A Collective Voice and Vision:

Charlotte Mecklenburg Library Staff Needs Assessment

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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
- Community
- Library
Setting Future Goals = Strategic Planning

Library Goals

Librarian

Patrons

2013 NCLA Biennial Conference, Winston Salem, NC
Setting Future Goals = Strategic Planning

Library Goals  Librarian  Patrons

What Do I think?
Internal Needs Assessment

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

Library SWOT’s

Staff perspective

Community Perspective
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

<table>
<thead>
<tr>
<th>Theme</th>
<th>F1</th>
<th>F2</th>
<th>F3</th>
<th>FT</th>
<th>Totals</th>
<th>%</th>
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<tbody>
<tr>
<td>Increased Support, Collaboration, Centralization (ISCC)</td>
<td>1</td>
<td>7</td>
<td>1</td>
<td>5</td>
<td>14</td>
<td>37%</td>
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<tr>
<td>Self-Sufficiency (SS)</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>10</td>
<td>26%</td>
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<tr>
<td>Provision of Services (PS)</td>
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<td>2</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>18%</td>
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<tr>
<td>Community Support (CS)</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>11%</td>
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<td>Libraries Higher Priority (LHP)</td>
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<tr>
<td>Serving Seniors (SS)</td>
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<tr>
<td>Workforce Development (WD)</td>
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<td></td>
<td></td>
<td>1</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>38</td>
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<tr>
<td><strong>Mean</strong></td>
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<td></td>
<td></td>
<td></td>
<td>5.4</td>
<td>14%</td>
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</tbody>
</table>
What Staff Are Proud Of

- Increased Support, Collaboration, Centralization (ISCC) 37%
- Self-Sufficiency (SS) 18%
- Provision of Services (PS) 18%
- Community Support (CS) 10%
- Libraries Higher Priority (LHP) 3%
- Serving Seniors (SS) 3%
- Workforce Development (WD) 3%
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?

- Organizational Communication and Training (OCT)
- Marketing and Operational Resources and Technologies (MORT)
- Partnerships and Community Collaboration (PCC)

16% 31% 53%
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.

- TECHNOLOGY: 89
- PROGRAMMING: 86
- MARKETING AND COMMUNICATION: 59
- STAFF TRAINING: 58
- STAFFING/HR ISSUES: 50
- COLLECTION: 50
- RELEVANCE: 37
- OUTREACH/PARTNERSHIPS: 33
- BUILDING ISSUES/SAFETY AND SECURITY: 31
- MORE HOURS/BRANCHES: 24
- WORKFORCE DEVELOPMENT: 18
- FUNDING AND COUNTY CONCERNS: 14

Number of Responses

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Our Story – Results and Solutions

Solutions

-Hiring a new Trainer Coordinator to organize a new training regimen 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.

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.

- Technology Programming
- Marketing and Communication
- Staff Training
- Staffing/HR Issues
- Collection
- Relevance
- Outreach/Partnerships
- Building Issues/Safety and...
- More Hours/Branches
- Workforce Development
- Funding and County Concerns

Number of Responses
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!