

A Collective Voice and Vision:

Charlotte Mecklenburg Library Staff Needs Assessment

Anthony Chow
The University of North Carolina at Greensboro
(UNCG)

Seth Ervin, Tom Cole, Michael Wozniak, Beatriz
Guevara, Bethany Scott
Charlotte Mecklenburg Library (CML)

Overview

- Background
- Process
- Perspectives
- Our Story
- Preparing for the Future

Background

- CML Budget Cuts (2010)
- Strategic Planning Re-visioning Process
- Inside-Out Approach
- Consultant tasked with building internal capacity of CML
 - 12 Staff Members tasked with facilitating five staff forums and four staff focus group within the Library System.

Setting Future Goals = Strategic Planning

County

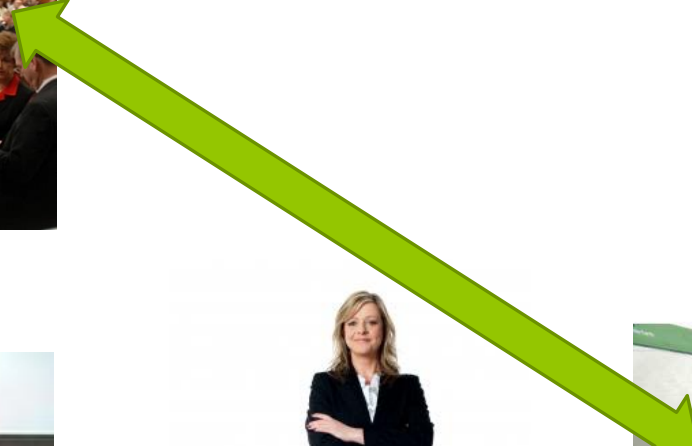
State/National



Library

Community

Setting Future Goals = Strategic Planning



Library Goals

Librarian

Patrons

Setting Future Goals = Strategic Planning



Library Goals



Librarian

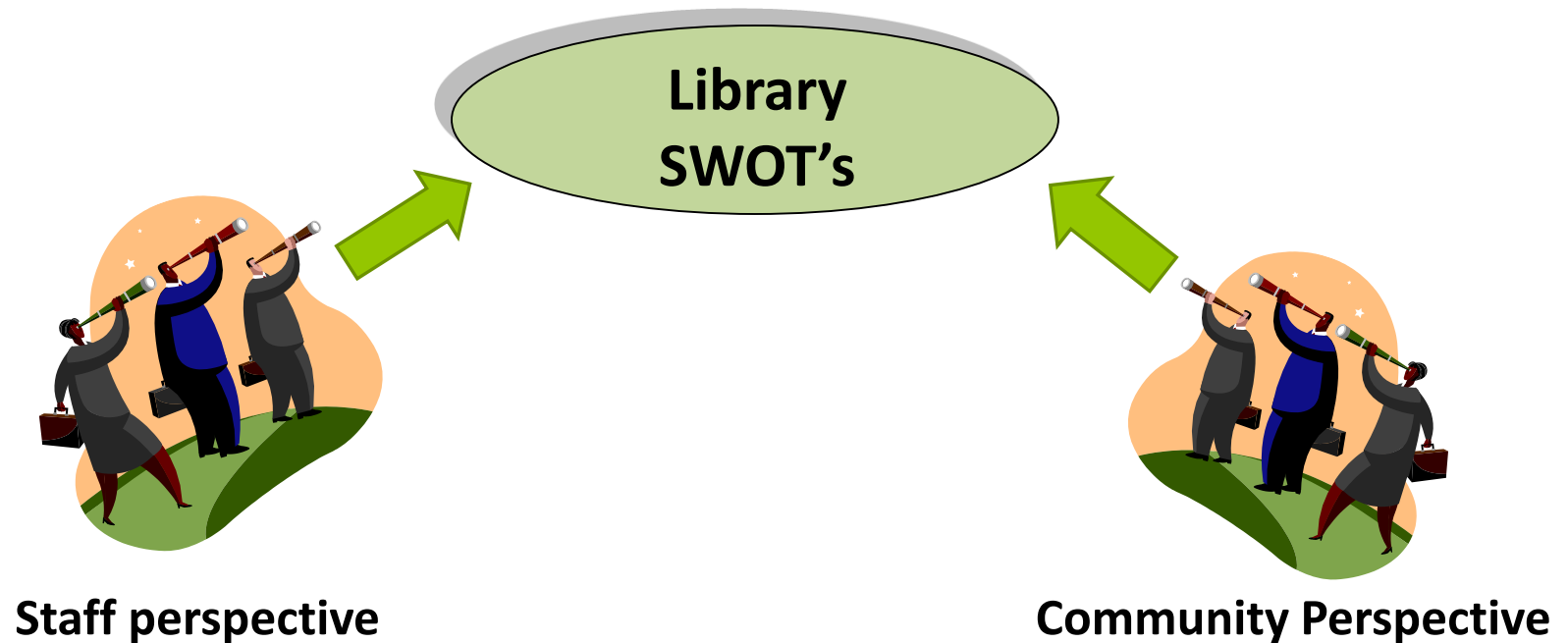


Patrons

Internal Needs Assessment

- Four Focus Groups
- Five Staff Forums (open invite)
- Online Survey

Perspectives



Staff Input

- Administration wanted to know what staff thought
- Focus Group Questions were developed
- Logistical Challenges
 - Staff Training and Facilitators
- See Handout 1

Data Triangulation and Valid Knowledge

1. When you think about the last few years and the challenges that have faced the library, and our steps toward recovery, what is the one thing that you are particularly proud of? This can be personally, for a location or service, or for the system as a whole.

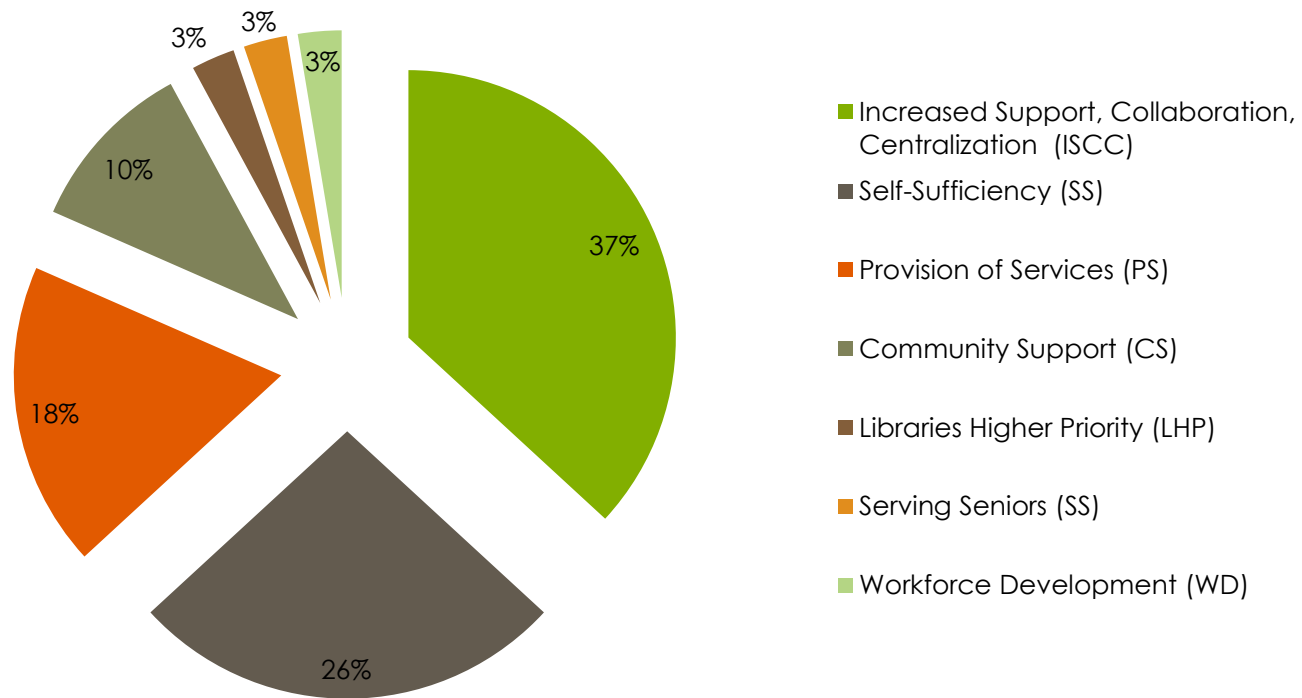
- Focus Group 1
- Focus Group 2
- Focus Group 3
- Focus Group 4
- Five Community Forums

Coding Sheet

- See Coding Sheet

Theme	F1	F2	F3	FT	Totals	%
Increased Support, Collaboration, Centralization (ISCC)	1	7	1	5	14	37%
Self-Sufficiency (SS)	3	4	2	1	10	26%
Provision of Services (PS)	2	2	2	1	7	18%
Community Support (CS)	1	1	1	1	4	11%
Libraries Higher Priority (LHP)	1				1	3%
Serving Seniors (SS)		1			1	3%
Workforce Development (WD)				1	1	3%
				Total	38	
				Mean	5.4	14%

What Staff Are Proud Of



Results of Staff Focus Groups

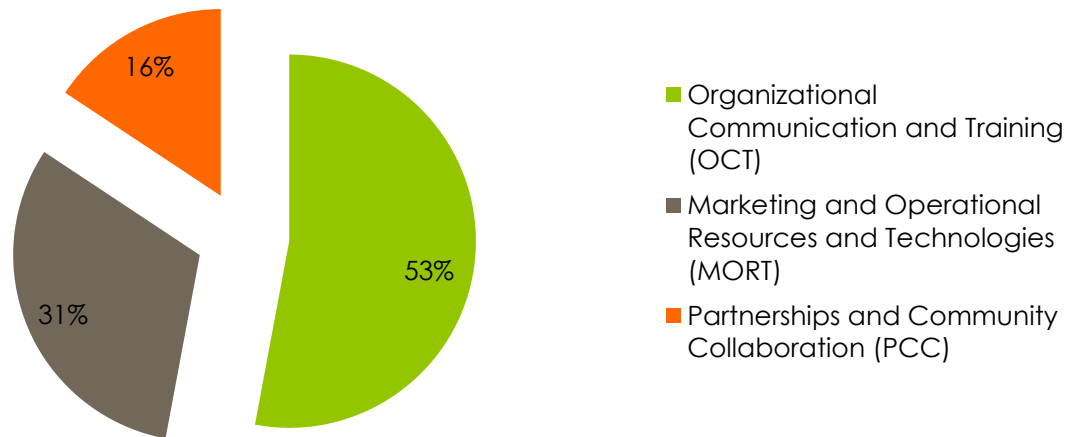


Strengths

1. Organizational leadership and performance
2. Premium on both staff and patron-centered services that are diverse, customer-oriented, and innovative

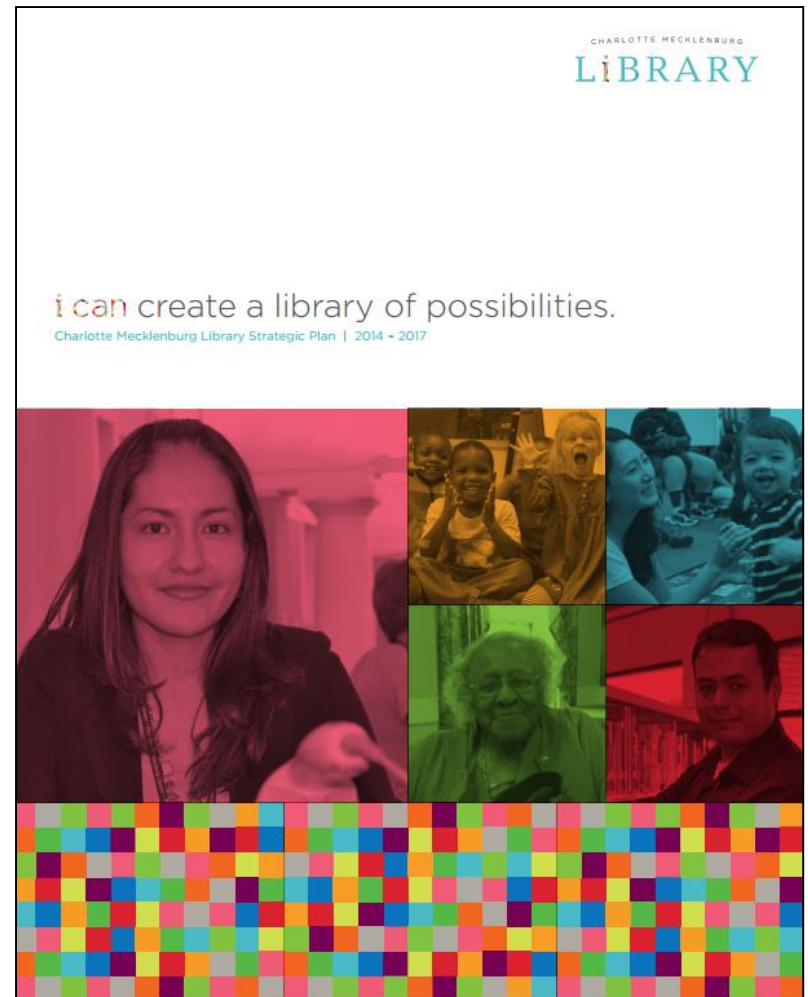
Areas of Improvement

What are the library's opportunities for improvement?



Our Story – Results and Solutions

- Pride in Working for the Library System among Staff
- Concerns over lack of organized training opportunities within the system
- Concerns with communications on a system level
- Frustration with lack of recognition and rewards for staff.



Phase 2: Staff Forums and Staff Survey

Staff Forums (n=5) – See Handout 2

- Focus Groups were “invite” only
- Forums are open to all
- Preliminary version of Strategic Plan was rolled out
- One hour for forum, one hour for administrator discussion

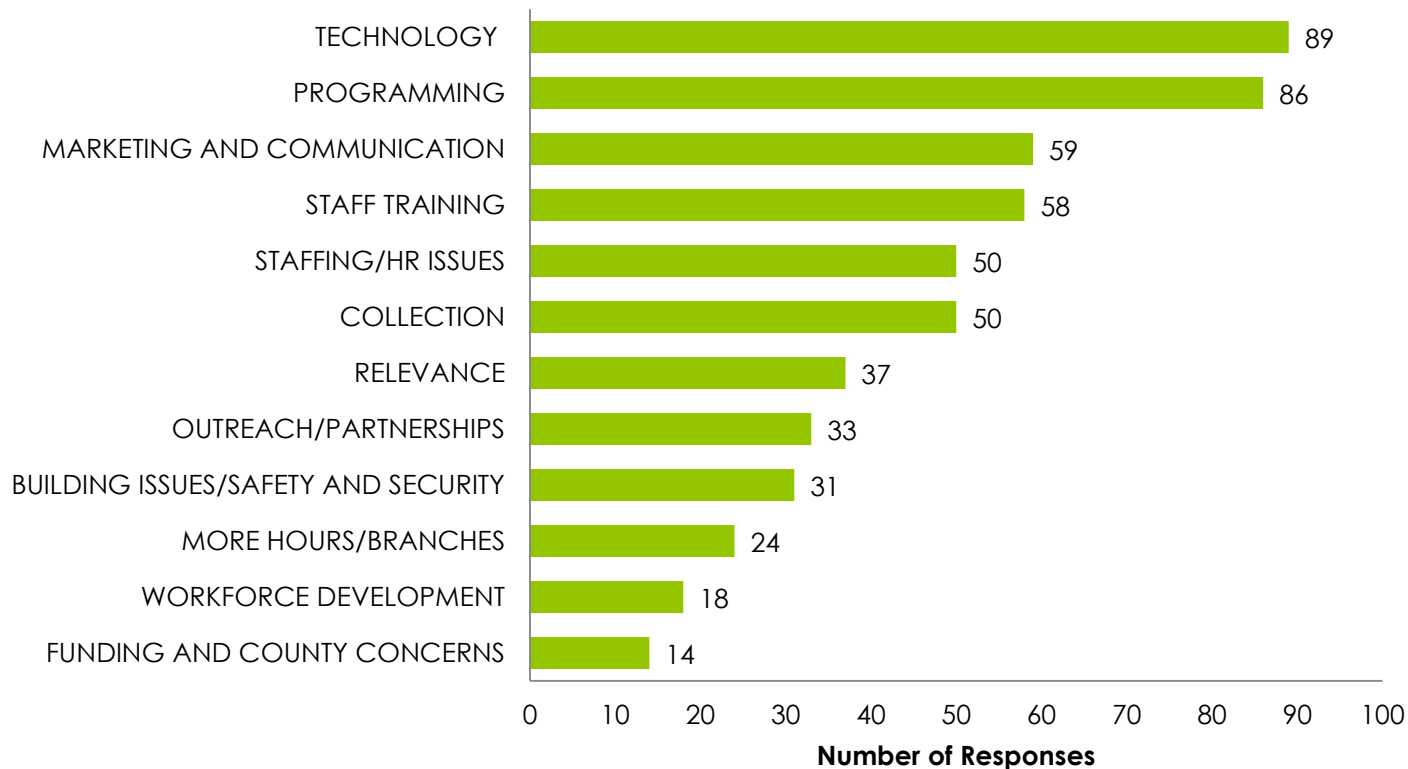
Staff Survey (n=204) – See Handout 3

Staff Survey

- Survey Monkey
 - Administration had real-time results to data only (not open-ended responses)
 - Anonymous and Confidential
 - Measure of work climate (Gallup's 12 Questions)
 - Open ended priorities
 - Qualitative Factor Analysis
 - Thanks Amy Wyckoff and Barbara Gwynn!
 - See Coding Sheet

Staff Priorities (n=129)

Strategic plans can only have 5-7 high priority goals to focus on. Please give us your top five highest priority goals you feel CML needs to concentrate on in the next few years.



Our Story – Results and Solutions

CHARLOTTE-MECKLENBURG
LIBRARY

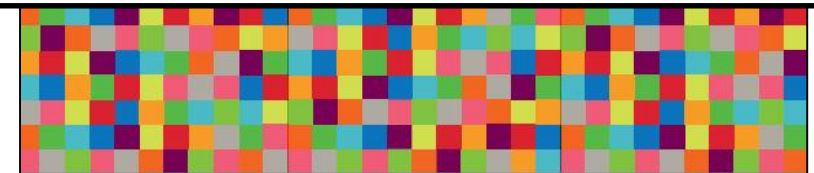
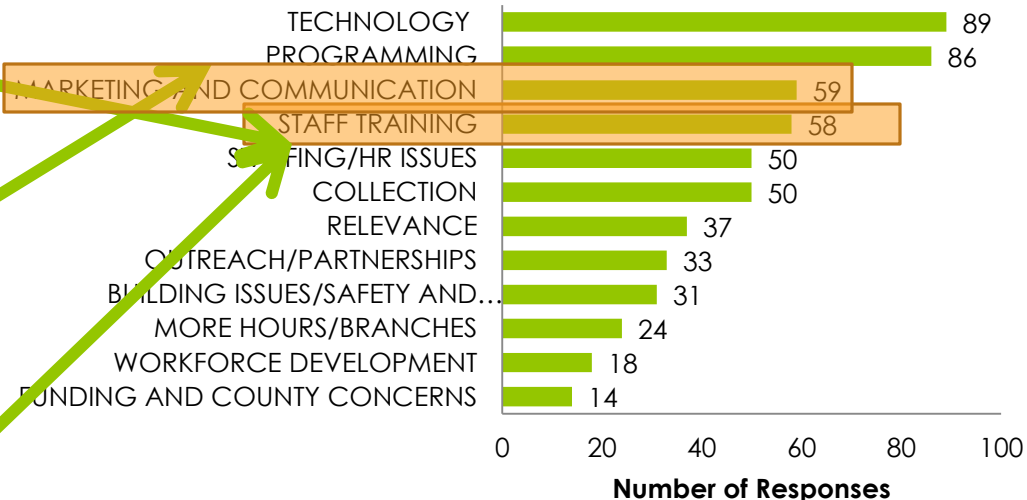
Solutions

-Hiring a new Trainer Coordinator to organize a new training regiment for staff

-Development of new communication features over the Intranet to help resolve discrepancies in communication.

-New push to emphasize Rewards and Recognition for staff success.

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Preparing for the Future – Our Success is Our Success

Strategic Planning is at least half consensus building

- To get the right answers you have to ask the right questions
- You can NEVER please everyone
- You can provide a forum and voice however for understanding needs
- Staff are successful, your organization will be successful
- Libraries are rapidly changing, staff need more support, training, and channels of communication than ever.

Open Panel Discussion

- Final thoughts
- Resources: See Anthony Chow blog
 - Handouts and copy of these slides
 - <http://anthonyschow.wordpress.com/research/presentations/ncla-2013/>
- Q & A

Thank You!