Further, I believe the Dayton Metro Library should have been included in the survey. For me, the worst part is the manner in which the raise was accomplished. Essentially, it was, here's

a raise that fixes the problem. Period. Be grateful. There was no acknowledgment that many positions within this organization are STILL underpaid according to the provided data. There was no commitment from administration to work toward pay parity with our colleagues throughout the state. Meanwhile, the director's salary was raised to parity with her colleagues. I think that's great, I just wish the rest of the staff had the same consideration. If the budget won't allow for such consideration this year, say that and commit to a plan that will make it right in the near future.

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1. More opportunities for idea sharing and face-to-face communication among colleagues (e.g., managers, CLs, TLs). When we had the Service Councils we met regularly, got to know one another, got to know whom to call for help, experienced professional autonomy in the sense that our ideas were taken seriously. Professional satisfaction and quality of life declined significantly when we cut back to just a few meetings a year, mainly used to convey information from the top down.

2. Better communication flow from SLT to managers: one big example is the recent Facilities Plan presentation. The managers were given the official line from SLT: here are the reasons PLCH needs money to fix up our physical plant and improve/equalize customer experience across all locations. Consolidating public departments in the South building makes sense. Those points were communicated well.

Here is what was not communicated well: What is and will be the role of the Main Library? Has it already been decided? Why is a separate facility needed for outsourcing--can the North building truly not be adapted for these purposes? Why not separate floors for behind the scenes departments? Why separate Outreach from POP and IRF resources? And the elephant in the room--how do we propose to pay for the \$54 million plan if not with a levy? The "L" word was not brought up at any point which seems disingenuous on the part of the Library. Even if the North building were to be sold, which seems increasingly unlikely given its unsuitability for non-library use and its low valuation, we were given no guidance on how to answer questions about funding the facilities plan.

Mobile service: This has been presented as the best and only option possible for serving the public in all of our locations. Tablets were touted as the best technology to use with customers when Sierra works much better with a docked station and keyboard. Roving is something we tell SLT we do but most locations don't do it because there is no need to. In small and medium branches it's rare to find customers wandering about looking confused. Scheduling a second person to rove each hour wastes staff time and puzzles/annoys customers. So how does this tie in to the question of how to make PLCH a top workplace? Truly listen to staff and give them solid answers as to why this is a good idea--tangible reasons beyond gobbledygook like "give the customer a more robust experience."

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1. Temporarily closing locations where there is a safety or health issue such as loss of power, loss of heat/air conditioning, loss of water/bathroom facilities, flooding, long term repair work etc. Staff feel unimportant and unappreciated when their safety and security are purposefully overlooked or ignored and this happens on a regular basis.

a. This also includes closing or delaying opening of locations when inclement weather occurs to

at least give staff time to safely travel to their locations.

2. Create an Unattended Minor Policy-this is essential to the well being of the staff-who are usually well out-numbered by the unattended children and teens at their locations on a daily basis. This is a safety and stewardship issue for the children and the other customers served, as staff cannot attend to the children at all times while attempting to assist other customers at the Library. The Standards of Library Behavior are not enough in this situation. Writing citations and incident reports create more work for the already busy staff. It also creates a confrontational approach to dealing with children rather than inclusive. We care about the children that come into our libraries but we need to set an organizational boundary that their parents and guardians need to understand and follow. SLT should research other library systems that currently have these policies in place and include PLCH staff in the dialog. I think there is a way to balance making children feel welcome and accepted into the library community and also help staff feel supported and less stressed.

3. Better Internal Customer service- some staff in non-public service departments are rude, unhelpful or unsupportive to staff on a consistent basis. We need to hold each other accountable for how we speak to each other and how we communicate overall in order to be a top workplace. This also includes the allowance of known bullies to work in Leadership positions with no intervention from HR when staff reach out to them.

4. More training on how to handle difficult customers/situations, and training on what to do in emergencies.

5. More transparency from SLT and the Board of Trustees. This organization is still run from the top-down with little input from staff. Most organizational decisions are made by a very small number of people and is usually reactionary and not well thought out. This ultimately creates a disconnect with the public and the staff as this small group of people cannot know for certain what is best for the public/staff/organization without consistent listening to and honest dialog with staff and the public. There needs to be mandatory branch or circulation shifts worked for all Service Operations staff holding Administrative duties so they can have a better idea of where the rest of the staff is coming from when feedback is given. The Board needs to be included in this as well.

6. Trust and Empowerment. SLT, other Administrators and Managers needs to trust the talented staff they hired to work at PLCH. Staff need to feel more empowered and trusted to make the right decisions when it comes to their departments or branches. Give the power to the staff to make the changes they wish to see. It is disheartening to read Staff Association comments from staff asking if "we" can do something when they should feel empowered enough to go out there and just do it. If staff are more empowered there will be less finger pointing and blaming and more productivity and innovation. There is a way to empower staff and still maintain a "brand", Just give us the tools and you will see PLCH shine even brighter.

7. More staffing in Service Operations (Branches and Circulation). We are aware that the time study completed this year indicated that there is not a need for more staff at this time. I don't understand how this conclusion was made. All branches need at least 1-2 more part-time LSAs to help cover illnesses, vacations, professional staff promoting library services and hosting events, and general day to day duties. The heavy and regular use of Floaters should be an indication that there is not enough staff at the branch. The staff at PLCH are awesome and make do with what they have. Just because we can cope with minimal staffing doesn't mean that it is ok. I understand that the library has budget constraints, but I feel like there could be

some wiggle room to at least hire more PT staff. This is especially true if an Unattended Minor policy is not implemented.

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360 reviews are a must, in order to be able to give honest feedback to management yearly (instead of, when you retire or quit employment on your exit interview). HAVE, welcome and encourage an open door policy (not announce that you've always had an open door policy), so employees will FEEL listened to, understood and valued for our queries, concerns, suggestions and ideas. Acting on BBTF recommendations like prioritizing implementation of an internal social platform for employees to network and share ideas, hiring a social worker and SLT having regular working visits with frontline staff at our locations (both during the summer and during the school year, after school hours). Evaluate staffing, instead of having us complete a time study and then simply telling us that everything is peachy as it stands. Communicate initiatives and changes with all staff members upfront and prior to marketing to the public so that we are informed and understand what the library is communicating to the public. Let the managers you hire actually manage; stop micromanagement. When we write incident reports and issue citations following policy, please don't tell us we write too many or recind the consequences for the perpetrators because this gaslighting leaves us between a rock and a hard place. Please, please, please listen to our suggestions, then welcome and demonstrate truly open communication. Hire fewer executives and middle managers; more Indians, less chiefs. Also, a return to merit based raises instead of competing against your co-workers for a percentage of the raise allowance pot. Implementing these would make PLCHC a top workplace in Cincinnati.

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A dress code change, allow me the opportunity to wear jeans so that I can move and participate with my patrons better. Close the library down for more holidays and allow staff to spend more time with their families. Staff smaller locations with more people, even though a branch can run with four people, it is unpleasant for employees. No one currently in the system wants to go to those branches.

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A more trusting attitude from the SLT. Less micromanaging of managers and trust that they know how to do their job. Trust and the freedom for each branch to develop their branch to benefit their individual community. Each branch and dept has it's own personality. I understand policies need to be followed but some situations should be handled on a case by case basis.

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A senior leadership that stays in touch with what we do everyday. Members of the team showing up unannounced at the branches to work the desk and without making staff afraid of their presence. This will help the leadership team understand our day to day constraints as well as strengths. It will provide staff with an opportunity to provide honest feedback in real time. If the senior leadership team feels that they are hiring the right people then they need to let go and let librarians and higher levels make own decisions about their day to day operations. I understand that the library must remain a brand and there must be a broad framework that



allows customers to have similar experiences at all locations, but there must be freedom of creativity within the broad framework.

Last but not the least, communication from senior leadership has not changed much since the last survey. While things look better on paper, the culture of fear is constant and not helpful for staff morale. It is widely felt that the people who spoke out at the Let's Talk sessions are being punished in different ways and that has made the culture of fear even more deep seated. Senior leadership should not make fake gestures and offer Let's Talk sessions if they do not really want to listen.

Unless this culture changes, we will never become a top workplace. Unless an employee feels that their opinion is valued, she or he will never consider this a top workplace.

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A staff intranet that was easier to search and use. More training at the beginning of employment and occasionally when new software system is added or new equipment is added to a location.

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Action Steps:

- Do a needs assessment of each unique community we serve, and develop a specific yet succinct strategic plan based on those basic needs of our county
- Implement initiatives that help a lot of people through effective execution, not just "flashy" initiatives that help only a few and are very expensive
- Have a razor sharp marketing plan with an airtight message. Our communications are all over the place in a time when we are about to ask our taxpayers for a lot of money
- Create a Director of Youth Services position that actively develops, implements and evaluates system-wide services for our youth, who our future supporters
- Truly have an innovative outlook toward the future. PLCH has relied on its collection for too long, and we are starting to see the decline in circulation catch up with us. We must evaluate our services and spaces in order to remain relevant. Walking around with tablets is great, but won't bring or keep people into our buildings.
- End the toxic staff association comment board, or no longer make it anonymous
- Empower staff to initiate community partnerships
- Revamp the programming standards
- Update the Standards of Library Behavior to include a detailed section on sexual harassment from customers with clear consequences
- Change the annual evaluation process
- Adequately staff branches with hours that fully serve our community, even if that means making tough choices, such as closing locations that are a stone's throw away from other branches
- Have working security cameras at every location
- Kim Fender must retire
- Do a thorough external search for a new director

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Actual communication from the very top. It doesn't matter how many new positions are created; if the person at the very top can't take criticism or be open to alternative ways of thinking then

we will never be a top workplace. The sad thing is that we have people scattered across the system to make that possible. We have truly had the foresight to look ahead to remain a vital asset to the communities we serve. You don't need a MLIS to determine what could be beneficial to the system. Having flashy numbers isn't always what is important. It will when you awards, which can potentially help you get more funding, but it won't reach the heart of what the library is or can be.

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Administration needs to LISTEN to low level/front line staff members. For example, taking the public desk away and moving to a fully mobile model means that staff members have to spend a lot more time standing up at work. Standing is exhausting. When administration takes away our chairs we feel like they're not listening to us, and they don't care about our needs (we need to be able to sit down at least part of the time) or our expertise (reference desks are still useful in the library). In another example, I had terrible experiences with the library board of trustees and administration when I went to them and said to them "it is important that you to cover trans related medical services for the trans employees of the library and the trans depends of library employees." The board told me that choosing not to cover trans related medical services was a "business decision." Talking about the very human, physical, emotional needs of me and people like me as a "business decision" makes me feel terrible. It makes me feel like the board and administration do not value me, and have no empathy for me. Although this situation has since been resolved (mostly because Anthem changed their policy, and much less because the library did something pro-active to take care of their trans employees), I still feel very, very angry. I am hurt. I am sad. I don't want to see administration when they come to have meetings with my work group, and I do not want to see board members when they are recognizing me for my years of service at the library. I feel like administration and the board of trustees told me that I did not matter. That is heartbreaking. Do you understand how heartbreaking it is to be told you do not matter, that you are only the cost of a medical rider, and not a human being, a valued employee? A pin for my years of services to this organization does not address those feelings of anger, and sadness, and pain. And I feel even less trust for administration than I did before. I asked them for something important and they said no. Why would I ask again, for something else? I cannot expect administration and/or the board of trustees to treat me like a human being, much less listen to any of my concerns and treat them as valid and legitimate.

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An organization that takes personal and work life balance seriously by staffing branches adequately. PTO and Sick Leave Benefits are good, but managers regularly deny requested time off or makes the schedule such that it is impossible to plan your life responsibilities.

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An understanding and respect for employees even though they do not fit the "mold" of what Senior Leadership would like. For example: The strict rule about only wearing fully black or brown shoes, and the brand name cannot show. Shoes should be clean and not scuffed up . . . but they are an indication of someone's style. A little leniency would be nice. Secondly, there is not appreciation shown for people who are the base of the library. They work really hard but are not recognized at all. If you are "in" with the "right" people, there is a much better chance for

recognition and awards! There is not a lot of room for employees who are different, artsy or eccentric. It also seems that Main employees get more rewards and recognition. Training should take learning styles into consideration. Thanks for listening!

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Bereavement leave for close friends.

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Better benefits/paid leave for working parents; more part-time professional positions; quicker turnaround in response time for job applicants within the system. We definitely need more representatives and people in the HR department; it takes forever to hear back from the one assigned to our region, and then I get bounced between three or four more people before getting the answer I need.

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Better communication from the administrative team to the core workforce

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Better communication from upper management

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Better feedback and communication options. Staff Association is fine, but can get quite... aggressive. Many posts could be prevented by managers talking to staff / staff going to managers first. Again, I'm fortunate this is not an issue with my branch, but I know many others who can't talk to their managers (or when they do they are dismissed). There is also a great deal of workload imbalance. There is a lot of discrepancy between branches as far as job duties by position. I am a professional librarian but have the least amount of off desk time. I know some branches are worse, others are better. We are expected to be progressive but have little time or resources to adequately prepare services beyond day-to-day tasks.

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Better monetary compensation

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Better security, help with harassing patrons, better enforcement of standards of library behavior

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Clear communication about changes. More opportunities/levels to advance career other than moving from a Teen Librarian who is normally the third person in charge and doesn't regularly get to experience as much supervising, to a Branch Manager who will be the first person in charge.

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Completely redo the Staff Association and its mission. As it stands now I don't really see them as being very supportive of staff. Definitely get rid of that ridiculous troll board on Rufus. It's full

of rumors and questions that people can easily just take to their manager. I have a feeling it's the same 10 people posting questions/complaints anyway. Most of the people I work with see the Staff Association comments as a form of entertainment and not information.

Senior Leadership hasn't really done anything to address the complaints from the last survey. They are still totally out of touch. Kim and Greg's visits are a total joke. We have to still be careful to watch what we say to Kim so that we don't incur her wrath. Why can't we have a leader who's not afraid to have real dialogue with her staff. I'd also like to see all of the Senior Leadership and Regional Managers out visiting branches when they are open and running during peak times. If an RM knows of a particular problem during a particular time of day they should be out there investigating and offering support.

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Continuing to serve our patrons and our staff to the best and efficient methods possible. There has been a great shift from a simple housing and loaning printed materials to being a community space, technology center, and a place to sit and read a good book. There are always some growing pains, but this library has tried to make great strides to maintain a balance between the old and the new in library culture.

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Customers are the best and worst part of working here. When someone is disgruntled it can make doing our job very hard. I think more training and more security (maybe deputies) would be helpful.

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Every single branch needs a teen librarian. The irony is that the smallest branches with only 4-5 staff tend to also be the branches that have the highest numbers of unsupervised kids and teens after school, which requires the most hands-on time from staff. Having a teen librarian could really help with providing those small branches adequate staffing as well as allow more opportunities for youth to have positive interaction with a role model adult. This will provide long-term, long-lasting benefits to PLCH, the staff, and the community.

All branches need a daily, full time, in-house security guard. Rotating deputies are not at one branch with enough frequency or are even there long enough during the day to establish relationships with the customers, while contracted security guards are underpaid, under-motivated, and unreliable. A full time regular guard would be able to establish relationships with the customers while being thoroughly versed in Library policies. A knowledgeable in-house guard's consistent presence at branches would help to reduce fights, restroom drug overdoses, customer soliciting, and a myriad of other disruptive incidents which interfere with Library operations.

Facility issues at branches need to be addressed, especially those with no ADA accommodations and with ongoing HVAC issues. Some locations' temperatures are so physically uncomfortable on a regular basis that it robs staff of their ability to do their best quality work. Incomplete work orders are ignored or marked as resolved just so facilities staff can clean up their database. I don't understand why everyone seems to be so terrified of Jeff Gerrein and afraid to pursue the resolution of facility issues.

Close for all Level 2 weather emergencies like most other non-emergency businesses (including

all other library systems in the area); and do so in a timely manner instead of waiting until the latest possible moment when people are already trapped in unsafe road conditions. Almost every winter, there is at minimum one day where I have an extremely close call in my vehicle while trying to get to work on a day that we should have never opened. I have gotten my car stuck in my unplowed parking lot, my workplace's parking lot/driveway, the hilly street next to my branch, etc. trying to get to/from work, and in several instances have had my car slide backwards down an icy hill and narrowly avoid falling into a ravine because there is a weather emergency at this time. Library staff are NOT emergency personnel and there is no reason to remain open when travel conditions are this hazardous, especially in a hilly city like Cincinnati. In fact, staying open is causing us to impede actual emergency personnel from filling emergency services.

Close branches when they experience loss of power and/or HVAC. Lack of power/HVAC creates substandard, unsafe working conditions, and I am sure that no one wants an employee or customer to have an accident on Library property from trying to navigate an area where there is no light or an employee to fall ill from heatstroke in an extremely hot building.

All public services staff should be allowed to wear gym shoes and denim EVERY day, not just on special occasions. We spend all day on our feet, kneeling to get books from the back of the bottom row on the floor, roving the customer service area, crawling on the floor with story time kids or looking for that disconnected printer cable. I have had to retire many pairs of overpriced dress slacks because they got worn out at the knees from my ordinary daily routine at work: what a waste of my hard-earned money. Denim is cheaper, more comfortable, and will hold up longer under the daily grind. As for gym shoes: more and more locations are moving to the Mobile Service Model. This results in many staff going most of the day without getting to sit down. Not only is this hard on our feet, it is hard on our spines, knees, hips, and legs, and over the long term, this has a highly negative impact on our bodies. Gym shoes will reduce the painful impact on our bodies.

Allow all locations to provide consistent service when it comes to making copies and printing from the public PCs, including accepting credit card payments. Some branches have all-in-one Pay for Print machines, while others require multiple cumbersome steps that involve repeatedly entering one's card and PIN at several different access points. I receive frequent complaints from customers at my location because they cannot use an all-in-one machine (like some of the lucky few branches have) or use their credit card to pay for printing.

Restore the previous practice of providing a separate annual cost of living and an equitable merit increase for all, with an extra step up in pay for high performers and no merit increase for low performers. Under the current system, the exact same employee could receive very different merit increases depending on what location they work out, since the merit increase is subjective and will vary by manager.

I think it is safe to say that no librarian is happy with the current system under which our programming budget spending operates. We are expected to pay for things out of our own pockets and then wait for reimbursement, unlike most businesses that have a debit/credit card for employees to use. Micromanagement prevents us from purchasing items that cost more than \$25 without a lengthy PO process. Booking a presenter has been made as painful a process as possible, with the many steps that must be followed and could still potentially result in a denial of request for presenter money. Librarians are not being given the autonomy to use their professional judgment to do their jobs.

Trust Branch Managers to make decisions about their branches, especially since some Regional Managers are impossible for the branch manager to reach when there is a time-sensitive issue. Managers were chosen to run the branch and oversee the daily operations, and they should be trusted to do such. Micromanaging is a morale-crusher for all.

Change the meeting room policy to reflect that customers need to vacate one hour before closing instead of half an hour before closing. People are not cooperating and often do not vacate the premises in a timely manner.

Survey customers/staff for feedback both BEFORE AND AFTER making huge administrative decisions such as selling the North Building, switching ILS programs, switching to roving, etc. Adding dental and maybe even health benefits for part timers would definitely put PLCH in the Top Workplace category.

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First and foremost, Senior Leadership needs a reality check. You continue to "strive to be the best" but do not listen to the majority of your staff. If senior leadership consulted the rest of staff when looking to make changes or looking for solutions to problems within the organization, they would find that they have a very intelligent workforce that wants to see this organization succeed. Instead, SLT often rolls out change with no interest in staff opinions. The staff association board makes it clear that a large majority of staff are unhappy with the current environment and some standards. When staff pose a question to SLT, they are often met with non-answers and condescension. Recently, someone posted a question to SLT asking that if SLT had scheduled tours of the North building to potential renters/buyers, that they inform the affected departments. As it turns out, that poster was mis-informed about who that tour group was. Instead of avoiding the problem altogether by COMMUNICATING with that department, SLT responded with a short, curt, and condescending response that told the poster that the group was not someone looking to buy/rent the space. They did not address the underlying issue of communicating with departments and branches.

There should be a way for staff to evaluate their supervisors. Regional managers only hear from the branch/department managers about their performance. There is no accountability for managers to their staff. Why? Staff members are evaluated bi-annually by their manager, why aren't managers evaluated as well?

Compensation. The compensation review, and subsequent raise, while appreciated, felt like an afterthought. "Someone" pointed out an article from the Toledo Blade to the board which resulted in the director receiving a \$30,000 raise. While I do not disagree that the director should be paid comparably to her peers, I am wondering why she is deserving but the rest of the staff are not. The review was an afterthought. Staff were upset that, yet again communication failed, and the reasons and motivations for the director's raise, were not properly or effectively communicated. Staff began questioning said motivations, wondering why the rest of the staff's compensation had not been reviewed, wondering why the director deserved comparable pay but the rest of the staff was being paid less than equivalent positions in other systems, and clearly communicating those concerns, only then was the compensation review initiated. Once the review was completed, the announcement felt as though SLT, the director, and the HR director felt they deserved some special thanks for giving staff a raise. A raise, I might add, that did not even bring us to an equal rate of pay with other library systems. Columbus Metropolitan was chosen as the most comparable system to PLCH, which in actuality

likely isn't the most comparable. When the comparison chart was released with our previous rate, the new rate, and the pay for other Ohio libraries, PLCH is still being paid less than all those compared almost across the board. So the director and HR director felt they should be thanked for giving us a raise that did not even raise us to even pay with comparable library systems. And SLT wonders why this organization is not a top work place.

Communication is crucial in a successful workplace. It is essential in a "top" workplace. The communication in this organization is terrible. Initiatives are rolled out from SLT with little to no input from front line staff. Men and women who have not worked in direct public service in years, are rolling out new work practices without taking staff opinions and concerns seriously. SLT is regularly reactive, not proactive. If SLT would be more transparent, more open to constructive criticism, it would go a long way in making this organization better. For instance, the recent posting and removal of the Teen Spot manager position. A question was posted to staff association asking why it was posted and taken down in less than a week. SLT responded by saying it never should have been posted and they are reviewing the needs of the department and position. Why did multiple staff members have to post questions on staff association to learn what was going on with the position/department. SLT should have sent out an apology for the posting, explained that the position is being evaluated, and asked staff for input on the position and department. Include staff in decisions that affect this organization. Be transparent. Stop condescending to staff and make them feel like they never know what to expect. SLT could have avoided similar concerns and posts in regards to the merging of GLH and Digital Services. A directors update announced the merging of the departments, but did not address what it meant for the current Digital Services manager. When multiple people posted concerned questions about that person and the security of her position, only then did SLT reactively respond.

I would like to see more opportunity for staff from all departments and positions to meet, talk, share ideas, and perhaps affect change within the organization. Often times, project teams feel like a popularity contest or the project team is not taken seriously and their suggestions are not seriously considered. The prime example for a project team's suggestions not being taken seriously would be the "Becoming the Best" task force. The task force worked hard and extensively on putting forth a number of suggestions for consideration in making this organization better, very few were seriously considered and implemented. There were nearly 20 pages of clearly stated, well thought out suggestions from this task force, to date, I cannot confidently name one change that came about from the task force. I know members from the task force who are genuinely upset that SLT completely disregarded the work that they spent a lot of time and effort on. There are no outlandish requests, nothing that is impossible for SLT to implement, but little has been done. It's extremely disheartening and discourages others from trying to work on a project team as they feel it won't be taken seriously.

I'm genuinely wondering why we should trust that this survey will make a difference when the first one did absolutely nothing. The first survey overwhelming showed, that the majority of staff do not trust SLT. We do not feel supported by SLT. We do not believe SLT has the best interest of patrons AND staff in mind. The first survey showed a terrible approval rating for SLT. From my own experience, I should think that rating will be even lower than the first survey. There have been no changes to affect that rating positively. Why should we expect any positive change from this survey? SLT is not being realistic if they think they've affected change for the better. Please, listen to staff concerns. Give staff the opportunity to be involved in larger

decisions. Hear our concerns and work with us. Until SLT begins to communicate openly with staff, work on the front line and understand staff concerns, and value the opinions of the rest of the staff, they will continue to hear staff discontent and continue to receive terrible approval ratings.

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For me, the interactions with customers and my friendly co-workers.

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Getting a new director who actually thinks about what the branches need. Some new policies are desperately needed but yet, Fender refuses to implement them. A child attendance policy is one of those things.

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Having more adequate staffing would help. Our group could really benefit from having another full time library assistant. I also feel like it would be nice to feel like I could request time off and know it would be approved. I have so often been told that my time off cannot be approved because there is not enough staff to cover our shifts. Our PTO/Sick time is awesome but it doesn't help us much if we are not approved to use it.

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Having more development for staff members, particularly classes on the new technologies that we are expected to magically know to be able to help patrons. More communication between ALL levels and departments. Close some of our rented locations so that the branches we own can be AMAZING. Better PR so that when decisions are being made that affect the community, we can present our ideas positively to the public before they get away from us.

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Having more flexibility for people to move around (without being fired) if the environment they are working in isn't working out.

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Having more of a say in the major decisions senior administrators make that effect our workflow, and our work/life balance. Often it feels like senior administration make decisions without our input, and when we object and describe the reasons why, all we receive from them is a dismissive "Thank you for your comment" and the subject is dismissed. The morale committee tries to placate us with doughnuts and trivia quizzes instead of boosting morale by helping to address the issues. Issues like full time staff who work on Sundays without shift hours, not closing for dangerous weather before the streets are impassable and placing staff in jeopardy, and addressing the growing customer frustration about longer wait times for items due to automatic renewals. Also, many of the benefits for staff, such as offering flu shots on site, are only available at Main. Branch staff should be thought of when such events are offered. Only Main employees benefit and that's not fair.

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Higher wages would be an awesome benefit. I am interested in extra medical benefits that are available however I can not afford to pay the cost.

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I already consider it a top workplace!

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I already feel like this is a top workplace!

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I appreciate the Senior Leadership Team's shift in tone since the first Engagement Survey, to be more open to ideas and questions, and less overtly hostile; it could only be to our benefit as a whole to continue the trend.

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I believe that genuine effort has been made on the part of senior leadership to address some of the issues and concerns raised during the last survey. However, I think there is still quite a ways to go. Changes and initiatives are still being implemented with little to no notice to staff. I often feel like things are being imposed upon us by people who haven't worked "on the front lines" for a while and so haven't completely thought through the details of implementation. Senior leadership still frequently seems defensive and not open to really listening to staff concerns and questions. I have noticed a positive difference in the way some of the questions on Staff Association are being answered; there are more instances of staff's suggestions and concerns being considered rather than just shut down or dismissed. But I still think there's room for improvement.

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I believe this organization could strongly benefit from Administration taking a real, genuine look at the day-to-day activities in some of our branches, and creating/amending policies to better allow our employees to accomplish their tasks. In my branch, staff can hardly find the time to engage with customers some days due to the incredible amounts of young children running around unattended, and often patrons cannot access our computers because said unattended children spend hours upon hours (literally seven days a week) playing games on them. Something as simple as a "No child under a certain age is allowed in the Library unattended" could fix this issue. It's not just a matter of better helping our patrons-- it's a security issue as well. Being a public area, literally anyone could come into the branch claiming they are the legal guardian and walk out of the branch with a child. Furthermore, parents in my community have come to expect that staff here is responsible for their children and often become visibly upset if staff does not take responsibility for the children in our branch. When I applied for this job, there was no mention that I would be literally babysitting kids seven days a week-- yet due to the lack of adequate policy regarding young children in our facilities, this has become my full-time responsibility.

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I feel that I do not have a voice when it comes to issues with my manager or the branch. Any complaints are stopped at human resources or are never resolved. I am just working in hopes that my manager decides to move on someday.

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I feel that PLCHC is already a top workplace. The across the board wage increase, health benefits and the opportunity for growth within the organization make it a top workplace for me. I feel that some employees in other branches/departments have valid concerns especially in the area of incompetent managers. Comments made in the staff association venue about micromanaging managers are troubling to me. Also comments about managers changing monthly schedules without notifying the employees leads me to think there are managers who are incompetent. I do not experience that with my manager. However, there has to be consistent training for all managers, not just new managers from Manager Academy. A manager that actively engages in creating a hostile environment by hovering over employees computers should not be tolerated. There should be program to re-train managers who have been with PLCHC for a long period of time to refresh them as to what a professional work environment should be. This would include how to schedule, how to communicate to employees and other basic managerial skills. Some of the behaviors of managers that are described in the staff association would absolutely not be tolerated in a for profit work environment.

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I feel the days of the stuffy well dressed librarian are done. We are teachers, care givers, social workers, booboo fixers, janitors, movers and shakers, and tons of other things. Jeans, a more casual dress code, and gym shoes are definitely something the higher ups should allow. Senior leadership should also take the time to spend real time in the branches they make all the decisions for. There is a huge disconnect with them and the people on the front lines. I have never in my life, been to any retail location that didn't have a focal point of a customer service desk. Not only does staff lose their credibility of not the official look of being in charge having their "home base", but they feel unsafe, uncomfortable, and there is always an odd sense of surprise. Patrons almost look lost, and coming from a branch who has not gone mobile yet, we have patrons worried that we will be doing that. We should be closed on all federal holidays.

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I have been an LSA at the same branch for 7 years. however, my hourly wage is only 70 cents higher than a new hire coming in from outside with no library experience. this feels really unfair to me. does that seem right to you? no, it sucks!

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I have no recommendations and feel it is already a top workplace.

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I see the organization as over-extended. Main Library gets upgrades, but my branch is not adequately cleaned or furnished and does not have enough space for all the people who want to use it--after school it is extremely crowded. Is upper management unaware of these

conditions? The organization is so large it's difficult to address everything employees and the public need.

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I think better equipment and maybe sometimes better enforced rules to the patrons but those are not huge issues.

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I think it is a top workplace, in a sense. Different organizations are measured differently but I think what we are trying to accomplish according to our mission and vision statement is effectively achieved.

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I think most things are fine the way they are

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I think that senior leadership has taken steps to be more transparent since the last survey, but there is still work to be done. As an employee I don't feel like I truly understand the reasoning or the process of selling the North Building. Senior Leadership continues to impose the 100% mobile service model on departments and branches despite feedback from employees and patrons.

I appreciate the recent salary restructuring, however there are still very few full time jobs for LSAs. I have applied and interviewed for multiple full time LSA jobs and have not been hired for any of them. Based on feedback from my previous manager and HR I believe this is not because of any major weakness I have as an employee or in my interviews but because these positions are so competitive and managers usually hire someone who already works in that branch/department or someone they already know. When I started at the library I intended to eventually earn an MLS and work as a professional librarian, however my experience at the library in terms of opportunities for advancement has discouraged me from this path.

I believe some of the positions in the library need to be reevaluated in terms of pay grade. The position of Page in Sorting and Materials Retrieval is on the same pay grade as student shelvers despite the fact that Pages need a vast amount of job knowledge to pull holds from all departments at Main, process SearchOhio materials and work as a sorter as needed. I work as an LSA I at the branch and I have worked extra hours at various branches and departments at Main. I don't necessarily understand why most of the LSAs at Main are senior LSAs and make more money. I feel that working at a branch requires more varied job knowledge because the work is not departmentalized like it is at Main. For example I have to be able to help people with computer problems, work with children and adults, plunge the toilet, etc. I can't just send someone to the children's department or send someone to the tech center.

Finally, I find that my branch is adequately staffed and receives adequate attention and resources, but I have worked at various branches that are located in largely African American communities that have small staffs and inadequate resources. I understand that many of the suburban branches have higher circulation but circulation of materials does not always match the needs of the community.

I believe the library hires talented hard working people, but the staff does not reflect the diversity of Cincinnati as a whole and our patron base. Most of my coworkers here have been white.

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I wish that Administration would place a higher value on workers who have a lot of experience within our library system, and workers who have proven their dedication and hard work. It seems like Administration is perpetually looking to hire only people who are new to the system, and ignoring the talented people who already work here.

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I work part-time so I don't have the option to purchase health insurance. This benefit would be awesome. Obamacare was a life-saver, but it can still be expensive, and not being able to count on it in the future is so hard.

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I would love if the Board of Trustees, The Eva Jane Romaine Coombe Director, and Senior Leadership would listen and act on feedback. There is a lot of talk about requesting feedback but I have seen very little evidence of them following through on listening to feedback from both staff and customers. Talk is great Action is better.

It is great that we keep getting good reviews on audits but we should also be focused on making sure our excellent staff is paid what they deserve. It is amazing to me how underpaid we were when compared to other library staff in Ohio. Was this a recent increase because it seems like the review in 2012(?) should have had a bigger impact. I hope that we keep doing reviews like this at least every 3 years to make sure our compensation is keeping up with inflation and other library systems. If we are trying to be a leading library system we should be leader not a follower. I have been with this system for over 15 years and it hurts me to think about the thousands of dollars I have lost over the years because the library system has drastically underpaid its staff.

I hope that the new Human Resources Director will be looking into a better way to handle performance reviews. I still do not understand why every branch does their review at the same time instead of on an employee's anniversary date.

I would love to get rid of the terminology of professional vs non-professional. There are many library employees who don't have a Masters in library science but do have Bachelor degrees and even Masters in other subjects. I think the use of Librarians vs non-librarians while still not great would be better. Why does not having a Master's degree make me an inferior employee?

This brings me to some of our benefits. Why do Librarians (or other employees grade 7 or higher) start with full benefits (Max PTO of 27 days) but anyone Grade 6 or lower starts with 16 days but to get the max PTO of 27 days you have to work for the library for 12 years. Why do FT employees not reach max PTO in 5 or 6 years at the most which is when our OPERS vests? At the very least anytime you get promoted you should immediately get an extra PTO day cutting of the number of years before you hit maximum PTO. And this change would not impact me because I have worked for the library for over 15 years and it still blows my mind that it took 12 years for me to reach max PTO days when a librarian can start tomorrow and is already maxed out.

And we will never be a top workplace until our facilities are brought up to date. Please follow through on the facilities plan. Will it likely take a levy? Most likely. But in the past the county has had strong approval for the library system. Yes a factor may depend on what happens with the north building. I think re-purposing it would be the best plan but even if we sell it for 5-10 million dollars it will bring in is a fraction of what we would need for the facilities plan. Please please follow through on the facilities plan. Some of our buildings are crumbling and so many have out of date HVAC systems, leaky roofs, old furniture, and lack of electric its truly a shame.

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If management would be more flexible when changes are made. Customers are required to do more of their own checking out across the board. Some would like to have staff be more helpful when it comes to check outs.

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If the people in power would quit steamrolling over staff objections each time they want to roll out a flashy new initiative. We should seek to meet our patrons expressed needs first over grasping at costly "innovative" changes and practices. The whole "launch and learn" culture we've been forced into by SLT makes the library look incompetent and unfeeling toward patrons. If staff are empowered to do their job by meeting reasonable requests and rejecting unreasonable ones without fear of petty reprisals from higher ups or patrons.

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If the senior administration would ask for our opinions earlier in planning processes, if they were more transparent in their decision making, if they would be less critical and more interested in our successes. Even when they attend staff recognition events, they can look pained rather than pleased to participate. I also think it would be VERY beneficial if staff would be trained on respectful engagement. The Staff Association Question platform is riddled with sarcasm and spiteful comments that only serve to distract decision makers from some very relevant concerns and good ideas. This type of training could also assist management and senior leadership in working with community activists and top down communications. Perhaps the need for a staff communications specialist wouldn't be necessary if all were taught respectful dialog techniques, and then these techniques were used by everyone. We are like an old married couple who are so entrenched with their petty grievances that have grown into insurmountable issues because they are never discussed in a civil manner. But with training and a counselor to facilitate and teach positive communication techniques, even the most stubborn couples can find a way to speak to be heard and listen to understand. That's what we need - a commitment to working on a positive communication process on both sides. However, this would demand authenticity from the senior leadership and too often, we are told things we know they themselves don't believe or know to be only part of the situation. The hidden parts are the ones that really matter and the staff aren't privy to these machinations.

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If there was more full time positions.

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Increased staffing and safety considerations for staff at all locations.

Regarding healthcare: if a type of service or coverage is being added for one type of health need that has been specifically requested by a staff member, consideration should be given to others whom have also inquired about coverage for other currently uncovered health services or procedures under our plan and find a way to add those services as well.

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It already is as far as I'm concerned.

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Less micromanaging from the top down and having guaranteed paid maternity/paternity leave for all staff.

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Listening to front line staff about issues and problems. Collaboration with front line staff. Support and acknowledgment of the great work urban branches do.

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Making workplace and public space accessibility a top priority, instead of bait+switching sale of North Bldg. with accessibility funding

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Meet current highest salary in Ohio given our volume of work( nationally). We are busy. Give managers the financial option to offer hours to PT employees when a floater is not available for coverage. (PTO, FMLA, sick and vacation hours). Hours are very long and hard when we work short handed and it would give more part-time employees the opportunity to add up to the extra 9 hours allowed/pay period to their schedule. When LSA's hire in, they are given "the opportunity to work up to nine extra hours". But no one is clear in saying that situation rarely occurs. Close two hours early on a work day before holidays. Create more full-time LSA positions with fewer part-time for retention. Employees leave because they cannot work enough hours to sustain financial needs. Require cross training and sharing of jobs at all branches. Not all branches do this. If an employee picks up extra hours at other branches, then they are knowledgeable about all duties they may be asked to complete. It is vastly different between branches, no consistency. For example duties such as magazine processing, ordering books for teacher collections etc. processing new fiction etc. LSA jobs can be mundane at those branches when the only work is shelving and working the desk. Allow each LSA to train to be well-rounded. Also ask full-time LSA's and Senior LSA's to assist in shelving when needed to stay ahead of that work. Provide an extra computer station at each branch so that when all full-time employees and a floater are working, there is an opportunity to use a computer station and get off our feet! Stop asking employees to be in unhealthy interactions. Mostly, curbside delivery without a backup employee at any time during a shift. Do not require us to deliver in the rain or very cold weather. Please keep a desk in the branch as a barrier between employees and patrons when they need that for physical safety and comfort. The deskless model is not safe at all locations and circumstances.

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More communication between "front line" customer service employees and top level management

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More community centered interactions and more culture inclusion

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More educational & learning opportunities & backing. Broader benefits. Extended advancement options.

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More flexibility.

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More full-time opportunities

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More full-time positions, and less intimidating managers.

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More health insurance options for part-time employees.

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More help with advancing career. How about training on how to do an interview?

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More opportunities for advancement.

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More part time positions for professionals and/or job sharing.

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More positive attitudes throughout the system, from the bottom all the way to the top. Slightly less focus on spending at the Main Branch (or the creation of a operations center) and more focus on updating or replacing for small and severely outdated branches. Also, program funds and staff should be allotted based on door count and program attendance rather than by the physical size of the location.

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More recognition of employees and more input from staff on decisions to make changes in operations at the branch level.

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More transparency. It sometimes feels like we aren't told everything. It's hard to be enthusiastic about working for this organization sometimes when you feel like you aren't being told everything.

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My manager told me that I had to work for 5 of 7 Saturdays this fall even though no one else is required to work that many Saturdays in a row here at this branch. Usually we rotate working every other Friday or Saturday. Normally I wouldn't have minded, but I had to cut a family vacation short because of this and another work deadline for a meeting.

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Nothing more than a complete overhaul of everyone currently on the Senior Leadership Team. These people do not care one iota about the safety, professional growth, or the personal life of their fellow co-workers. SLT views themselves more as CEOs of a privately-owned corporation than public servants of a non-profit, and the way they approach organizational changes, safety decisions, and one-on-one conversations with co-workers considered below them is reflective of this mentality.

Safety concerns are largely dismissed or vehemently argued in order for libraries to stay open. When there are emergency situations, it is readily apparent that SLT has neither training nor designated procedures with which to deal with them.

SLT's performance during the most recent public meetings have been embarrassing, and directly casts all PLCH library staff in an unprofessional and untrustworthy light. This also applies to the Board of Trustees. The woman who stated that the library board does not need to be open to the public should have either resigned in disgrace on her own, or been forced to resign. Instead, she remains, and continues to cast this entire organization in a poor light. The entire situation that resulted in staff wages being re-evaluated was a fiasco. If it had not been for a massive staff outcry over the Eva Jane Romaine Coombe director receiving a \$30K raise- over half of the starting salary for a new branch manager- SLT would never have conducted such an evaluation. That SLT argued for two weeks straight before agreeing to such a review, then tried to pass it off to staff that this was their intention all along is indicative of how untrustworthy Senior Leadership is in this library system.

The current lack of any policy that addressed unattended minors is deplorable, and puts staff and our community's youth in potentially dangerous situations every day.

That major system-wide changes are only analyzed and reviewed after staff outcries become too loud to ignore is indicative of a culture in SLT where they feel like they don't have to listen to front-line staff.

The staggered opening/closing hours are ridiculous, and are neither beneficial to staff nor the public.

Front-line staffing numbers are excessively low. This is exacerbated by how slow HR is able to post and fill open positions, even with in-house hires. This hinders front-line staff from not only doing our jobs, but developing and testing new ideas, enjoying our personal lives, and fully engaging with our communities.

Finally, the dishonesty of our circulation numbers is completely unprofessional and immoral. That we are the second-highest circulating library system in the nation is only outdone by us being the number one circ-cheats. Our success should be measured by things like the overall



academic success of our entire Cincinnati and Hamilton County education system, not by how we're able to rig our stats through insta-holds and auto-renewals of the latest James Patterson book.

I want to be proud of the organization where I work. Instead, I am even more frustrated and disenfranchised than I was a year ago when filling out this very same assessment survey.

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Offering medical and dental insurance to part-time employees, even if it required deducting more from their salary, paying into the group plan, etc. Having to sit through a webinar about health insurance options to only find out at the end - because an employee asked the presenter for clarification - that part-time staff can't sign up for medical or dental insurance, was incredibly frustrating. That clarification could have been presented in the many emails that were sent about the required webinar.

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One idea to make this organization a top workplace would be to offer more programs that can assist our patrons with resources regarding their financial matters, family and health matters as well as something pertaining to their career. For instance, classes on building resumes, taxes, etc.

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Paid Maternity/Paternity Leave for staff.

It does not matter how many "lunch with the Director" or open forums you have, there will always be a fear of senior leadership with this current administration. I do not believe that this feeling will go away until we see a change in administration. There is too much bad history and a culture of fear. I know that administration will throw staff under the bus to improve their own image.

Administration does NOT take responsibility for their poor ideas. I understand their only job is to come up with ideas, however please take responsibility for when your poor ideas do not work out instead of shoving it down our throats until it dies (roving...). Further, seek input from front line staff before implementing said poor ideas. Adult-Only cards? Really? Programs to Events? \*\*rolls eyes\*\*

Stop only rewarding branches that have high circulation and look at other credentials such as program attendance. Many "small branches" have double the number of program attendance as "big branches" however the "big branches" have double the yearly program budget \$\$\$. Does not seem fair that I am working on a significantly smaller budget and have twice the number of kids. More staff at small/medium sized branches.

A complete revamp of RUFUS. It is impossible to search or find relevant information.

Routine treatment for Bed Bugs should be a given. We should not have to BEG for it. And carpet cleaning should be done on a yearly basis and not once every DECADE.

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Provide more full-time employment opportunities to LSA's; more information/resources/training on safety and security measures to take in the case of threatening patrons and dangerous situations.

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Seeing the library combine part-time positions to make more full-time positions available would greatly improve my viewpoint and morale.

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Setting aside the "top workplace" question (I'm skeptical that's an attainable goal for a public service organization with limited funds), if we want to talk about how we can make this organization the best library workplace it can be: I think communication is still a problem, starting at the top. I know we created an Internal Communications Coordinator position following the last survey, but--and no offense meant to this person--I have absolutely no idea who they are, what they do all day, or how they have improved internal communication at PLCH. I can't say I've noticed any difference. One recent example of an internal communications failure that comes to mind is when we were all immediately ordered to remove any "homemade" signage. I understand the goal of making branches and departments consistent w/r/t to signage, but this was communicated in an abrupt, forceful manner that made my entire team (who had always worked hard to produce quality displays) feel demoralized. I think this could have been handled in a much more thoughtful manner and still have achieved the end result of consistent signage. This is merely one example of many. Another huge issue: Mobile Service. I think supplemental tablet usage, while roving, can be helpful. Note: I said supplemental, not as the one and only device with which to assist customers. Removing the desk was short-sighted, and has noticeably and negatively impacted the quality of customer service we provide. Staff has been saying this for years, but other than getting rid of the useless Ergotron cart, little has changed. It's embarrassing how committed SLT seems to be to this idea, despite the lack of evidence that it is any kind of improvement--and indeed, with staff and customers repeatedly commenting to the contrary (and it's costing us how much money to convert all of these branches/departments?) Will we ever seriously re-evaluate this customer service model, or will that have to wait until certain people retire?

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Sigh. Sadly, the very valid and solid suggestions and complaints articulated last year by staff were seemingly not heard one bit. We do not need blue jean day, goldfish crackers or further silly associations to be formed, we need SLT taking suggestions directly from STAFF, the people running the branches, directly in touch with the community they serve. Being ASKED how money would be best spent on your branch, knowing its needs and wants far better than any member of SLT, would sure be an improvement. SLT continues to bulldoze over suggestions and ideas from those on the front lines and possibly worst of all has demonstrated a glaring lack of concern for our very safety. SLT and certainly Kim, whose yearly visit to the branch is nothing short of an utter waste of time as well as a complete insult to those of us who work in the branch, are so overly concerned with the nonsensical notion of all mobile branches they are blinded to the reality of how this model actually affects workers. SLT maintains that the public love the model when in fact nothing could be further from the truth. Employees who are already unfortunate enough to have to work in the mobile branches have been sending distress signals and cries for help as their personal safety is threatened on a regular basis. The library is a public institution, it is not an Apple Store. There are no men in suits sauntering in looking to

drop 2 grand on a laptop where it would be so cool to just effortlessly approach them to assist them with their big purchase. We work with the mentally ill, the homeless, the flat out drunk, the stoned, the didn't bother to change out of their pajamas, those who do not understand the concept of personal space, and everyone in between. Ignoring these facts is astounding and shameful of the SLT. Listen to your poor beleaguered workers who are actually with the public every single day. Mobile branches ARE NOT SAFE FOR US. We need the desk to create a barrier. There is MEANT TO BE A BARRIER. THERE IS NOTHING WRONG WITH A BARRIER. It is there to add a layer of protection. We should not have to endure this level of risk or stress so SLT can sit in their Ivory Tower and pat themselves on the back for being "cutting edge." Its absolutely repugnant. Frankly, PLCH will never be a top workplace. A top workplace actually cares about their employees thoughts, expertise, opinions, comfort, and SAFETY. Also, the allotment of funding for professional development needs to be revamped completely. Being consistently denied the opportunities for professional development is not at all helpful to me or encouraging. It certainly does not demonstrate that my employer values my training or my work.

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SLT needs to change, there is also still a culture of fear and no one feels they can actually voice their opinion without fearing repercussions from the director. The people at the top do not understand how the library really is anymore or they do and choose to ignore it. Staff and customers have voiced opinions about how they do not like the mobile service model yet SLT continues to make more branches mobile. Mobile service can be done without getting rid of the desk, these two services can be done together which would please customers and staff. If SLT thinks customers are happy from the information they are getting from OrangeBoy their answers are skewed as a majority of our patrons still struggle to use a computer so how would they have the capabilities to answer a survey online? Removing the desk from certain locations also poses a security risk which staff has let SLT know their concerns but desks continue to be removed. Continuing on about safety with winter fast approaching I urge SLT to reconsider closing branches at a level 2 snow emergency. The OCSWA says that "LEVEL 2: Roadways are hazardous with blowing and drifting snow. Roads may also be very icy. Only those who feel it is necessary to drive should be out on the roads. Contact your employer to see if you should report to work. Motorists should use extreme caution." Being open during a level 2 is not something a company who truly cares about their employees does.

This organization lacks a true unattended child policy, most of the time we have kids who are far too young to be out by themselves watching an even younger sibling and they are not capable of watching them. This is a dangerous world we live in and I would hate for a child to be kidnapped in order for the library to have a real policy, which feels like what will have to happen in order for SLT to realize how big a problem unattended children are at the library. It has become common knowledge the library doubles as a babysitting service and we do not have the staff to be a babysitting service. When you branch is full of unattended children other duties go by the wayside because you are trying to corral the children who are walking the line of disruptive conduct. We are doing a disservice to these children by allowing them to be here by themselves. Some kids are so small they cannot open the bathroom door or they can't unbutton their pants to go to the bathroom and their older sibling is nowhere to be found to help OR they are the oldest sibling but those are things we cannot help with because those are

things we are not allowed to do in order to protect ourselves. BPL has a good policy that we should look into adopting <http://www.bpl.org/general/policies/safechild.htm> we want to be leaders but we seemed content in being followers.

We also need a real bed bug policy among all the branches with being in the top 10 for bed bugs in the country it is something we need to have a firm policy on. We have policies that we group within another policy and these are not effective because there are far too many unanswered questions.

While it appears SLT is trying to change some things and we do appreciate it a lot it continues to be overlooked or not addressed by SLT. We appear to be headed in the right direction so maybe the next time this comes out things will be better but as of now not much has changed from the previous survey.

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The feeling like failure is ok and opinions matter at all levels, especially upper administration. Continued focus on openness so that the whole organization feels well-informed of what is going on, especially major initiatives.

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The rules of the library being made priority at my branch, which runs over with kids who are not supervised and they do not want to abide by the library standards

The time clock and the new 15min policy needs to be rescinded; it's redundant with having to use a badge that has RFID tracking

Not having to be babysitters for unattended children; it's absolutely unfair to staff. Parents don't tell their children to go to "Kroger" a public place and wait for them to pick them up from there and Kroger wouldn't tolerate that kind of neglect from children. The majority of these children are very unruly and disobedient. Also, this behavior from children is not tolerated at nearby libraries in Butler county

On Saturdays, the library should close earlier and we shouldn't have to physically clock out for lunch

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The same as last time we took this survey: Increasing trust and communication between senior leadership and all staff. Staff are still frequently blindsided by decisions made by the SLT and the board--for example, the debacle over the north building at Main. Some terrible soundbites and poor publicity occurred, and front-line staff struggled to respond to patrons' (appropriately) frustrated questions. And weeks later, managerial staff were assigned to give presentations defending the library's decisions to the public? I expect that the presentations were designed to present the news via a familiar figure rather than a member of the SLT who is not known to patrons, but it is not difficult to understand that it \*appears\* like senior leadership is foisting off responsibility for their decisions onto the managers--using them, in effect, as human shields for the public's disapproval.

I also do not feel comfortable sharing negative or even neutral opinions with library leaders beyond my manager or regional manager, as I feel very strongly that it could damage my chances of moving within the system should I wish to do so. I doubt that I am alone in this feeling, or comments on the Staff Association board wouldn't be nearly as acrimonious as they

currently are. When staff feels as though their input is stifled, resentment is a common result. In addition, I do not feel that senior leadership trusts branch staff. An example of this is the issue of branch-made signage. The library's graphic design department is overburdened and perennially understaffed, but senior leadership does not trust professional staff to create appropriate in-house signage for programs. I understand that there are branding concerns, but the basic templates provided for general use (not the storytime templates, those are fine) are visually uninteresting--and it can create a vicious cycle. An unexpected program opportunity arises, staff do not have the requisite lead-time to get graphics made, they're forced to use the bland signage given, and the lack of attention to the signage can reduce interest and attendance in what could have been a very well-received program...and the next time an opportunity arises, the presenters might choose a different venue. I appreciate the library's graphic design team, but either they need to be better staffed, or the SLT needs to loosen up the chokehold on branch-designed signage.

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The Senior Leadership Team has lately been a little more open to employee feedback and suggestions, but still there is a feeling when you are around the SLT they do not like to mingle with the commoners. The PLCH has been seriously lacking in hiring more people from certain minority groups, for example hispanic and muslim communities. Most of its HR and managers are not aware to make reasonable accommodations for an employee who wants to take a prayer break. There has been an unwritten rule about age discrimination because of which some of the qualified candidates were sidelined and ignored for promotions. One has to be kissing up to the powers that be to climb the ladder and be considered for anything. At some Departments and Branches it is difficult for employees to get their vacation requests approved, whereas at some other Branches/Departments people regularly abuse their sick time. There was a push to hire more floaters so weekend call-ins don't leave certain Branches with just one or two employees but there seems to be a moratorium on requesting emergency floater on a Saturday.

The SLT has improved its communication levels with the employees but it can do better by asking for employee and community feedback before implementing major policy changes or undertaking major financial decisions; for example the proposed sale of the North Building. If we are a tax payer funded organization it is of paramount importance that Hamilton County voters and employees of the Library have their say into this very important and consequential decision. I would also like to suggest, the Board should change the By-laws to make it a requirement for the SLT to be residents of Hamilton County. That way, all the levies, loss of Tax revenue and other consequences of their decision would also impact them directly. We should also reconsider some of our philosophies or mission and vision, for example; "we want to meet the customers at their point of need" , my question is, does the customer want this policy? A lot of people when they are browsing or looking around in a Branch/Department, want to be left alone. I feel very uncomfortable nagging them with my tablet and asking them do you need any help. A lot of customers express frustration at the fact that, when the service desk is eliminated they do not know where to go for help and returns. It is very easy to get rid of stuff and dismantle a place but very difficult to rebuild it. One has to take into account the feedback from frontline staff and the community before implementing certain policies blindly.

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The weekend and evening hours are a barrier to spending time with my family. I fully understand the library's need to serve the working public, and therefore be open on weekends and evenings, and thus the need to staff those hours. However, other library systems I have worked for only required full time staff to work one weekend a month.

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There could be more training so you will be able to understand more when you start.

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There is still too much of an atmosphere of change for the sake of change, like innovation is always our goal. Change is good if something needs changing, not just to add to someone's resume as an innovator. If it ain't broke, don't fix it!

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There needs to be more opportunities to interact with staff with the same jobs. Idea sharing will keep staff focused and help stave off burnout.  
We could use better janitorial services to keep the branches looking above presentable. People do not shop a dirty grocery stores, why would they visit dirty library branches?  
We could also benefit from an improved evaluation process. The current one does not offer enough guidance to allow staff to truly demonstrate their abilities.  
The pay for Branch Managers should not vary so much. Each library branch should have the Branch Manager that will work best with its specific community. Paying Branch Managers of larger branches more money implies that their jobs are more important and that Branch Managers at smaller branches are doing less work. This is poor management of library funds. Often, smaller branches are in less hospitable areas and have more behavior problems. Those branches need the most experienced managers. Yet, because of the salary difference, those positions are less desirable and receive fewer applicants. This should be rectified.

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There should be more input from staff before jumping into new things. Some of the staff have good ideas.

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This organization needs to train its managers better and make sure they are a good fit for the branch they are working for. There are many managers that are not good for the branches they are placed at, and I think that is because the library is being sloppy with who they hire as managers. I think that this organization also needs to make sure that managers are actually doing their job instead of having other employees do their job for them. This could be done by shadowing managers without warning.  
Employees also need to have prior experience working with children if they are working for a branch that has a high amount of kids. There are too many employees that are not good with children that are working at branches that have a high amount of children in them. This results in conflicts between young patrons and library employees, and has a negative effect on both parties involved.

Sexual harassment in the workplace done by employees and patrons needs to be addressed. It is too often overlooked, and that needs to come to an end. Our sexual harassment policy needs to be changed to include patrons behavior and actions. There are too many incidences of patrons talking to library employees in a degrading manner.

Every employee should have to go through sensitivity training and diversity training. This should be part of the required trainings.

This organization should reinstate desks at every branch. Employees at "mobile branches" don't have a desk in between them and the patron, which puts them at more of a risk. The library is not protecting its employees in any way by making branches mobile. It was not a good decision to make branches mobile, and it is something that needs to be changed.

The fact is that the Cincinnati library is not a top workplace; it is a mediocre workplace.

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This organization would become a top workplace if it would listen to ALL of its employees. Part time, full time, branch or department, we work with the public, we work with the technology, we know what would fail and what would succeed if anything new needed to be implemented. Many times it feels that new policies, technologies, and anything else that creates a drastic change in the workplace is implemented without any employee input, the very people it most affects. To make this a top workplace, and not do what many businesses do, is to actually listen and take to heart all employee input rather than just make a decision based off numbers, or the idea of someone who does not work at a lower level day-to-day.

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This would be a top workplace if employees trusted that they could speak more openly about problems and mistakes that have been made. Employees are afraid of saying the wrong thing to the wrong person in leadership, and then suffering the consequences. Those consequences being that they are now considered a troublemaker or not a "team player". Policies and procedures are overly complicated and changing all the time. It can be difficult to know the most recent iteration of a policy when you are trying to work with a patron in the moment. There is a fear that even though you are a solid employee, you might make a small mistake that leadership becomes aware of, and then you will be reprimanded. Employees also need a higher standard of safety and security for this to be a top workplace. There should be stricter policies regarding patrons who are verbally abusive and harassing, and unattended children. Staff should be empowered to maintain a civil environment, where the community can expect a respectful, organized library setting.

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To be honest I'm not sure. There is a lot I really like with in this organization, but I think we hit some problems with awkward staffing levels and division of labor. I'm glad this issue seems to be addressed and very hopeful for help to be brought where it is needed.

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To make this organization a top workplace, we need to hear more input from front line staff who work with the public before initiatives are rolled out system wide. The lack of communication from senior leadership in this organization is disappointing. Announcements are made with no

regard to how it will be interpreted by staff or the community. Also, many project teams are handpicked rather than allowing staff who are interested to apply. Further, some project teams are unable to implement any ideas or plans they develop, as senior leadership already has their own ideas in place and stifles the project team's ability to make any difference. The staff association comment board should not be the main way staff can have their voices heard on issues in the organization. Additionally, further study on employee salaries should be conducted as we still do not meet the same salaries as other library systems in Ohio despite being a busier organization.

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Truthfully i think we are under paid as a staff. And sometimes i feel we are understaffed.

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We need better leadership. We are a customer service organization and our work requires strong personal interaction skills, yet senior leadership often appears to lack these skills when interacting with staff. We need leadership that understands and champions staff, and leads them in providing great service.

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We need better senior leadership. Success comes from the top down. Standards of professionalism and adult behavior which are expected of staff are not exhibited in some senior leaders. Staffing standards are not consistent at branches. Facility standards need to be more consistent. More focus on safety and Security at high incident branches. Urban branches need to be given the resources to handle issues that arise (for example Avondale) and to be given the same value as suburban branches.

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We need more full time staff for some of our branches. We need to better enhance and clean up our smaller, older branches: Elmwood Place, Price Hill, West End, Avondale, College Hill. Some of these branches need new carpeting, new ceilings, better fixtures - especially in these neighborhoods, where kids see the library as a second home. It's important they have a caring, clean and nurturing environment. Some of these branches need an authority figure (security presence) at crucial times, so that library staff can do what they were hired to do and not police patrons several hours of the day, every day. I work in a great branch that doesn't want for much. I also work at many other branches and see what is needed.

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We need to stop paying so much attention to numbers and winning awards. Although we just won an award for hot authors, many members of staff agree that this poor stewardship. Yes, it looks good on paper and it wins us awards, but it is a waste of resources. The books are frequently not picked up, and within months there are hundreds of books sitting in the stacks. As an organization, we do not have to give in to society's demands for immediate gratification. This is just one example of many in which as an organization we focus more on numbers and awards and public perception rather than what is actually a good use of public funds. This also applies to the number of DVDs patrons are allowed to check out. There are so many patrons that have



hundreds, or even thousands of dollars, worth of DVDs checked out to their cards that will likely never be returned. Yes, this makes our numbers skyrocket, and we get to have the second highest circulation in the country, but again these numbers are only possible because of our incredibly lenient borrowing privileges, which many other systems do not have. The senior leadership has not shown that they listen to staff about issues like this, and because of this, the climate continues to be one of distrust. Even when a good idea or policy change comes from senior leadership, people are so jaded by the past that they become immediately critical. While we could all benefit from being a little more open minded and open to new ideas, I'm not sure the culture will change until senior leadership, and specifically our director, acknowledge in a meaningful way, that they have made missteps in the past and are willing to take feedback from staff seriously. Until then, the perception of the workplace will be that decisions are made to win awards, boost numbers, and gain status, rather than to truly serve our community and be a top workplace for employees.

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While I am extremely proud to work for such a notable library system, I believe our facilities fall short to the great services our library provides. Many of our branch facilities are completely dated and offer little to be desired when it comes to fixtures, meeting rooms and overall layout. I often find myself embarrassed (to say the least) when directing customers to our bathrooms as they are often very disgusting looking and have poor lighting. Let's just say that I would not allow my children to utilize our library's bathroom if given the choice. It makes it that much more challenging to prove that libraries are not becoming obsolete and dated when our facilities reflect just that. Funding is and will always be an issue and that is understandable given our current financial climate. Perhaps we are stretching ourselves too thin by having 40 branches with many of them within miles apart from each other. By consolidating some of our smaller branches, we would be able to provide more staff for locations in need and free up money for building projects at the remaining branches. This is obviously a difficult choice and one not to be taken lightly but would go along way in making our organization a top workplace. A workplace with adequate staffing at ALL locations. A workplace that has adequate facilities for customers. A workplace that is looking to the future for the organization and staff.

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**Branch, 60 hours per week**

**What do you appreciate most about working at this organization?**

I appreciate working for an institution that makes such a positive impact on the lives of the people it serves. I also love that it is an institution that thrives off the diverse talents and abilities of the people in its employ.

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A paycheck and health insurance

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Ability to help people find what they need. Co-workers are great.

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All of the many services that we provide our library card holders

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At this time I am very disillusioned. I thought one could get advancement on their experience and not who you know. Or possibly not because of age. I do not feel it is a place I could recommend.

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Because I have a second source of income, I am satisfied working P/T and feel the hourly wage is good. The job lies within my range of interests and skills. It's within easy driving distance. The library is an organization that provides a critical service for the community, so I can feel good about doing this type of work.

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Coworkers. Firstly, I really appreciate my supervisor. She has a great attitude and I trust her and I think she trusts me. She has created a great culture in our branch/department (which unfortunately I happen to know is not true of every branch/department); I also really appreciate the camaraderie/team spirit when our staff work together to serve customers. One more thing: the fact that the Library is a community hub that engages people from all walks of life. It's an honor to serve the public, even though it's not always easy.

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Despite differences in opinion related to the work culture, most staff are able to put it aside for the benefit of the communities we serve. We seem to be, as a collective, working for a higher purpose, have a sense of just how necessary we are and get the job done. I appreciate the staff working towards a common good.

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Enjoy helping others find required materials that better their lives.

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Even on the hard days, I almost always come home feeling like I made a difference. I genuinely feel like I'm helping people. I also really enjoy working with the people in my work group. We all respect one another and we all work very hard to provide the best service. I can count on my team's support. I appreciate the freedom I'm given within my work group to branch out and try new things, and I know I can count on honest feedback.

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Everything!

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Flexibility to use my knowledge and skills to offer quality programs to the public.

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Flexibility, importance of work, staff, location, respect

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Flexible enough for home/work balance, close to home nice people to work with.

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Flexible schedules. Nice coworkers.

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Getting to make a difference in the community, developing my skills, working with a diversity of people.

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Great Staff and helping the patrons.

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Having a steady job/paycheck that I don't have to worry about if it will go out of business or anything in the future.

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I am a strong believer in the fact that our work at the library has a positive impact in our communities. We are a valuable resource and provide wonderful services and opportunities for our customers. I like that our library system has such a wide variety of offerings, from print materials and movies to databases and events, and I think that our customers appreciate it too. I also really like the staff, as they are always friendly and willing to help a coworker in need.

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I am given opportunities to grow my skills. I love working in a diverse, creative environment. The Library makes a real difference in the communities we serve.

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I am proud of our product and enjoy working with my coworkers & customers.

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I appreciate being a vital and integral part of my community and our city as a whole. I enjoy the work I do providing a much needed service in our society.

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I appreciate being able to brighten the day for a customer by having the items that they need. Although, having a floating collection makes this nearly impossible on a daily basis! Floating collections aren't working.

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I appreciate having a job where I can help people on a daily basis. The public Library's mission is important to me - providing free access to information for education and leisure - and I believe our organization still respects and honors that purpose.

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I appreciate how my department works as a team.

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I appreciate its role in our society: a free and open space with valuable resources to be accessible to all in Hamilton County.

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I appreciate most: my supportive coworkers, the importance and vitality of the library to society and this specific community, the flexibility of my schedule, contributing to the mission of providing access to information, culture and literacy

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I appreciate my manager and co-workers at the branch. We are a team that works together well, helps each other out, and strives for excellence. I feel we are well supported by our manager and that she cares about everyone here. Our work group is friendly and cooperative with a manager who leads us well. I am happy to come to work and that means that I (and the rest of our team) are able to give better customer service.

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I appreciate my manager and her desire to help me become a better person and employee. I appreciate that my family life is supported by her attitude of work/life balance. I appreciate my co-workers who are like family to me and support and encourage me.

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I appreciate my manager, as well as my co-workers, who help make our branch a great place to work at. The hours are convenient and I really appreciate OPERS.

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I appreciate the ability to grow. As a young person who obtained an MLIS, I know I can continue to grow in higher positions within the organization. I also appreciate my value as a librarian at my branch. Staff members will come to me for reader's advisory situations which is a key part of my job.

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I appreciate the acceptance of everyone. My manager a wonderful leader and is very fair. My schedule is very balanced. I appreciate having vacation and sick time.

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I appreciate the camaraderie amongst my co-workers at my branch because it makes coming to work every day so much easier—and facing spur-of-the-moment changes a little less daunting. Even working with people in different branches or departments is mostly enjoyable—we have a LOT of great people in our system! I appreciate the library's dedication to serving its patrons across the county, even when that means re-evaluating its services and offerings to see what best fits the patrons' needs (although I'm still not totally on board with the idea of being "fully mobile"). I appreciate that we have an always-growing downloadable collection-- definitely one of the best deals around, and such a huge selection of physical items between our own collection and access to SearchOhio/Ohio Link. It makes me proud that we can offer so much information and/or entertainment to our patrons. And, I also appreciate our great PTO/Sick time benefits!

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I appreciate the flexibility and the opportunity to help the public with their questions and literary needs.

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I appreciate the great loyalty and support departments/branches and their supervisors have for their immediate work groups. Working in my group is like a family where I know my manager always has my back, everyone is willing to pitch in 100%, and communication is key. Our organization is full of incredibly knowledgeable people who intersect social work, education, and technology in their daily work lives. The people on the ground interacting with the public need to pat ourselves on the back a little more often, because we face harassment, violence, and poor administrative decisions almost daily with aplomb.

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I appreciate the larger goals of the library. Providing information openly to everyone of every background and economic status is a noble cause, and I'm proud that I can help the community.

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I appreciate the opportunity to provide assistance and services to the public.

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I appreciate the opportunity to work for an organization that cares so much about the public. We aren't just giving them library services, we are helping them with their daily lives in our small way.

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I appreciate the sense of teamwork my coworkers and I try hard to build up. Everyone truly cares for each other, everyone knows they can rely on anyone when they are in need and there is no fear in asking for help. As a team, we all work to provide the best customer service and quality of work. I enjoy working with the public and being able to support my community. Being able to develop relationships and connections with others, and see how our efforts are appreciated among the community, is the most fulfilling part of my work in this organization.

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I appreciate the variety of needs that our organization meets.

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I appreciate the work environment. I don't feel uncomfortable when I come here. I also really like when I am able to help someone.

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I appreciate the work I do the most. I believe in the library's mission and values and that keeps me coming in day after day. My coworkers are all wonderful and I value them and the joy they bring to my branch.

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I appreciate those moments on the job when I find a good book that I never would have seen otherwise.

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I appreciate working for an organization that does their best to keep customers knowledgeable as well as entertained. I love to help people and I am glad to work with others who want to help people as well.

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I appreciate working with the customers. I get satisfaction from knowing I was able to help them.

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I believe in the Mission/Vision/Values. I work with wonderful people and aim to support literacy and the love of lifelong learning in the community for patrons of all ages. The library is free and public.

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I enjoy people and the diversity of it all. I feel the work I do every day makes a difference to the people around the community.

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I enjoy the environment created by my coworkers. There is a sense of resilience and teamwork despite the chaos of working in a very, very busy and often stressful place. Even when I'm not engaging in conversation, I like the sound of happy laughter in our staff areas.

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I enjoy what I do. I am happy to have a part-time job that allows me to do things that I excel at.

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I enjoy working for this organization very much! I love helping people and finding a solution to their problems/questions. My experience has been that of flexibility with scheduling my work life with my personal life and I appreciate that very much!

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I feel valued by my direct manager and my coworkers. I love figuring out tough reference questions and seeing the real impact my work has on patrons' lives.

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I genuinely enjoy working for a library. I love books, I love helping people and I love being around people. I love being a part of the community in which I serve because I work for the library. I feel satisfied in my job and that I am good at my job.

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I greatly appreciate that we are a part of the OPERS retirement system. I deeply value the amount of PTO and sick time we receive and the support I feel when I need to take time off. I appreciate the opportunities I have had for advancement and to contribute to our organization's success. I appreciate that Senior Leadership has been listening to staff feedback and making efforts to improve communication, transparency, and positive change. I appreciate that our work is meaningful and that we make a difference in our community.

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I have a lot of things to appreciate about this organization, but the most one I appreciate is the freedom that I have while I work. This organization lets you work your job the way you want to, but with their guidance of course. Unlike other jobs where your supervisor is breathing down your neck with all the things that he/she wants you to do. This job gives me a good amount of freedom where I can work diligently and with the best of my capabilities.

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I have received great opportunities  
I believe in what we do  
I greatly enjoy the opportunities I get to work with my customers  
I am able to work with a great group of coworkers in an enjoyable atmosphere  
Many staff outside my department are really nice and supportive

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I like knowing that I'm a part of the community, and helping the people of our community find materials and resources that better and enrich their lives.

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I like that my efforts are recognized by my coworkers.

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I like the environment I work in, and the role we play in the community.

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I like the library, I like my branch - proud to be a part of an institution and service that I firmly believe in. The work is enjoyable and I learn something new everyday even though that's not really by design, just a natural perk.

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I like the people I work with. Most of my coworkers are people that I feel like care about that they do, and are interesting to work with.

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I love being able to help the people of Cincinnati with their information needs. I feel like I make a difference in the lives of the people around me. I also enjoy spending time with my branch coworkers.

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I love making a difference in the community. Seeing all of the people the library helps makes me happy. I enjoy assisting people with our services. I also love working with many like-minded individuals.

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I love that I can utilize my creativity, my passions, and my skills (in various forms) to work in an environment that appreciates them. I'm encouraged to think outside of the box, to think critically. I also like that I'm an integral part of the community's foundation; we build relationships through commonalities, no matter how small the detail. It's such an important, precious thing these days when it feels like the country is so divided.

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I love the atmosphere at my own branch (Symmes) I want to work hard but have fun and that is exactly what I find there. There is loyalty amongst the team and a very strong no gossip rule which is very important to me. The Branch Manager carries the whole process, her work method of clarity and open to change and high standards in every respect of the work, reflects in the way the whole team works. Customer satisfaction as a goal is met with enthusiasm and a genuine care.

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I love the people at my branch. I love that we support and care about one another and make the great aspects of this job even better, and we make the hard aspects less difficult. The people I work with are fun and like a separate family to me. I also love the way our branch serves the public.

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I love the people that I work with on a day to day basis. We have a great team that strives to work well together and we respect one another.

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I love the service we provide to the community. Where else can someone get so many great materials and help for free?  
I really appreciate the benefits that PLCH provides to it's employees.

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I support the freedom of information and knowledge as facilitated by the public library system.

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I think my particular contribution has been valued and I've been given ample opportunity to shine.

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I think that the library is an incredible resource for our communities

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I value the work we do and the chance to provide a valuable service to the community.

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Lots of my co workers are fun and work hard. I love seeing customers every day and trying to help them out. I think we provide a good service to the community.

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My co-workers and my manager make coming to work a joy.

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My co-workers are amazing and I love the sense of community we have here.

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My job is well suited to my talents and creativity and I feel encouraged to apply these talents as needed to improve my work.

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My manager and staff are very supportive of the need for work/life balance, and we truly care about one another.

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My managers openness to help me get to where I need to be in my career and life.

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our resources

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people

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That I have the freedom to explore new things because of my department and getting a full view of what working here is like for everyone.

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That we provide free books, journals, magazines, etc., to the public. Providing the whole Cincinnati community with access to information is a great feat and is very valuable to each person who takes part in it's services.

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The commitment to our community.

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The feeling of being on a team with agreeable people. Also the openness to potential career advancement.

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The feeling of helping people is the most valuable.

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The flexible scheduling and generous pto/sick leave.

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The focus on excellent customer service and continual learning.

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The impact we make on our young patrons who visit us regularly.

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The library is one of the few resources which serves everyone equally and which strives to reach every portion of the community. Helping patrons is rewarding and it's nice to know that we are a resource that people value.

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The opportunities I am given to advance my resume and education

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The Patrons.  
My immediate team members.

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the positive atmosphere

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The staff at our branch is really good and supportive. My manager is excellent and makes us feel appreciated.

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the staff I work with, my community, the service we provide

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The staff members genuinely care about the patrons they are helping and they want to do a good job.

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The variety of responsibilities I have and people I interact with on a daily basis; getting to put my love of books and love of service to use.

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The way the organization promotes the general welfare of the community and it's employees, with extreme amounts of respect and thoughtfulness.

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The work it represents and the mostly free resources to the community are admirable. Helping people is wonderful -- especially people who do not have the personal capital/money to buy/use these resources on their own. I have worked with some very immature and mean spirited individuals at my branch -- thank goodness most of them have left -- so I really appreciate the nice, helpful, supportive, loyal, big hearted people I work with now. My manager is excellent - as a person and a leader. There are a few leftovers of the former group, but, thankfully, only a few. Getting to know my co-workers and the patrons (especially regular visitors) who use our branch has been one of the best things about working here.

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We do noble work that can genuinely improve peoples' lots in life.

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We help members of the community solve their problems.

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What I appreciate most about working for the library is my ability to use so many of my abilities. I love getting to implement so many of the skills and qualities that I have to offer.

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What I really appreciate is how genuine and caring people at the library are, while also being fun and hardworking at the same time, something I don't see from lots of other workplaces.

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Wonderful customers!

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Working with intelligent and interesting people; working with media -- books, magazines, music, film -- working at a highly-thought-of agency.

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### **What would make this organization a top workplace?**

100% solar-powered branches.

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a cohesive comradery

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A living wage. I am a part time LSA, worked here for 5 years, still making pennies more than LSA entry level hourly salary despite consistent positive performance reviews. I would appreciate transparency regarding pay-scale advancement, and knowing what it takes to get to mid and highest pay at my level. I would like to know if other 5 year LSAs with similar performance reviews are earning more than me, and I suspect male LSAs are earning more than female ones. Also, last years bonus should have been shared equitably rather than as a percentage of our salaries. It was surplus funds, not merit bonuses and as such should have been divided according to time put in instead of by earnings. Low paid positions work just as hard and long. Many of us share that grudge.

Compared to other places I've worked, there are little to no intentional perks, little to no corporate spirit-building efforts, and staff appreciation is token or insincere. Much as I love my job, I am always cognizant of, and frequently reminded that, I am an easily replaceable cog. This is a paradox that I believe SA administration can easily take advantage of, though I'm still optimistic enough to answer this survey. Would't it be cool if it had an impact?

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A real sense that the organization has your back if you make an error

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A sense that administration really cares and trusts the staff. I know there are some good people in Senior Leadership, but the overall feeling is that they do not trust us. This could be helped with better communication and discussion before a change happens. For instance, the recent facilities plan could have been communicated much better - the power point that was presented to managers and then to staff should have been the starting point as it explained the changes and the reasons for them much better than previous communications.

Also, prompt responses to staff concerns / questions would help. Managers and co workers are always quick to respond when they can, and in the past, my location has had regional managers respond to a question / concern very promptly, but sometimes this is not the case.

Also, the winter weather policy is a bit upsetting - by the time the weather reaches a level 3 snow emergency, it is already too dangerous to be on the roads (and illegal to be on the roads), yet we would have to travel on these roads to get home if the library closes. It would be safer (and make it clearer that administration cares about staff well being) if we closed before it got to that point. I'm not saying we should close whenever it snows, but the conditions for a level 2 snow emergency can get very bad / dangerous and still be a level 2. Also, different parts of the county can have different weather conditions, but it seems like only the conditions in the city of Cincinnati are taken into consideration.

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Actually listening to the feedback about forced initiatives from SO. For example, who is actually benefitting from the "fully mobile" model? It makes staff members times more difficult because it's infinitely easier to search for items and information on a PC, if we need to provide the patron with some resources like change or handouts, we have it available at the desk, we have more space to actually do our jobs checking in items and sorting things, it serves as a symbol of authority, without it, many of the patrons, especially the younger ones, are more inclined to act out. On the patron side of things, there's the trouble of trying to track someone down who can help you, then, waiting longer for the help because the tablets are harder to use quickly or the staff member has to run to the back room to grab something that normally would have been at a desk. This causes awkwardly placed lines by the staff member, which can be a hindrance to other patrons trying to move around the branch. Overall, we absolutely CAN do the "Fully Mobile" set up, our staff members are definitely capable of making it work, but did anyone throughout the implementation process ever stop to ask "Why?"

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Address systemic internal customer services issues in certain areas such as our facilities management and our HVAC team

Invest in the basic functions of our work to address inefficiencies and inadequacies

Build greater leadership credibility and inspiration on the part of our senior leadership

Improve physical working conditions through better quality janitorial coverage, better HVAC responsiveness, and building improvements

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administrators periodically work my job

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Alcohol. In the fridge. Just kidding. (Maybe. I mean Google has some..)  
Seriously -- I think what would make the job better is if the community of library users understood what the library can do/does do for them a little better. It is our part to tell them to some degree--but I think they often come in with a misconception of what we do/services we provide. I'm not sure that there's anything that can be done about this. I think something that administration/leadership could do in making the organization better as a whole is invest in creating a more open forum relationship with library staff--beyond the Staff Association Q&A which--although serving its own purpose in answering questions-- is NOT an open forum. There are a lot of great ideas being implemented at the branches which come from staff and I think of how far those ideas could go if there wasn't such an us vs. them feeling for library administration. I have worked for a smaller library before this and they seemed to NOT have that feeling because ALL MEMBERS of admin took time to meet and get to know staff/talk about ideas/share food & joy. It seems like it would be impossible to do here because everyone is so busy all the time on all sides, but it would be nice to see more of an effort.

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Although, the raise was appreciated, the pay is still very low. Many Library Service Assistants are not paid well when their work experience, education and skill levels are taken into account.

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As a not-for-profit organization that basically relies upon government funding, I can't imagine how the library could really compete to be a top workplace, if that is dependent on perks. We can't offer on-site childcare, exercise facilities, or even free parking for all staff. Therefore to be a top workplace, the library would have to exceed all expectations in terms of intangibles: respect for employees, fairness, open communication, employee safety, etc. I think the library must still improve in the following areas:

**TRAINING AND SAFETY:** I group these together because sometimes safety is a matter of the physical surroundings being unsafe, and sometimes it's a matter of us not being trained well to deal wisely and safely with the public. Arguably, public interaction is the more important part of our job. Does the library realize that full-time LSAs are sometimes left in charge of their branch, but have no special training on what to do in an emergency? Sometimes P/T LSAs are left in charge briefly when the bank deposit cannot wait any longer, and they have absolutely no training in how to handle a patron injury, an aggressive patron, a fire or other physical plant problem.

I don't really know what to do in an active shooter situation. Yes, the video seems logical, but under pressure, what would happen? We had no discussion at our particular branch about our best option for escape if we are in different parts of the building. We have no rooms we can go where we could lock ourselves in.

When a patron gets verbally or physically aggressive, what should I really do? How far do I have to let them go before it's okay for me to speak up and say, "this conversation is over because you are abusing me." (And would the library back me up, or would I be suspended or reprimanded for taking action to defend my own boundaries? After the incident with the security guard who followed procedures but was crucified in the media and not backed up by the library, I wonder.)

I have had patrons invade my personal safety space to make a point and have felt unnerved by

it. What will happen when there is no desk between me and the patrons? How can the library ask young college-aged women to go out into the parking lot in the dark to provide curbside service (or any employee, for that matter)? Does the library care that at some locations, fire extinguishers are not rated for electrical fires (i.e., computer-related fires)? Most of the book carts used for shelving are in bad shape and are very difficult to use--why is equipment that could cause workplace accidents not repaired or replaced when it is critical to the operation of the library's everyday operations? Bottom line, I don't feel all that safe at work, Staff Association comments lead me to believe that feeling unsafe is common amongst employees, and there is little to no response from management that indicates they care or are taking steps to improve safety.

**TOOLS:** In order for employees to provide the best customer service, we must be knowledgeable. There is far too much to memorize, and the information (such as card types and requirements, for example) changes often. Therefore, staff need a resource they can quickly go to in order to figure out how to answer a customer's question or complete a necessary procedure quickly and competently. To say RUFUS is inadequate is a major understatement. This should have been taken care of by now, yet it is still a frequent complaint of staff members that it is difficult, if not impossible, to find out how something should be done when a customer needs an answer NOW.

**COMMUNICATION:** It still feels like there is a culture of fear at the library and communication is "too little, too late." I still don't feel free to speak my mind. There is still not an open-door policy. We still don't have a message board or forum in which we can share knowledge with our co-workers. Information is power--that's what the library is supposed to be about. Yet the library's employees are the last to get information about decisions and policy changes and events that affect them.

**CONSISTENCY:** This organization is inconsistent in how things are done at its many locations. And there are not just variations in how tasks and procedures are performed from branch to branch. In recent weeks, staff at my branch have realized that we each think we know the correct procedure for doing common tasks at our location, but that we are each doing them a different way. We were trained differently, or the procedure was changed and not everyone got the message. When we try to go to RUFUS to see what the accepted guidelines are . . . sadly, we can't find anything written down.

**RESPECT:** In the last survey's comment section, someone said they felt invisible and disposable. Despite the Staff Morale Team's efforts to make employees feel appreciated, I still feel that way. Doughnuts are delicious, and I was happy to enjoy one. Thank you. But inevitably I need to feel more like my employer values my opinion and my life, and less like chum in the water as I go about my workday serving the public at the library.

**STAFFING:** You say the time study showed that everything is going well and no additional positions are needed. But the time study lacked one important category--it asked what we were doing with our time, but it did not ask what we felt we were unable to get done within our allotted work hours. That was a critical miss.

**PAY:** You won't want to hear it, but you were wrong not to give increased adjustments to employees who had been working here for years when the pay scale was re-evaluated. Each time, no measure was given to compensate hard-working, high-rating employees for their years of experience. They made more per hour but were at the same level as incoming employees

fresh out of the gate. They were told there was not money in the budget for something like that. But somehow there is always money to give the director a huge pay increase.

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Better benefits for part time employees.

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Better communication and people skills from senior leadership. Senior leadership using and modeling the skills taught in management academy. New people in leadership positions. Not fearing every patron complaint will end with termination of an employee. Respect for staff from senior leadership. Not thinking every complaint comes from a disgruntled employee. A new evaluation system.

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Better communication between Senior Leadership and staff. There is still a very closed off feel from Senior Leadership. However, I still see a lot of negativity and resent from staff, as well. I know there will be some changes in Senior Leadership in the near future, so I am hoping there will be some positive impact from this.

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Better communication from the top down and more competitive pay would make this a top workplace. It seems as though decisions are thrust upon us at times with little warning and the reasoning behind decisions is not always clear. The recent pay increase is much appreciated but many salaries are still not comparable to those of similar positions in similar library systems across the state.

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Better facilities. Dependable heating and cooling. Work spaces that were updated to 21st century. Computer equipment that was up to date along with software that was intuitive and customized to our application. Cleaning services that are provided with the tools they need to provide a healthy environment for us and our patrons. Security that actually provides security and not just someone in a security uniform.

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Better pay and more opportunities for recognition.

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Better raises in recognition of excellent evaluations.

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Better senior management. More concern for what the public wants from their library.

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Better software (Sierra) , better accessibility to Search Ohio (shorter time to arrive) , and being able to wear jeans on Friday. :)

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Better stewardship of existing facilities: We are a very large organization with 40+ physical sites in various states of repair and function. I understand this could be overwhelming to manage. However, the system has taken on major renovation and new build projects while ignoring basic maintenance of existing structures. When we last took this survey I mentioned the dirty conditions of my location. Only basic daily cleaning is done by outside services - bathroom cleaning, floors vacuumed, table surfaces wiped off. Years of neglect have left vinyl floors and corners thick with built-up dirt, shelves covered with dust and bugs, and public restrooms having time-worn fixtures pervasive odors. I am not saying the public library should provide fancy new facilities, but I believe the resources and fixtures we DO have suffer from neglect. I am embarrassed by the condition of our public restrooms and would not want my own family members to use them. Yes - our system is large and serves many neighborhoods, but we do not do a good job of maintaining these facilities. Waiting until a location can be remodeled or re-built completely is not a sufficient plan. A comprehensive long-term facilities plan is needed that likely looks at reducing the number of facilities in order to address on-going maintenance at all of our locations. EVERY location should be clean, functioning, and safe for the public and our employees; not considered as separate entities having to "wait their turn" to be brought up to decent standards.

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Communication of changes. Quite often when we change a library policy or public equipment (self-check, ILS changes) we "sneak" the change in with no advertising or preparation. Patrons often respond with fear or confusion to this approach and I think that we might have much more positive results if we actively advertised upcoming improvements or event ("Here is what the Library is doing to make your experience/visit better!")

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Consistency across the departments. We know there are needs on a day-to-day basis that are particular to a branch or department; but there are basic things (e.g. cataloging classification of items) that need to be distilled to a baseline procedure that everyone can follow.

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Ensuring organized, timely, and effective service for patrons, and helping those in need to the best of our ability--which I find we do already.

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For me, in my function as a LSA at this branch, I would say yes! However, I have not enough knowledge to judge this for the entire organization.

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For starters, the Director needs to take note of what was said in this year's survey (as well as last year's), since absolutely none of her criticisms have been taken to heart. Over the past year, it has become evident that while most of our organization had little faith in the Senior Leadership Team during this survey last year, the Director has made it clear by her behavior that she is truly the source of staff-wide distrust of leadership. She has her own

agenda for this organization and pushes her bad ideas through until she gets her way. Mobile service is still a failure of a model, yet she travels the country claiming it's the best thing we've ever done. The library hired an internal communications coordinator after last year's survey, and we've virtually never seen from or heard from her. What a way for the administration to try to save face. Departments are constantly worried about management shakeups and decisions being made without their input. Wouldn't these all be great opportunities to use an internal communications coordinator to help mediate?

Branches are woefully understaffed, so when one person calls in sick, a floater needs to be requested. But we have two open floater jobs, and no intentions of filling them. This has caused such a strain on branch staffing. Either hire more branch staff or more floaters, or you will continue to see ill staff members coming to work to make sure their branch can operate.

What's going to happen to Deputy Director position? Why hasn't it been posted? Is the Director trying to eliminate that position just to get rid of her opposition, just like she shook up the Library Foundation's leadership?

We are an organization of highly trained and skilled professionals in their own field who have a plethora of ideas, insights, and advice on how to help our community and make this organization flourish. It's time for the Director to stop micromanaging and actually trust her staff to help improve this organization. If she cannot, perhaps it's time she resign or retire so we can get a fresh perspective and ACTUALLY innovate.

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Get rid of the culture of fear and intimidation. no one can tell Kim out of fear of losing their job. Committees have pre-set agendas chosen by senior leadership. The staff morale team was a joke, it was the "smoke and mirrors" of listening to the staff. Cutesy contests and doughnuts don't solve any real problems which are never addressed.

Before large scale changes are made, it would help if the staff directly involved could be part of the process. This organization NEVER admits to making a mistake aka the green machine, etc. It would be nice if our executive director during her annual tour of her realm would actually talk about issues affecting the staff, and not her world travels or her Girl Scout happenings.

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Getting more feedback from branches before implementing changes that affect them.

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Having a Director that initiates meetings, doesn't respond to all of our questions with "I don't know" or "no". Also having updated electronics at all branches, and better use of funds.

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Hearing and confirming that our efforts are appreciated by senior leadership would really help build up the sense of teamwork that individual branches develop. The organization as a whole is a bunch of teams working together, and no team can function without the other. Clear explanations, clear details in new initiatives, having our questions answered and having our concerns or disagreements addressed would help solve a lot of arguments and confusion when trying to do our work.

As we are involved with customer service and individuals, there are a variety of behaviors and

speech that we face daily. Not all of them are good, some are disrespectful, disruptive and harassment. Much of this comes from the public, and makes many employees, myself included, feel unsafe in our environments. Individuals come into the library day after day and harass us or disrupt our work with rude comments and gestures. We receive training on how to handle coworker to coworker harassment, but its the public to employee harassment that is unclear. Instructions are a bit vague and training with public harassment is only optional. There should be more required training with how to handle threatening individuals and we should know that we have senior leaderships backing when faced in these situations do arise. When we do face new initiatives and policies, usually they are during some of our busiest times (start of summer vacation, ect.). Often times we don't have much information or training with these and we're learning on the go. This adds pressure to the employee, irritates the patron and can possibly cause problems. Having more time and communication during new initiative training would help us preform better in our jobs and allow a better customer service performance. We do want to do well, we just need the time to learn how to do it before customers come up to us asking how something works.

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I am neutral on this. some department mangers are terrible here.

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I believe that this organization is already a top workplace. Generally speaking everyone would like to receive a little larger paycheck.

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I believe that this organization would be more of a top workplace if the employees were less tired overall. I feel that at many of the locations there are too few staff members to sufficiently care for the customers as well as get all of the other library tasks completed in a timely manner without becoming overly stressed and tired.

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I believe this organization needs to train its managers to show appreciation for the work that their staff performs. My co-workers and I agree that everyone needs to feel and be shown appreciation. You'll get more and better results from an employee if they are shown they are appreciated. I was told that I am the only staff member who feels this way and that statement if absolutely false.

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I know everyone isn't happy and satisfied in their jobs and that there are factors beyond the control of the organization. I wish staff would seek happiness within themselves and not have this unrealistic expectation of what a workplace is suppose to offer them. I wish staff would seek answers rather than ignorance, I wish managers would read policies and guidelines and follow them. I wish senior leadership would actively work to understand what it is like to work a front desk and talk to the people that come into the building, just one day a year. It would be a top workplace if each of us would look within ourselves and if we find we can't work with the general

public, then to leave, that if there is something we don't like, then to work to understand the why, and to trust the decision making of senior leadership.

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I like the environment of the library--it's nothing like a fast food place or anything of that sort. It has a laid-back atmosphere that is much better for working well.

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I think a true maternity/paternity policy would help - not just FMLA. I also would like the library to encourage more professional development without the numerous hoops to jump through. Streamlining processes for staff to obtain permission or making it easier to say "Yes" to staff, rather than hemming and hawing the details.

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I think more care for the environment ( a lot of office/dining area/even public spaces waste could be recycled) to show more obvious signs of being part of and caring for the community. Prominent work to get donations for buildings such as EV chargers, solar/other renewable energy. Libraries can be minimuseums, but I think we as an organization do not think enough in these directions.

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I think that administration needs to take a break from trying to be leaders in the library world and instead focus on being a top workplace. Being a top workplace will allow staff to fully support the trendsetting ideas proposed by administration, which will only help those initiatives to be more successful. To consider PLCH a top workplace, staff need to feel connected to and part of new ideas and initiatives. That includes being involved from the beginning, but it also includes the ability to provide honest feedback, without fear of retaliation, and then to have that feedback seriously considered. We understand that administration cannot include staff opinions in every decision that is made, and they shouldn't. But our opinions should, at the very least, be considered for new ideas and initiatives that impact the ways in which staff interact with their communities and customers. PLCH staff are smart, capable, and want to help their communities to the best of their abilities. But not every community is the same. Our library system is large and even breaking it down into regions by user groups is not enough. I understand the need for the system to have common shared traits, but I also think it's important to allow each location to operate a little more independently to really connect with and meet the needs of its community. That's what the library should be all about! There's more to library work than numbers and statistics.

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I think that it would be beneficial if management was closer to their employees.

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I think that things have improved a bit in our organization since the last time we did one of these surveys. I would love to see the fun stuff--especially jeans and theme days--from the staff morale team continue. I think that there is still not enough consideration for staff workloads

when implementing new initiatives. I would love to see additional support for staff members working on their MLS. Re-evaluating the number of new release DVDs purchased or even the length of time that DVDs are considered new (6 months would be plenty) would be an easy fix and definitely reduce the stress of staff members trying to find space for their 500 copies of How to Be a Latin Lover and Blair Witch that nobody checks out. Similarly, re-evaluating the distribution of the mixed bins would help to further reduce staff stress. We routinely receive bins of material that will never circulate at our branch, either because of the content or because we already have 20 copies of that same item (again, I'm looking at you, new DVDs) on our shelf. As a result, things get discarded prematurely, and how is that stewardship of library resources? Furthermore, I think that the library needs to take a look at the diversity of our staff members and possibly even make some sort of diversity training (LGBTQ sensitivity, etc.) mandatory for all staff; I'm sure you are aware of the big discussion in the library realm about the importance of faces behind the library desk (or those roving with a tablet for the "mobile" folks) reflecting the patrons. Just something to think about. Finally, we are still waiting for a better Staff Association discussion/sounding board that is considered a safe place to bring up concerns that we may have (because the fear of retaliation if we "rock the boat" too much still lingers). Our current place for comments is a real pain to have to go back and look through to find resolved questions—I certainly don't have time for that. It would be really nice if the topics could be grouped somehow so people could look to see if a similar question has already been answered. I believe something like that is still very necessary because there is still no other "neutral" place where staff feels comfortable bringing up things to be addressed—and we have caught on that that's the best place to go when we have a concern because trying to run it up the chain, so to speak, just doesn't work. It will never get resolved otherwise.

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I think there's a long way to go before it reaches a "top" workplace. The people at the top still don't really consider what we are saying and feeling. For example, going desk-less. I've been in meetings where a co-worker has brought it up and the Senior leadership completely disregards the concerns. We hear the patrons, more than they do, but it's not enough. It's quite sad when a patron complains about something and we have to refer them to a higher level. We know that if it comes from us, it won't really be heard. There are so many employees and patrons that do not like this whole mobile change. But alas, it doesn't matter to the SLT. Changing several things at one time, makes it a lot harder for the people actually doing these changes. There's all these new practices wanted but no understanding of what it takes to implement them. Employees need to feel like they are being heard and that's definitely not the case. This whole one person says or does something and we punish everyone, is quite frustrating. A quick example being the 9:15pm change and no signage allowed to be made. This makes a lot of us not want to voice any of our concerns. If they would ask us how we feel/think about a big change and listen, it would go a long way. It's great that they want to make this a great library for patrons but you need to think about the people who are making it great, the hard working employees.

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I'll start with our HR department. We have a few managers that are bullies. I know they have been talked to about their behavior, but nothing seems to change. How often do employees

have to report them for something to happen?

All the leadership at the top should not be librarians. We need a few business people to help make decisions.

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If branches had more autonomy to meet the specific needs of their customers. It shouldn't be one-size-fits-all in terms of programming, signage, etc. Give staff from managers to shelvers a sense of ownership for their branch. More opportunities for non-librarians to take on leadership roles.

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If the organization could branch out to the community even more, especially teens, it would have a profound impact on how people think of the library and how valuable it is.

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If upper management would care more about what the staff actually wants rather than band-aid what they think we don't like

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In order to become a top workplace, the library would need to start actually listening and stop thinking that they can just explain away all of our concerns. Visiting mobile branches will not automatically make us feel better about mobile service, and attending presentations on the library's building and maintenance plan will not automatically make staff or the public comfortable with the library's plans to fund it. If we report the building being too hot/cold, do not tell us that it isn't so. Truly listen to us, and stop giving us superficial changes that don't actually affect the work environment here. The staff morale team is doing an admirable job, but jean days and candy do not alleviate the root causes of our dissatisfaction.

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Increased transparency and communication throughout the organizational chart. I work in a branch and feel very far removed from departments that are not directly involved in Customer Service. There are many instances every week where we acknowledge that policies or practices at main do not reflect a positive impact to our patrons and customer service. Cataloging is an example. "That's just the way it's supposed to be" seems to be the motto. There are many instances where a children's book is cataloged as nonfiction but would be more readily available if it was cataloged as Easy. But because it's cataloged as a Fairy Tale it's not where the new mom's can easily find it with the other easy books they are picking up. Mobile service environment is an example. That environment would work well with the patrons who are self sufficient. However there are many (more than a quarter of our patrons) who are not driven to self service. Their personalities need more attention and having a safe environment (like a circ desk) to go to get that attention is what they need.

These types of scenarios have been communicated up the ladder, but alas we are ignored. Ignored. Perhaps our opinions are not seen as important or even valid. Even though we are the ones working on the "front lines".

Improving communication doesn't necessarily mean meetings with staff, but actually being listened to in Staff Association comments.

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It would help a lot if the organization provided more opportunities for advancement, and career training. Currently there is almost none.

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Keep on working on communication.

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Keep working to improve communication and listening to staff feedback. Think about better pacing and timing when implementing change.

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Less reliant on stats and focus on the human condition.

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Let part-time employees work more than 29 hours per week and make better health benefits available for part time workers, even if they have to pay a little more for them.

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Listening to what we have to say.

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Maintenance, care and updating of the facilities is not consistent or satisfactory; for example, leaking roofs that aren't readily addressed and unreliable heating and cooling are particularly unpleasant. (Plumbing problems, also) I would like to see this area improved.

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Managers need more training on how to actually manage. Many managers that I have worked for these past ten years seem totally unequipped to deal with interpersonal conflicts within the staff. They seem like they'd rather make friends than actually lead. Putting in place an evaluation system for branch staff to elevate concerns about their manager would be very helpful.

Also, there is little to no transparency from senior leadership. They are so out of touch with what branch staff deal with every day, and they implement new projects without fully testing them. Rushing into things does a disservice to both staff and patrons. Senior leadership also seems averse to admitting when they have failed. Patrons have been complaining about mobile, deskless service for years, but administration refuses to take their complaints into consideration.

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more flexibility

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more open communication from the Executive Director: decisions are constantly made behind closed doors and then we have to be the ones answering to the public. Just look at the whole Facilities Plan fiasco. I'm glad we were finally given a raise to make our salaries more compatible with other Ohio libraries, although this took years to implement with staff she was quick to give herself a \$30,000/year raise. Having enough staff to feel like you can take a vacation without feeling guilty like you're leaving your branch/department hanging.

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More pay for increased responsibilities. Apparently I have to do the job of a librarian (though I do not have a degree), and I also work for the IRS and Jobs and Family Services.

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More staff and better division of work responsibilities at the branch level.

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More support from senior leadership. We have had several issues at our location for which we received little to no support, leaving the burden entirely on the staff and creating an extremely stressful workplace environment. Also, the ability to wear jeans. We are very active in our days here and the ability to wear denim would make it much more comfortable to complete duties that require vigorous movement.

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More transparency, communication, and understanding from leadership/other departments.

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n/a

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n/a

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Nicer facilities. Our break room and office area are quite shabby and our technology is well past its prime. In addition, our HVAC only works about half of the time and is never actually fixed. It is hard to be a top workplace and provide the best service when physically uncomfortable.

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offering medical insurance to both part time and full time employees; offering advancement courses or opportunities for employees that don't have a masters degree; tuition reimbursement, more full time job opportunities.

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One thing that comes to mind is ongoing greater involvement and exposure of the management levels above branch management at the immediate point-of-service with customers. Many policies and situation outcomes seem to reflect a lack of knowledge and understanding of the customer service environment as experienced on the front lines day to day. There is also a



tendency to launch and trumpet new programs without exploration of their impact on the workplace where they are expected to take place.

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paid for education or education reimbursement.

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Perhaps more transparency. I wish matters would be discussed with the people that it will impact. I wish senior leadership would actually take these responses into consideration. It all comes down to the fact that senior management is not candid with employees and roll forward with new ideas and initiatives without properly informing employees or asking for our feedback then. Trust the employees that are working with the public every single day because they know what will work and what will not work in their branch or department. Lastly, and most importantly, to make this organization a top workplace, there should no longer be leading through fear and intimidation. I have seen way too many of my very talented coworkers leave due to the climate of the workplace.

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Personally, yes I would, because for me, the workplace has a great environment to it, with all the staff having positive attitudes toward everyone. In addition, with the good amount of freedom that they give you makes it a really nice organization, and also with the right amount of guidance to better my work quality and skills.

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Providing health care insurance to all employees or at least making it available to part time employees.  
better communication to employees from senior leadership and management about decisions that are putting ALL library employees in the public eye and how to address these issues when approached by customers

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Providing strong health care can make this organization a top workplace. Please consider bettering or at the very least maintaining the current healthcare levels. Before altering fees or service please allow staff to provide input.  
Yearly across the board reassessment of pay scale to maintain competitive pay with other systems. This must be done yearly to keep on par with similar systems. Do not wait many years to realign.

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Recognize people not only for what they do, but who they are.

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Reward experience and job.

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Senior Leadership needs to be replaced with people who actually have a passion for information science and helping the community. The current team is obsessed with statistics, awards, and money when their focus should be on the people. SLT continues to refuse to listen to those under them and often makes changes without listening to employee opinions. There have been almost no improvements to their behavior since the last survey, and in fact they have become worse. I hate being associated with SLT and cringe whenever I read a news article about our organization. I have never seen a member of SLT work a regular branch shift. If they did they would see how much we use our desk, how inefficient the iPads are, how important creative displays can be, how desperately we need new equipment, and more. It is honestly kind of insulting receiving this survey since it is widely known that SLT will not work to change anything. Staff is tired of begging for their voices to be heard. Branch staff are not pawns to be moved around in order to achieve the highest statistics possible. Yes, the Staff Moral Team was created, but donuts are not compensation for being ignored by Administration. It should be known by STL that most of your branch staff do not support you and find your actions to be shameful. There needs to be major changes made before you will ever be a top work place.

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Several things would be good:

- Offering paid maternity leave. PTO and vacation time are not the same as maternity.
  - Offering more ongoing trainings for all staff.
  - ensuring that all buildings are ADA accessible.
  - actively promoting and embracing diversity.
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Some areas for improvement: more full time positions; more librarian level positions - both part and full time; access to health insurance for ALL employees, including part-time, for a fee; more resources directed to training - especially in the area of continuing to train staff on the newest programs and formats for ebooks and other online resources; better cleaning of the branches - especially the bathrooms; having the option for a regular schedule for part-time employees.

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Stop promoting people because they are popular

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Taking employee feedback seriously. An example is that this organization continues to adapt the fully mobile approach, even though a substantial amount of the staff have voiced significant concerns over doing so. I have personally used the desk as a barrier to prevent a violent patron from attacking me. Barriers are a useful tool when working with the public for reasons of personal space and safety. The mobile tools are simply not effective enough to justify not taking the time to walk to a location with a keyboard and mouse. They are slow and hard to use for what we need. I could continue providing pages of reasons as to why this is a bad move, but the simple fact is that senior leadership doesn't care. They have made a decision and aren't willing to reverse that decision, regardless of the feedback that is given to them by those who actually engage with the public. I guess the point is that there isn't a point in doing this. These surveys won't be taken seriously. The feedback that is given will be ignored unless it already falls into

line with the direction that senior leadership has already decided to take. If this isn't a true statement, then one has to ask why a significant portion of this organization's employees believe it to be true.

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The facilities department could be more organized, time efficient, and professional. When a toilet is out of order it often takes a couple of days before it is fixed. Also, the hvac is very inconsistent, making for an uncomfortable work environment. Our regular customers have noticed both issues and it is challenging to address these issues. The cleaning of the building is spotty also of which our customers have noticed.

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The library needs to listen to the employees. It seems a lot of decisions are made without actually taking the opinions of the staff into account. I think a lot would change if the regional managers and director spent a day actually working the desk at a few branches each year. If they saw the day to day struggles that the staff have to go through, things would change. Also, the policies and rules are very broad and have a lot of grey space. I think each branch operates under their own bit of rules and there needs to be clear cut policies and guidelines for the staff to follow. I am a newer employee and whenever a situation comes up that I am not sure how to handle, I will ask a manager or fellow staff member. Well, the answers I get are never consistent. One staff member thinks something should happen one way and another thinks it should happen another. This happens all the time and would be cleared up if we had clear guidelines that were standard across the system.

Branches/ departments should have more freedom when it comes to creating signage. I am an avid graphic designer. One of my favorite aspects of my position is creating displays. It really ruins a display when I have beautiful felt characters and paper cutouts sitting next to a boring white sign with a red bar across the top. I could create and laminate a beautiful poster/ sign that could be used for years to come. I understand that signage can look tacky when it is handmade and such, but allow us to have more freedom. Even if it means I have to submit my work for approval. I would be more happy with signage if the Marketing department had more people working there and they were able to create more signage faster and that looked better.

The system could better meet the needs of the customers if our hours were different. I don't think we need to cut back hours or add hours. I think the opening and close simply need to shift. Currently, the larger branches open at 10am and close at 9pm. It seems we could serve more people if we opened at 9am and closed at 8pm instead. The 8pm-9pm door counts have greatly decreased

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The pay scale needs to be considered as well as the distribution of staff. The staff is working harder than ever and doing more jobs with less staff and not a lot more pay. An adequate pay scale is THE best morale booster!

The PTO and sick time that part-time staff accrue is double that of a full-time staff member. Part time staff earn 1/2 of the full time schedule, but they only work 1/2 of the time! Therefore, full-time staff's PTO & sick should increase or part time staff should only earn 1/4 of the scale.

Holiday schedules need to be re-evaluated. Being paid for a closed holiday is great. When that

day falls on a Sunday when most locations aren't open anyway it causes a scheduling nightmare. It would be so nice to close an additional day either before or after the holiday. Sick time leave is abused by some staff. A note should be required sooner than 5 days. Also patterns are easy to recognize and should not be tolerated. Staff members who abuse the privilege make it harder for their co-workers and lower staff morale despite the team trying to build it up.

Hot authors need to be revisited. There are so many unclaimed HOLDS everyday for these authors. That's wasted time and effort that could be redirected for staff.

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The problem is with our leaders. They don't ask for our feedback. For instance, I have worked with my current manager for 6 years and never once has she asked for feedback or our opinion on library topics. They care very little about our welfare. Promotions are given randomly and seldom are given to the one most qualified. Employees with many years in the system are not appreciated for all of their years of hard work. Instead, younger people are brought in so that they can be paid less money. In general our employees are excellent, but unfortunately the wrong ones were put into leadership roles and they are not suited to it.

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The workload and expectations are overwhelming especially for a part time employee. Not only am I responsible for my job duties, I am constantly inundated with extra training, passports, getting this large branch to go mobile, helping with book sales, etc.

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There is still a culture of distrust within the organization. At my location for example, it's understood that you are constantly being watched and reported on. We are told that we don't come to work to make friends while at the same time being told that a team is built on trust. It's hard to trust anyone when you are constantly wondering if something you say is going to be misconstrued and used against you. The idea of guilty until proven innocent does not lead to trust. At least not the type that makes for a top workplace. You haven't created a "positive work environment" when your staff comes into work every day feeling like they can't be themselves. And interestingly enough the idea of not making friends at work only seems to be in effect when it comes to staff at lower levels. There are plenty of people in higher positions that are very good friends and they have no problem backing each other up no matter the circumstances.

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This is a wonderful organization, I love working for PLCH - it really is a great place to work. However, there continues to be a level of distrust for SLT. SLT continues to act in ways that undermine what they say. I think the culture is changing, however, it is a very slow process.

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This would be a top workplace if there was more concern for the employees that work here. I realize that we are here to serve the public, but sometimes it seems that the welfare of the public is more important than the safety and welfare of the employees of the organization. It would also help if staff with degrees other than a MLS were recognized as competent and

knowledgeable. Just because a staff member doesn't have a master's degree, doesn't mean they aren't knowledgeable. In this organization, it doesn't matter if you have an associates degree or a bachelor's degree because you are seen as inferior unless you have a MLS. Everyone should be treated with respect regardless of their education level.

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To have a better understanding of each person's role in the library system.

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Top administration being more clear on what they are working on for the betterment of our staff.

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Transparency on evaluation procedures.

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Transparent communication and an actual willingness on the part of senior leadership to listen to the rank and file. Too many questions on the Staff Association Q&A page are answered with "Your comment is noted." Negative feedback is typically met with this response because senior leadership does not want to listen to anything other than praise. The idea of a fully mobile/deskless model is disliked by a majority of people at my branch- although luckily we haven't gone fully mobile yet- and I would say probably by most workers at branches. This model might make sense at Main, where roving aids in "crowd control" but at branches a reference desk provides a center of gravity for patrons to approach. There's no need for us to walk around with iPads when most patrons are more comfortable with the present model. This is a clear example of senior leadership getting an idea in their heads and deciding that it will be put in place regardless of its efficacy or effect on staff morale. Similar remarks should be made about the decision/non-decision to sell the North Building of the Main location. Although the facility plan did announce that the library would probably move to a remote service operations model, the research and consulting regarding the sale of the property was conducted in almost complete non-communication with both staff and the (taxpaying) public. It is an outrage that the Board, several of whom have intimate relationships with the real estate and development business, would even entertain the idea of selling the property at a fraction of what it cost to build. This city is gentrifying enough, and to use the library's property to contribute to it even further is simply absurd.

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We need a cleaner and more comfortable workplace. The janitorial staff regularly fails to sufficiently clean the library, leaving library staff scrambling to do things like vacuum, wipe down counters and windows, and dust before the library opens in the morning. It's embarrassing when patrons comment on it, and it leaves staff feeling like they have to pick up the slack when they have no free time to do so. The company we currently use simply doesn't put the time or effort into their work, and we need a better solution. The HVAC units in (I suspect) many of the branches is also very problematic. It is regularly far too hot in the library, especially in the summer months, and patrons often complain of the temperature. When the issue is reported, the higher ups in the maintenance department are often either not receptive to the problems or

downright rude. I often hesitate to report issues because of the response I know I'll receive. It's very frustrating working with a department that doesn't effectively communicate, even if it's just a matter of explaining why something cannot be fixed, and to dread talking to certain people in that department due to the disrespect I know I'll receive.

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We need a union here -- or, to really make it a great workplace, the library should provide the kind of work environment and culture, along with benefits, that is respectful and mutually beneficial. This would require a huge attitude change from the director and senior leadership -- which I don't see happening unless the director, and most senior leadership, is replaced. The lack of flexibility for employees and their generalized distrust of employees, makes it hard to support the library administration. They've hidden information, or released important information at the last minute, rather than include front line staff in major decisions that affect the rank and file employee here. Senior Leadership/Director need to care about the safety of their employees -- for instance leaving ALL branches open during snow emergencies and other dangerous weather situations is ridiculous! Some areas of the county have worse weather situations than others. Making a system-wide decision to stay open just because the main library is okay is wrong. I've had to drive to work when the branch I work at is in a high level snow emergency that says to stay off the roads, yet I still have to go to work. And it does not count when they say if you feel unsafe, don't come in and use your PTO to cover it, either. Better pay and medical insurance. For years we have been underpaid. More flexible and creative job sharing. Tuition reimbursement and higher education support -- why the library doesn't pay for or greatly help to pay for college classes and degrees, especially for an MLS, doesn't make sense. They should also allow for attending college classes with work-arounds and modification of work schedules to allow employees to go to school and maintain employment in the library system.

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What would make the library a candidate for being a top workplace would be if the administration spent more time at the branch level. The people making the decisions for the library have not worked in a branch or with the public on a regular basis (at least not in a long time.) It is impossible to understand the day to day struggles that we have as employees if you don't spend a significant amount of time in a branch during working hours. Forget pumping money into the technology and upgrades to get us fully mobile...give us facilities that are functional and updated, a place where we can effectively serve the public. RFID tagging is nice but there are so many more basic needs that should have been met before that project was implemented. Those are the kind of decisions that make me question the administration...they just don't make sense when we have buildings without heat/air, bug issues that are addressed at a snails pace, and multiple maintenance issues that keep being delayed. It's very frustrating.

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What would make this organization a top workplace is listening to and taking seriously the many patrons and staff who are actively rejecting the "fully mobile" service model. Patrons and staff don't seem to want the fully mobile service model, but the decision-makers don't appear to care. It would make PLCH an exceptional organization to have the ability to pivot and adjust, responding to the needs and desires of their client base and the staff who are actually serving

these clients in person. Unfortunately, many organizations don't take these into account when making decisions.

Despite some comments to the contrary, it truly does not feel like we are making this change for the benefit of our patrons. If we were, a mixed desk-and-roving model would cover all our bases better. All kinds of patrons could feel comfortable, both those who prefer to be approached and those who prefer to have a desk as a point of reference. Why is a mixed (half-mobile, half desk-based) model so unacceptable? Patrons like having a desk to visit. We have plenty of signage and verbiage that indicates patrons are to come to the desk if they have questions/a problem/to return a placeholder for a hold, etc. If the new wording were to be honest, it would read something like, "Good luck finding a staff member somewhere in the building."

Senior leadership cited "strong patron usage" as evidence of patron support for the switch to a fully mobile model; that's an extremely unfair conclusion. Patrons have no choice. We have no idea why the usage is strong. It could just as easily be in spite of the changes as because of them. As for the positive staff feedback, I have heard of people getting fired (well, pressured to quit until they quit) for questioning senior leadership's ideas, let alone criticizing them. Whether or not it's true, perhaps others have heard those stories and would prefer to keep their jobs even if it means pretending to like the fully mobile service model.

After initial feedback and adjusting, the fully mobile model still uses a desk (albeit a small, inefficient one) while calling it a "staff docking station"... why bother to make this nominal change and rip out the beautiful, functional desks at so many locations? Perhaps senior leadership doesn't realize how much we rely on these desks and how much they hold (forms, receipt paper rolls, sticker rolls, DVD cases, money drawer, a printer, pens, rubber bands, stapler, new library cards, new card paraphernalia, scotch tape, branch memos, bookmarks, signs about upcoming events or closures, business cards, printer paper, DVD cases, CD cases of multiple sizes, phones, storage for several bins of all kinds, trash cans, and recycling bins, etc). Removing them will pose a large storage issue if we have to switch to a tiny little "staff docking station" like at "mobile" branches.

More importantly, the desk serves as a protective barrier between staff and the public. Current PLCH trainings (as recently as last week) are still advising staff to use the desk as a barrier if they should feel unsafe. What will we use instead if the desk disappears? The fully mobile presentation uses a phrase like, "remove the desk, remove barriers, improve service" but some barriers are healthy and important. For instance, skin is a barrier that prevent germs from entering the body, thereby keeping it healthy. When the barrier of skin is broken or removed, infection can result. Skin is important even between two people in a relationship. We can still provide excellent service with a desk.

Lastly, we have no business pursuing the fully mobile model in earnest until Sierra actually functions consistently on Surface Pro tablets. I've been at several "mobile" branches and Sierra always crashes. I have never seen it work consistently for even one day.

I also think a stronger stance against harassment--sexual and otherwise--in the workplace (by patrons... I have never had an issue with a coworker here but I have patron issues an average of daily... some days, none, but some days, multiple) and practical tools for how to handle it would make this an amazing workplace. Visitors should be banned as needed until and unless they can communicate respectfully and in a way that allows staff to feel safe at their workplace. Currently, staff seem to have no recourse; our sexual harassment training has left me utterly unprepared to handle inappropriate behavior of this nature by patrons. My supervisor is

amazing and supportive but there's not much we can do to end the behavior. Perhaps a clearer, stronger policy would be a step in the right direction. If we can ask people to leave for an offensive odor, why not offensive and inappropriate language, which do more lasting damage?

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You've heard it before, PLCH needs better communication. There is a huge disconnect between Senior Leadership and front-line customer service staff... essentially no dialogue. This type of "leadership" is fear inspiring and leaves so many genuine and caring members of our staff feeling undervalued, without a voice, unsafe and replaceable.

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**Main, Administrative Offices, 40+ hours per week**

**What do you appreciate most about working at this organization?**

benefits

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Doing this survey...a second time. The results on the first one were terrible. It's still not the great, but cultural changes take time and I've seen steps being taken so I'm very appreciative of that.

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I am glad that I work at an organization that benefits everyone, is open to everyone and is free. We have such a wide array of services to inspire people to learn, create, teach, travel and on. It always makes the day better knowing you are surrounded by information and intelligent coworkers who can field questions on so many subjects.

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I am proud of our mission and values, as well as our accomplishments.

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I appreciate my Manager and the people in my work group. I also love the mission of the library and that I feel that I am making a difference in the lives of others.

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I appreciate the value that our organization brings to the community.

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I love that the Library is here to serve our community in so many different ways.

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I really love the people I work with, I think we are a great group, dedicated, and with a positive attitude. I admire and love my staff. I also believe very strongly in all the good that the Library does for the community. It is an organization with higher, ethical values, not just trying to sell things to people to make money, but trying to actually better people for themselves and for the world around them. I am proud to tell to people that I work for this place that helps people from the time they are in daycare until they are dying in a hospital, a place that feed kids, a place who helps everyone no matter who they are and what they do. I love the Library!

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It provides a great service to the community, and one that is well received by that community. In the area of direct service to the public, the staff are outstanding and strive to do a great job! They know their customers and they appreciate them.

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my coworkers

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My workgroup and my boss - we all get along tremendously well and we work really hard. We have fun working together. I also appreciate the Christmas bonus and the 5.5% pay increase across the board. I believe in the mission of our organization. I appreciate that the benefits are less expensive this year.

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The ability to help and empowers others through books, articles, workshops, etc.

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The benefits

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The important role it places in our community.

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The passion and dedication from the various employees, regardless of what department or branch they work. Even when coworkers are upset, that means they care, which is not bad. The organization provides a very valuable service to the citizens of Hamilton County (as well as other surrounding counties). I think providing the Tomorrow's Manager Program is a great asset! Many organizations do not offer something like this, which is a shame, because having a forum to learn what it would take to be a Manager, before needing to decide whether to become one, is a true benefit to those who aspire taking this path. Speaking from my perspective there is a strong desire by many to be better, and get better, at what they do, and as a Library. I believe this is an awesome part of our culture!

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The team of people I work with in my department and the service that we are able to provide to our customers(internal & external).

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There are some very fine people working here who really care about customers, staff, and making a positive impact in our community.

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Through working at the library I am able to serve the community in a way that you cannot in most other employment. I know that what I do everyday aids in providing necessary services to those who need it.

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What we do is important to the community. It is very rewarding.

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### **What would make this organization a top workplace?**

Better pay/ More funds/ less complaining

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Clear paths for promotion and career development would assist in keeping talented employees and more full time positions would prevent the loss of good staff to full time work elsewhere.

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Culturally there are a few opportunities for improvement, which are truly just a function of organizational maturity and not from anything that is necessarily wrong. As an example, it would be very helpful in addressing concerns if employees would speak to their manager, then a regional manager if the issue is not addressed satisfactorily by their manager, and then to their HR Rep if not met satisfactorily by the regional manager. And then, if needed, keep going to make your voice heard. Instead, some very important and critical topics are relayed through an anonymous portal via staff association, which minimizes the support the organization can provide for the employee, or group of employees. I am a HUGE fan of bringing opportunities forward and openly discussing them, however, to think it is effective to do this without "owning" the comment, as well as offering suggestions for improvement is very lazy, ineffective, inefficient and truly is an outdated process. I say this with full recognition that there are always areas in need of improvement, however, I am also in favor of providing the right people the chance to help.

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Greater flexibility in scheduling, for those positions which can most easily accommodate it.

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I would recommend that Regional Managers spend sometime (just a couple hours) once a month, at the reference desk in their region. That would go a long way with staff. There is still a lack of communication on issues and goals in this organization from top to bottom. Hiring an internal communication coordinator has not changed anything in that matter I believe. One more position doesn't change a culture. Showing more gratefulness (in actual conversation and words, not in sweet cookies) for the work accomplished would be appreciated.

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If change could be implemented in a more progressive fashion. Streamline processes. We rush things out too quickly at busy times of the year. We can pace ourselves and still be a strong

organization. Also, I believe Paula Brehm-Heeger would be an outstanding successor for our next Director!

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Internal opportunities for all department professional growth  
Listening to the voice of employee and resolve issues quickly.  
Ensuring equity in pay for the current trend and job market.  
Holistic support through an all-round benefits package  
Fueling new and innovation ideas through a great workplace culture

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It would be a better workplace if there was more communication. More communication between departments and more knowledge of what people are doing. Issues should be addressed and not just swept under the rug, leaving some workers in a negative space. Larger team/department goals and then work towards them and celebrate when they come to completion. I feel we just move on to the next thing instead of addressing projects/programs/events once they are over.

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Less anonymity. Staff Association's anonymous forum breeds dissent and makes it seem like everyone hates everything. If people had to stand by their words, they'd whine less. A semi-regular anonymous survey is great and place to just call out anything that makes you mad that day does nothing for morale but lower it.

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More support for employees interested in getting a MLIS - be it finical or providing informational resources, training, preparation, etc.

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More understanding that sometimes things happen, or conditions exist beyond the Library, which are brought into the Library, that cause great challenges for staff.

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more workers

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Seems like there is a certain level of fear of retribution from our senior leadership in this organization. Not sure why, but if that was resolved and people felt that they could express concern or want for change without backlash I believe it would help our organization in becoming a top workplace.

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Senior leadership seems to insult the intelligence of employees. I'm a professional, please trust that I am competent enough to do my job. Don't treat me like a child.

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The way you speak to people is important and does not go unnoticed. There have been times that when just asking simple question, I have witnessed several senior leaders belittle and embarrass a staff member. This is unacceptable in an organization striving to be a top work place. Until the fear of several senior leaders' engaging in condescending and berating of employees is addressed, the library will continue to struggle to be a top workplace.

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Well, it has to change at the top! Senior Leadership is NOT the problem. The problem is THE Senior Leader - Kim Fender. She is a very poor leader. She is vindictive, and spiteful, and in general a mean person. If you oppose her, even in a respectful, professional way, you will get very negative payback from her immediately or in the future. She takes any honest input that is no in line with the way she thinks as a personal attack. The culture is still one of fear!! That has to change!! Also, the whole north building fiasco can be blamed directly on her and Molly Defosse. To spend an entire year+ dealing with what was an idiotic idea from the outset - one that was taken to the board by these two - otherwise it's not even a topic of discussion in 2017 - demonstrates the poorest of leadership on their part. Both should resign in my opinion as a result of terrible judgment and extremely poor leadership in this matter. To my knowledge only one senior leader spoke up in opposition to this plan. Everyone else just went along in order to not feel the wrath of Ms. Fender. Ms. Fender has to go!! A new director from outside the library must be brought in to change this work culture. An outside change management firm is needed to change the culture as well. In fact, an outside firm should have been brought in the last time this survey was done, but Ms. Fender thought she knew better apparently. Clearly she did not because the culture has not changed. She did what she always does, created a to-do list and went about checking off items as they were addressed (based on her definition of addressed, by the way). The culture must change and it must start at the very top. She has some belief that the "communication problem" is somehow everyone else's problem not hers. Ms. Fender is the absolute worst communicator in the organization. And, when she does communicate, it's only one way - downward. There is no open, frank discussion taking place at any level of the organization. Fear stops it! A shame!! She didn't get that the problem was her with the first survey go around, so I'm certain she won't get it this time either. The board has to question more and not accept what she brings to them on its face value. Again, the north building is a perfect example. What library director, library fiscal officer, or library board would recommend selling off a 130,000 sq. ft. building that is paid for? Especially when finances are not a significant problem. Wow! Be engaged, Board!! The director is steering you down a wrong path.

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**Main, Non-Public/Support, 40-67 hours per week**

**What do you appreciate most about working at this organization?**

A respectful lack of micromanaging, my manager and co-workers trust me to do the work and in turn I feel compelled to fulfill my responsibilities for myself the sake of my co workers. In an increasingly privatized world I enjoy my work knowing it is contributing to one of the last great public services.

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adjustable hours

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After working here for 20+ years I appreciate still having a job here.

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Being able to assist the public (albeit indirectly in my current position) with access to information. We have one of the best library systems in the country.

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Coworkers.  
Managers.  
Low stress in department.  
Flexibility from managers whenever possible.

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Diversity among staff & their dedication to the communities we serve.

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Diversity, teamwork among everyone (library wide), autonomy.

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Flexibility of PTO use.

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Flexible use of PTO time.

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Generous PTO

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Having a job

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Having benefits.

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How we all as an organization celebrate our successes.

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I am a new employee and so far, I have had wonderful experiences with the organization. I'm happy to be apart of the team.

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I appreciate all the great people that work on the "front lines" with the customers, and give so much of themselves each and everyday. The people that work here are very friendly and considerate.

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I appreciate being able to use my degree and getting paid a good wage for it. Other libraries in the area definitely don't pay as well.

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I appreciate that I can be proud of where I work based upon how much our users truly appreciate what we do especially when they find out where I work. I hear " I love the library" a lot when I am asked where I work. I appreciate that we have so many levels of services to patrons of all ages, economic income, schools, teachers and to those who are home-bound or in retirement/ nursing care. We leave no one in our large county without service. I appreciate that there were many opportunities in my career path here that I could find promotions and transfers to positions that truly allowed me to find positions that suited my skills and work that I feel passionate about.

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I appreciate that the Library makes a positive impact on the community. It's important to me to work somewhere where I can help make a difference.

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I appreciate that the people we serve recognize how important our roll is in the community.

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I appreciate the balance of work and life. Fair wages and great benefits. I really appreciate the PTO/Sick Leave and feel that the policies protect employees.

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I appreciate the fact that our organization is here to help people and to provide services that can enable someone to improve themselves if they want to.

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I appreciate the flexibility of part-time scheduling which enables me to maintain other employment and family time.

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I appreciate the general atmosphere here. Working here is very different than other work environments I have been in. People genuinely care for this business and are passionate about their jobs. It is uplifting to come to work when you know there is not a bunch of disgruntled people waiting there for you.

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I appreciate the hard work of the individual staff workers. I've seen a lot of staff on the front lines do for their patrons that goes beyond what is required. I've seen the staff do other things for their co-workers that goes beyond. So basically the staff.

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I appreciate the librarians and library staff working so, so, so hard at a job that is at many times very, very, very challenging. I appreciate that so many of my staff members are so good at what they do and feel so passionate about the work they are doing. I believe in the library very, very, very much and hope to work here for a very long time. But, I do see that there are so very, very, very many changes that need to occur for this to be a top workplace.

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I appreciate the mission that we have to connect people to ideas and information and to provide members of our community the opportunity to improve and enrich their lives. I also appreciate the central role that we play in our communities as a third space where we can all meet and interact. I also appreciate my work family and the people that I work with day to day. I also appreciate the generous vacation and sick time that we have. I also think that I am more fairly compensated for my job after our current salary schedule adjustment.

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I appreciate this organization's commitment to the community. In the last 10 years we have become focused on customer service. You can see that driving influence underpinning all of the organization's decisions. Even when I question Senior Leadership decisions, I know the thought process was centered on meeting the informational needs of our community.

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I appreciate what the library does for the community.

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I believe in the service the company provides and I am treated well.

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I believe the organization's mission to make information accessible to the general public is vital and I am proud to assist with that.

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I enjoy working at a library as I think the place we have in the community and the services we provide are vitally important. I love the work I do, I learn a lot from the experience. I appreciate the open-minded general atmosphere of staff.

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I enjoy working for a library because it makes me feel safe to be a book worm. I like how much libraries provide services to the public, as well as for my own personal needs.

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I have great job satisfaction from knowing our organization provides the community with resources they may not have been aware of or been able to otherwise afford.

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I have most appreciated the opportunities I've been given for advancement and the mentoring I've been provided. Also, the Library's generous PTO/Sick time and understanding supervisors allows for me to work full-time while raising a family.

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I like the feeling of being on a team. I like knowing that we are all working together toward a common goal and that my contributions and hard work matter and make a difference in people's lives.

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I like working for an organization that positively serves the community.

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I love how passionate staff are about the mission of the Library. They strive every day to serve the community to the best of their ability, despite some barriers that are in place due to our own organizational culture. Overall, the Library is well respected and valued by the community, and I take pride in working here.

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I most appreciate the team I am a part of; our Manager and team are fantastic; We all help each other out and genuinely care about one another. It makes every day better.

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I very much appreciate the work PLCH does for the community, since we serve a lot of people who are at or below poverty level. Not only do we provide books and internet access, there are also programs like providing snacks and summer lunches for children. The community relies on us as much as we rely on them, and I feel like we do a good job making sure people have access to services they need.

I also appreciate the people in my department. I get along with them and my manager very well, and we work well together as a team, efficiently managing our workflow and making changes as we need to.

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I'm proud to tell people where I work. No one has ever told me that they don't like the Library. I also like that I have a nice work/life balance. I have only missed one event at my kids' school and that was only because I didn't know about the event until the last minute and it was too late to swap someone. You can't find that kind of flexibility everywhere, so I'm so glad to have it here! Our benefits are great too. My husband's company offers great benefits as well and it's still cheaper to get coverage from the Library. Thank you!!

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In every position that I have held at PLCH, the staff have for the most part been intelligent, hard-working and dedicated. Many, if not all of my long-term friendships were formed while working here. The front line staff handle the everyday tasks that allows the library to function effectively and efficiently. It is not uncommon for all staff members whether they are library assistants or librarians to go above and beyond to help the public.

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In my position, I have a certain amount of flexibility. I really really like this.

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In my position, I have the freedom and responsibility to make my own schedule and design my own work flow. I'm part of a department that has virtually 100% of our customers outside library walls, so i feel like we are the true ambassadors for library service. We have an impact on education and schools in the county, provide access to materials for elderly and handicapped citizens, and provide training and devices for downloadables. I know we have the support of PLCH for our work and recognition of our influence in the county. Personally, I am very happy with my compensation and benefits and also feel like I get recognition for my work.

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It's a pretty lax environment. It's very open and friendly in most situations.

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its recession proof employment.

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Learning

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Leaving at the end of the day and earning a biweekly paycheck.

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Libraries are the great equalizers in a society. I am proud to be part of an organization that continues to serve all of its community's citizens, regardless of their economic standing.

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Library leadership has gone to great lengths to improve the Library's competitiveness among other institutions in terms of compensation. Though not a perfect resolution in itself, this step has been greatly appreciated and well-received, and which demonstrates that staff needs are beginning to take a higher place in the overall operations of the Library once again. Similarly, the PTO/Sick time benefits that the Library provides is hard to beat, especially in the private sector.

Beyond this more recent change to the pay structure, however, I have always appreciated the other staff members that I work with or constantly in contact with - almost all are extremely helpful and really do care about what they were hired to do for their communities.

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my boss ,chad is the best boss i have had.i have a great lead .

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My co-workers

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my co-workers and the friendships that I have with them.

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My co-workers are absolutely amazing. They work hard and refuse to fail. Their loyalty to their department is unwavering even without getting the recognition they so deserve.

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One of my favorite things about the Library is my colleagues from many different departments and branches. They are a knowledgeable, passionate, compassionate, humorous group of folks who put so much of themselves into the work that they do to support the Library's mission and each other, going above and beyond. As someone who is passionate about public libraries, the many purposes they play and services they provide to the community, it is a dream to work in this system. Not only do we provide so many services (and continue to roll out many more), but we are blessed to have branches in so many communities throughout the city and county.

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Opportunity to help someone less fortunate than myself.

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Our great staff, our long history of excellent service, our strong focus on growth and innovation, our very positive reputation in the field, our relative strength in resources--though our resources are also spread too thin far too often, due to our large size and sometimes over-ambitious goals. It's both wonderful and exhausting to work for a preeminent organization in an economic environment that doesn't always provide adequate support, but we're always striving, which I suppose is good.

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pto and sick time

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That I have a clear separation between my work and personal life - I don't feel the need to take work home with me. The opportunity to work on committees and groups that are outside the system.

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that I'm listen too and the work environment is friendly and open.

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That there are a lot of books. I wish more research books were bought like in the olden days, but there is still plenty of interesting material.

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The contributions that are made to the community.

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The difference we make in people's lives every day. Libraries are vital.

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The fact that we are a valuable resource for the community.

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The hours in our Department

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The impact of our work on the community. Our coworkers care for our community and for one another. We are like a family. I appreciate SLT's efforts. I answered "somewhat agree/disagree" on some answers in the survey even though I am leaning on the side of "agree" now. I hope SLT understands it will take time. I hope non-SLT staff understand we need to meet SLT halfway. There is no "us and them"; there is just us.

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The mission of the organization and the commitment of the staff to our purpose.

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The mission to provide equal access to information for the public, and the diversity of the staff and customers.

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The opportunity to advance

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The opportunity to do work that makes life easier for people in the community and helps them in ways that no one else can.

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The people I work with directly are friendly and effective.

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The thank you's from appreciative staff members when I am able to resolve an issue they are having.

The flexibility of my schedule to accommodate personal life situations.

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This a good place to work to balance work and family responsibilities

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This organization finds impactful/innovative ways to support the public - such as the after school food programs. I've found the new process of developing regional initiatives WITH regional staff a positive way to involve staff in developing new services that are meaningful as well as creative. It's been beneficial to see our region collaborate with other branches and departments in ways that we would have not otherwise, helping us to understand other staff's jobs better as well as feel heard, recognized, and useful beyond our own daily environment.

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We appear to be valued and have value to the community. Residents appreciate the services we offer, and we can be proud of that fact.

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We are a genuine benefit to the community.

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We have terrific benefits compared to other organizations in town.

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Work-life balance is a strong focus and the benefits are excellent.

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Working for the betterment of the community with others who want to do the same.

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Working to better the underprivileged community and meeting new people from all different backgrounds. I also love that we provide educational and inspirational services to the community at no cost which is rare in these times.

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## What would make this organization a top workplace?

I believe we are close to being a top workplace and that some of the necessary steps that were needed to take us in that direction have already been put into place. I would like to see the Staff Association Questions and Comments page eliminated. I think that particular page gives a handful of unhappy staff members a venue to complain which makes for bad moral all around. I think it would be more beneficial to have a private outlet where staff could voice their concerns to senior leadership anonymously but without all staff having the ability to view every concern.

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Offer Counseling services for the public at the library. Be flexible with the work schedule.

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- Listen to your employees about the flaws, dangers, discomforts and inefficiencies of "innovations" like the deskless model and curbside service. Just because changing technology can enable such shake-ups does not mean they are good for the public or staff. If tomorrow we have personal jetpacks that let us respond to patron queries ten seconds faster, but the fumes from the jet fuel are making us sick, IT IS NOT A GOOD INNOVATION.
  - Treat your employees as a kind of patron deserving of the same respect and level of service as the public. If there are transgender employees who are not having their health needs met by your health plan, WORK WITH THEM TO MAKE IT HAPPEN. Don't mislead the public by lumping the relatively tiny increased cost of a trans healthcare rider (approx \$50,000) in with the cost of several other unrelated potential riders and then say, "we can't provide trans healthcare because it would cost \$250,000 a year for these riders." You know exactly what you are doing when you frame an issue like that- people will here the vaguely worded "these riders" and think that a transgender health rider costs \$250,000, because you are mentioning that cost during a discussion about trans health care. That is dishonest and infuriating. Do not claim that your choice to disregard the health of your employees is just a "business decision". It's not a matter of deciding what kind of printer paper to buy. These are the lives of the employees you claim to care about. Prove it by standing with your employees when they are telling you what they need, not just by forming a "Morale Team" that comes up with cute games and delivers snacks. Our morale will be improved by knowing that our employer has our backs and is not demurring over how many pennies they can save if they write off certain groups of employees.
  - Re-allow employees to work four 10-hour days if they wish to do so, if scheduling needs at the agency permit (and understanding that they often can permit such scheduling, even though some managers claim they cannot).
  - Replace every Trustee (as attrition and new appointments permit, of course) with capable, caring people who reflect the community we serve rather than a bunch of out of touch rich people who don't understand the needs of the public or the staff.
  - Set an official ceiling on the pay of Senior Leadership and the Executive Director so that they do not exceed a certain percentage more than the lowest paid employee.
  - Keep the North Building but find a way to put it to better use, perhaps in a way that can earn the library some money for its needed renovations. Selling it at a cringe-inducing loss is short-sighted and foolish.

-Set smart, zero-tolerance policies to deal with sexual harassment from patrons, and enforce those policies.

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1. We need better communication between SLT and ALL staff---Most decisions are made without any input from those that will be effected.
  2. Elimination of the double standards that have carried on for years. All staff members should be capable of doing their job duties. Excuses are made for long time staff members that have not adapted to changes.
  3. Trust and openness from SLT.

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1. Administration needs to listen to employee feedback, communicate better, and be willing to make changes when things don't work out. Lack of trust in administration and frustration at a lack of communication and unwillingness to listen to feedback were brought up a lot the last time this survey was sent out, and in my opinion the situation has not improved. If anything, I feel like it has gotten worse, especially with the blatant lack of transparency, evasiveness, and constantly changing answers and reasoning surrounding the potential sale of the North Building. Employees deserve to know what is happening, especially when it is going to affect their workspace and ability to serve customers in a big way. The public deserves to know what is going on when there is talk of selling off a building their tax dollars pay to build and maintain. The continued pushing of the deskless/mobile service model is another prime example. I do not know of a single employee OR patron who likes this system and believes it is a good idea. I work at Main. It is embarrassing and extremely poor customer service to have to direct a patron to several different places in the hopes that they can get the help they need, or to leave them standing there while we track down the person with the tablet. The lack of reliable WiFi throughout the Main building also hampers mobile service, but this has not been addressed despite numerous complaints. People like having a desk when they come to the library because it is a central point they can identify as "this is where I go to get help". Nobody expects to walk into a library and have to chase down a person with a tablet. I've heard more than one employee say patrons don't want to visit fully-mobile branches any more because it is a frustrating experience. Curbside service is yet another example. The numerous issues of safety (weather, dogs in patrons' cars, physical isolation when providing this service etc.) are brushed off with a "talk to your manager if you feel unsafe", which does not address the root of the concerns. New policies are still regularly sprung on employees with no warning and we are expected to just adapt, often with less than a few weeks' notice.

Administration needs to do better. Bar none. It is okay to solicit feedback from the public and from employees and to admit that an idea doesn't work and slow or stop the implementation of it if said feedback is negative. The Let's Talk sessions offered by administrators were a good start, but it feels like for every step forward we take 5 or 6 back, and anything they don't want to hear falls on deaf ears.

2. Address wasteful spending and poor stewardship. For example, we buy hundreds and hundreds of Hot Authors and Hot Tickets every single month. That's a lot of money poured into purchasing materials, not to mention the hours of labor involved in entering them into the catalog and preparing them to be delivered to patrons on release date. A not-small percentage

of these items get few if any checkouts, instead being cleaned off the holds shelves every week, passed on down the line from patron to patron and branch to branch only to do nothing but take up valuable shelf space when the initial rush is over. Yet when this was pointed out, administration's response was to proverbially shrug and then say we were purchasing MORE copies of these items due to increased signups for the service. This happens even as administration talks about how we need to get rid of the North Building supposedly due to lack of use. If we need to save money, I feel like a good place to start would be to scrutinize these purchases and consider dialing back on the number of copies of hot items. I understand that it can be hard to strike a balance between meeting immediate patron demand vs. considering long term shelf life for popular items, but some of the numbers are overkill. Do we really need, for instance, 900 copies of every book the James Patterson factory turns out? Is it a good idea to allow holds on whole movie genres when they are so broad and a given patron may not care to watch many of the movies they have on hold? It is so wasteful and frustrating to watch.

3. Look more deeply at safety concerns. Sexual harassment is something that has affected me directly and has been in the news a lot lately so I will use it as an example. Several people brought up on the Staff Association Q & A that we are not given tools to handle it when it comes from patrons, who harass far more often than fellow employees do in my experience. As for myself: I've had my rear end grabbed by a patron, had crude comments made about my body, and nearly been followed to my car by an angry man when I refused to give him my phone number. Talking to my manager (who has thankfully always been supportive) and to HR is not always an effective solution when these incidents are fleeting, I don't get a good look at the harasser, I don't know their name, and/or they are long gone by the time my manager or HR can hear about it. There has been more than one instance where I've felt brushed off when I HAVE reported it, which makes me hesitant to do so if it were to happen again. Administration needs to do more to equip employees to help each other, be more supportive when these incidents occur, and make it clearer to patrons that this kind of behavior will not be tolerated.

4. Pay issues. I am one of the level 1 employees who was not given a raise during the most recent pay restructure. I must say, nothing has been more demoralizing during my time here than to watch almost every other position get more money or get re-evaluated and put on another tier while it was reiterated publicly multiple times that I and many others in my department would stay the same. The "raise" I got wasn't even really one, considering that I would have eventually gotten that money from merit increases anyway, so all it did was push me toward my maximum. This made me feel like my work is not valued because I do not have the title of LSA or similar. I can't imagine how it felt for those employees who got nothing at all due to already being at their maximum or being too new to be considered for a raise. These increases, just like the last time, seemed to be determined merely by looking at job descriptions (which are often out of date) instead of actually observing and talking to the employees about what their day-to-day tasks entail.

I'll close this by saying that, by and large, I do still enjoy working for the library- but we have a lot of work to do to become a top workplace. I'd love to feel like administration values me and my contributions and sees me as more than just another cog, but right now, I do not feel like I would be listened to if I were to bring up these concerns in person. I am not confident that the responses to this survey are going to change things, either, but I am willing to at least try.



Adopting modern business practices (such as a work-from-home policy, where applicable) and better organizational structure.

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Adopting modern work place standards, such as working from home based on job function. Eliminate micromanagement from all levels, especially from the senior leadership. Empower the managers to do their jobs without constantly being scared they might draw the attention of Kim Fender.

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At this time I feel that all is ok.

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â€¢ Please look into offering more full-time jobs. We lose good people because it is difficult to balance multiple part-time jobs. It is difficult to pick up extra hours because of working another job. There is a loss of morale when there are few jobs with which to move up (feel free to sing the theme from â€œThe Jeffersonsâ€ as we all want a piece of the pie.) In all seriousness, would you stay here as PT and potentially have to balance more than one job when there are few opportunities to advance? Good morale = opportunities to learn and to advance yourself personally and professionally.

â€¢ Sometimes it appears decisions are arbitrary and no one is listening even though that may not be the case. For example, many agencies feel we purchase too many copies of hot authors. We feel freeing up some of that money would help us to purchase a larger variety of materials including downloadables. At the very least, please do a study on how many circulations we get per copy so agencies understand that SLT fully realizes the circ numbers. We did pass levy without having such a copy/hold level.

â€¢ Continuing the ongoing work on addressing harassment issues.

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Being innovators who aren't afraid to try new things instead of followers, being willing to admit when things aren't working well and admit mistakes, and being able to question how things have always been done and finding new and better ways to do them.

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Better (not more) two-way communication.

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Better and clearer communication with upper management.

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Better communication from leadership, taking workers' concerns seriously & actually considering feedback

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Better pay and a chance for growth for those of us who do not have an MLS.

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better pay and benefits

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Better, more open communication from SLT and thus from managers; an approach to new initiatives that honestly considers the opinions of and effects on staff; a more modern/relaxed approach to HR issues including reviews and work hours/schedule requests; and an overall shift toward quality of services and life, rather than constantly pushing for quantity and innovation at the expense of quality. Libraries are fortunate to occupy a unique, historic social niche that cannot be purchased, and shouldn't be squandered or corporatized.

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Changing the culture of governance by demonstrating that feedback and staff expertise is valued and considered by Senior Leadership. There has been efforts by Senior Leadership to be available for staff to meet with Leadership at different locations and times, which is a great start, but unfortunately I don't feel I can share thoughts or opinions that differ from the Director. If I did feel comfortable to share input, I also don't have confidence it would be considered. For example, I have observed staff who have attempted to contribute meaningfully with well intended actions or from sharing ideas/knowledge, yet were blindsided with what seemed like overbearing repercussions without any open discussion or consideration, which also had repercussions for staff around them. Positively receiving feedback from staff and the public about the downtown building and showing the public that feedback was meaningfully considered would be a great way to begin to change the culture. As a small side note, it would be great if the Library celebrated when others received positions elsewhere and advanced in their career, and not just when people retire. I'm always bummed to find out someone left the institution many months later and I didn't get to wish them well.

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Communication among all levels of staff is still much to be desired. Despite the creation of an internal communications coordinator, staff department and branch staff (particularly those in direct contact with the public) do not receive timely, effective, or complete information from the upper echelons of the Library (the decision-makers). Perhaps as changes to Library policies/procedures/conditions are considered and implemented, staff can be briefed regularly before information is distributed beyond PLCH - purposefully or otherwise?

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Communication and open dialogue about changes. Having more team meetings in our departments.

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Communication is a major issue in this organization. It is difficult to get information needed to do my job effectively. Senior Leadership should also solicit ideas and feedback from staff. Often ideas are generated from Senior Leadership and are implemented too quickly and without adequate planning and preparation. Staffing is also a major issue. Some departments do not have enough staff to perform the tasks that are assigned to them.

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Communication. Hands down. Senior Leadership agreed this was a problem after the last survey we took and hired an Internal Communications Coordinator. We were told this person would act as a communicator between Senior Leadership and staff, however, has any of that happened??? I've talked to so many staff members across the system, and people didn't even realize a person was ever hired for this. I believe she's been here a year, and what does she do?? Organize parties? Why is she getting paid over \$50,000 to organize parties and send out the occasional memo? How about ACTUALLY communicate to staff! Clearly whatever Senior Leadership is having her do is NOT effective, as most people didn't even realize she was here to begin with! Why is communication such a struggle for Senior Leadership? We were told this person would sit in at SLT meetings and decide how best to communicate the items discussed there with staff. Perhaps it's time to allow her to do her job and earn that high paycheck. Maybe then communication will finally improve between staff and Senior Leadership, making us a better workplace overall. It's take or just continue to pay her a lot of money to not do her job.

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Continuing the process of increasing transparency throughout the library system; in particular, the increased feedback from SLT describing how/why they arrive at specific decisions.

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equal pay for equal work.

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Finding a way to communicate expected, system-wide changes to staff before decisions are finalized would go a long way. If you're not asking the opinion of front-line staff, the people who hear comments directly from the community, then you are missing out on a great resource.

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Flexibility

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for the leadership to come and look at what we actually do.

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Free parking would be nice.

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Having the opinions of and needs of the staff, and customers, taken into consideration when making changes. Having policies in place to protect staff from customers acting inappropriately or violently toward them and other customers. Having policies in place to keep unsupervised children causing disturbances.

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I believe that senior leadership is making improvements in connecting with staff but I also think there is room for improvement, primarily involving listening to their staff about initiatives that

they choose to implement. There is still widespread negative sentiment about the current model of switching all branches and service desks to the roving model. And there is still widespread negative public sentiment about the sale of the North building. These are two reflections of a tendency of administration to decide to undergo initiatives without a lot of forethought as to how these initiatives will be both executed and received by their staff and the community at large. I do think that the adjusting of the salary schedule to better reflect appropriate compensation and the inclusion of more than one health insurance choice is positive as is administration's efforts to engage with their employees.

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I believe that we can become a top workplace if senior management begins more actively listening to staff members on the ground and employ a LOT more transparency in their doings than they have. The biggest change I would say the library needs to make is a HUGE overhaul on its staff harassment policy (patron on staff harassment) and its standard of behavior.

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I don't know.

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I feel like there's little opportunity for advancement unless I leave the organization, and wish there was some kind of in-organization support for helping me consider options. I'd love the flexibility to take time off for an extended intensive workshop or schooling without losing my job. But the big issue is that the upper levels of management come off as insular, out-of-touch, and secretive. They don't seem to listen to any complaints from staff, are sluggish to respond to any complaints, and only change or openly address things if outside forces with more sociopolitical weight take on the issue.

Everything about the way the potential selling of the North Building was handled was terrible and continues to be so. It was unexpectedly dropped on staff with no consultation as to how they felt about it, and now that the public finally knows it feels like they still have little say in what happens. It comes off like some kind of shady deal is happening behind closed doors, and that overshadows the legitimate need for potentially changing department locations and/or where production happens. All the ambiguity and lack of communication are hard to take when very big changes are potentially being handed down from high management whether we like it or not. I have little idea what's going to happen, nor does my supervisor, nor does their manager. NOBODY KNOWS. Instead of practically and openly approaching changing needs, it feels like senior management has some very specific stats they want to improve to look good on paper regardless of real day-to-day impact, some deal with a business buddy they want to make that will steamroll any complaints staff might bring up. I get the need for changes, but the details as to what's changing and why don't make sense and keep not making sense. And it's not just the North Building, other changes come off as ones that look good on a budget sheet or sound good in some buzzword-loaded meeting but in actuality don't benefit our patrons or our staff. Communication between high level management and low level staff is awful and despite many people repeatedly saying so, it doesn't improve.

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I feel that knowing your management has your back and genuinely cares about your department would be a great start. Senior Leadership needs to understand that their employees have voices and ideas. They need to stop making decisions that impact everyone without having any input from the people who have to live these changes. Again, re-evaluation of pay scale!!!! There is no way they should have dished out those so called raises without meeting with departments and updating job descriptions. That was absolutely outrageous. Not to mention those "raises" did nothing but raise the floor and not the ceiling.

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I just spent a lot of time typing a very long response to this question, but I deleted it all. It was almost word for word what I wrote for the last survey. What I said last time and what I say this time doesn't matter. No one is willing to change what is really wrong with this organization - our disinterested Board and our ego-driven Director. I don't know why I wasted my time typing as much as I did. I'll just sit here patiently until either the Board fires Kim or she resigns.

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I preface all of this by saying that, since the last Staff Engagement Survey, not much has changed and in certain aspects it has gotten worse. There are still major faults with the communication here. And there is a serious lack in listening to the staff on the part of administration. So unfortunately I have serious doubts that any of what is said will be listened to or taken into account.

In all honesty, it would require lot. There is still a giant gap between administration and the staff that leads to the many problems. The issues that exist which keep this from becoming a top work place are broad, numerous and some are so ingrained it's very difficult to have anything ever change.

There are quite a few issues that exist in the library that have repeatedly been brought to the attention of administration, yet to no avail. Every time something is brought to their attention they use blanket statements or statistics that don't make much sense to explain their reasoning.

Nobody is saying that they have to take every little suggestion and statement given by staff and put it into effect. However as it stands, some things are flat out told to staff to not be said. An atmosphere exists here where we are expected not to criticize too much or too often. The suggestions made are sometimes heard, but a lot are immediately disregarded and the majority of time no matter what, the sentiment is that you are wasting your time.

A lot of the time when the staff, ask questions about something that has gone into effect, the blanket phrase that is used a lot is "proactive customer service". For example this push to make the library mobile is getting excessive, unrealistic. With all the additions to the mobile service, the conclusion that one could come up with is that they must have some sort of deal with iPad. Administration has been told time and time again that the negatives far outweigh the positives with this model. And as the staff who actually use it, who interact with it day in and day out, that should mean something. We should have an impact on how things function. Yet we don't. It has been discussed repeatedly and continuously that the mobile model does not work. Yet they continue to push the model onto different areas of the main library as well as branches. We've brought up the security factor of not having the barrier of the desk.

We've brought up the fact that having roving staff does not make things automatically

proactive. We've brought up the fact that it in fact makes it harder not easier to locate patrons and for patrons to find the roving mobile person instead of having a desk. We've discussed how difficult it is for staff to manipulate a tablet and get requests in for patrons. It also logs staff out every 5-10 minutes. The fact that it does not have programs that are integral for the work that needs to be done. And that does not even include all the reasons. We have given suggestions as something that would work as an in between. It has been brought up that having a device that is mobile can be nice. But it should be an assisting tool, not the tool itself. It should be work in conjunction with a desk. These two things are not mutually exclusive. Having the stationary desk and the ability to leave the desk while helping the patron with a mobile device, should be the middle ground that works. But it's essentially a get used to it sentiment because we've made up our minds and we won't change them. The staff does not like it and the patrons do not like it. In fact patrons tell staff about things that they like and do not like because they believe that we have the ability to take their feedback. Many times they, especially older patrons, don't want to go onto a website to find the place to submit feedback. Especially when they think that they can tell staff.

Another issue that falls into the "get used to it" mentality is the excessive spending on the Hot Authors concept. With a few authors we purchase anywhere from 400-900 books. They have been told that because of how the program works, not everyone even wants to read each and every single one of the books. This results in many books sitting on the shelves until it goes to the next patron, where the cycle continues. Eventually they all sit together taking up space until enough time passes that they can be given away.

The most recent issue is with the decision to sell the North Building. This is ridiculous for so many reasons. But a big problem was how this was communicated to the staff and the public. When it was first announced, it was done very nonchalantly and any questions about it were looked upon as annoyances. And I can personally attest to that. It almost felt like they were testing out reasons that could make the decision plausible. Anywhere from a few days to a week or two, there was a different reason when the previous one did not pan out. Finally they settled with a reason that library space is being underutilized. The statistics used to support this did not make much sense. When questions arose about that, some people were told to not bring it up to administration. Questions and issues so far about space, money, time and reasoning are either greeted with annoying tolerance or ignored.

So until that administration actually listens to the issues at hand and trust that their employees actually have the intellect to know what practices actually work and do not work in their work days, then it's never going to change and this will not ever be a top work place.

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I still feel that we could do better on communication from bottom to top and being able to recognize that we are all each other's (staff) customers internally and we need to manage this better. I think more cross training needs to be done especially those departments or branches we work closely with. Each location or department that our department works closely with another should have some required cross training. I would like to have an avenue where I can express what are the barriers that I face that would allow me to do my work more efficiently. I would also like the conditions of the non-patron areas better kept up with cleaning wise. This will date me but I remember a time when each location would get both a heavy duty floor cleaning and desk surfaces cleaned at least twice a year. One night we had to have everything off the

floors and the next night we would have to everything of desks and counters. Our non-staff area floors are really gross. Yes, I can tell my manager and ask that work orders be done but the conditions never change.

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I think if this organization focused more on providing a better work-life balance, their workers would be happier. Happier workers are more productive workers. For example, there's a good number of positions that could be done from home, so providing this option would be beneficial, even if for just a day or two a week. It would be helpful if the library would help compensate for parking downtown. Any top rated business or organization provides free or discounted parking for their employees. Also, I would appreciate working for a company that values efficiency and actual tangible results, vs. making sure a staff member is here exactly 8 hours to the minute. What's more valuable ? Someone physically here [punched in] for 8 hours but who is essentially "checked-out" for most of it (napping, chit-chating, phone/facebook/surfing), or someone that's here maybe only 6 hours, but is completely driven and focused on working? I wish those workers who are repeat offenders of being "checked-out" at work, were reprimanded in some way. It would be amazing to work with a group of people that were actually excited about being here!

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I think our sick time policy is very confusing. Why do we get a certain amount of days per year if we get in trouble for using it for being sick? I feel like we have to apply for FMLA for things that other employers might not ask us to do so. I also hear different things from different people, so it's all very confusing. I think that it could be written better to make more sense and be more fair to employees.

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I think this company could benefit from being told what was going to happen and what exactly the plans are in order to evolve as a library of the future.

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I think this organization has a lot of old components full of dust, dirt, and mold that make employees sick at the Main library. I think a more frequent deep-cleaning service would benefit the overall well-being of staff.

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I've always advocated for on-site daycare at Main, but I also think that free parking for Main employees would be fair.

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If they trained and Hired within before going out to hire. Tuition reimbursement and a discount on public transportation.

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Improve Security Measures. Redesign working space (cubicles) to take into consideration room needed to perform job functions. Weapons and drugs are rampant among patrons. We must amp security patrol both inside and outside, both in their presence and in their frequency of walk-throughs. And a guard should be posted at each and every door into the building (both employee and patron doors) at all times-- coming into work, if I don't know the employee behind me, I wonder if they are an employee or instead a mass shooter-- we need guards and we need guards everywhere. Coworkers have had belongings stolen from patrons, a coworker had her purse snatched, and a coworker was subjected to pot smoke leaving work by hoodlums standing just outside our doors shooting up drugs. We need to take our security measures much more seriously. I can't work where I am afraid for my life so I don't know how much longer I can work here.

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In the past, staff who had worked here for a number of years were valued for their experience and for their contributions. Now that is no longer the case because these same individuals are viewed as a liability and are often not hired for positions they are more than qualified for. Instead, people from outside the system, or those with minimal experience are preferred because they are cheaper. This practice does not encourage loyalty and staff know that if they want to advance they will have to leave the system.

The recent problems with the sale of the north building reflects the inability of the administration to communicate with staff and with the public. When the Commissioners asked one of the board members about discussing library policy or issues with the public, she cited an example from 10 years ago. Really? I think the administration and the board should receive a vote of "no confidence" and be dismissed, especially considering all the bad press the library has recently received. Also, moving all the departments into one building just doesn't make sense, especially when the trend is for main libraries to expand-look at Dayton.

Although we all appreciated the raise we received, it came as a result of open hostility over the director receiving a \$30,000 raise. Why isn't her position maxed out like all of the others in the library? Also, what has she done to deserve such a raise which incidentally was also the subject of an article in the paper-more negative press. Many of us realize that when you take into consideration department downgrades, the current merit system, and the lack of a cost of living increase, our pay is currently at a level where it should have been years ago.

In addition morale is very low due to the following factors:

- the way the staff in the Security department have been treated-they have one of the most difficult jobs and do not receive the respect they deserve
  - the Friends of the Library support the system in so many ways including programs and materials, yet they are by no means appreciated
  - I've seen many colleagues retaliated against for making suggestions to make the institution they value work better-instead of thanks they've been attacked-as one retiree said "If your're treated like dirt, then you know you're doing a good job." Many of these individuals suffered from illnesses and depression.
  - the staff who man the entrances of the main library are systematically harassed by the public
  - staffing levels remain low and positions remain unfilled for weeks if not months
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Increased income equality would result in more effective communication throughout the organization. Better pay and better benefits for non-leadership positions would be a step in the right direction.

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Introducing fewer new initiatives in order to enable the ones that are implemented to be done well -- well-thought out with adequate planning and resources. Even projects that are deemed small take time and it is often the same people implementing these things. I feel overwhelmed a lot of the time. We want to move ahead, yes, but please select the best projects for us with high impact to users. As a result of all of these initiatives, I feel like some of our administrators get too much work piled on them and things fall through the cracks. This is one of the reasons that we still have big problems with lack of communication here. The ability to work from home for staff who do not need to provide physical coverage at a location.

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less money out of my paycheck for benefits and cleaner buildings

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Less part time positions, more full time positions.

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listen to employees

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Looking at work records when promoting.  
Not so much discrepancy financially from top to bottom.  
Seeing us altogether as a team...higher ups seen as a gated community.  
Ability to be trained for new positions-not shunned.

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Looking out for employees more on severe weather days. Even a delay now and then would be appreciated.

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Loyalty from your senior leadership/ HR staff

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Maybe not babying our patrons so much, because that results in people getting aggressive, or over stepping their boundaries and them not respecting us as employees or people for that matter. And maybe being more strict on employees about rules and policies especially when it comes to harassment in the work place, especially sexual harassment. I myself and a couple of former coworkers were victim to that and basically nothing was done about either of those situations, and they both left because of it. I am no longer experiencing it but it shouldn't take a person to leave for this to be resolved. So maybe we should be more caring about our fellow employees no matter of gender and/or race, ESPECIALLY when it comes to whatever

stereotype people have about a certain race. All races need to be taken seriously regarding any problems they have. I'm not necessarily calling this organization racist, but maybe we need to have some more training about not judging somebody by how they look, either that or the problematic employee needs to be taken care of.

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More maintenance/housekeeping personnel. Most of my work areas are in need of deep cleaning - - floors, walls, baseboards, hand rails.

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More open communication from Senior Leadership, and a willingness on their part to engage and listen to the people who work here.

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more pay

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More resources (funding) so we can adequately staff our libraries and provide the services that are required by our communities.

More trust from our director for staff to be able to manage their jobs without her approval every step of the way.

More training for staff, so they can grow in their positions and better serve the community.

A more diverse workforce that reflects our community demographics, especially in higher level and professional positions.

Focus more on the future of our Library and our service areas, not just the immediate concerns or needs.

We do not have the resources and support necessary to do our jobs effectively. All locations and departments are understaffed, and budgets to maintain and improve the facilities, support programming and services, and develop staff through training are too low. Our staff are expected to deliver more and more, without any additional resources and support. Our director gives the impression that she is the only person who can make good decisions on behalf of our Library and our customers, and she exhibits a severe unwillingness to accept ideas and input from staff. This is not just an issue of communication, although that is part of the problem. This micro-management means we have many missed opportunities, because the Director was not able to (or willing to) weigh in due to the time it takes to move things up the chain of command. Our Chief Library and Experience Officer has shown that he is unwilling/unable to take issues to the Director in a timely manner as well. (Fortunately this won't be an issue much longer.) In addition, our staffing model means that we are understaffed at all levels from middle-management down. Our Regional Managers are responsible for managing several services and projects, while also juggling staffing issues, customer complaints, and a plethora of other issues that pop up on a daily basis at our branches and Main departments. All of these issues combined mean we are not able to act fluidly and efficiently in order to make change happen in our Library, and for our customers. Until that changes, we will continue to churn our wheels with no real progress, while putting on a happy face for the public to see.

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More schedule flexibility. Ensuring that department policies and management are consistent and in-line with the library's efforts to improve the workplace. Improved focus on wellness program offerings.

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More support from administration; improved culture.

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More training for and room for advancement.

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More transparency and accountability from senior leadership team. A flatter organizational structure. More opportunities for input from staff, and having that input be taken into consideration when all levels of decisions are being made. Importantly, a union for libraries and paraprofessional staff to help alleviate fears of retaliation when people speak up. Letting staff be able to evaluate managers on a regular basis. Revamping the hiring process to making it more equitable.

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Much more transparency is needed from our Senior Leadership Team. The issues raised by the attempted sale of the North Building gave the public an example of what staff already knew; important decisions are made without input from those impacted the most, and without transparency. The library would greatly benefit if the Senior Leadership Team had to work customer service positions a couple of times a year to really get an idea of what front line staff deal with on a daily basis. They could then make improvements to policy based on those experiences.

The library director also needs to do a better job as the face of the library in our community, which would involve attending more community events and library programs.

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My only gripe would be to possibly make all the red tape and hoops people have to jump through to get things done a little smoother of a process. I understand a lot of that is out of our hands but sometimes its not very clear what steps need to take place to make things happen. Just something as simple like I need a pen, I need to then go into our catalog and order it and then wait for a mail person to bring it. Stuff like that can be irritating and maybe an area to improve upon.

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Not making changes that makes it difficult to complete work tasks in a timely and efficient manner.

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pay better . better bosses throughout the organization

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Senior Leadership & Administration should incorporate the opinions of staff in their decision-making, especially those directly impacted. I think this consideration should also be extended to the public, when decisions such as re-purposing the North building, affect them. I regret that this level of respectful communication was not practiced when adopting the deskless service model. I believe both staff and public continue to suffer from this poor decision. Our services are much less effective and our customer interactions less comfortable due to this change. It represents a critical loss of direction in our organization.

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Senior leadership listening to their staff about things that are important to them instead of doing things.

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Senior leadership need to better appreciate the will of the public and the welfare of all employees before making decisions. Pay needs to be increased among the lower and mid levels and replacing staff with contracted employees should be reversed .

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Staffing all locations with the amount of staff needed to properly take care of customers and problems. Having Security at all buildings and letting them do their jobs instead of restricting them to only main and only their office/roaming - put security back at the entrances. Concentrating on Community Needs instead of the Director's needs - her yearly raise is a part time person's pay check. Being honest about decisions being made by the Board by making \*ALL\* materials on a decision available to the Staff. Consulting the Staff \*BEFORE\* making major decisions/important changes.

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Staying humble.

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The demonstration of mutual respect for all staff - public service and support.

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The hours in our Department

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The leadership needs to listen to the people actually doing the work before they implement things. There have been many situations in the past where they bull dozed ahead with what they thought was a good idea without actually trying it out small scale first and letting staff try things out. Because of this many things have not been implemented as smoothly as they could have been and have caused overall issues of distrust and lack of faith in leadership.

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The organization still needs to heed sound advice from managers close to the top about communication, messaging, and internal communication with employees. In that area, I don't

see any change since the last survey. In addition, suggestions made by project teams that were created in the wake of the last survey have yet to be implemented. Those suggestions were submitted and nothing changed. That's damaging to the organization and may be seen by employees as a lack of true commitment to change.

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There is a major trust issue in this organization and far too much micromanaging. There is no option for advancement in my position and although we asked for a survey on pay within our professional career field were given exactly what we already knew... we are under paid. My time is micromanaged and in my field that is not a good thing and a severe cause of burn out which most days I feel. I guess to make this a top work place for myself and others in my position I would say give us the control over our own time and more self initiated projects. We are given these hypothetical go aheads on projects, but because our time is so micromanaged we never have actual freedom to do said projects. A honest survey of pay when it comes to the work I complete on a jam-packed daily basis would be nice too. I love my job and would love to work nowhere else, but if this is to be a top work-place there is a LOT of work to be done.

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Top leaders spending entire days on the front lines of public service on a periodic basis.

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Top workplaces often include financially competitive salaries. When working for a nonprofit organization facing reduce funding on a yearly basis this can prove more difficult. One way to compensate for lack of financial incentive is to allow staff more input into the formation of policies and procedures. While this organization uses project teams they only provide the illusion of staff promoted change. These teams are created to create new policies, procedures, or services. However, it feels like the desired outcome has already been decided and the group is encouraged to work toward that specific result. It robs staff of the opportunity of presenting new ideas and finding out of the box solutions to current problems. In addition, it minimizes the impact of the staff voice and contributes to negativity about administrative decisions. To be a top workplace staff want to feel that their ideas and solutions are being used.

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What I'd recommend to making this organization a top workplace would be the following:

- finding a way to establish mutual trust and respect between everyone at all levels of the organization (maybe this is a project team?)
- a work from home policy for those positions for which it makes sense (Work/Life Balance) at a ratio that also makes sense
- continuing to strive to be competitive when it comes to all areas of compensation/benefits (that would include surveying local comps and not just libraries for those positions for which it makes sense.)
- Having additional Leave Policies/Options (i.e. Maternity Leave)

Other organizations that are top workplaces have instituted items such as the items listed above; They have proven to assist with turnover and talent acquisition/retention.

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While I do not have this issue, there are a lot of people who do not have faith and trust in the top of the leadership in our organization. Top down management from the executive level rules here in our library. Without personal change within this person our library will not become a top workplace. A lot of comments have been made by staff about the closing of the North building and staff input was not solicited before the decision was made to start the process. Most Staff Association questions about the move were just deflected by saying "no decisions have been made" but each board meeting decisions were made and the process continued. Deflecting questions with the answers "no decisions have been made" and "the board voted to do this" does not help the distrust of the executive leadership. Real open communication about what's going on will help. Maybe putting some information in the Director's report such as "We will be bringing this to the board at the next meeting" which will allow staff to know what's coming and maybe allow some discussion. I am pleased with my schedule, my benefits, pay scale, and MY work environment.

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**Main, Public, 67+ hours per week**

**What do you appreciate most about working at this organization?**

All the resources that are available to staff and the public.

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As always, I feel very lucky to be able to work alongside so many kind, talented, and hard-working people across this organization. I get credit for a job well done, and constructive criticism in areas where I can improve, which helps me grow as an employee and as a person. Over the last year, Library leadership has made sincere efforts to improve workplace morale, and it shows. Awarding staff a 5% pay increase, providing more detailed information in Director's updates, and establishing the Staff Morale Committee are all specific measures that have improved the workplace. I have always valued my job here, and overall I am pleased with the direction the Library is going.

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camaraderie among co-workers

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Connecting with patrons. Non-mobile desks allow better one-on-one interactions, longer more in-depth research reference sessions and concrete locations of service. Non-mobile desk stations are more effective than mobile options and still allow walking patrons to materials and roving. They enforce barriers of personal space, safety and comfort for both patrons and staff members. Public desks have full keyboard access for faster reference and increased productivity for staff projects when not serving public.

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Decent environment for GLBT

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Everyone I have met at this organization is very kind and, most of the time, more than happy to help those who need it. Making friends is really easy, which isn't a necessity for the job, but it's a nice bonus.

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Everyone is friendly, and appreciates the work from one another.

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Fantastic co workers, supportive manager who trusts and believes in me, working with the public in so many different ways, no day is the same.

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Flexibility and independence of my workload.

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Flexibility in work hours

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Flexible scheduling, benefits, being an important resource for the community.

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Good insurance and excellent PTO/SICK - when you can take it. Schedule fluctuation is insane - 8 days, 9 or 10 day shifts. RARELY ever get a weekend.

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I appreciate our mission the most-- the library and the vast majority of people who work in it are genuinely dedicated to helping people.

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I appreciate pursuing my interests and passion for helping people find the information that they need. I value public libraries in general and think ours is rightfully viewed as one of the best. I enjoy the people that I work with.

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I appreciate that agencies generally all support each other and that staff members strive to make positive changes. I strongly believe in the mission of the library.

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I appreciate that I am in a position to help members of the public find information and tools to help them address their needs. I like working for an entity that contributes to the betterment of society. I like the people I work with in my agency.

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I appreciate that PLCH has a positive impact on the community by promoting literacy, offering access to all people, for free, regardless of race, income, religion, etc.

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I appreciate that we have created a culture of harmony, for the most part. I feel that people care about each other, and about serving our customers. Some do it better than others, obviously, but it is overall a very positive environment to work in.

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I appreciate that when that I able to leave all things work related at work. I appreciate my department staff.

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I appreciate the availability of locations in the system. I can choose to work in any neighborhood I want to.

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I appreciate the decent benefits which provide pto, sick and bereavement time to part time staff. The staff that I work with are a intelligent, hard-working people who are a pleasure to work with.

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I appreciate the intelligence, values, and attitude of my co-workers.

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I appreciate the opportunity I get to better the community every day. By connecting patrons to information, I can make a very tangible, positive impact.

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I appreciate the opportunity to make a difference in patrons' lives. The pay, while lower than other libraries of comparable size and cost of living, is better than libraries in the surrounding area.

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I appreciate the sense of community with everyone else who works here. Everyone is very kind and friendly.

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I appreciate the sick leave benefits and the environment.

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I appreciate the valuable work that we do in providing a safe public space to the community.

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I appreciate working at a library that supports the needs of the community around it, while also maintaining the core aspect of providing any information and resources we have to anyone who may need it. I feel that my direct supervisors have my team's best interests at heart and take any possible steps to ensure workplace happiness, while also maintaining efficient productivity. Being such a large organization, I feel that there are many opportunities that aren't easily obtained at other libraries in the region.

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I believe in the mission of our organization. I also appreciate my team and supervisors. Our team works really well together and people are more like friends than just co-workers. It makes a difference in the day to day function of the department.

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I believe that the overall impact of public libraries upon their communities is invaluable, and I believe that this is particularly noticeable in Cincinnati. I feel a great deal of personal satisfaction

in the ways that my job contributes to the day-to-day operations of such a positive force in our city.

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I believe the library fulfills its mission in our community, which I get to experience first-hand on the front end working with the public. Also, the library supports its staff through a great benefits program; between the paid-time-off and health benefits, it is hard to match at any other employer in the county.

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I do appreciate the pay and benefits. I also appreciate the opportunity to impact the community in a meaningful way.

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I enjoy almost all aspects of my job from day to day, I feel a sense of pride in public service and working toward the good of the community.

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I enjoy my co-workers and the department I work in.

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I enjoy working with the public. My co-workers obviously care a lot about the patrons and the community. My manager is awesome and takes the time to consider how policies and communication about changes at the library effect both staff and patrons. I like the location of my workplace. I like that the library is free for all community members. I like my works space.

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I have a good relationship with my manager and enjoy for the most part working with the other staff in my agency. I appreciate the flexibility my department is able to offer most of the time with scheduling, etc. so that I can better balance my work life with my private live. I also like having a job in an organization that contributes to our community and serves our public.

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I have amazing colleagues, and I feel that the work I do is valuable to the community.

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I love books , cool place to work . I've had some great Managers that I've worked with.

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I love the opportunities I have to advance and the laid back nature of my department.

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I love working here because of the work that we do and the people that we help every day. Our contribution to the community around us is what makes difficult days worth it every time. I am

concerned that some of the changes that are happening will prevent us from being able to assist people as well as we can now (I think we should be headed in the other direction).

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I love working in a public organization that provides free services and information to the public. I love the concept of the library and what it stands for regarding public service. I appreciate my immediate manager, and I appreciate the effort he makes to try and listen to his staff--even if his hands are tied, most of the times, by administration.

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I make a good salary and have good benefits that seem like they won't disappear.

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I truly look forward to coming to work each day. I enjoy my job, the patrons we serve, even the challenging ones, especially when I can help turn the encounter into a positive encounter. My manager is supportive, caring and really listens. The staff, as a rule, is happy to work as a team to make sure we can produce great results even when short staffed as they all pitch in to help. The benefits are very much appreciated.

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I'm able to work on projects relevant to my interests.

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Importance on building skills to promote literacy in children and adults.

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It is not a for profit organization

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It's a library! The opportunity to enrich the community by the work I do.

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Making an impact of people's lives.

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Meeting and working with a diverse population.

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my coworkers

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Nothing

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Room to advance

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Serving an important function in the community

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The ability to learn from different departments and to work in conjunction with them to create programs and activities.

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The ability to make a positive difference in the lives of the public I serve. Knowing that I work with people who value helping people to improve their lives and enrich their communities.

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The ability to serve the public and fulfill our mission.

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the benefits

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The benefits.

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The best thing about working at the library is being able to genuinely impact the lives of our customers. Whether it is helping them apply for a job, learn basic computer skills, research a project for school, exposing them to new ideas, or creating something amazing in our makerspace. We generally work with people who are grateful for our assistance and appreciate how amazing their library system is.

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The excellent caring staff.

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The fact that the library is a place for every class, race, gender to be treated equally and given empowering resources for free or minimal cost to explore whatever they want that expands their knowledge, expertise, and skills.

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The opportunity to assist patrons with employment, social services, and education with computers.

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The opportunity to expand my own knowledge of technologies and softwares, in addition to being able to offer assistance directly to those who need it.

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The opportunity to serve the community in a meaningful way.

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The opportunity to share my knowledge and experience with other staff and customers.

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The organization cares about my needs as an employee.

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The people I work with, the people I get to help and being able to tell people I work for the library. I like coming to work everyday. Sometimes it can be stressful. Anyone who works at the library will tell you that. So many things can happen in a single day. You never know what you're going to walk in to when you get to work. But I know every time I walk out the door I can tell myself I helped someone that day. I helped someone find a job. I helped someone write a resume. I helped someone find a book. I helped a person when they may have needed that help the most.

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The people on the ground of this organization--staff members and managers generally appear to genuinely care about the public library as an institution that is a vibrant and crucial part of the local community. This library has the potential to be a truly amazing place, not just for employees but for the public who utilize all of our services and participate in the life and future of the organization.

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The professionalism of the people who work here, from the bottom to the top. And the team spirit.

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The public and our collection

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The Public Library Of Cincinnati and Hamilton County has some really amazing staff in both the branches and Main. People work really hard and are beyond patient with what can be more often than not, challenging patrons or difficult situations. I've seen public service staff time and again, provide excellent personal assistance to patrons at the desks, at the computers, in programs, over the telephone, and just in passing through an area.

I appreciate my co workers, my manager and team leader. We have a great staff. Everyone is willing to step up and help when needed. My manager treats us like competent adults and trusts us to get on with our jobs. No micromanaging or undermining here, thankfully. It's not all Cumbaya, but everyone is given respect.

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the public library works hard to be the best library it can be. we are one of the top libraries in the whole country and we are proud and work hard for this title.

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The rich history.

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The size and scope of our collection and personnel gives us tremendous potential.

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The work we do makes a positive impact in our community. Positive interactions with patrons makes any challenging part well worth the struggle.

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We actively promote compassion for people in our community. We actively embrace diversity and uphold diversity. We respect all people no matter of socioeconomic status.

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We are given the opportunities to help people and really make a difference in their lives, whether that be in providing valuable information or entertainment.

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We are here for all walks of people.

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We make a remarkable impact on our community!

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We provide excellent services to the community.

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What I appreciate most about the working in this organization is the feeling of satisfaction I have working with the patrons. I can't think of many others careers where I could feel more fulfilled personally than helping children and adults improve their literacy skills.

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### **What would make this organization a top workplace?**

Having administration listen and actively make changes based on staff and community feedback.

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1. Abandoning the push to the desk-less model. It inhibits service. While the senior leadership team is telling us that the model is great and working, we only have anecdotal experience of the exact opposite. Why should we take the leadership's word for it? On the ground level we have no understanding of its rationale or any rubric for its success, while we're left struggling to

provide service with inferior tools. Is there any wide-reaching statistical evidence that it's better? Have we studied what's going on? If not, why not? If so, why aren't we openly sharing the information?

2. Providing more opportunity for staff members without MLIS degrees. As a staff member without an MLIS degree, there is a hard ceiling on my advancement. Opportunities beyond SLSA are few and far between, and jobs I'm qualified for are all lateral moves.

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A board and senior leadership that goes to the public and the workers on whether or not we should sell the north building.

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A bottom up system. Right now the system we work in seems to be a top down system. The person at the top of the hierarchy decides something is going to work, tells the person below them to implement it and it gets sent down the ladder where theory and ideas don't always work in practice. Why not ask the people a policy directly effects what they think? I understand people hate change and it's hard to get people to go along with it. And we need a lot of that PR rhetoric to get people on board. But it also seems pretty easy to just listen to a few suggestions from staff.

I work in a department that will moving due to the North building possibly being sold, yet we have had no input in to what our space will look like when we move. But we have been in the department as someone from Senior Leadership comes in with a clipboard and two guys in suits and walks around our department taking notes. This could mean nothing. Maybe it's a fancy tour with some big time donors. Or maybe it's the people who decide what gets moved, what gets tossed, how things work. I don't know because Senior Leadership does not tell us. So what do I tell the people I work with when they ask me who these people are? Why they're here?

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A complete change in Senior Administration. I am shocked that the Director has taken absolutely no notice of the comments in the last survey. In fact things are worse. The creation of a staff morale team, although donuts and jeans are always welcome, is not the answer to the problems in the Library. The handling of the north building debacle has been embarrassing. The press conference was laughable. Both situations had the potential for positive, innovative change but were sensationally mishandled. There are too many missed opportunities to count. There is an abundance of talented, experienced staff here at the library, whose skills are underutilized or discounted. My manager has a unique skill set, and could make significant contributions here but is completely overlooked. Just a quick glance at staff association comments indicate the number of employees who have to put up with harassment every day. A fundamental right to feel safe in the workplace is ignored. Do we have to wait for a tragedy to occur before the problem of unsupervised children is addressed? Too many issues are either dismissed or brushed under the carpet. I am not alone in saying I love working at the library, feel privileged to be here but am dismayed at the arrogant, autocratic way things are run here.

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Actually following through with the recommendations made as a result of this survey and the last. Many of the staff concerns that came to light in the previous survey were dismissed as non-issues. Only a fraction of the task force recommendations were implemented. In particular, communication between administration and staff was shown to be a major concern in the results from the last survey. There has been very little improvement in that area. Although I applaud their efforts, as well as those of the Staff Assoc., the Staff Morale Team has ideas that are more suited to reward school children than adults with real concerns regarding the wellbeing of the staff and our patrons. Real, impactful improvements must be made before PLCH will ever be truly considered a top workplace.

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Although we recently received a pay adjustment, there is still a gap in pay with other systems. I recognize that public service work is paid at a lower rate, but would urge salaries be increased further to attract further talent. Additionally, there should be a push to diversify the workforce across the board. There are very few people of color represented in the upper echelon of the organization.

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An administration that valued the skilled and experienced employees that work here, and listened to them and allowed them to contribute to the decision-making process of the institution as a whole.

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An annual COLA as well as an upward pay grade adjustment so that a person isn't maxed out for the last 10 years of his or her career here. Yes, I know, these people can apply for promotions, but that doesn't mean they'll get the promotion, and perhaps they're not qualified to do anything besides what they've been doing for 20 years. I don't think these workers' loyalty should be abused by not letting them get a pay raise when they're maxed out and when they continue to do excellent work. Also, the so-called deskless model is awful. When I go to the Clifton branch, I feel like I'm entering an understaffed, highly impersonal library. Sometimes I'll see a staff member, sometimes not. At the old Clifton branch, I felt like I was entering a community gathering place, where friends would run into each other and where staff was front and center and always said hi to incoming patrons. The SLT seems to have forgotten that libraries are also social hubs, often for people who have no one else to talk to. We shouldn't alienate patrons; we should allow them to feel welcome.

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An honest attempt by the administration to work with the staff to really address the public's needs, not just try to shove their predetermined plans down the throats of the public and staff. An administration that really appreciates the work and talents of its staff.

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Areas for improvement:

Training

Provide more engaging in-person and web-based staff training opportunities in the areas of



technology, innovative thinking, team-building, customer service, and how to handle difficult situations. Also, update the sexual harassment training. In its current form, this training is dry, generic, and not very supportive for helping people deal with real life situations. Staff who are experts in specific areas could facilitate web-based trainings, which would result in cost savings for the Library.

#### Time Cards and Offset Times

Change the time card policy back to a 10-minute offset. I understand that the PayCor platform cannot easily be changed, but there's no good reason why our policy should not reflect our time needs. Current enforcement of offset times varies wildly, with some locations staying until the bitter end (6, 8, 9:15), others staying just long enough for PayCor to round up the clock (6, 8, 9:08), and still others leaving whenever closing duties are finished (any time after 6, 8, 9:00). So many locations experiencing problems with offset times means the policy is inadequate. Most locations don't need a full 15 minutes, and it is unreasonable to expect staff to hang around twiddling their thumbs for several minutes after closing. Finally, as a non-exempt employee, I find it a little insulting that I am held to a stricter standard than my exempt coworkers. All employees should be held accountable for their time.

#### Branch Security

Steady improvements have been made with the addition of CPD security details for the most at-risk branches; however, these locations need more consistent coverage in the case of absences. On multiple occasions I have worked as the person in charge with no security and minimal staff coverage (typical at small branches). The most recent time this happened, an incident occurred that required us to call the police. This was one of a handful of similar experiences that made me feel unsafe at work, which is unacceptable. Branches with special security needs (i.e., large numbers of unattended children and teens and a small staff) must be secured during business hours. In the absence of police detail, a Main Library security officer should be assigned to fill the gap. Staff cannot effectively serve the public when their location is in an unsafe situation.

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Better communication and transparency between departments and between upper management and the rest of us.

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Better communication from senior leadership would certainly be a factor; particularly in allowing employees more opportunities to voice questions or concerns about decisions and policies that may (or may not) effect them directly, without fear that their job and/or reputation would be on the line for speaking out, and with greater belief that their concerns would be adequately addressed and not simply brushed aside. Additionally, the often-gendered harassment from patrons directed toward library workers is an issue that needs to be addressed more adequately, and steps need to be taken both to inhibit these situations from occurring and to allow workers to feel confident in dealing with them if they do.

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Better communication.

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Better pay and benefits

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Change in leadership

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Clearer communication between senior management and staff about the plans and goals of the organization.  
Adequate staffing to help with the mission of service to the public.

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Communication between the SLT and the staff needs to improve. Employees should not be afraid to speak out of fear of repercussions. Feeling like your abilities, skills and hard work will help with promotions and that the nepotism in hiring practices will stop. People do not get positions because of who you know or whose turn it is, but based on abilities, experience and skills. Inside employees will get first consideration on positions over outside candidates. Employees are allowed to enforce rules to patrons, and set expectations inside any PLCH building of its culture and climate and then would be backed by the SLT when doing this.

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Considering the employee when making changes and respecting--and using--the input from employees.

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continuing what we do

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Effective communication from senior leadership is still lacking. Staff generally feel left out of the decision making process, and are tacitly discouraged from innovation due to a combination of unnecessary bureaucracy and a fear of "sticking your neck out."

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Ensuring the safety of our employees who work with the public would, in my opinion, make this organization a top workplace.

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Flat out replace SLT. When the results of the last survey came out (as a relatively new staff member) I was hopeful things would change. Staff took the time to explain what needed to change and committees made suggestions for change. Nothing really changed. In fact, communication between SLT and staff got worse. The culture of fear, the lack of communication from SLT, the rude way SLT communicates with staff, pushing through initiatives that patrons and staff don't like, only passing out info about large changes for us to share with the public after they have been called out for being secretive, having no timeline for the Main overhaul or when non-ADA compliant buildings will be made accessible. The list goes on and on. In our last once a year location meeting with the director, she spent most of her time talking

about her daughter's impending nuptials. Our manager attempted to tell her things we were doing and things we hoped to do if given institutional support. It was obvious from the director's comments both in this meeting and the others I have attended that the director does not know nor care to know the patrons we work with every day.

The director very publicly lost her cool at my manager over signage at our location. The director's reaction to some unsanctioned signage was very outsized for the situation and happened in front of a large group of patrons who were visiting the library possibly for the first time. Rumors and stories of the director losing it on staff - from managers to shelvers - are notorious.

Any members of SLT that can be salvaged should have to work at least 8 hours a month job swapping with library employees in various locations - both front facing services and support staff.

I would prefer the majority of SLT live in Hamilton County.

A more diverse front end staff is absolutely necessary.

This is beyond our scope but a Board who came from the communities we serve rather than rich philanthropists would really help.

When we do something like donate to United Way we get a jean day. A friend who works at another library system laughed when I told her this and said "That's the kind of prize you give to teenage Catholic school girls." More jean days are necessary, More cross organizational "fun" days are necessary.

Staff at Main needs to be compensated for parking, especially as the cost of parking in Downtown increases. Staff at Main are paid less than locations with a parking lot or free parking. Main definitely loses valuable employees because of this. An extra \$100 would help Main Staff with this cost.

Don't be so stingy with money for learning enrichment, including conferences. Fewer hoops to jump through too

What happened with the Drag Queen Story Hour was inexcusable. Acknowledge that the LGBT community should have programming focused on them and their families, regardless of the county's political breakdown. Don't block librarians from doing programming serving this community. Continue to be in the Pride Parade (which is huge). I don't care about the Reds, but I don't say "Because I don't like the Reds, you should not march in the parade or do any Reds related programming." Guess what? I don't go to Reds programming. Simple as that.

On that note, Give more leeway to branches and departments to do things that fit with their communities and neighborhoods. Cincinnati is a city of neighborhoods. What works at Delhi might not be popular at North Central or a program that is a huge success at Anderson might not do well at Westwood. Acknowledge that the staff at these locations know way more about their patrons than SLT.

Ask staff first about proposed policy, location, and service model changes. Then ask patrons, Then form your ideas. SLT should not be making plans for patrons and staff as they are divorced from the daily work at all locations, even Main.

More fine forgiveness days or abolish fines all together.

**SOCIAL WORKER FOR PATRONS** at all the urban core branches.

More emotional support to staff. We are wearing many hats. We get stressed. Praise us more. Give us more support. Acknowledge that we are the reason there is such good will for the library. Acknowledge that we are here for patrons, not national awards. We are award chasing

while ignoring our patrons real needs.  
and PLEASE PLEASE do not every buy gross old people candy for kids on Halloween again.  
Seriously kids do not want butterscotch hard candy. At least by Twizzlers or a big assorted bag  
of Wonka Candy. Seriously, that candy was embarrassing.

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Having a venue to make suggestions and constructive criticism about library procedures and  
decisions, and to know that input was truly being reviewed and taken into consideration.  
Maybe even having a venue for staff venting, safely and respectfully for all involved.  
To see senior leadership around in the library.

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Having the same rules for all staff. Every one cannot be treated the same, but every one can be  
treated equally.

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Honesty. There is a lot of uncertainty of the future, rumors start and then it spirals out of control.  
No one really believes what upper management says because there is uncertainty and a feeling  
that information is being with held from employees.

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I don't know

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I feel that my identity as a member of the LGBTQ+ community is considered taboo at the library.  
At times, it seems that they consider public opinion of LGBTQ+ identity over their LGBTQ+  
employees. Public perception can change if our group is normalized, and we can be normalized  
if we have more institutions that show their support.

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I know this has been voiced and reiterated many, many times; but this organization will never  
become a top workplace with our current administration in place. One would think that they  
would listen to and make a real effort to improve their relations with employees given the first  
survey. However, they have managed to actually make it worse since then. Our Director has  
made it clear, with her comments and attitude since the first survey, that she resents having to  
"play the game" required to appear that she has heard the voices of her employees and is  
making an effort to improve the relationship. The bottom line is, she knows best and is going to  
do exactly what she wants. And the Board just lazily follows along with her "suggestions." After  
all, as we have seen with the North Building issue, several of her suggestions benefit them, as  
well.

There is still a rampant fear among the majority of our employees--the fear of angering our  
Director. This fear spreads to the point that managers frequently warn employees to not voice  
anything negative to the Director. If Kim asks, just tell her everything is going well. We have had  
several complaints about the mobile service at our location; however, in our yearly meeting with  
the Director, our manager, along with other employees, were telling Kim how they haven't had

any complains and how much customers like it--even though this is completely untrue. After the meeting, the manager even voiced that he knew better than to tell her that we've received complaints. You can't fault these managers and other employees because it's all about job survival with her.

I know this is, basically, falling on deaf ears because these issues with the director and administration have been ongoing for years. Communication and treatment from our Director and administration will, most likely, never improve. I really don't think they're capable of it because they, sincerely, don't see a need for any improvement on their part. Their attitude is that it's the staff who need to just sit back and be quiet because they know what's best--not staff who actually do the jobs and interact with the public.

Also, it's ridiculous that our Director is so "hands-off" when it comes to communicating with the public and staff, for that matter. It is insane that we work in an organization where if non-management staff mistakenly call the Director to ask a question that should have been directed to someone else, our manager is going to receive a call from the Director letting him/her know about this staff member's erroneous call. This "ivory tower" attitude needs to stop. It's petty and unnecessary. You are a Library Director--not the President or CEO of some glamorous corporation.

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I think that senior leadership should take time to work in other departments to better understand the needs of the department and staff. I think sometimes decisions are made for the organization without fully comprehending how those changes will impact staff and sometimes the patrons.

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I think that there are many cultural and attitude shifts that need to occur, mostly at the top of our organization, in order for our Library to become a top workplace.

1) Senior leadership continues to be very out of touch with what is happening on a daily basis "on the ground," in direct interactions with customers. While most of those in senior leadership in the past had positions in which they interacted daily with customers, for most it has been many years since that has been the case. It is VITAL that senior leadership, as the decision makers for this organization, keep in touch with what staff and customers are experiencing in front-line interactions on an ongoing basis. Staff have suggested this numerous times, but it doesn't seem that the suggestion has been taken seriously. It's not enough to shadow a staff member in a particular agency for a couple of hours, once every few years. This needs to happen on an ongoing basis, and not just in a handful of agencies. As our senior leadership is quick to point out, our customers' needs are constantly changing, and in order to make and implement effective decisions to meet those needs in a timely manner, senior leadership needs to participate in these interactions first-hand. We understand that our senior leadership's time is valuable, but there is no substitute for this kind of direct experience.

2) A lot of work has been done in the area of staff morale over the past year or so, especially in terms of creating a team to develop & promote new ideas in this area, and this team has been doing some terrific work. In my daily experiences, I still see a few key areas that need to be addressed in order for staff to feel better supported & equipped to do their jobs. One is in the area of communication. It still happens constantly that information needed by staff to provide

effective customer service is not disseminated in a timely manner. Even when it is, there's so much of it that it's virtually impossible for a single person to keep track of all of it, and there is no effective, central way to access it. This is inexcusable, particularly because it is in direct opposition to our organization's mission statement! Another area in which improvement is needed is in addressing performance issues with problem employees. I work in an agency where there are staff who for years have been committing fireable offenses that have not been addressed. I was under the impression that our organization had a disciplinary process in place for addressing these kinds of things, but that doesn't seem to be the case. I don't know if this is because my manager is not taking steps, or because they are not being supported above them in taking those steps. Either way, it has had, and continues to have, a very deep impact on the morale in my agency.

3) We are encouraged to be proactive in our service of customers, but it seems that senior leadership are not proactive in addressing non-emergency staff concerns. For example, two ongoing concerns were recently voiced by a number of staff: the issue of large numbers of unattended children at some agencies, and the issue of sexual and other types of harassment of staff by customers. I (and I suspect a lot of other staff) don't understand why our senior leadership can't or won't be more proactive in addressing these kind of non-emergency concerns that have the potential to escalate to very serious situations. These two concerns in particular have to do with the safety of staff and customers, and therefore it seems that they should be a high priority. Just because we haven't had a serious incident, like a child abduction or rape, happen on our premises yet, doesn't mean we can't be more proactive about these concerns. It often feels in areas like these, senior leadership takes a complacent approach, doing nothing (or the bare minimum an attorney has advised that we can get away with?), until an incident does occur. This approach & attitude is the opposite of being proactive.

4) A system needs to be developed for seeking the feedback of direct reports in evaluating & determining the effectiveness of agency managers. If this kind of feedback is not being sought in some sort of formal process, and regional managers do not have any first-hand in-person experience in these agencies, then they are working from an incomplete, one-sided picture of a manager's effectiveness. Again, there is no substitute for this kind of feedback. And waiting for staff to elevate concerns above a manager's head is unacceptable. In general staff members will not risk creating a potential hostile work relationship with their managers in order to do this, and waiting for an issue to get so bad that staff would consider taking this risk is the opposite of taking a proactive approach.

5) Our organization needs to do some serious work on internal customer service, at all levels. I can't tell you how many times I've had extremely negative, unpleasant, and unhelpful interactions with staff, and even managers, in other agencies (and from what I hear, my coworkers have had many similar experiences). Again, this is absolutely inexcusable. It seems to me that we are all on the same team, with the same goal of serving our customers to a point of satisfaction, whether internal or external. There is no reason why one staff member should treat another with anything but the same respect and courtesy they would show to external customers.

6) The final, perhaps most important, area in which improvement is still needed to make our Library a top workplace, is in how senior leadership interacts and communicates with staff. In my experience, staff do not feel that senior leadership is truly interested in seeking feedback or participation from us in their decision-making processes. Even when staff concerns are heard

and acknowledged, the responses are usually tinged with negativity, defensiveness, and even outright hostility. This has been going on for so long - many years, at the very least - that it is going to take a lot of time to rebuild the lost trust. But rebuilding that trust cannot begin until there's a clear shift away from this negative attitude towards staff at the very top of our organizational leadership, and that hasn't happened yet. The negativity projected from the top of our organization down perpetuates a culture of fear and distrust, and prevents meaningful and productive communication. I think that a lot of potentially fruitful conversations about improving our organization and services simply don't happen because of this climate of fear & distrust.

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I think this could be a top workplace if all of the staff felt heard/listened to more by admin, and if staff felt like admin understood the ground-level ramifications of the decisions they make. I think admin staff should have to spend time in the trenches with the rest of the staff so that they can see what things are really like day to day, minute to minute.

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I wish this organization would value the role of a PUBLIC library and continue on a path to improve the awesome history of PUBLIC libraries in Ohio. We focus too much on digital items and not enough on education of the public at large. Not everyone has a reliable internet connection nor do they have the skills to use all of the resources that are available on the internet.

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If administration actually listened to the opinions and thoughts of their employees, and considered these thoughts and opinions as major factors to developing and improving our library system. I believe that would make this organization a top workplace, both for the employees and for the community we serve.

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If senior management were a bit more empathetic with the staff actually doing the work.

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If there was better enforcement of some of the library standards, to provide better security for the staff.

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If we stuck with tried and true practices and stopped following every fleeting trend in the industry.

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impossible

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It sometimes seems that senior leadership makes decisions without the input of the people who are on the front lines doing the jobs. It would help everyone in terms of job feasibility and morale.

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It's just fine.

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Just a little more communication about important initiatives that we are pursuing. I feel that has gotten a little bit better, and I know it is difficult to do in an organization of this size. I feel that our administration has the best interests for our library, the customers, and the employees, but we sometimes could do a better job of explaining why we are doing some of the things we do.

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Leadership needs to experience what everyone else does on a daily basis. Employees and customers really hate roving and yet they ignore this and act like it is the best thing in the world. Leadership is so removed from the rest of the staff and have no idea what we deal with every single day. They also don't communicate or listen to anyone's input but their own. They need to listen and learn from the people who are on the front lines dealing with customers every day. We know more about what the library and customers need a lot of the time because we have the actual interaction with the public. Our hours could use some changing too. Having to work until 9:00 at least one night a week is hard when you have family. Working Sundays is the worst. Full-time staff have to either come in early, make up the hours, or use PTO. It is almost like we are being punished for working Sundays, which no one wants to work in the first place.

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Listen to the staff who work the front lines. Fully staff branches and departments. Make managers work the floor and pull Public duty.

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More diversity amongst employees.

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More flexibility in monthly schedules to accomodate for work/life balance. More communication and interaction between supervisor and part-time workers.

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More full time positions, and to better protect female staff members from patron harassment.

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More positive feedback and engagement from senior staff to encourage a better working environment.

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More professional development opportunities within the system- it's great for people to go to conferences and events outside of PLCH but we also have so many people and resources here. It would be nice if we were able to work together more, across branches and departments, to improve our job knowledge and events. It doesn't seem that senior leadership really even wants us to know each other.

It would also be nice if there were ways to move up in the system without making the leap from librarian to manager. Not everyone wants to be a manager but it seems unfair to be in a librarian position for years, with increased responsibility, with no recognition or advancement.

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More staff to show off the great stuff we have.

Think about what we need instead of following silly trends like -- useless roaming, carts, no desks.

Change how we get board members. Those people are here for a reason, and it ain't cause they care about libraries. They should also learn to be careful what they say "out there." It gets back.

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More support from local government.

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Not having an awful director and senior staff that does nothing to listen to the people who actually know what patrons want and need out of this library. Also listening to the public. obviously there are things they don't want and are willing to work with us on, and senior staff acts like it's the end of the world and that there are no other options for some of their terrible decisions. Also, having senior staff take a class on public relations and press conferences. Instead of making fools of all of us, learning how to talk to the public and not run away like a child.

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Offer healthcare to part-time employees, or only hire full-time employees so that they can have healthcare through the workplace. Give an option for someone to work 20/ 24 hours at one location permanent but be a floater for the other 20 hours to make a full-time position, or work 20 hours at one location and 20 at another. Free parking at the downtown library for staff and patrons. Do not implement the desk-less idea, this takes away safety and security for staff and patrons. It also causes confusion for patrons, everyone has grown up knowing that if they needed assistance at a library to go to the desk, regardless if they see someone walking around. I don't think it's a good idea, and if the senior management staff think otherwise, they should stand at an entrance for a day and see what happens, or rove around the public areas.

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Open and honest communication from Senior Leadership. The way the entire north building fiasco was communicated reflects poorly on an organization that in theory is in the "information business". This organization is incredibly top heavy. Perhaps some financial resources should be shifted out of an administration that I frankly have no idea what they do and rerouted to the

front line staff that actually serve the public. It is the front line staff that makes this organization shine in the eyes of the public. The quality of our work groups is a testament to the fact that this organization is as strong as it is despite multiple inept administrations which allowed us to get into a fiscal pit that has caused us to have to consider selling a building which is only 20 years old.

A healthy dose of transparency and open communication with both staff and the public would be good. I cannot stress enough how much how poorly the whole north building situation has been one gigantic multifaceted failure.

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Pay your lowest paid people better than poverty wages.

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PTO/sick leave for student shelvers. Student shelvers are equally, if not more busy, than part time shelvers; they have classes, tests, public transit and papers and presentations. Exposure to hundreds of people a day makes it likely for sickness and accidents to happen. Many are living away from their families and would like the ability to reach family with PTO. student shelvers can still get sick, have accidents, and go on vacations over holiday breaks and summer. It is stressful and un-library-like to not allow for some kind of buffer to ensure that student shelvers are covered for sick days and vacations. Even if it is a couple of hours after several months, this would help more than you think. I only get sick maybe once or twice a year but it is still 40 dollars gone for rent and bills. This can add up if you are really strapped during the school year.

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Respecting fellow employees no matter where they are on the seniority list.

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Senior administration has to stop changing their minds about policy every 6 months based on which way the wind is blowing - it is impossible to train staff when there is no consistency. Lip service is paid to open communication, but the library is still run by fear and intimidation.

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Senior leadership is very reactive, decisions are often made based on complaints from an anonymous forum. However, some of those complaints, that go against decisions that the director has made are often never responded to, and indeed, seem to ensure that she digs even deeper into a bad idea. The board is very hands off, I doubt they even realize how their decisions impact the library, they seem to rubber-stamp everything the director puts before them, with what appears to be zero debate as to the merit of an idea. Communication is still a problem, especially communication to the director, too many people are afraid of her wrath to ask her to consider even the simplest ideas. A communication specialist was hired, however no one has the slightest idea what she does, as nothing seems to have changed for the better since the last engagement survey. I believe this organization will never truly be a top workplace until change is made at the top, after being director for nearly two decades perhaps it is time to

step aside and let someone else bring in some fresh ideas. Finally, pay is still low compared to other libraries in the state, with a huge gap between those at the top and those at the bottom.

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Senior leadership needs to respect the opinions of the staff, trust the experience of the staff, and work to make the staff feel safe and comfortable in their work environment. Senior leadership needs to take the same attitude of positive productivity that they demand from staff. Staff should feel supported enough by senior leadership to communicate the standards of library behavior to customers. A top workplace actively combats hostile work environments in any form, especially sexual harassment. It needs to move from lip service to action.

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Senior staff and administration to actually see and do the job of the lower level people

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Senior staff members working shifts at various locations to reconnect with day-today services. A further consideration of the effectiveness of mobile mobiles- as in not relying and following trends of other library systems. Not all that is new is good. Desks are a pillar of libraries, surely staffed stations where patrons know to go for service. Encouraging on-desk projects to be done when not serving public. Encouraging roving and active engagement without taking away chairs- staff need to sit down periodically to conserve energy and comfort. Increased dialog between Senior Leaders and staff and public- Senior staff members admit they are wrong and not dismiss comments on Staff Association. Apologizes go further than "Your comment has been noted."

Re-evaluating the 'greeters' at Main entrances. Most staff members describe discomfort- please allow them position themselves behind the desk as security had done before. This would not eliminate their presence but rather increase a feeling of safety and access to materials such as bus schedules and maps, highly utilized resources. If senior leadership were to spend even one hour at the entrances they would understand this is not an unreasonable request. Between women staff members being leered at and hollered, this barrier is the absolute least we can do to add a sense of security while still fulfilling the basic function intended by their presence.

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Speaking with other employees, there seems to be lack of trust between staff and administration. This has been going on for well over a decade, and waxes and wanes with major events (threats of branch closures, ML21, North Building uncertainty). Administration makes efforts to improve this relationship, already; however, some staff still feel as though administration works in isolation from the realities of working with the public. Input from staff seems to be heard, but disregarded. Lastly, this seems to be an age-old issue with businesses and organizations, in general. It's not really a library-specific issue. I already feel like administration is working to remedy this feeling, so I don't really have a recommendation for improvement.

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The ability for staff to give input into changes and processes that affect them, and to feel that that input is both welcomed and heeded.

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The avenue for non-professional staff to become professional staff is narrow and overcrowded. It requires considerable time and financial investment without any guarantee of advancement once done. Additionally, the opportunities for non-professional staff to advance from part-time to full-time, or from one position to another, are so scarce as to seem virtually nonexistent. Full time non-professional jobs tend to be hoarded by "lifers" counting down the clock to retirement, leaving the staff behind them to stagnate and constantly turn over. To be top workplace, there would need to be some non-token structure to allow for the advancement non-professional staff.

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The library has a very real, very serious problem with sexual harassment from patrons that is in dire need of addressing. Staff feel threatened or unsafe, largely due in part to the deskless model, which enables patrons to physically invade staff members, making lewd comments and gestures, and sometimes even touching them inappropriately or without their consent. Managers need to be trained in what is and is not a helpful and appropriate response to these issues (telling people to change their appearance or not be so pleasant, or mentioning that "[patrons] don't do that to me" are examples of unhelpful and inappropriate responses that have been offered as a response), and staff need to be assured that they will not have to see the same patron who harasses them every time they come into contact every day because the library does not deem it necessary to take action. This is one of the primary things standing in the way of the library organization being a great workplace, as no workplace that implements and stands by policies which turn its employees into victims can truly be considered a "top workplace."

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There are a lot of safety concerns, especially at the main location. There aren't enough security to handle situations as they arise. The front door greeters are in a dangerous position with the people who don't respect personal space. They should be able to stand behind the desk and have a computer there in order to assist people. The iPads are slow and don't allow whomever is working there quick access to information.

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There is a chasm between staff and senior leadership that could be bridged by active listening but instead seems to be growing wider due to the SL's choice to provide gestures instead of genuine change, or even demonstrated openness to a real conversation that includes voices in the room that are not just their own. Change initiatives that have a very real impact on our work often seem to be made according to statistics or trends rather than the actual, reported reality of what it's like to work here on a daily basis. The senior leadership's priorities seem to be to take care of themselves first, and to retroactively respond to the raised voices of concerned public/staff when pressured to do so by negative publicity. I have no concerns or worries about my immediate workgroup, my manager, or staff members of other departments: communication does not seem to be an issue on these levels of the organization. However, communication

seems to be broken between the senior leadership and everybody who is not SL. I truly love and have loyalty for this organization, due to the community I feel with the public and staff of this library system. While there are "little" things I could list that hold this organization back from being a top workplace (for example, the discrepancy of the size of the raises awarded to the director over the past five years and the fact that a system-wide review of staff raises was only considered when SL was criticized publicly for this discrepancy), almost every single one of them stems back to a common root: the attitudes and values demonstrated by senior leadership.

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There is a culture of fear, there is no easy way to say this. As I'm typing this, I really hope that the survey is confidential because as I said in question 1, I really love my job. Changes are made with no initial employee or community engagement and we are seeing the backlash. Customers who do not like the mobile service are not going to comment on the website, it is not a user friendly mode for most of our patrons. Community /staff engagement or support for a bond issue to make changes and improvements to our facilities was not implemented in advance of those decisions. Staff and patron safety is an issue as reports are written and overruled/withdrawn and staff does not feel safe in some locations.

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This is a great place to work. The biggest place for improvement would be the communication between senior leadership and staff. It feels as if we are being told, never asked.

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This organization is the best job I have had, so I love coming to work. The only thing I would change is how many people get scheduled for certain days. Shelves come in for their scheduled shifts, but have hardly any tasks to complete while we're fully staffed. Being fully staffed can be very nice, but having three different shelves on the same task on the same day might be too much. Toward the end of the week, there are very few tasks left for weekend shelves.

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This organization needs a major overhaul in upper management. It is a systemic problem that we have. My manager is fantastic but, once you go further up the chain of command it is a sad state. The very people who are preaching to us about customer service have serious communication issues. In management academy it was stressed to avoid the boss style leadership. That is all this organization is Boss style. Do this or else! Go find somewhere else to work! We are treated like 16 year old kids who are trying to get out of work. When in fact we are grown adults who want to do a great job, and take pride in our work.

I don't know how the senior leadership team managed to make things worse after the last survey but, they did. It's worse now because they are actually aware of how they make us feel and could give a toss.

I say to the senior leadership team why don't you shape up and find another place to work because, you are the problem not us.

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This organization still has a LONG way to go to achieve its supposed aim to become a "top workplace."

The Security staff is completely undermined in any attempts to keep employees and ACTUAL Patrons safe. The atmosphere at the Main Library is one of "anything goes" and there are no repercussions for our repeat, disruptive, disrespectful, and aggressive visitors, who clearly do not use the library for its intended positive purposes. The Security staff are obviously in a "damned if they do, damned if they don't," position. I do not know of any employee or visitor who feels safe or comfortable in the continuing climate of over-tolerance of terrible behavior. The excuse of being a public building doesn't fly. Other public libraries, such as Columbus, Chicago, or San Francisco, have practices and rules in place that are ENFORCED without consequences to their Security teams. Example Columbus just enacted a limit of the number and size of bags visitors may bring in, to prevent the practice of "Camping out" in their libraries. San Francisco, among many other libraries are having social workers on site to address the needs of indigent visitors. We desperately need to change the CLIMATE of our library system that allows the dregs of society to come in, openly deal drugs, have sex in our bathrooms, drink anywhere, eat anywhere just generally trash and disrespect our space. The Administration's continual attitude of contempt and indifference toward staff and patrons who want to use the library for its real purpose without abuse and safety concerns UNDERMINES our mission. We are alienating the very people we need to serve and quite frankly, we need to support us in the future financially, be it levies, or what have you. Support and listen to your staff on the front lines. Stop trying to under report incidents and pretend problems don't exist. Attack them head on. Show other libraries, "Yes, we had a problem; here's how we addressed it." You want to be a top workplace? STEP UP and act like one. Stop with the pursuit of "Tallest Midget" trophies and awards.

The administration dictates the attitude and that's all you need to know about where PLCH continues to stand: in negativity, suspicion, and close-mindedness. WE can do better.

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This work is increasingly more like social work, as we are helping a population with high poverty, substance abuse, and food insecurity issues, among others. This work can be intensely emotionally and mentally exhausting. I feel that Senior Leadership does not recognize the burden this places on our staff and the burnout it can cause. There have been some efforts in offering trainings on working with patrons facing extreme challenges, on managing our own stress and change, etc, but this isn't enough support.

Also, the lack of diversity represented in Senior Leadership and in management/ leadership positions is embarrassing and detrimental to the Library's future sustainability. The Library needs to do a better job recruiting and developing diverse staff members that better represent the increasingly diverse populations we serve.

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This would be a top workplace if the professionals were given more latitude to develop programs quickly and to experiment with services at a community level. It would also help if branches were permitted to tailor their services to their communities instead of striving for standards that are the same regardless of patron base. Rather than create services through

committees, it would be better for staff to develop interest-based projects and create teams on the fly that could iterate and experiment with new services.

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To listen to employee input and actually use it.

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To make the organization a top work place there MUST be a change in culture from the top down. The organization is successful not because of, but frequently in spite of, the decisions of senior leadership. There is extreme fear from mid-level managers about speaking openly in meetings where senior leadership is present. Even many of our brightest and smartest members of the senior leadership team cower in fear and are afraid to speak up to the director. We have amazing programs like Tomorrow's Manager and Management Academy that teach quality information to our leaders, but our director fails to model most of these behaviors. If there is any disagreement or questioning of decisions, the individual is often talked down to or made to appear "uninformed" even if they are "uninformed" simply because senior leadership did not communicate. Senior leadership continues to mishandle situations "allowing the media to get ahold of the North Building story before proactively releasing the information is a classic example of the arrogance of some senior leaders. The vibe amongst front line staff is that the top tier of senior leadership not only can't be trusted, but that they operate through a combination of fear and arrogance that simply can't be questioned.

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Transparency.

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When wanting change listen the people that have to implement the change. They will know what works and what wouldn't. Get away from the do as I say and allow staff to have some input as to how they will perform these new changes.

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Without doubt, the morale of the staff needs to improve and the adversarial relationship between front line staff and Administration needs to end. Staff are not informed or even asked for input on decisions that directly affect the way they do their job. Administration seem obsessed with statistic success while ignoring the staff's needs and value. They are perceived as caring more for the patrons than for the staff. The recent pay increase was certainly welcome, but that was long overdue for many. Staffing levels need to be fiscally responsible, but also should be appropriate for Administration's expectations of what staff should be doing. As staffing levels decrease or positions remain unfulfilled, it is not reasonable for Administration and Managers to expect the same work to be done at the same quality, let alone adding more responsibilities and services for staff. There is a general feeling that Administration is simply unaware of what front line staff do on a daily basis. The Executive Director is viewed by many as a paranoid and vengeful leader who does not tolerate opposing viewpoints and who insists on having the final say on every decision affecting the library no matter how great or small, thus delaying greatly the decision-making process and negating the thoughts and talents of the

people below her. With this kind of leader, the work environment is notably fearful and tense as staff do not know what will be sprung on them next. The Board of Trustees seems to be simply a rubberstamp for whatever the Administration puts before them. Their lack of connection is evidenced by providing the Executive Director with yearly salary increases that are far above those of staff and during times when staff don't receive any increase in pay. The issue of the North Building is a prime example of how out of touch the Board and the Administration can be. When staff were informed, there was immediate understanding that this would not go over well with the public, and the Administration seemed completely unprepared for the ensuing negative reaction. That is partly due to their efforts to keep their proceedings out of the public eye by not publicizing their ideas. We all continue to do our jobs in nervous expectation of what will come next. That is not the atmosphere of a top workplace.

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yes

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**Not Specified**

**What do you appreciate most about working at this organization?**

1. The level of flexibility in our schedule.
2. The team spirit throughout the library and the positive work environment of my branch.
3. The ability to work independently and exercise lifelong learning.

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Being able to help others, and also, the work/life balance.

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Everything at the branch level is awesome!!

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Heat/air building, great co-workers, fair manager. The attempt to offer us good benefits. The attempt in trying to maintain older information/technology and integrating new.

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I am proud to work for an institution that fulfills a critical role in our local community.

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I appreciate being able to help people and grow relationships in the community. I am also very thankful for my work team; they are wonderful at what they do.

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I appreciate being part of a public institution that believes in providing free access to all of the people of the community to materials, resources and services. It's an awesome responsibility to continue that legacy that the vast majority of the staff tries to achieve every day. From a smile for everyone who comes through the door to working behind the scenes to make sure all that we have to offer is available to the public, it's a responsibility to make sure that the public library lives on for future generations.

I love my current manager who always listens and offers good advice. My co-workers are fun to be around and believe in the library just as much as I do. Sick time and PTO is very helpful in maintaining work / life balance. The new services that we offer to our patrons - hot authors, new DVDs, etc., are even better when we as workers can also take advantage of these services.

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I appreciate how my manager and supervisor take an interest in my personal life as well as my work life, and try to make my schedule as manageable as possible.  
Also, knowing that my hard work does not go unseen motivates me to work harder.  
The community here is incredibly encouraging as well.

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I appreciate my coworkers and how everyone really seems to take of each other and do their best to help each other out. I feel like they're there for me when I'm struggling either with a work task or a personal issue. It's great to have that support system and to feel like everyone is working toward the same goal. I also appreciate how dedicated my coworkers are to taking care of our customers. The work we do for the community is very important as far as the services we provide and it always feels good to make someone's day easier.

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I appreciate my manager and her support of our team. I work with a great team of people.

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I appreciate that I can occasionally use my knowledge to genuinely help others.

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I appreciate that I get to be employed to make a difference in both the community and in individual's lives.

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I appreciate that this is a place where people are happy to be at work. I appreciate that this is a job that we can make an immediate difference in someone's life. The library is a safe haven for a lot of people, and I appreciate that I can be a part of helping every customer that comes in for our help.

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I appreciate the ability to get time off when needed. I have rarely (if ever) been denied a PTO request and have consistently worked with people who are willing to accommodate my schedule when the need arises. I appreciate the flexibility of scheduling, and the people who are creating the schedule have always done their best to make changes even at the last minute. I appreciate my paycheck.

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I appreciate the benefits and the mission statement of this organization.

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I appreciate the feeling like we are doing something good in the community. My coworkers and boss are all great, and I love working with them. I also appreciate the willingness of my managers to help me out with any issues I have, being scheduling or something else.

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I appreciate the patron focus of our work and initiatives. As an organization, we continually strive to provide new and better services to our community. This emphasis on services means that we are continually challenged to grow, learn new skills and have the chance to impact lives through career services, literacy and technology training.  
I enjoy the sense of purpose and mission many of my fellow staff members feel. This is not a job merely done to get a paycheck. (though paychecks are very important)

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I appreciate the people I work with, and feel of organization.

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I appreciate the people in my workgroup. They are dedicated, hardworking, and innovative.

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I appreciate the pto which allows you to have a good work/life balance. My co-workers are great to work with.

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I appreciate the understanding of my supervisor that she knows we have to balance our work and personal lives. I also appreciate the work environment because all my coworkers are friendly and welcoming.

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I appreciate what libraries stand for; information, good books, helping people. I don't always agree with the way things are run, but I believe in libraries as in institution and I am proud to work for one.

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I appreciate working for an organization which has the ability to assist the underserved and forgotten members of the community.

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I enjoy my direct coworkers,

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I enjoy my fellow workers and working with the public. This job has many facets and is always a different experience day to day.

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I enjoy working with this organization, as someone who appreciate what a Public library stands for. In addition, the knowledge that I gained over the years, for working here, is more than enough to respect The Public library of Cincinnati and Hamilton County. The opportunities that are available and how patrons, who use the services are completely happy and even sometimes overwhelmed by what we offer. To be able to come in apply for a job, pay bills, and print from computers for free is awesome. Services, that are sometime taken for granted by some but for

some who really appreciate our services. For families whom are unable to pay for internet services, I appreciate what we offer for free. For young children that find our programs , enjoyable and amazing . For the seniors that still read and love the touch of books. This is why I appreciate working for this organization.

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I feel I am fairly paid, we have great benefits and retirement. I value that there are branches in communities all over the county and we offer resources that everyone can use, regardless of their sex, creed or economic status.

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I feel like I'm playing a positive part in the community. I feel challenged...I never go home saying to myself, "Welp...I got everything done I needed to. What am I going to do tomorrow?" My current department is filled with team players who want to be game changers for the community and the library itself.

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I have an outstanding manager who cares. My manager is supportive and does not hold things over our heads. We are a team who can work together and back each other up when needed. I truly believe what we do is important and makes a difference for people and the community.

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I learn something everyday, whether from patrons or coworkers, and it fosters my curiosity. I am continually exposed to the rich resources we provide library users.

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I love being a librarian/public servant, getting paid to help people!  
Working at a public library allows me to support education, job searching, community needs etc. My colleagues are among the most talented, intelligent and caring people.  
I'm proud to work for one of the busiest library systems in the country.  
I appreciate the generous PTO and Sick Time benefits.

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I love the people I work with and the responsibilities I have.

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I most appreciate the openness and respect to diversity in the workplace.

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I really love the branch where I work. My manager is very organized and coordinates the workplace well. My manager is approachable on any subject and does the right thing in every situation. The staff I work with are team oriented and we all work together to accomplish goals throughout the day.

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I truly appreciate how nice all of the employees are. They are always ready to assist patrons and they make working here a great experience.

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I'm proud to work in an organization that serves the public.

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It gives me the opportunity to use my unique abilities and skills working with the after school program as Home Work Helper. I also get the opportunity to learn about the many resources that the Library offers that I can use personally. I get to pay into OPERS towards my retirement.

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Lately, not much. PLCH was an integral part of my upbringing and personal growth. Through this library I was able to facilitate an ever increasing need to learn. I was able to surround myself with books on all matter of subjects. Most importantly, I was able to learn the meaning of community, Here at the library all manner of people come in to access its resources, to find support, to have a safe, encouraging space in which to hide from the outside world. This place was heaven to me as a child, and as an adult, to work here was an organic part of my growth. Sadly, today, there is little I can do but rage against this organization. What once to me represented higher learning, and tolerance, and love, now represents bureaucracy, sexism, classism, racism, and transphobia. From the way we treat our customers, to how the higher ups have deemed it appropriate to treat it employees. Those who run this organization do not have the interests of their employees or patrons at heart to say the least. The women who work in this library have to deal with all manner of harassment and assault from aggressive hyper masculine "patrons," and are then told to work up a smile. Customer service at the public library apparently means proffering all sense of personal pride and safety across the protective border of an iPad, giving those who would have them harmed and publicly ridiculed all the power. The Powers That Be are also racist and classist, attempting to turn the library into a cold unfeeling Apple store where there will run rampant a stigma against those struggling with homelessness and mental illness. A daily sort of example, kicking out the sleeping homeless black man long before addressing the imposing white man stalking and saying hyper sexualized things to female employees on the floor. It's troubling that an establishment that runs literally for the public's benefit seems to have trouble comprehending basic ideas of respect and loyalty. Then of course there's the issue of the North building. The idea of putting CLC in the atrium next to Pop is one of the most moronic ideas I have ever head. Let's just put the Children's Learning Center right smack dab in the middle of the library where the chance to keep them monitored and safe from predators will be greatly reduced. However, if this is a means of making the library a less friendly place for lower income families with small children, then yes, put the toddlers next to the sex offenders, who you will then NOT ban from the library no matter how much the women of your staff may speak out. Similar logic will also turn Teenspot from a safe place for underprivileged young adults seeking a healthy, educational atmosphere, into merely a cramped section of the atrium. These are the departments, and the people that will suffer when we lose the North building. Now what are these vintage looking wooden blocks? Desks, you say? Seems tacky. Also seems like it'll make it far too easy for patrons to a) locate a librarian and b) create a welcoming atmosphere, and that is the opposite of the desired effect. But we

must remember, none of these decisions are made for the library's benefit. PLCH is being used as a piggy bank, out of which, when hit enough times by blunt objects, will come money and articles in library journals, citing the Powers That Be. And those that that piggy bank belonged to, will be the ones who feel the hurt.

This isn't the most eloquent piece of writing. It has uneven pacing and tone, and seems to get distracted by different topics. This is because the writer is in love with this library. This is a place that they love so, so much, that the fact that it is being so effectively run into the ground hurts the writer to their core, and it makes them so angry, words spill out of every orifice, rage from every finger on the keyboard. So forgive me for that, but if you're going to use the place for your own personal gain, at least read to the end.

Remember that time we had that historic library for the blind, and then the collection got sold? Weird.

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Managers treat their department staff as people, not just employees. It is easy to make personal connections with managers and coworkers, which makes working at the library much more enjoyable.

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My coworkers and my manager are what I appreciate most about working at this organization. My manager has made a real effort to make sure new hires are a good fit for our location and does not micro manage. This makes the work environment wonderful. I also appreciate the wonderful services the library provides to our patrons. The library sees a need, such as curbside service, and tries to make it happen. I do feel like the organization is making an effort to be a better workplace and I do appreciate that.

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opportunity to attend conferences

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PTO and Sick Time Benefits. My immediate co-workers.

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Serving the public. What services we provide are irreplaceable.

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Some of my coworkers

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The benefits are a definite perk for this job. Other than that I am pretty neutral.

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The daily opportunities for learning and growing in a role of civil service.

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The difference we make in people's lives everyday.

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The general staff is mostly very dedicated to helping others and advancing literacy.

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The health insurance coverage. Flexible scheduling. A casual dress code.

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The library has a huge role in supporting the community. We help support those most in need with services like summer lunches and after school snacks, faxing to HCJFS, and My Librarian appointments to help people apply for jobs or set up email accounts. We also provide a great selection of materials in as many formats as possible so that everyone has access. I've met amazing people in my time at the library, and I've grown as a person as a result.

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The Library is exceptionally good at letting their staff maintain an excellent work/life balance. I think many on our staff do not know what benefits are like in corporate or even other nonprofit agencies. Our low rate of pay (compared to the corporate world) is offset by our excellent PTO and sick leave benefits. I also believe in our organization's mission and dedication to the public, although this same dedication to the public can sometimes be detrimental to staff. For example, we strive to make sure our patrons have mostly unrestricted access to our buildings, resources and staff. This can be difficult when incidents arise between staff and customers that can seem insignificant to administration but can be seriously detrimental to staff attitudes and morale. The harassment of female staff is one concern that is shared among many who work in this organization, but is not perceived as being important to those who write our policies. Many times, it takes multiple incidents for a customer to have their library privileges suspended. All the while, the staff member is forced to put up with these demoralizing and upsetting occurrences.

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The patrons' appreciation for what we do. And feeling like all of us working at the library are one big family, helping each other out.

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the people

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The people I work with are always understanding about any situation that may come up. I was in a car accident on my way to my first day of work earlier this year and my co-workers, despite not knowing me at all, were completely understanding and were all worried when I showed up for work about my condition. They genuinely wanted to make sure I was okay, and that has stuck my whole time working here.

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The people I work with.

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The people, both staff and the public we serve. The benefits are good but I feel our pay is still below the standards of other systems. If we are in the top 10 library systems in the United States then our salaries should reflect this.

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The real and positive impact we make on the communities that we serve.

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The resources and services we provide people with. I feel like what we do at the library is important and necessary.

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The staff is very friendly.

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The staff, environment, and atmosphere.

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The team work and friendly work environment

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The work relationships developed with colleagues over time

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The work that is being done for the community.

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There are a lot of good people who work here, and most of us genuinely want to be a positive force in our community. I also am very very grateful for our PTO. I love connecting people to resources they want. The research aspects and MakerSpace resources are of course very important, but the thrill of a good book, movie, or program is a huge quality of life enhancer. I love having a positive impact of people's lives even if it is typically a rather simple impact. Our human resources department has really grown under Andrea Kauffman, and I hope her priorities continue with the new manager. HR is now approachable and helpful and I have a lot of faith in their abilities and respect for their work. I also have great respect for my manager, and have total faith in her.

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Those who are in the thunderdome daily.

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We do good work for the local community and beyond, meeting the needs we can, not just information needs. We hold amazing resources that are prohibitively rare or expensive for most people, from rare art material to esoteric journals.

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### **What would make this organization a top workplace?**

- Allowing staff members to wear jeans at work on a regular basis.
  - Giving staff members more holiday time so that they can spend the holidays with their families.
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1. Make this a better ergonomic workplace. For example, when you need to replace a bin, there is no safe way to pull a full bin off the small shelf it sits on without putting a lot of pressure on your wrists and then you have to either drag or kick the bin across the room which puts pressure on your back. Also, picking up the items in the book drop is very awkward. You either have to crawl around on the floor to pick them up from where they've landed from the chute or bend over to collect them from the floor. Either way it is an effort to keep your back and knees safe.

2. Eliminate the requirement to log in and out for lunch on the new system. It is hard to "punch" on the exact minute to clock a 30 minute lunch because the time clock is sometimes off by a minute so it has become necessary to cut my lunch short by a few minutes to go stand by the time clock and wait for the exact minute to punch back in. Also, if the punch is one minute late for lunch, Paycor will show you as being short 15 minutes for the day and then that has to be corrected. Punching in and out for the day is fine but please consider eliminating the lunchtime punches.

3. Reduce the number of Adult bestsellers ordered and increase number of classics like Agatha Christie, Jane Austen, etc. Patrons are often frustrated by the number of James Patterson novels on the shelf, for example, but cannot find a single Agatha Christie. Similarly, reduce the number of Hot Ticket movies ordered and increase the number of smaller grossing, independent movies and use the resources saved from the Hot Ticket dvds to purchase additional "classic" popular films to replace those that have been damaged or never returned. Again, patrons comment on the large number of Hot Ticket movies that they've already seen at the theater but can't find a copy of "Back to the Future" etc. I spend a lot of time listening to customer complaints regarding this subject which is stressful.

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1. Better pay!!
2. Seriously look into the Senior leadership especially the Director.
3. Hire people that are actually qualified for their job.
4. Fair review process.

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1. Transparency in regards to communication between departments and standardization of procedures throughout branches.
  2. A salary increase for full time positions to match the livable wage of Cincinnati, which is \$15. The library experiences a large turnaround of employees and ought to encourage long-term (well-performing) employees with higher yearly raises.
  3. Accepting Master's degrees related to technology and education in addition to library science for exempt positions.

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#### A complete overhaul of Senior Leadership!

The continued lack of transparency in decisions and the abysmal communication and implementation of initiatives with staff was a great concern in the last Employee Engagement Survey, and I see no progress. The issues with the North Building of the Main Library, and the way this has been presented to staff has been another example of the failures of Senior Leadership. It has been anything but transparent, staff feel like they have no input, and even obvious things like timelines have been hard to come by for staff.

Similarly, the way SLT handled their compensation, then were caught off-guard that this would rankle staff, was another example. Leadership took care of themselves, and only after staff complained about its compensation was the issue addressed. Good leadership would have predicted this reaction and done something along the line of making a statement along the lines of "We noticed that the director was not compensated at the level of her peers at other Ohio libraries. We will evaluate our employee compensation across all positions and pay grades to ensure that all staff are being compensated similarly to library workers at our peer institutions." Something simple like that would have shown some concern for staff and have reduced the horrible optics of a director who cares about a pay raise for herself, but not fairly compensating any other staff. While the staff raises 6 months later are nice, the clumsy handling of the issue greatly reduced the good will 5% raises should engender.

Another example of poor leadership is the behavior of the library board through the North Building issues. Board member should be the biggest library advocates, but some of the members (or thankfully former members at this point) were quoted spewing the tired tropes of "everything is available online anyway." That is patently false, and shows incredible ignorance in the people who should be promoting the library strongly.

I have no hope that I will ever this place be a top workplace with the current leadership.

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A top workplace includes the following: open & honest communication, positive values, relaxed & productive atmosphere, commitment to excellence, cooperation, support, compassion, respect and positive reinforcement. I'm an eternal optimist and had high expectations after the last staff engagement survey came out that Senior Leadership Team (SLT) would be first embarrassed by the comments and then demonstrate some true leadership by facing the facts. What we got instead was the saddest display of finger pointing by the SLT. I wish that we would be further along in the process to becoming a top workplace; but sadly, we have moved in the

OPPOSITE direction. Iâ€™d like for our SLT to embrace all the values; but letâ€™s at least start with the top three.

1. Communication â€™ Instead of the SLT learning from the last survey and looking inward they decided that we should hire additional upper administrative employees to help them with their lack of communication. They issued an â€™Open Doorâ€™ policy that then went on to reiterate that you should take issues up the chain of command. The chain of command is where concerns and good ideas go to die.

Employees want the SLT to communicate when things are good and where improvement is needed. What we get instead is an annual sit down with the director where no one is to ask any real questions. We get a meeting where she mentions other employees by name with despairing comments and one is left to wonder, â€™Will she talk about me or my branch/department with another branch/department on her next sit down?â€™

The problem with communication, according to the Executive Director at the time of the last survey, was that we have so many employees â€™ one has to wonder if she even read the results. A real leader takes the blame and doesnâ€™t look for scapegoats; plus, a real leader shares the good fortune with everyone. Just read her board reports and compare them with other library directors to understand the problem. After reading or listening to her report, you would think she is the only employee working at PLCH.

Communication should flow in many directions - not just top down. Start by really listening to your employees in front line staff positions. The public debacles that have taken place this past year (North Building, Board meetings and even banning a person for 1st Amendment rights) are sad examples of how the library leadership thinks they can treat the public just like they treat the staff. Pick up a few books on leadership and read them!!!

2. Positive Values â€™ The SLT needs to reread the Values posted online. It appears that the only real value we have is â€™Thou shall not upset the director â€™ real or imagined.â€™ Another â€™valueâ€™ being touted is 1 square foot of library space per resident which works for the Main Library - but move a few square feet away from Main; and that idea doesnâ€™t mean anything for communities like Elmwood Place or Mt. Healthy who need additional library space. The institution of free Public Libraries is further reduced to â€™transactions / square feet.â€™ Yes, the Public Library Fund (PLF) has been reduced; and other library systems have educated their communities about the value of local funding. Here is where our current SLT is extremely incompetent because they have failed to communicate with the community about current and future funding needs.

3. Trust â€™ I am at a loss when it comes to this issue and how the SLT can improve without a complete change in leadership. One thing that is positive is this Staff Engagement Survey. After the results of the last one and the total lack of SLT improvement, I was shocked they would use the same survey as before so kudos to the second try. Please read every comment and find areas for improvement, which will go towards the first step in a long journey of building trust. SLT â€™ please remember that your employees enjoy working here despite some of the things you do. We believe that Public Libraries are a force for good in our communities. Just demonstrate that you value your employees. SLT â€™ you need to remember that your employees are also your customers.

Last time, I wrote my comment for this section and I thought my honestly blunt comment would stand out from the others. After reading the comments from last time, I was surprised my comment paled in comparison; but I wasnâ€™t alone. It made me feel better for a brief moment

until I realized I WASNâ€™T ALONE and that so many others had the same sad comments. Maybe this time around, Iâ€™ll be in the minority expressing that SLT has moved in the wrong direction â€“ like I said before, Iâ€™m an eternal optimist.

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A workplace environment that values transparency, empathy, and clear communication.

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Appoint Directors and board members who know how a library works. Hire people who give a damn about the underprivileged. People who understand the importance of being a source of free knowledge in a vast and diverse community. People who know the value of our resources and programs, who actually want people to use the library, and above all, people who will RESPECT and who will INFORM the employees in the frontlines of public service of decisions that will make or (more likely) break the system that they are getting paid far less to hold far dearer to their hearts.

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As always, increased funding would be appreciated for additional updated furniture and computers.

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As of right now, I can't think of anything that we could do to improve the workplace - everything seems to be going just great.

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As with the last survey, this is traceable and there is retaliation in this library so staff fear writing the truth or anything.

Top of the line technology for patrons and staff. Stop giving staff out-of-date computers and programs.

Greg Edwards as the Director. It's a shame that there will be no big positive changes now that he is leaving.

Control the heating and air in the two downtown buildings. Close the strip mall branches. There are branches within miles from them. Anything we have to rent must go!

Get back to zero tolerance. Staff should not have to take abusive language or have to deal with out-of-control patrons. Stricter penalties for not following out Standard of Behavior policy AND management backing their employees for following the library's policies. Stop giving in to the loudest criers!

Hire real managers, just because you got through a MLS program does not mean you are a good manager. And we would like great managers.

Have everyone clock in. The same higher paid staff are still not working a 40 hour a week position.

Parking for downtown would make this a top workplace. Staff should not have to pay to park their car at work. Their should be a voucher system that you turn in your ticket they stamp it and you get your parking for free. It is a pain to have a meeting downtown and that is assuming you can find a parking place.

Paying staff accordingly every year not just when the Director gets a huge raise and then looks into the rest of the staff - Where is our back pay?

A safe clean environment. Custodial has been at its worst! The staff does not speak English so they don't understand what you are telling them is wrong. There is no loyalty from a subcontractor. The vents have not been cleaned in years. You can see black stuff on all of them whether they are on ceilings or low wall vents. Carpets are disgusting! Please clean so we breath clean air.

Be fair to all staff! There are policies and procedures in place that 1/2 the upper management do not follow. Management should walk the talk and be an example for staff.

Inform us of all changes. It is embarrassing when the word does not get to the part time staff. We should all know the same. Even shelvers are important. Just imagine if they all walked out for a week one day, got fired and then see how long it would take HR to fill those positions.

LMAO

Better PR. The past few years have been horrible. There has been great programs with no advertisement and then no one comes. No posters, flyers, newspapers contacted.. what happened? We need to advertise all our programs and we all need to know of what is coming so we can push them.

The Downtown Library is not a homeless shelter. Yes, they can be there but don't allow them to discourage our regular patrons by hanging by the front entrance using fowl language, smoking, and buying/selling drugs. This is an everyday occurrence and something must be done.

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Being consistent in implementing rules and procedures.

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Being given the proper tools to do the job. In our quest to stay relevant, we have decided to enter a fantasy world of theory and jargon, where the public desk is a barrier to service, and patrons are impressed by shiny tablets. Instead of focusing on our strengths, we have created confusing, unfocused spaces and "service points" where there isn't anywhere to set down a book or ask for help. I want to work for an organization that recognizes it's own mistakes and works to rectify them.

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Better communication between senior representatives and employees. The new plans for the Main library's North building, in particular, seems to have been a blow to many. The general consensus among employees is dissatisfaction with their involvement in this plan and lack of communication with them.

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Better communication from administration and including front line staff in decision making processes. So many decisions have been made over the past year without staff knowledge or input. We are tired of being kept in the dark!!! When there is a serious lack of communication like we are currently experiencing, rumors and speculation fly. This only adds to staff discontent. If admin doesn't have an answer to something, they could at least communicate WHY they currently have no answer. Administration is the source of our organization's problems.

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Better income stability - both for the organization and for its employees.

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Better organization, and ability to get what you need when you need it.

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Better pay; starting wages are competitive, but after that you get no meaningful increase (maybe \$.20 a year if you're lucky) so you quickly feel like you are not advancing. Plus, with no cost of living adjustment as the years go by the money feels worth less and less as life becomes more expensive. Better unattended child policy, not just for at closing when kids are left and staff has to stay, but also for during open hours, rules about children being alone at a branch for 8hrs+. I still feel like administration is very out of touch with reality.

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Better support for the managers in terms of providing security and a clean, updated workplace would be helpful.

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Communication.

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fewer steps on the step pyramid.

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I don't know why this organization isn't a top workplace already.. I believe that I am treated fairly and with respect, I have a good work/personal life balance, and there are several outlets to talk about any frustrations or issues that come up. My short time with this organization is the best job I've had.

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I don't really have an opinion on this. Far better minds than I could tell you and I would trust their opinion.

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I know times are changing but I feel the library is trying to implement new service models without complete consideration from staff and patrons to its effectiveness. There are many problems with mobile service and yet it is continually pushed through. More consideration needs to be taken (and not just heard but actually implemented) before drastic changes like this. Better safety measure for staff; I'm sorry to say in our current world climate, we are a soft target. More concern from administration before a staff member or patron gets really hurt would be prudent. More programs to foster reading, I feel we've gotten away from this. Let's get back to basics. What is being done about the unattended children in libraries? This continually occurs and is brought to the attention of Senior leadership, yet nothing seems to be done about this issue.

Stop the hiring freeze on essential positions. For example, floaters. Branches are mostly understaffed to begin with and positions like this really need to be filled not debated. Staff do not trust Senior Leadership because there are constant changes in statements. For example, the sale of the north building; first it was happening, then there was backlash and PLCH told Hamilton county no plans were cemented, and yet the next board email stated the appraisal of the building which implies it's for sale. These back and forth muddled actions create distrust not just with staff but the community.

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I think that having more discussion between senior leadership and workgroups could benefit this organization. There seems to be a disconnect between the two. Or a lack of faith that changes that are promised by senior leadership will come about. I also believe that cleaner and safer workspaces would benefit staff.

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I think that there's somewhat of a lack of understanding of the day to day struggles in some branches, especially as far as staffing goes. Some branches are understaffed or new programs are passed down without being properly adapted for each individual location. I think if the library could find a way to better consider the repercussions on an individual level as well as system-wide--perhaps by consulting with the different locations--that the library as a whole would be a better place to work. Additionally, I work at a smaller location and despite having available PTO time, I feel discouraged from taking much needed time off because of the burden that places on my coworkers and the scheduling.

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I wish the library would be more willing to think outside the box with ideas, but on the flipside I wish they would also own up to things that don't work and be willing to change them. I would like to see the library involve employees of every level when making major decisions or changes when feasible, especially customer service oriented changes. I would like the library to give each location a card with the Kersten and Friends monies on it so we don't have to front the money ourselves. This could easily be done and you can still make people accountable for their spending. I want to see how the library will handle bad weather, understanding that with locations in so many places that there may be a need to close some locations and not all, to me that is good customer service because it shows you care about customer safety (not to mention staff safety).

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I would love to see a social worker on staff. So much of what we do crosses over and it would be wonderful to have someone who could be a community liaison.

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I wouldn't mind making a little bit more money. Someone recently mentioned that a similar sized library nearby is starting employees working our same job around \$3 an hour higher than we start at.

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I'm still livid about mobile reference. It is inconvenient to patrons and staff. I have never heard a positive compliment from a patron regarding it, and I have heard far too many complaints to count. It is ridiculous we keep pushing such a negative service. No one is winning here. We ARE driving away patrons, negatively impacting customer service, and wasting money removing desks and buying those ridiculous carts and tablets. PLEASE STOP ALREADY! Also, the 5.5% raise was great, but I'm still not making what comparable positions make. I also have not recovered from the skyrocketing cost of our benefits that occurred 5 or so years ago. I do think HR is doing all they can with our benefits, and I respect that. Some organizations increase employer contributions the longer an employee has been with the organization. That might be something to consider. I also think the majority of senior leadership respects staff, but I'm not sure our director does. Believe it or not, most of us do want what's best for the library! Marketing has been stifled. We used to do a better job plugging programs. This year we've had huge authors come, and I have not heard about it anywhere other than through emails and our website. It's a shame really. I think our professional staff needs more support to do their jobs by getting out in the community and spreading our footprint. Maybe the floater department should be increased so that this would be possible, and during the onboarding process LSA's should gain an understanding that a librarian has different duties. There is so much negativity, but I think if clear expectations are set then there would be less push back when librarians can't spend as much time on day to day duties. But we are trying to move into the future which means we need to be connecting with the community at every turn and making ourselves a force. I've had two managers in my current position that have both screamed the same need, and it falls on deaf ears. Please listen to these trusted managers and empower them to make necessary changes. Again, we all want what's best for the library and the community and we are dealing with issues everyday we might actually have solutions to some of those issues. One last thing, please take these sexual harassment concerns regarding patrons seriously. It has deeply impacted me, and I know I shook it off easier than many of my co-workers. It is a real issue.

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If senior leadership actually listened to its employees and implemented the changes they say them will implement. Also, if senior leadership was more forthcoming about changes or moves in the organization, and actually asked for employee input instead of just telling us what to do.

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If Senior Leadership would LISTEN more, and provide a platform for employees to not just engage with them but have a say in major changes, etc.

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If the Administration would value the expertise of the employees in their jobs, customer and employee experience within the organization would be dramatically improved.

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If we didn't rush everything and was able to slow down. Work life balance is poor and many supervisors are expected to work through time off. Non-exempt staff are constantly exhausted and often sick. We are grossly understaffed in many locations and people can't take adequate



breaks, even unpaid breaks without being interrupted. We always have some new initiative and no one seems to examine if staffing is adequate. I feel that top level administration does not demonstrate any concern for how taxed staff members really are. Also, if staff could be listened to without fear of reprisal and negative comments, or being blackballed and not being able to be promoted because they express the truth as they know and see it. We need emotionally intelligent leadership.

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Investing in workplace development that is both self-reflexive and progressive.

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It already is.

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it looks REAL bad how PLCH clearly does not value disabled employees. A large number of our patrons/ this community is disabled, so I feel that it's important for the library to value disabled employees. Let your employees rest if they need to rest. sit if they need to sit. we are not robots. additionally, PLCH's policies on harassment from patrons are ABHORRENT and need to be revised because the safety of employees is at risk (and will be further at risk with a deskless model). An employee should never have to fear for their safety while at work.

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It would be wonderful if we had adequate staffing to be able to attend meetings, webinars, go to conferences, join organizations, and fully commit to projects without leaving the rest of the location short. If we have no other commitments (events, days scheduled off, class visits, meetings, etc.) the schedule works well. However, it becomes challenging to try and schedule everything and feel like you can do more than keep up with the day to day instead of focusing staff on learning something new...

The floater shortage has also hindered this as well. Staff do not feel they can take time off... It doesn't need to be additional full time employees. Just an additional 8 or 16 hours would benefit many locations.

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It's difficult to have honest and open interactions with management for fear of retribution. Especially if the person you are having problems with is in control of your PMPs and can negatively impact your career. Going to HR is not really an option since the person in question will be informed. Perhaps if there was some form of evaluating your manager that could be compiled as a report (no names specified) and delivered from HR? There is a pervasive culture of fear and mistrust at PLCH. We have a very classical system of communication here (top-down) that is damaging to staff morale and hinders creativity. In addition, The Management Academy program fosters this culture of mistrust and an "us verses them" mentality. I would suggest replacing the manager training program altogether.

Senior leadership spends little to no time in our branches on the public floor during open hours. And while it's expected that big decisions would be made using data and numbers and reports, so much of what we do is not reflected in measurable outcomes or graphs and charts. The front

line staff feel completely disconnected from senior leadership. We feel like more and more is expected of us. Changes are made behind closed doors and dictated to us with no meaningful forum for feedback or idea sharing.

We cannot become a top workplace until policies are put in place that support staff in doing their jobs. More police or sheriff details are needed. A policy to address unattended minors is desperately needed. Internet access to pornography creates a hostile work environment in many of our locations.

We don't seem to ever evaluate the effectiveness of new processes or procedures. Mobile service is a perfect example. Even though it's a huge waste of money to purchase expensive Surface Pro computers that are not adequate, we plow ahead. Trying new things and being innovative is awesome! But a system of evaluating and "tweaking" needs to be developed. Keep the components of a super new idea that work well and get rid of or change the ones that don't. We need to be more flexible and learn from our mistakes so we can become even better at what we do.

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Keep working on communication between all levels of the library. It still appears that the right hand doesn't know what the left hand is doing. It was great that the library up our salaries this year but being at the top of my scale I was only rewarded half. I wish you would look into rewarding loyal employees. I understand unlike most staff members that the pie is only so big but other companies figure ways.

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Leadership that cares as much for their employees as the people we serve.

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Listening more closely to the "boots on the ground" staff. They are the ones who do most of the work and they know what things work and what doesn't. Also, dropping off slightly stale donuts at lunchtime (lunchtime? really? most people eat them at breakfast) doesn't make me feel appreciated at all. It felt like a superficial gesture.

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Mainly, just waiting patiently for all the people who are going to complain regardless of the actual situation to finally retire.

I also think it'd help the public perception if we got someone to speak on the library's behalf who is a skilled and personable public speaker. Often times, it's not what you're saying but how you say it, and a lot of our VIPs here, while well-intentioned and on the right track policy wise, just don't have to speaking skills or persona to convey our plans and difficulties in a relatable way. That's no fault of their own, and I don't even mean it as a character flaw in any way shape or form...but it still impacts the way we're perceived.

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MORE FULL TIME LSA POSITIONS.

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more leadership opportunities, following through with ideas from staff, creating new and innovative positions for growth, listening to Justyn Rampa

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More staff for branches so that we can have a more flexible work schedule especially when unscheduled absences occur.

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New leadership, fresh and chosen from outside of the organization. The next Director should NOT come from inside. We need new ideas, not ones that have been grown in house, it will just lead to more of the same. Less controlling administration, less centralization. For an organization that wants to appear to embrace diversity this one seems to work very hard to stop any diversity. The library is very invested in control from top to bottom. What kind of fabric you wear, what color shoes, how each neighborhood facility looks and functions, what signs look like etc..we have lost our uniqueness and our heart and soul. Every aspect of work is controlled and not innovative. For example, new customer experience manager. Nothing personal but another example of not trusting experts and teams you put in charge of locations and departments to analyze needs and make decisions. Passports at EVERY location? Why not choose 10 instead of intense training at all facilities. Has anyone calculated cost of training and staff time needed and found the actual cost of processing each passport? The employee salary used to process on passport probably almost nullifies an profit. Staff salaries have lagged behind for years. Recent salary increase was appreciated but not enough. Board fully corrected problems with Director's salary and made it retroactive but did not do the same for staff. We are losing more and more ground each year salaries are not corrected. We should be first or second in p pay in our state. Period. environment needs to be less ridged and less punitive,, listen to people outside of senior leadership, discussing/debating ideas and initiatives, less barriers to allowing workers to do their job, less controlling rules, affordable perks: bring back shift hour so we have a bit time on evening shifts to do things outside of work like contact insurance now that we have to manage HSA, give cost of living raises each year across the board, revise and drastically reduce performance management plan because it is too time consuming for the small raises it awards and then every few years a raise for newest workers just negates the pmp awards anyway so why do we spent so much time on the process, make pmp a simple checklist unless there is an issue, fix pay scale issues: step chart and have ranges within each step to allow for high and low end performers to be awarded accordingly within each range, system-wide raise pool and stop distributing branch by branch, invite input and debate, stop managing by whim of leaders, plan long-term and stop doing things at last minute that end up being harder just because you didn't plan and prepare, stop doing things on whim/spur of the moment and demanding all locations comply without time to prepare, evaluate changes and don ot be afraid to admit mistakes are wrong and go back or find a solution, follow up and evaluate effects of changes after implementation, stop floating collections and build collections that meet needs of each facility rather that sitting back and watching major circulation declines and blaming them on electronic access, people want books and movies we just don't have them or they are in bad condition, mandate interdepartmental respect and good internal customer service, allow decision making and flexibility based on location needs...NO more blanket fixes. Every branch does not need to stay until 15 minutes

after if they are well run and organized and have a efficient closing process (this is just the latest example of off the cuff blanket legislation that punishes everyone for the problems of a few and takes ability to manage away), every branch does not need to the same collection or resources they are all different and that is good, reward employees that are "topped out" with lump sum bonuses or days off for their hard work, secure the branches like senior leadership has secured its building and its private floor, badge swipe for access to all employee spaces like the 3rd floor has at main, security in every branch we are all on frontline in dangerous times, security must be a priority, have courage to close branches in order to provide staffing, security and resource levels needed at every facility that we operate, stop attitude of just getting by or good enough and make our locations and system great by using resources responsibly and by not spreading things too thin, listen to staff about "deskless" model stop forcing issue in order to get an award or recognition and listen because rovers are enough to support customers in branches but we NEED a desk for lots of reasons, tradition WORKS that's why it is tradition, the last 10 years have thrown out all tradition, even the good parts for the sake of change, STOP CONSTANT CHANGE it is just as unhealthy as being stagnant when taken to an extreme, focus initiatives they are all over the map and not well planned or coordinated, collections have been destroyed for sake of floating and green machine and now all of our work is just trying to work around the problems these initiatives have caused, fix issues with graphics/meeting room booking branches have hundreds of programs and have to use this redundant flawed system everyday, it is extremely time consuming and we have to type same things over and over, booking room planning program and ordering graphics should be simple one step process, stop centralized programs you send info too late and it is very disorganized and the programs fail, let us do our job, help with programming by asking us what we need, we know who we serve and how to serve them if you would just let us use our expertise and skills, plan in December for Summer Learning have theme and everything decided by January 1 so we can plan our programs it is getting in order later and later each year and there is no reason for that, allow friends to pay for retirees to do programs again and provide adequate money for us to book performers and buy good supplies we are doing hundreds of programs with almost no money, restructure: there are way to many administrators and not enough worker bees in every division, we do not need all of the facility managers and supervisors we need working staff their supervisors come out in a group of 5 and point our problems every couple of years and then expect one or two workers to fix them. why does it take multiple facilities managers to point out problems that have been there year after year, Nothing ever gets fixed because the workers do not have support or money to do anything, It seems like we have doubled or tripled administration in last decade when the business trend is flattening organizations a public organization is the last place that should be top heavy with administration, the issue with the top heavy admin is not only waste of valuable dollars but it creates a stagnant organization that is slow to change and where no one has any real power and bunch of individual division fiefdoms can't get anything resolved because of power struggles. LSO cannot seem to hold anyone like facilities accountable and make sure that work is done. We need to spend money on physical collection and on-site branch and department managers need to be the lead in collection development if you want our customers to be served, stop staff development days they are thrown together and not productive you could staff a branch for a day and allow that team to do a project together or take a training together so the team develops if they must happen please close the system for a day and have one

development day they are too hard to staff and while they are supposed to refresh staff they actually drain us because we have to run short for a month to send everyone, as an administrator don't do for yourself what you are unwilling to do for others: don't take a raise, hire security, take money for education that you are not willing to spend on all of your staff, NEVER throw out an initiative before it is ready we do this all the time now and it frustrates customers and staff it really destroys customers faith in us. there is no rush, test things out and deploy slowly to make sure things will run smoothly, patience is a virtue, fix health care benefits we are not competitive so we are having trouble hiring and maintaining staff we pay monthly fee plus \$3000 to HSA it is too much especially when wages are not keeping up, workers have been in a hole since they had to start paying \$3000 per year, health benefits should be good in a public sector job.

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Not having a shitstorm from upper leadership!

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Open, honest, frequent, and productive collaboration with staff from all levels of the organization.

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Opportunity for better paid positions within the organization

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PLCH has a long way to go to achieve the status of what I consider a top workplace. The micromanaging has GOT to stop. It is rampant and I have only worked at one branch where employees didn't feel like they were constantly under scrutiny. People are not entrusted to do their job and that just creates an extreme amount of hostility. At my current branch I do not feel like I can take any issue to my manager and have it resolved. There is a complete disconnect between her ability to manage and address employees' needs and the issues that are brought to her attention. In fact the whole idea of branch managers having to be librarians is skewed. Regardless of "management academy" training, what possibly makes a librarian a good manager just by having an MLS degree? You have existing people within this organization with management training and skills, degrees in business etc, that are immediately shut out of advancement in management because they do not possess their MLS. These are competent employees who have been with the organization for years, know the system as well as any librarian, but have the ability to only go so far because of this prerequisite. It's nonsense. Out of 7 managers that I have worked for, I can say that one was an effective branch manager. The safety and security issue at the library as well has got to be addressed in some kind of serious fashion. I have never (almost 9 years) felt safe at my job. The library standards of behavior are vague and rarely enforced. The contract security guards are a joke. Usually that person is a young overweight woman who is supposedly in charge of the security of a place that is free and public. Anyone can and does use the library for any number of nefarious activities. Drug use, profanity, fighting, vandalism and sexual misconduct occur on a daily basis usually with the same offenders involved. And the process to get them suspended is daunting. The documentation, the citations, the repeat offenses, the calls to police, over and over again. And

the person responsible for keeping the ball rolling is more often than not one of your highly qualified librarian managers who doesn't want to be bothered. And the unsupervised children that literally make the library their hang out is appalling. The library says they want to have the kids there. But 90% of them aren't using the library for its intended purpose. Although to tell you the truth I'm not quite sure what that is anymore. That being said, teenagers and kids as young as 6 years old are hanging out at the library by themselves attached to a computer playing ROBLOX and yelling at other kids from across the room, screaming obscenities at each other and staff. Sometimes for 8 - 9 hours a day! There is no parent or guardian and many times tiny little kids are being "supervised" only by these other older children who are dragging them to the library. And this is all supposed to be acceptable behavior. Get a little tough with your rules for crying out loud. Back up your staff. But no, it's always the public who get the benefit of the doubt. We feed them, provide programming, and offer them the latest technology. All free. All for them to destroy. Staff are left feeling helpless and defeated.

Finally, this year's summer "reading" program was an embarrassment. But what a perfect reflection of today's education standards. Now even the library is unwilling to attach the word READING to their program. No longer can we expect kids to read and offer incentives to do so. No, now we just beg them to walk through the door to claim a prize for NOTHING. Either way, the all-important door counter will count another visitor. "Write down what you did this week in your passport and bring it in to the library." Really? Take a walk, go to the pool, visit a museum, make a craft. Give. Me. A. Break. That was shameful. The library used to be a respected place by almost all who visited it. Now it's a circus, and the very last priority on our list is reading.

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Recognizing value of employees. Pay scale that is competitive and reflects the type of work done. A method to rate/rank/review managers, team leads etc. by staff. Hiring managers who actually care about their staff and try to make the work day less stressful, rather than adding to it. Hiring managers who understand each facet of every job of the staff they are supervising and can fill in for any position when needed.

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Salaries

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Since I took the last survey, it doesn't seem that much has really changed. The library hired an Internal Communications Specialist, but she doesn't seem to really communicate with staff outside of the Main library. Why isn't she visiting branches and talking to a wide array of staff to come up with a communication plan?

There have been multiple project teams put together, but none of them seem able to work up to their full potential. What has the Strategic Plan Implementation team done? The Staff Morale team is prohibited from doing anything to actually change the culture of the library. All the things they do are nice, but they don't really address the fundamental problems causing low morale

among staff.

Unfortunately, to make this library a top workplace our director needs to retire. Her micromanagement and distrust of library staff is toxic. Her replacement should probably be someone from outside the system who has not been poisoned by her attitude. There needs to be greater diversity in our workforce, especially in management and senior leadership positions. Senior Leadership and board members need to stop acting like they are doing library staff or the public a favor when they ask for our feedback. Our comments and questions are almost always ignored anyway.

There should be some monetary support available for staff members who want to pursue further education in library studies. We should have a parental leave policy that allows parents more than 12 weeks of leave without fear of losing their job. There should be more opportunities for non-librarians to meet and discuss ideas and tools. Staff who are not librarians need to stop being called "non-professionals." It hugely undermines morale.

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Staff (especially those living in Hamilton County) are stakeholders as much (if not more than) the public we serve. When decisions are made by SLT or the Board with no staff or public input, expect criticism. Criticism should not be feared or punished, but instead used to inform decisions. Speaking for myself, I want to be part of the best library in the country, if not the world, and I want to personally provide the best public service I am able to. I disagree with certain policies that attempt to quantify our effectiveness. As we learn in statistics classes, numbers can be manipulated to say anything you want. They are mostly meaningless. Find other ways to measure effectiveness besides number of questions (ignores the depth of answers), number of check-outs (reference materials are left out of this), "transactions per square foot" (our funding doesn't depend on "transactions" as far as I know), etc. The corporatization of the public library needs to stop. Do something else with the North building, but keep it public. There should have been another levy on the ballot to pay for branch repairs (not to mention Library leadership has had about 25 years to make every branch ADA compliant).

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That all employees are thoroughly trained for their job positions, so they know how to do their job correctly. Better pay for the job positions that are considered "unskilled".

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This organization would be a top workplace if it addressed the staff's feelings of working in a sometimes unsafe environment. It would also be helpful if senior leadership trusted its professionals more to represent the organization locally and nationally.

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This organization would come closer to being a top workplace if senior leadership took steps toward being more transparent about its activities and motivations, and also if senior leadership actually listened to the needs and concerns of staff at all levels.

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updated tech

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We would need to transform from the top down.

- 1) The board would need more oversight over administration in addition to the board being filled with members who are there for public service instead of just filling a political appointment or using it for business contacts. Having a staff elected librarian on the board would be helpful.
- 2) Administration needs to see staff as team mates who want to achieve the same goals instead as worthless idiot children that are easily replaced cogs or as adversaries to be wary of.
- 3) Staff need better system of redress against abuse from higher ups. There is no way for staff to reply to a negative PMP other than not signing. Staff are only protected from sexual harassment and physical abuse; supervisors can pretty much do whatever they want to staff otherwise. Aside from when a supervisor is in management training the staff will never have a chance at honest communication or review of the supervisor. The Library is in need of a staff ombudsman for representation.
- 4) Grossly overpaid administration. The board should looking for new blood to lead us into the future but is instead giving her a 6% then a 17% raise.
- 5) Instead of fighting tooth and nail to destroy a union that staff felt they needed for protection maybe you should recognize that there is a need that you are not providing for.
- 6) When you are discussing plans for the future communicate a time table of roll outs instead of a radical wish list leaving us to wonder what is actually going to happen or not.
- 7) Use mathematically correct data to empower decision making instead of just using Orange Boy who's sample sizes are ludicrously tiny.
- 8) Instead of the current atmosphere of authoritarian fear try one of competence and honesty. The managers are afraid of administration so administration tends to hear what they want instead of what is really happening. During meetings with administration staff are actively coached by supervisors on conversation topics due their fear of said administration.
- 9) There have been numerous times when an initiative wasn't working but administration barreled through with it anyway. They give staff the impression that they only care about the appearance of success and not actual success.
- 10) Allow for redlined employees to at least achieve token pay raises for the last third of their careers
- 11) During layoffs post the rules for what happens to staff. DON'T change the rules for the next layoff event.
- 12) Use staff appropriately. College educated staff should be used for administrative or reference work; not for greeting at a door which any volunteer or minimum wage earner can do.
- 13) Realize that the current dearth of quality managers has to do with current policies. Staff will not step up as long as we perceive that the positions are not worth the hassle.
- 14) Improve RUFUS so that needed information is easily located instead of the way it is currently.
- 15) Technology is important but please make sure you have to the resources to maintain it over time at the point of purchase. Waiting days to weeks for repairs of printers/maker equipment/databases is a waste of our initial investment. Please, please, PLEASE make sure that the technology can actually achieve what you want before purchase instead of just giving you the appearance of such. Example: Ipads used for reference work although they are slow, have poor wifi connections, expensive, not enough battery life, can't adequately access



databases and catalog, and are cumbersome.

16) We ARE NOT a mere business. We ARE an INSTITUTION. We don't have just incident by incident customers; we have patrons who pay us upfront through taxes and charity for services which we are providing to the entire county and beyond. Please look beyond short term goals of quick circulation numbers and provide for a collection that stands the test of time.

17) Reform HR or outsource them completely. HR clearly only cares about itself and administration, in that order.

18) We deeply care about the mission and should be on the same side. Treat us like team mates and co-conspirators, not cogs and peons.

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Where the organization falls short, is in the communication style of the director. Unfortunately, she has a tendency to speak to staff in a tone of disrespect and abuse that would not be tolerated if she were in any other position. This behavior has led to a culture around the SLT that is centered around avoiding her outbursts first and foremost, and avoiding being the target of her criticisms. This does not inspire people to do their best, rather, it inspires them to avoid taking risks, sharing ideas, and being candid with the director.

That she continues to exhibit these behaviors after the first Staff Engagement Survey is a shame, because she has unequivocally made the library more patron friendly, more technologically innovative, and more responsive to the needs of children in underprivileged areas of the county. Were she more temperate and respectful of her team, motivating through a shared vision rather than fear of being belittled and shouted at, I have no doubt that her accomplishments would outstrip even these.

I would like to see both the senior leadership and the rest of the staff treat each other more charitably. Too often, there is an assumption of bad faith on the other's part. For instance, some members of staff take every communication from Administration and put the worst interpretation on it. The assumption being that Administrations motives are bad. On the other hand, some Administrators do the same, assuming that staff are lazy or trying to undermine them.

That said, communication has improved, especially in Service ops. HR and marketing., around new initiatives, policies and soliciting feedback. I feel more in tune with what is happening in the library as a whole than I ever have in over ten years of service.

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Would love to see more training for employees who do not have master degrees in library science.. These are the people who practically run the organization. Workshops, seminars, etc. would be helpful. We who work in the public are concerned about our organization being a soft target. We deal with angry people and or mentally ill people. It seems that the organization is on the side of the person whom cause the problem then it is concerned with staff. Please lets not let someone become hurt before the issues are addressed.

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