

I. KEY INDICATORS

Overall Satisfaction

On the whole, I am satisfied with how things are in our library.

Solid positive	42%
On the fence	50%
Solid negative	8%

Satisfaction Trend

Compared with how I felt about my work 3 years ago, today I feel

More satisfied	40%
Less satisfied	24%
Same	16%
Not applicable	20%

Percent who said with the right changes they would be more satisfied 96%

Critical Indices

Successful business index

Your mean score	4.79
Your percentile rank	71st

Retention Index

Your mean score	4.88
Your percentile rank	71st

II. DRIVERS

Drivers of Staff Satisfaction

These are the strongest reasons in the survey for staff members to feel positive or negative about their work experience:

Driver #1	There is someone at work that encourages my development.
Driver #2	I am given regular opportunities to make significant achievements in my work.
Driver #3	*The application of policy is generally fair and reasonable.
Driver #4	*The assignment of work schedules in my department is fair and balanced between the needs of the library and the needs of the individual.
Driver #5	Meetings are effectively used to make good decisions in a timely manner.
Driver #6	Leaders show a genuine concern to know what staff members are thinking.
Driver #7	In the last year I have had opportunities at work to learn and grow.
Driver #8	In general we are good at building on the strengths and gifts of our staff members.

Drivers of Change in Staff Satisfaction

These are the strongest reasons in the survey for staff to be more or less satisfied than they were 3 years ago:

Driver #1	Leaders show a genuine concern to know what staff members are thinking.
Driver #2	On the whole, I am satisfied with how things are in our library.
Driver #3	*The application of policy is generally fair and reasonable.
Driver #4	Meetings are effectively used to make good decisions in a timely manner.

(*) indicates below the 50th percentile

What is a Driver?

A driver is a component of the library services that significantly impacts how people feel about their overall work experience. Drivers point to the critical factors that staff members use to evaluate how well the quality of their work experience. Drivers disclose areas in which the library has performed well and staff members feels positive. Drivers also disclose areas in which the library may not have performed as well and staff members feel more negative. By attending to drivers, a library can focus attention on the services that may have the greatest impact on their staff.

III. PRIORITIES FOR IMPROVEMENT

Overall Priorities

When asked how a list of 9 library actions might increase the quality of their work experience or make them more effective, the priorities were as follows:

Rank	Item	Percentile
Priority #1	Provide more opportunities for the professional development of the staff.	29th
Priority #2	Develop better communication between management and staff.	14th
Priority #3	Do more to equip staff members to make better use of technology.	100th
Priority #4	Provide better workspaces or workstations for staff members.	57th
Priority #5	Provide more up-to-date equipment for staff members.	86th
Priority #6	Provide more customer service training to staff members who deal with the public.	71st
Priority #7	Give more attention to building staff members into a team.	57th
Priority #8	Improve the assignment and scheduling of work.	14th
Priority #9	Improve supervisory skills through training and coaching.	57th

IV. STRENGTHS AND WORK AREAS

Six Potential Strengths

Based on the average score of the first 34 questions of the survey, the following are potential strengths of the library:

- Strength #1 There is a disturbing amount of conflict among the staff members in our library.
- Strength #2 My supervisor or someone at work seems to care about me as a person.
- Strength #3 The work I do at the library is important to my community.
- Strength #4 There is a positive relationship between managers and staff members.
- Strength #5 I feel safe in my workplace.
- Strength #6 Problems among staff members are usually resolved through mutual effort.

Two Potential Work Areas

Based on the average score of the first 34 questions of the survey, the following are potential work areas of the library:

- Work Area #1 Flexibility Index
- Work Area #2 Customer Difficulty Index

V. COMPARATIVE PROFILE

#	Item	Rank
INDEX	Facilities-Equipment Index	71
Q1	I have the materials and the equipment I need to do my work right.	71
Q8	I feel safe in my workplace.	86
Q16	I have been trained to know what to do in emergencies such as fire or threat of violence.	29
INDEX	Flexibility Index	29
Q2	We adapt our services to meet the changing needs of our community.	57
Q9	Our staff members welcome changes in the way we do things.	29
INDEX	Morale Index	71
Q3	In the last seven days I have received recognition or praise for doing good work.	57
Q10	My supervisor or someone at work seems to care about me as a person.	100
Q17	The work I do at the library is important to my community.	100
Q22	On the whole, I am satisfied with how things are in our library.	57
Q30	Managers take steps to deal with those who are negatively impacting others.	71
INDEX	Teaming Index	71
Q4	We have learned to be more effective as a staff by working as a team.	71
Q11	My co-workers are committed to doing quality work.	43
Q12	Leaders show a genuine concern to know what staff members are thinking.	71
Q18	Meetings are effectively used to make good decisions in a timely manner.	71
Q23	In general we are good at building on the strengths and gifts of our staff members.	71
INDEX	Conflict Management Index	71
Q5	There is a disturbing amount of conflict among the staff members in our library.	0
Q13	We have a healthy tolerance of differences among staff members.	71
Q19	Problems among staff members are usually resolved through mutual effort.	86
Q24	There is frequently a small group that opposes decisions that are made.	29
INDEX	General Management Index	71
Q6	I know what is expected of me at work.	57
Q14	There is a positive relationship between managers and staff members.	100
Q20	The application of policy is generally fair and reasonable.	43
Q28	In general supervisors are competent and appropriately trained to manage others.	57
Q29	The assignment of work schedules in my department is fair and balanced between the needs of the library and the needs of the individual.	29
Q25	I have the opportunity at work to do what I do best every day.	29
INDEX	Personal-Professional Development Index	71
Q7	In the last year I have had opportunities at work to learn and grow.	71
Q15	There is someone at work that encourages my development.	71
Q21	In the last six months someone has talked to me about my progress.	57
Q26	I am given regular opportunities to make significant achievements in my work.	71
Q27	I have a best friend at work.	43
INDEX	Customer Difficulty Index	29
Q31	How often do you experience anger from customers over issues such as fines, policies...	86
Q32	How often do you experience problematic behaviors from customers...	57
Q33	How often do you experience customers who have expectations of you that you cannot meet...	86
Q34	How often do you experience threatening behaviors from customers...	29

VI. PERCENT RESPONSES

Question #	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
1	0.00	0.00	7.69	15.38	42.31	34.62
8	0.00	0.00	0.00	3.85	38.46	57.69
16	7.69	23.08	7.69	19.23	42.31	0.00
2	0.00	3.85	0.00	23.08	50.00	23.08
9	7.69	7.69	23.08	34.62	23.08	3.85
3	11.54	11.54	7.69	11.54	38.46	19.23
10	3.85	0.00	0.00	0.00	34.62	61.54
17	0.00	0.00	3.85	0.00	26.92	69.23
22	7.69	0.00	23.08	26.92	23.08	19.23
30	4.00	0.00	16.00	24.00	36.00	20.00
4	0.00	0.00	15.38	23.08	26.92	34.62
11	0.00	3.85	7.69	7.69	46.15	34.62
12	3.85	7.69	11.54	34.62	19.23	23.08
18	0.00	3.85	11.54	34.62	42.31	7.69
23	0.00	3.85	11.54	15.38	46.15	23.08
5	26.92	42.31	23.08	7.69	0.00	0.00
13	0.00	0.00	7.69	38.46	38.46	15.38
19	0.00	0.00	11.54	26.92	50.00	11.54
24	11.54	19.23	42.31	19.23	7.69	0.00
6	0.00	3.85	0.00	3.85	50.00	42.31
14	3.85	3.85	3.85	11.54	26.92	50.00
20	7.69	3.85	19.23	15.38	38.46	15.38
28	7.69	0.00	7.69	19.23	34.62	30.77
29	0.00	0.00	11.54	38.46	26.92	23.08
25	3.85	3.85	19.23	19.23	34.62	19.23
7	0.00	0.00	3.85	19.23	23.08	53.85
15	3.85	0.00	0.00	26.92	26.92	42.31
21	3.85	15.38	19.23	15.38	11.54	34.62
26	0.00	7.69	19.23	30.77	23.08	19.23
27	7.69	26.92	3.85	15.38	23.08	23.08

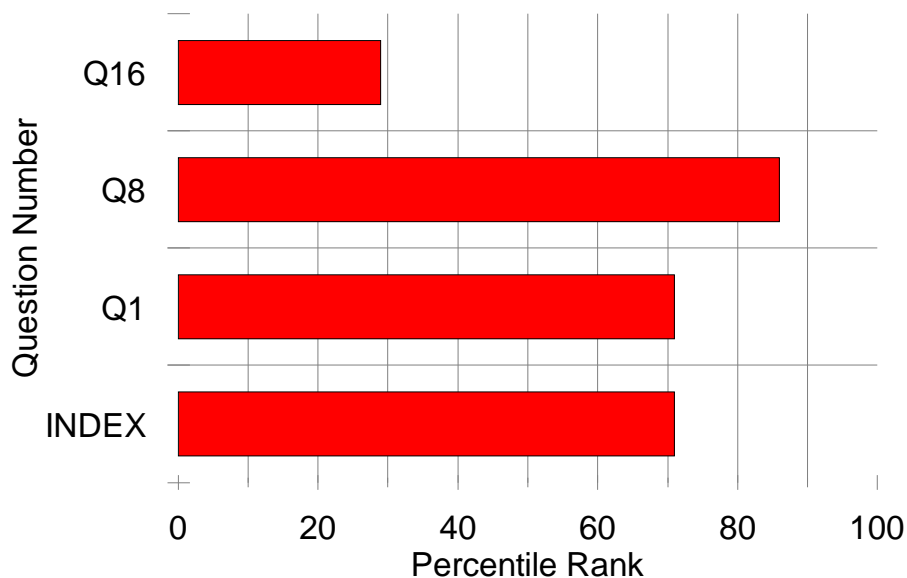
VII. PERFORMANCE INDICES Facilities - Equipment Index

The Facilities - Equipment Index measures the degree to which staff members believe that the physical work environment enhances their work performance. Employees who do not have the equipment they need are not as efficient and their productivity drops. Employees who do not feel safe in their work environment must divert a significant amount of their emotional energy to managing anxiety rather than into enthusiasm for their work.

The questions that comprise the Facilities - Equipment Index are:

- Q1 I have the materials and the equipment I need to do my work right.
- Q8 I feel safe in my workplace.
- Q16 I have been trained to know what to do in emergencies such as fire or threat of violence.

Facilities - Equipment Comparative Profile



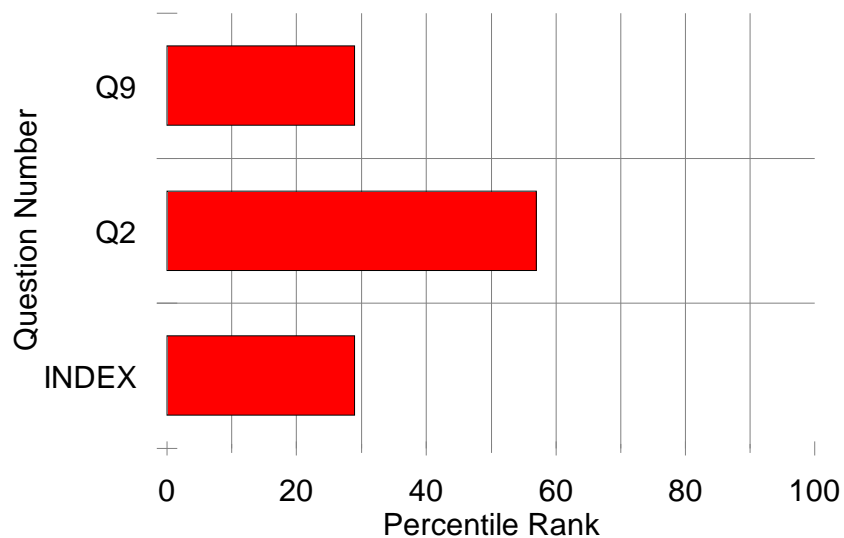
VII. PERFORMANCE INDICES Flexibility Index

The Flexibility Index measures the degree to which the organization is able to adapt to the changing needs of customers. In rapidly changing environments it is important that organizations be tactically nimble. As staff members become more resistant to change, a larger amount of energy must be invested into internal marketing. This diverts energy from the external marketing effort and reduces focus on the needs of external customers.

The questions that comprise the Flexibility Index are:

- Q2 We adapt our services to meet the changing needs of our community.
- Q9 Our staff members welcome changes in the way we do things.

Flexibility Comparative Profile



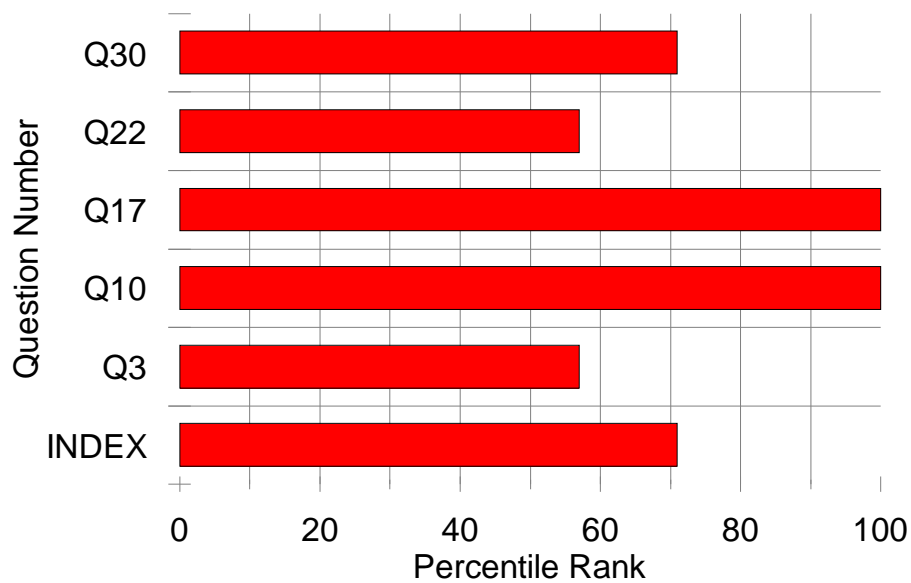
VII. PERFORMANCE INDICES Morale Index

The Morale Index measures the degree to which the staff members feel satisfied and that they work in an environment where their contributions are meaningful and appreciated. High morale is important in an organization because it releases energy from the employees to accomplish the organization's mission. High morale in an organization is also predictive of successful business outcomes. It also tends to correlate with the quality of leadership and communication within the business.

The questions that comprise the Morale Index are:

- Q3 In the last seven days I have received recognition or praise for doing good work.
- Q10 My supervisor or someone at work seems to care about me as a person.
- Q17 The work I do at the library is important to my community.
- Q22 On the whole, I am satisfied with how things are in our library.
- Q30 Managers take steps to deal with those who are negatively impacting others.

Morale Comparative Profile



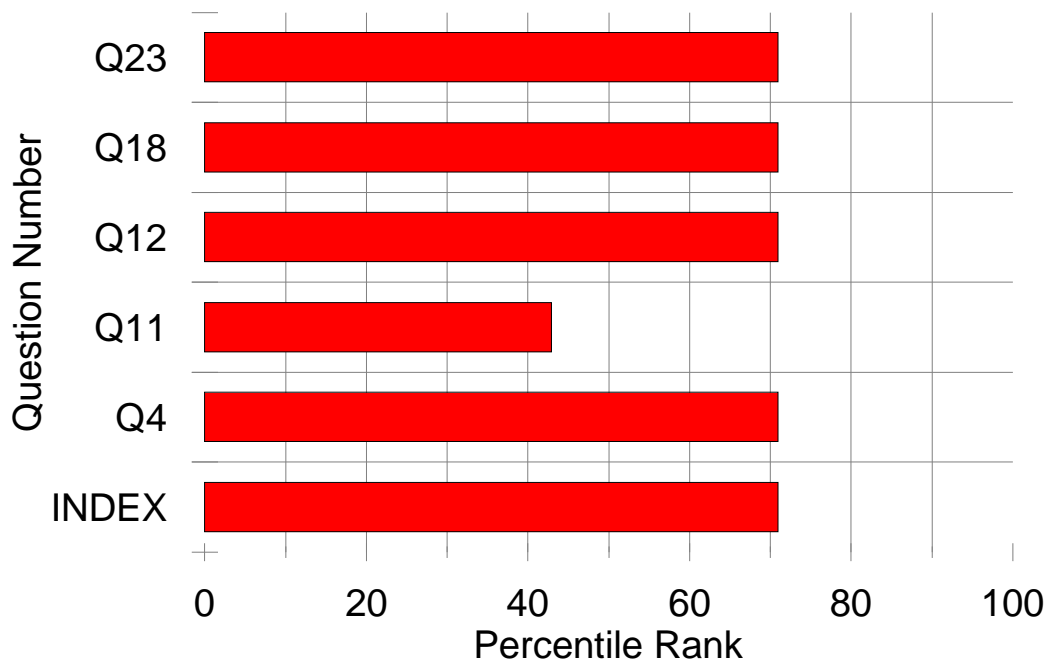
VII. PERFORMANCE INDICES Teaming Index

The Teaming Index measures the degree to which the staff members believe that the organization benefits from a collaborative effort with their supervisors and co-workers. High teaming organizations build on the gifts and strengths of the individual members and compensate for the weaknesses of staff members by building interdependence. They encourage input from team members and believe that every worker is functioning at a near optimal level.

The questions that comprise the Teaming Index are:

- Q4 We have learned to be more effective as a staff by working as a team.
- Q11 My co-workers are committed to doing quality work.
- Q12 Leaders show a genuine concern to know what staff members are thinking.
- Q18 Meetings are effectively used to make good decisions in a timely manner.
- Q23 In general we are good at building on the strengths and gifts of our staff members.

Teaming Comparative Profile



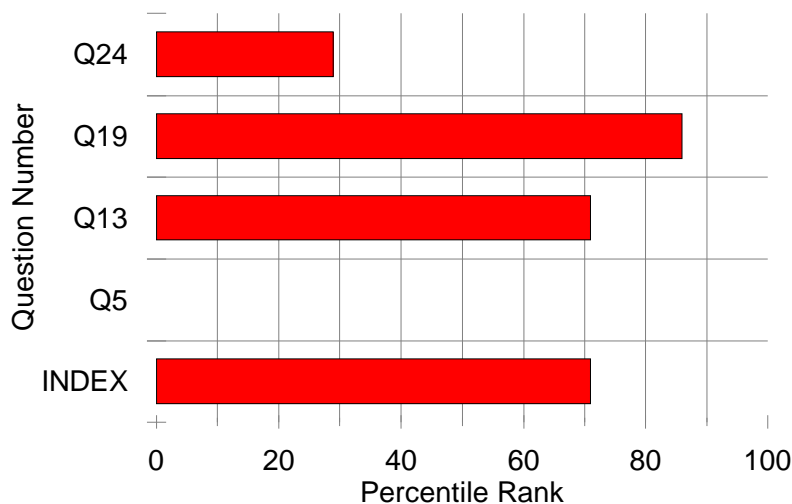
VII. PERFORMANCE INDICES Conflict Management Index

The Conflict Management Index measures the degree to which staff members of differing opinions are able either to manage differences or resolve them through negotiation. Organizations with high Conflict Management Index scores have either worked hard at building homogeneity in the organization or at turning the diversity of perspectives into a strength. Organizations with low Conflict Management Index scores are often using ineffective ways of managing differences such as avoidance, appeals to higher authority, or power solutions.

The questions that comprise the Conflict Management Index are:

- *Q5 There is a disturbing amount of conflict among the staff members in our library.
- Q13 We have a healthy tolerance of differences among staff members.
- Q19 Problems among staff members are usually resolved through mutual effort.
- *Q24 There is frequently a small group that opposes decisions that are made.

Conflict Management Comparative Profile



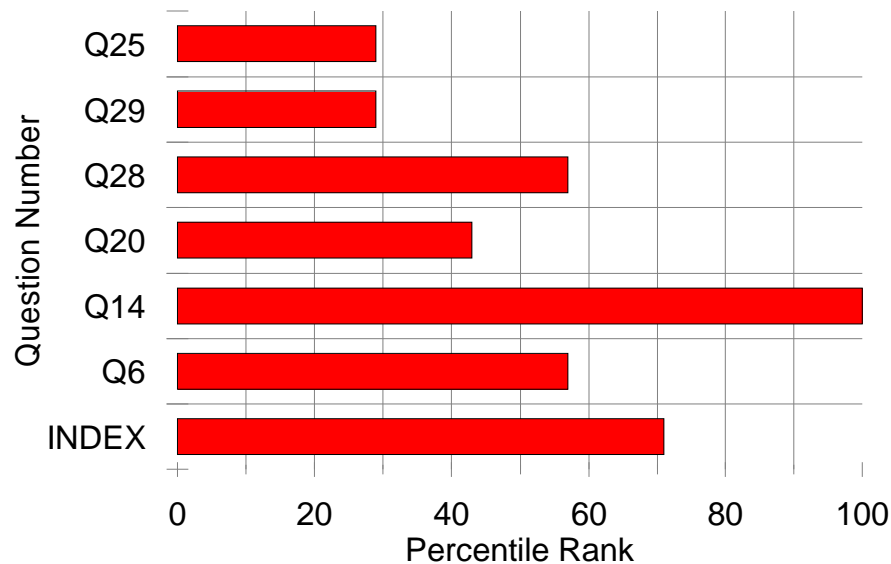
VII. PERFORMANCE INDICES General Management Index

The General Management Index measures the degree to which staff members believe that they are being fairly, respectfully, and effectively managed. Much of the index focuses on the relationship between the employee and the supervisor. Strength in this index indicates that the organization has invested in management training and development. When employees trust and are responsive to supervisors, the organization is better positioned to make changes that better meet the needs of external customers as well.

The questions that comprise the General Management Index are:

- Q6 I know what is expected of me at work.
- Q14 There is a positive relationship between managers and staff members.
- Q20 The application of policy is generally fair and reasonable.
- Q28 In general supervisors are competent and appropriately trained to manage others.
- Q29 The assignment of work schedules in my department is fair and balanced between the needs of the library and the needs of the individual.
- Q25 I have the opportunity at work to do what I do best every day.

General Management Comparative Profile



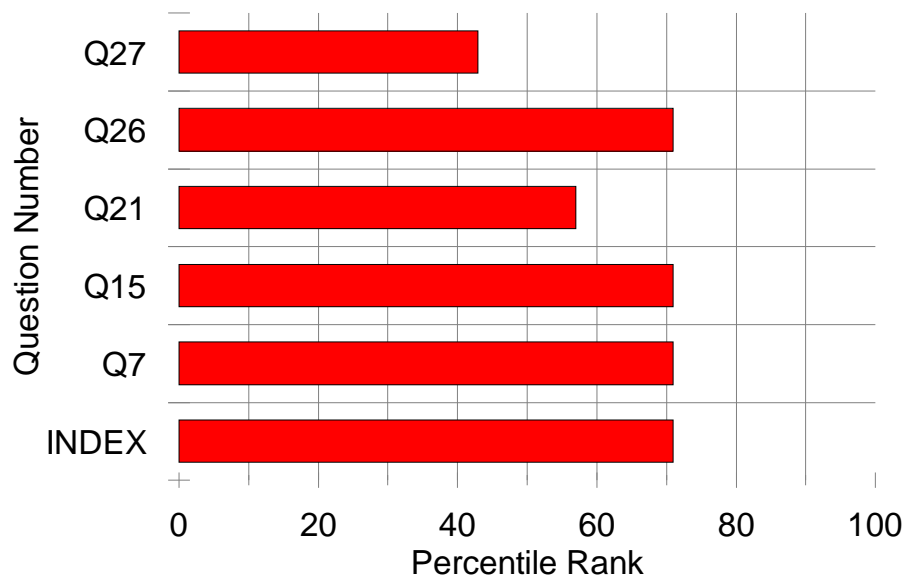
VII. PERFORMANCE INDICES Personal - Professional Development Index

The Personal-Professional Development Index measures the degree to which staff members believe the organization cares about and facilitates their growth and development. Organizations that score well on this index have generally tapped into the higher needs of their employees and are reaping the benefits of the energy generated by this investment.

The questions that comprise the Personal-Professional Development Index are:

- Q7 In the last year I have had opportunities at work to learn and grow.
- Q15 There is someone at work that encourages my development.
- Q21 In the last six months someone has talked to me about my progress.
- Q26 I am given regular opportunities to make significant achievements in my work.
- Q27 I have a best friend at work.

Personal - Professional Development Comparative Profile



VII. PERFORMANCE INDICES Customer Challenges Index

The Customer Challenges Index measures the degree to which staff members are dealing with difficult customers from the standpoint of anger, problematic behaviors, unrealistic expectations, or threatening behaviors. A low score on this index may indicate that the organization needs to invest more resources in customer service training and safety.

The questions that comprise the Customer Challenges Index are:

- *Q31 How often do you experience anger from customers over issues such as fines, policies...
- *Q32 How often do you experience problematic behaviors from customers...
- *Q33 How often do you experience customers who have expectations of you that you cannot meet...
- *Q34 How often do you experience threatening behaviors from customers...

*A lower score is preferred

Customer Challenges Comparative Profile

