



ModernThink

Employee Comments Report

Sorted By Question

The Public Library of Cincinnati & Hamilton County
Employee Engagement Survey
January 11th – January 25th, 2016

Prepared by:

ModernThink

2 Mill Road, Suite 102 | Wilmington, DE 19806

Phone: 888.684.4658 | Fax: 888.684.4659

www.modernthink.com

© 2016 ModernThink LLC. All rights reserved.

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. The responses in this report are sorted by question as follows:

1. What do you appreciate most about working at this organization? **(pages 2 – 62)**
2. What would make this organization a top workplace? **(pages 63 – 211)**

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. We have presented the comments exactly as they were provided to us.

Should you have any questions or need additional information, please contact Liz Flood at 888.684.4658 or via e-mail at lflood@modernthink.com.

What do you appreciate most about working at this organization?

I love the unique contribution we make to our community. I admire and appreciate the loyalty and dedication of our staff and quality of work we do, which affects each other, our patrons, and the community at large. I love that I have the freedom to be self-directed and take the initiative to be involved with a variety of interesting teams and projects. I appreciate that when the Library needed to reassign me, they did their best to find a better fit and a lateral move on the pay scale. The Library is more than just a workplace; your managers and coworkers genuinely care about your welfare, lending the organization a family-feel that I've not experienced in other work contexts.

-
- being able to provide answers for people; providing them with knowledge that improves their lives
 - reasonable hours; not working on holidays; paid time off
 - staff camaraderie

- I believe this organization does a really wonderful job connecting our patrons to the resources they seek.

It feels really wonderful being able to make / observe a measurable difference that our organization makes in our patron's day-to-day lives. Personally I think our department is the strongest in the library system because of how well we communicate with one another and our understanding of each other's strengths to deliver the best service to our patrons. I feel like my input and ideas for improvement are always considered in a fair way. The library has been by far the best organization I have worked for.

- The Human Resources department and the EAP program have been immensely helpful to me in times of need. Our Human Resources department is consistently kind, caring and patient and take the time to explain complicated issues. Sick time and PTO are very helpful and something I have not had at previous jobs.

1) Its place in the community and contribution to residents lives. 2) Media-rich environment.

1. Most of my coworkers are intelligent, open-minded, and respectful, and most of them demonstrate in their daily interactions with customers and each other, their commitment to our organization's values (among them, providing excellent service and being a reliable resource for information). I have had the privilege in my time here to work with some really wonderful, special people.

2. I appreciate being a part of an organization that serves our community.

A public library provides valuable service to the community. It is good to have a job that allows me to help improve people's lives. I like working in downtown Cincinnati, but I also like working for a big enough organization that job changes are possible without leaving the employer. I am an information junkie--what could be a better fit for me? We have good vacation and sick day benefits.

Ability to help our community in offering services for FREE

Ability to help people, have a variety of tasks and responsibilities.

Ability to take training course and encouragement to move up the career ranks.

Absolutely what I appreciate most is the opportunity to work for an organization that serves the public and is free at the point of service. Though I could make a great deal more money with the same education at a for-profit company, I enjoy helping the public. The library has the potential to be an integral part of people's lives. Whether as a partner in their educational endeavors, helping people with limited resources find employment and a career, or sparking the love of reading in children, the library can and does do great work.

I also appreciate the ability to work in an environment that, on balance, has well-educated, thoughtful, and interesting employees. Though I have not always enjoyed all of my workmates at other agencies, my current agency has a very good staff.

I appreciate the work/life balance my position allows. Due to the fact that the agency manager places a high value on work/life balance, I have the flexibility to manage my family affairs and emergencies without fear of negative consequences. I am able to be more productive given the peace of mind that flexibility affords. Unfortunately, not every manager has the same view on work/life balance, such that I know staff members at other agencies who feel they have to compromise their family life because of their supervisor's unwillingness to accommodate any change in the schedule. Also, many agencies are staffed so lightly that the strain of an absent employee is a significant burden for the rest of the staff. I am lucky to work in an agency that is adequately staffed to meet the demand for our services.

Access to materials, databases, technology

All the services and resources that are available for our customers.

As a CL with a supportive manager, I feel that I can make an impact/difference on our patrons with programming and learning and learning tools I provide.

As a professional Librarian, I greatly appreciate being able to work at a top tier public library like this one. Our collection and available resources are considerable.

As someone who has "worked their way up," I appreciate the internal opportunities for advancement. I have received much support over the years, from official and unofficial mentors.

As with any public service organization, once you sort through all of the muck & mire, all of the frustration with senior management, concerns over salary & benefits, a questionable work life balance & the general direction one is taking with one's career, you understand that the work you are doing is at its foundation noble. The public library is at the core of any democratic society, providing free access to information & resources that are often otherwise unavailable to those that need them most. With this in mind, when senior management is rolling manure in powdered sugar & calling it a jelly donut, you're slightly more inclined to take a nibble.

Assisting our patrons, which in many instances I learn from them too, in their information needs.

-
- As a part-time employee I have a flexible schedule that I receive well in advance which allows me to balance life outside of work and my second job.
 - I enjoy working with the public and helping our patrons

-
- The library provides a most valuable service to the communities.
 - I can see the impact our neighborhood branch has on the members of the community.
 - There are community relationships between different organizations and personnel in the neighborhood branches.
 - I am proud of being a librarian.

Being a part of an organization that makes a huge difference in the community and provides a variety of important resources that would otherwise not exist. The customers are the library's #1 priority.

Being able to help people access information that meets their needs.

Being able to help people and being appreciated.

being around a vast number of books.

Being in a space that fosters diverse pathways to knowledge, and actively expanding upon programs to make them more accessible and effective.

Being part of an organization that offers an incredibly valuable service to the community and the ability to interact daily with a variety of customers who all have unique questions, desires, and needs.

Being part of an organization that provides such wonderful service to the community

Benefits are adequate, love working with the public, good coworkers and close to home.

Benefits, pay, PTO, and sick leave.

Benefits.

Colleagues, patrons, fulfilling mission to provide access to information to the public. The library is a great American educational and civic institution and I am glad to be a part of that. Appreciative of the support from our customers and community. Appreciate the wealth of resources that we offer to the public.

commitment to helping patrons, flexible works hours, PTO/sickleave

Commitment to the community and all people at all times.

compared to other places that i have worked, I have more benefits and paid time off. we have closed paid holidays. our co-workers are friendly and helpful. we help our community and are important to patrons.

Competitive pay

Contributing something positive to the community/city.

Cooperative teamwork approach to the mission; being part of this team; having a role that is directly related to the daily functioning of the workplace; receiving regular feedback on job performance.

Customer service is top priority. Good managers build good teams. Neighborhoods and communities can count on services provided by neighborhood branches.
Ease of availability of good books, movies and music.

Diversity

diversity among staff & good benefits

Doing something that betters the community, and working in a place where anyone is accepted and treated as an equal.

Enjoy helping customers find materials that meet their needs. Enjoy challenging myself with new activities, databases and downloadable resources.

Enriching the lives of our patrons

Everyone here works with a smile on their faces and genuinely care about our patrons.

Everyone I work with has a smile on their face and greets me every time I walk in the door with a smile. I have become friends with multiple of my coworkers and everyone speaks positively about each other when they are not around. The greeting and goodbye cards given to employees when they join the team and when they have decide to move on show that everyone at the branch really does care about you and wants to see you happy.

Excellent benefits. Public service and promoting education.

exposure to all media (books, music, movies, etc), something new every day, meeting diverse people, helping people find information or entertainment, creating displays

Fair to employees

Feeling like we make a difference in our community, especially when it comes to providing services like computer use to people who might not otherwise have the chance.

First of all the opportunity to have this job. The people I work are very nice and works as a team. The working conditions are pleasant. What I don't agree with is how the children are handled in the library. They are not made to behave and be quiet, we have had many complaints from adult customers. Their gaming on the computers should be limited to so many hours a day. They monopolize the computers.

Eating and drinking in the library should not be aloud, the present policy keeps the place messy and dirty. If you want to quietly study, this is not the place. This is not a babysitting service.

Flex Scheduling

flexibility in working schedule

Flexibility of my vacation and sick time

Flexibility, PTO/sick time, wonderful coworkers.

For a very long time it was a family atmosphere at the Library. It doesn't feel the same but it's still a great place to work with good coworkers and benefits.

Fortunate to work for an organization that plays such an important role in the community. Most of my co-workers believe passionately in the library and helping customers.

friendly and upbeat staff.

Friendly atmosphere. Most employees seem to genuinely like their jobs.

gefjhjegiyujuk

Generous PTO, Great retirement benefits (provided you reach retirement)

getting paid

Getting to know the people in my community, and helping them with their needs (especially educational and personal growth).

good manager (Chad Lewis)

Good PTO and sick time allowances. Decent communication about policy changes.

Good salary base

Good Work/ Life Balance. Providing lots of free services to people who appreciate it.

Great opportunity to contribute to the community and surrounding neighborhood. My particular co workers are very helpful and knowledgeable.

Great public service with lots of various resources.
Staff.
Location.

Having a career that feels meaningful to me on a daily basis.

helping others with information and literacy needs, great peers that want the best for our customers and our organization, sick leave and vacation that allow me time away when needed

Helping people to freely access information, ideas and culture.

Helping people.

History of organization, well respected in region and across the country, recognized by industry. Pay and benefits exceptional and top in our region for public libraries. Innovative services for public.

Large collection - physical and digital.
Good system-wide programming.

Honestly, almost everything. I've had a ton of jobs, and this is BY FAR the best position I've ever held. I hope to retire here. I think it's important work, and everyone seems to do their best with the continually dwindling resources allotted to us. I appreciate that hard work is rewarded with promotions. I've really worked hard since starting here, and this job inspired me to get my MSLS, which paid off quickly.

How everyone is a team and works together well.

How helpful everyone is, even if they aren't in my department. I also appreciate my manager for working with me on scheduling around my other jobs.

How user-friendly we aim to be in terms of offering different types of library cards to make access easier as well as our innovative approach to collection development (i.e. being a leader in terms of formats we purchase for circulation and making sure we have the items our community needs/expects).

I am able to do what I love...working with patrons of all ages find what they need. I feel I am supported in my endeavors by my coworkers and branch manager. Any place is going to have politics, but I don't experience it as much here as in other places I've worked. I get all with everyone in my department very well and we work well together. I think we are paid fairly and given a very generous benefit package. Overall, I think it's a great place to work.

I am fortunate to have a supervisor that has helped me grow professionally and has been supportive of me throughout my employment at the Library. In addition, the Library's paid time off benefits are a huge asset. The Library's PTO and sick leave benefits combined with my Supervisor's flexibility and understanding has made it much easier for me to balance having a career and a family. I also appreciate the Library's competitive pay.

I am lucky enough to be employed at a great branch that has a positive and open relationship amongst coworkers. This makes the work environment feel like home.

I am proud of and believe in our mission, vision and values statement. I am proud of and believe in my co-workers. I enjoy my job and the impact it has on the community-at-large.

I am proud to work for a non-profit organization that serves the community. I like how community oriented we are.

I am proud to work in one of the last free and open to the public places in this city. I value the opportunity to give back to my community through my work. I hope this organization can continue to be a vital resource for our patrons.

I am very appreciative of this organizations flexibility when it comes to other job schedules/home life. I also love this organizations outreach programs and all the work it does for the public.

I appreciate all the opportunities that are available to better an employees chances to advance and how fair all the employees are treated. Also, I appreciate all the services, such as, materials and programs that we have available for the public.

I appreciate being a part of an organization that provides so many valuable services to so many people in the community, especially access to resources that many may take for granted.

I appreciate being a profession that promotes education and community development. I enjoy the type of work that I am doing, working with books as an avid reader. I have always enjoyed the library values of reading and education, even before I became an employee.

I appreciate being able to help the community. Working in an environment where every customer that walks in is treated equally, regardless of income.

I appreciate being apart of a wonderful team of coworkers and managers where we discuss problems and come up with solutions. I always appreciate the feedback from managers , team leads, and coworkers as well.

I appreciate being given the chance to go off and do my own thing without being watched. I like that I am given that trust. I also love that the hours are very flexible to go with my schooling.

I appreciate being treated as a responsible professional.
I appreciate the time and energy the organization puts back into the community.
I appreciate the generous PTO/Sick policies.

I appreciate being trusted to do my job without being under constant surveillance. The PTO/Sick time is extremely good especially compared to similar jobs outside the system. Our mission is great and it allows us to feel like we can make a difference in someone's day/life.

I appreciate everything my manager does within her capabilities to back us up and support us. Our branch works well together and we do our best to make everyone feel accepted.

I appreciate getting to know many different people from different environments.

I appreciate getting to know the community I work in and its members. I appreciate that at this time I feel secure in my career future and the hopes that I can move up in the organization.

I appreciate having a job where I receive good PTO and sick time. I do enjoy my career. Most of my co-workers are wonderful, and we will be friends forever.

I appreciate having benefits for family ,sick time and pto is second to none.

I appreciate how connected this library system is with everyone. I can call someone from a completely different department or status and feel welcomed and appreciated.

I appreciate how ever works together and we always help each other out

I appreciate how much my immediate coworkers work with me and each other to make us each more successful at our jobs and to make this a better work environment, even when Administration seems ignorant or indifferent to changes that would make this a better work environment.

I appreciate how much we all really care for each other. I appreciate how caring and supportive we are to each other at work and in our personal lives.

I appreciate how welcome the staff makes you feel and the relationships that you build through working with them.

I appreciate learning the Dewey Decimal System, how to work well with organizing books, movies, CD's, magazines, and audio books. I also appreciate how welcoming and warming everyone is to one another. I have close relationships with everyone at work, and consider them friends. Also, I have learned time management and people skills. I know and learned how to manage my work schedule with my personal life and how to interact with patrons in a respectful manner.

I appreciate most being able to serve our public in ways that no other similar organization in the area can. I appreciate having resources that no other similar organization in the area has. Our organization has a great reputation in the field which is well-deserved. Its history is remarkable. The benefits, while diminished from past years, are still very good.

I appreciate most that this is an organization that makes a difference in the community. We have the opportunity to impact the children, families, and people in need by providing services both in the library and out at local community organizations through outreach. I also appreciate the amount of PTO and sick leave employees earn. This makes it easier to maintain a balanced work and social life in a job that requires working evenings and weekends.

I appreciate most the fellowship I share with my core group of co-workers, the PTO and the flexibility of and understanding of my manager when it comes to work/life balancing.

I appreciate most the particular branch where I am employed: co-workers and manager are highly dedicated, hardworking, and extremely supportive. Team effort is highly valued here. Customer services are outstanding and the relationship with patrons is mostly positive and rewarding. I also value the materials and services that are provided by the library system;

I appreciate my bosses and my team--they make the experience the best. We talk things out and everyone is professional. By far the best organization I have ever worked for.

I appreciate my co-workers and the services that we provide the public.

I appreciate my colleagues, we get along and I feel respected (and mutually respect them). This makes for a comfortable work environment where we are able to then make patrons feel comfortable, even when they come to the library with many concerns. I also appreciate that part-time employees earn PTO, even if it is at a severely slow rate.

I appreciate my coworkers and how hard they work.

I appreciate my coworkers and my supervisor.

I appreciate my coworkers and the activities the library has to offer. I love to help organize and plan programs.

I appreciate my immediate coworkers and how we always work together to get major projects such as holds or delivery done. I appreciate my manager for pushing me to be my best and being upfront and honest. I appreciate any collaboration we have between youth services librarians.

I appreciate my manager and coworkers. They are a great bunch of people to work with. We take the work that we do seriously; everyone here is dedicated to getting the best information we can to our patrons. On an average day we are helpful, on our best day we change lives.

I appreciate my manager and my colleagues at the branch I work at. I also appreciate many of our regular patrons that frequent our branch.

I appreciate my salary and benefits. The health care is very good. PTO and sick time is wonderful. My job allows me to learn something new everyday. My job allows me to work with interesting people. My job allows me to work with technology. I love my job when I get to use my researching skills, my customer services skills, my professional expertise, and my knowledge and experience from the whole of my nearly 20 years working in public libraries. The flip side is that this organization does not value my profession of librarianship, does not value my expertise, and wants to treat everyone the same. I don't appreciate being giving the same standing as a high school graduate who works twenty hours a week, when I have a Master's degree that I worked very hard for. Not to mention the almost 20 years of work experience I have, to be put on the same level with the same job duties, and same expectations as someone with a GED or equivalent all because Senior Leadership believes in the miraculous power of technology to make all people equal makes me feel unvalued and disesteemed.

I appreciate my supervisor, she gives good direction and communicates expectations clearly. I also appreciate my colleagues and the relationships I've developed and the networks that help me along the way.

I appreciate some of the great people I've worked with that have helped me make it to where I am now.

I appreciate that fact that we, library staff, server the public in their quest for information.

I appreciate that I don't have to work on major holidays and at night.

I appreciate that I feel like I make a real impact on customers. There are customers that are just so happy and positive in their interactions that you feel like this is what makes it all worth it. The smiles that comes from the youngest customers make this organization's downfalls worth it. I also appreciate that the environment and climate are decent, not always great, but decent. At least we are indoors and relatively safe at some locations.

I appreciate that I get to use my creativity to help serve the community by creating unique displays, curating exhibits, assisting with the CD of the Month club and the Book Hookup service, and helping with fun programs such as the Comic Con and Listen to This.

I appreciate that I have a job that provides services for people that could not get to libraries by traditional means. I appreciate my contribution to the community through my work. I appreciate my department manager, who keeps me informed and works for the betterment of the staff and the community. I appreciate how he can motivate me, even when the company's administration can make it difficult to make me happy to be a part of the business. My co-workers know what is expected of them and what is expected of me. Even as our department has a multitude of personalities and abilities, we have a good, positive, productive relationship with each other. The PTO/sick benefits are very good and the my manager is very accomodating when I need time off for my family's needs. When the workload gets to be too much, we can all count on each other to lend a hand to meet our deadlines. As far as the organization is concerned, I appreciate the fact that it is trying to stay afloat during a downturn in the culture of libraries (turning toward a more tech-friendly organization.) I appreciate the willingness of the organization to incorporate new technologies into our daily lives. What keeps me here is a true belief in the mission. Although the pay is just enough to keep me here, it is the department that I work for, my manager and co-workers, my belief that my job does indeed impact the community in a noble way.

I appreciate that I have a job.

I appreciate that I have opportunities to work at other branches and departments in the organization. I appreciate that all of the work groups I have worked with over the years have gotten along and supported each other as staff working to give the best customer service we can. I appreciate that we have health insurance for families on our organization's plan. I appreciate the generous PTO/Sick Time. I like the variety of my particular position which makes

coming to work fun. I am proud to work for PLCH because it has a great reputation in the Cincinnati community and our patrons are very appreciative.

I appreciate that PLCH pays the highest to librarians than any other system in the region. We are covered with medical insurance while some systems are not. We get enough PTO and sick leave. I feel respected in the community because of the customers I serve and for working at PLCH.

I appreciate that the library is an important contributor to literacy and the general betterment of society. One of the few reasons I stay with PLCH (despite many frustrations with the limited amount of communication/appreciation/support from Senior Leadership) is that I truly believe that the library is one of the most important organizations a community can have and I like the fact that I can positively impact individuals on a daily basis. I also appreciate my co-workers, including at my branch and the previous branches where I have worked. Working with the public can be very challenging and there is so little support from Senior Leadership and I appreciate my manager wading through all of the grey areas we are presented with everyday in order to help us provide the best service to the public and keep our sanity at the same time. I appreciate my benefits and salary. I think that I am fairly compensated for my work. One of the other reasons (besides philosophical reasons) I am staying at PLCH is that this system is very competitive in salary and benefits compared to other local library systems.

I appreciate that the library supports its employees well in both quantifiable and unquantifiable ways. I feel like I am part of a great organization, one to be proud of, and it makes coming into work feel like as much of a privilege as a job.

I appreciate that this is an honorable profession. We offer services and help for free that does not exist anywhere else in the same vein. I do believe the library helps close the gap between the "haves" and "have nots". However, I believe this a statement that works for libraries in general and not necessarily this specific library system. I do think this system as a whole offers an amazing amount of informational and "pleasure" resources including print, e-library, and the MakerSpace. I think the variety of programming offered is very good as well.

I appreciate that this is service-oriented organization-- even when we face day to day challenges, our goal is always to help the people in our communities. I also really appreciate that there is enough flexibility that most people can use their own particular skills and interests, whether within their own agency or by transferring to a different position.

I appreciate that this organization allows me to have a positive influence on the community. I love that what I do here makes a difference in people's lives.

I appreciate that this organization is friendly to the public and always does their best to serve the public.

I appreciate that we accumulate PTO and Sick time, and that my manager and team leader are reasonable about letting us use that time.

I appreciate that we are given generous PTO and sick time and that our health insurance is better than most companies. I appreciate the friendly environment in the library buildings themselves, even if that friendly feeling is not always shown between senior management and "front line" employees. People are happy to come into our place of business and I think that's special.

I appreciate that we are providing a public service to people who need it. This is particularly true in urban areas. I love 98% of my immediate coworkers. I like and respect most managers and all of the regional managers.

I appreciate that we can do a lot to help individuals and the community.

I appreciate that we offer a wide range of services that can benefit the community, and in most cases these services are free or of minimal cost. I love that the public library provides open access to everyone, or at least everyone who abides by the standards of behavior. I think we have an outstanding collection.

I appreciate that we serve the community through books, resources and interpersonal help. I was a patron before I was an employee and I was impressed with the depth of services that the library offers. My co-workers are helpful and answer any questions I might have.

I appreciate that we truly serve all people of Hamilton County. I think we are unique in our breadth of reaching out to those who can and can't come to our buildings. We support the goal of life long learning to all extremely well and our community is very proud of its libraries.

I appreciate that, at times, I am given assignments that match my abilities and interests.

I appreciate the "family feel" you get when working here at the library. Your fellow employees really become a huge part of your life. I have made many lifelong friends in my time working at PLCH. No matter what department/branch I have worked in, I always feel like they are family.

I appreciate the ability to balance my school and work lives--it is not a problem to switch shifts if something for school pops up.

I appreciate the ability to grow and advance within this organization.

I appreciate the ability to move up in the organization based on ability and strong work performance. This organization has many opportunities for advancement.

I appreciate the ample sick and pto time that this organization provides professional staff, as well as opportunities to attend professional conferences.

I appreciate the benefits and my coworkers who would do anything for each other.

I appreciate the benefits and the fact that the organization actually does make a difference in the lives of the people we serve.

I appreciate the benefits of working for this library. We get very generous PTO and the health insurance is adequate for my current needs. I also like that the library has a well-established place in the community. We often partner with other organizations in the community and customers are aware of the great things we have to offer. My favorite thing about the library are the coworkers I get to work with.

I appreciate the branch team that I work with. I feel that I am a valued member of the branch.

I appreciate the caliber of the staff. I appreciate my co-workers and how well we get along. I appreciate that we are a 5-Star library and a front runner in the nation's libraries.

I appreciate the camaraderie of my work group/department, and the ability to apply what I know to how I work. I appreciate my manager and past managers, and how they have different managing styles, yet they are all equally effective. I appreciate that not every employee is a cookie-cutter example of what Senior Leadership expects us to be, despite their best efforts to

turn us into non-thinking, carbon copies of each other. I appreciate that employees still (for now) can be individuals and have different strengths from one another.

I appreciate the care and consideration that I get from my fellow employees, as well as the respect that I have earned from them.

I appreciate the collection. I appreciate knowing that I contributed to excellent customer service and helped bring us an award last year. I appreciate the customer service that I and my coworkers give.

I appreciate the community of people that work here and how they are very helpful to new employees to help them learn about the processes and procedures of the library, as well as the culture of working for this organization. I also appreciate the opportunities to do out-of-house professional development because, while the in-house training is great, it is more generalized for all employees and sometimes more job-specific training is needed. Lastly, I appreciate the amount of PTO and sick time we are given because as we all have lives outside of work it is good that the organization recognizes the need for time off.

I appreciate the coworkers that I work with. Most of the time they are easy to get a long with. They make coming to work enjoyable.

I appreciate the customers/patrons that I come into contact with on a daily basis. The satisfaction of helping someone is a very rewarding feeling.

I appreciate the department I work in.

I appreciate the diversity and creativity that I encounter on a daily basis. I enjoy being able to express new ideas with co-workers that will enrich the lives of those people who use our services on a daily basis.

I appreciate the environment and the way all the staff seems to have a personal connection with patrons that come in a lot.

I appreciate the fact that the organization has provided me with opportunity and increasingly more responsibility from the beginning of my career. At times, I have seen that my ideas contribute to our organizational goals. I take pride in our library and in my own work. Most of all,

I appreciate having a job that enables me to make real, significant contributions in my community. Utilizing library resources, I am able to achieve my personal goals that align with our mission

I appreciate the family-like environment with my co-workers. We are all good friends in addition to being associates, which makes working at the Public Library of Cincinnati and Hamilton County the most comfortable work environment that I have ever experience.

I appreciate the flexibility in my department's schedule

I appreciate the flexibility in scheduling and the safe workplace that the library provides.

I appreciate the flexibility of my hours.

I appreciate the flexibility.

I appreciate the flexible scheduling as a part time employee and I like the way the day is schedule by the hour as far as duties such at telephone, roving, front desk and open time to get individual jobs done.

I appreciate the focus that this organization has on being a true community partner. We work in the communities we serve, partnering with other local organizations. I like that we can see that we are making a difference in the community- serving literacy and information needs. I also like the focus on early literacy- providing support for young people in a city with incredibly high child poverty rates.

I appreciate the freedom I have in my programming a great deal. I appreciate the community of librarians and their willingness to share and help their peers. I enjoy serving my community and I enjoy the community I have in my work group. We are encouraged to build strong community partnerships and get out into the community and I feel very grateful for the freedom to do this. There is a great deal of autonomy in my profession working for this organization.

I appreciate the hours I work! I love working for this organization and helping patrons to the best of my abilities. I'm proud of the work I do but there's always room for improvement.

I appreciate the institution itself as a resource and believe in the mission. I appreciate the diversity, as well as the absence of a traditional corporate atmosphere.

I appreciate the Library's mission and values. I love working for an organization that wants to help the community by promoting free access to information.

I appreciate the library's mission, and wholeheartedly support it. It's nice working for an organization with a mission in which I believe.

I appreciate the many opportunities to help people. I strongly believe in the mission of our Library and of public libraries in general, and so any work I do to support that mission in a way that directly and positively impacts our community is satisfying. Our community LOVES the Library and I am always proud to tell people where I work.

I have also had wonderful managers during my career here, who have encouraged me to develop my skills, implement new ideas, and advance my career without being super-pushy about it. I've been given freedom to make independent decisions to improve service within my agency.

I am able to have fun in my work almost every day, especially when working on the desk or interacting directly with patrons. This is such a simple statement, but it is a huge part of why I love my job.

I appreciate the mission of the library, and I appreciate the pay and the benefits that are provided by the library.

I appreciate the mission of the library.

I appreciate the mission, vision, and values we pursue; the substantial benefits we bring to the community; the experience and dedication of the staff to provide excellent service with limited resources; the historical legacy we embody, somewhat inconsistently; and the support of our community to continue this work. This is a wonderful organization in many ways, with a unique, historical niche in the community--though often misunderstood by our Leadership--and decent professional opportunities for those fortunate enough to be able to pursue them.

I appreciate the opportunity I have been given to grow as an employee. To be give different responsibilities over the years that made me a better employee.

I appreciate the opportunity to help the community in a meaningful way.

I appreciate the opportunity to increase my personal technology skills and knowledge.

I appreciate the opportunity to provide people with high-quality information and entertainment, as well as a multitude of free services. Our library is one of the best (and busiest) systems in the country, and I am happy to be able to support the Library's mission.

I appreciate the organizations emphasis on the customer. For me the ML 21 project marked a real turning point in how this organization interacted with the customer. Proactive customer service became a priority and staff were trained how to meet individual patrons at their point of need. When this organization makes changes to policy or procedures it is done with the customer in mind. New initiatives look at the benefits to the customer and Hamilton County. Even when we move forward with a venture that has setbacks, missteps, or a longer transition time than originally thought I know the basis for the decision to move forward, the customer. I am excited to be a part of an organization that passionately pursues their mission, "connecting people with world of ideas and information."

I appreciate the people that I work with on a daily basis. Most of the people that I have interacted with in the library are dedicated to the library and passionate about what we do. I love the atmosphere & culture in my branch more so than the culture of the organization as a whole. I am very appreciative to the benefits that I receive from the library, especially the PTO, sick and holiday time.

I appreciate the people that I work with. The staff that shows up most days to do their best with the assistance and tools they are given, to do an endless job that is, at times, rewarding, dangerous, thankless, fun, informative, interesting, physically dirty and in many ways difficult when dealing with the public. This has been a good job and I appreciate that.

I appreciate the people that work here the most and the services that they help in providing to the public. The majority of people that work here make a true effort to make it a place that everybody enjoys when they are here. And that includes co-workers and patrons.

I appreciate the position it puts me in to help other and the opportunity to use my research skills

I appreciate the positive attitude of the employees and the focus on customer-service. If we didn't have patrons, why would we exist. I am glad that we treat our patrons well and seek to meet their needs.

I appreciate the positive work environment and the relationships that I have with my coworkers. It really make everything else easier, when you have a good support system. I also appreciate the services that we offer. As a long-time patron prior to working here, I am always excited to tell patrons about the services we offer, because they're so much better than other libraries in the area.

I appreciate the professionalism and team spirit of this organization. I am listened to and am respected even when a correction is being mad. The flexibility of the manager and the workplace workers make for many pleasant days of work. I enjoy coming to work here.

I appreciate the professionalism of my supervisor and having a good sense of teamwork. I do love the industry that I'm in and believe it makes a difference to the community. I believe that all societies must have access to free information and working with the Library makes me feel like I am part of the literacy of the community and generations. I think the sick time and personal time, as well as the retirement are top-notch, you really can't find that just anywhere. I like working with educated people, it makes coming to work enjoyable. I also appreciate that the Library has the goal of becoming one of Cincinnati's best employers, that's exciting!!! Thank you for the opportunity to take this survey.

I appreciate the professionalism of staff. I appreciate the helpfulness of other staff members in the same job position. I appreciate the health benefits. I appreciate the plethora of resources available to help me to do my job. I appreciate RUFUS, though it can be difficult to search, because all policies are listed and resources are located in one place. I appreciate the opportunity to apply for other jobs within the system. I appreciate the fact that our system focuses on supporting the community in which I live and raise my children.

I appreciate the quality of our library system as a library in and of itself. We provide services that help so many different kinds of people, from obtaining computer/internet access to giving great storytimes and programs to providing wonderful access to resources-- books, movies, digital materials, AMAZING research databases, etc. After traveling and seeing the libraries and the resources that other communities have access to, I am very thankful to have a library of our caliber. The difference is quite astounding, and I like feeling like I can help to improve our patrons' lives by being a part of the library system.

I also love being at a branch where everyone gets along enough to make coming into work a pleasant experience. I think that's not a rare thing to happen-- most of the branches are great little units that work cooperatively and enjoy each other's company. There are, of course, exceptions, but for the most part, it's good. However, once you start incorporating the administration and senior leadership, things start breaking down immensely.

I appreciate the really good benefits, I appreciate my coworkers. I like the hours and the way I don't have to take work home with me.

I appreciate the safe work environment

I appreciate the sense of community within my branch.

I appreciate the services and programs we provide to the community and what the library represents to most people.

I appreciate the staff most of all. I think that we all try to make our branch the best.

I appreciate the staff the most because they are hard working and they are nice. We all work together to make the branch better for the community.

I appreciate the strong focus on customer service with a community focus. I appreciate the "open-door" policy that my manager has. She has made it clear that she is always there for us and that we can ask her anything.

I appreciate the support I receive from my coworkers in my department as well as my manager and team lead. I think we have a great team that works together well. When challenges arise they are addressed (to the extent that they can be) as quickly as possible and I feel like I can ask questions and make suggestions freely.

I appreciate the team atmosphere shared by professional, caring individuals.

I appreciate the team I work. We all work well together. I also appreciate the flexibility it provides for a healthier balance between my professional and personal lives.

I appreciate the trainings this organization invests in, as well as the services it provides to the community.

I appreciate the variety in my workday that includes creating and carrying out programs for the public, circulation services, reference work, creative displays and projects, and building community relationships.

I appreciate the way, specifically, my coworkers and I are close both in the workplace and outside of it. I would trust most of my coworkers to help me with personal problems as well as workplace issues that arise.

I appreciate the ways in which the library is capable of enriching lives and educating diverse communities. The diversity among staff is reflective of the diversity among our customers. The ability to informally educate and interact with all varieties of people is wonderful! I greatly enjoy interacting positively with the children and teens during programming and other outreach initiatives.

I appreciate the willingness of staff to go above and beyond the call of duty to help our patrons in any way possible the most. Although public staff have to create limits in regards to how much they will do for patrons (so that we aren't abused or taken advantage of for our efforts), I often see front-line staff doing much more to assist and/or appease our patrons. Few staff members in the system are trained, or even compensated fairly, to deal with many of the things they encounter during their days, but many still put on a happy face and bear through most situations to the advantage of the public.

I appreciate the work atmosphere, with staff working together. Also that the organization supports professional development with financial assistance and time off for conferences and workshops.

I appreciate the work I am doing here. Providing the community with resources not only for books that they may want to read or movies they may want to watch, but it's also very important to me to be helping people find information for school projects and providing places where people can use computers if they may not have one or somewhere to get help with job applications and other necessary aspects of their lives. I also appreciate the people who work here directly with me. The people here make me feel welcome and like I am valued.

I appreciate the work I do. I appreciate the people I can help. Whether that means finding a book they read as a child, a book they attached meaning too, or whether it means helping someone figure out when a baseball game is going to be on. Whether it means helping someone figure out where they can get a hot meal or where they can sleep. Whether it means helping someone write a resume or find a job. Being able to help someone is the one thing I appreciate about my job.

I appreciate the work life balance and the low stress enviroment.

I appreciate the work life balance, and the sense of pride in an organization that provides such an essential and powerful public resource.

I appreciate the work we do for our community and its people. I generally like the work I do on a daily basis, and the freedom we have for creativity and innovation.

I appreciate the work we do with our costumers. We can genuinely help people and provide them a place to learn and grow. I like my coworkers and I think I can learn from them and they can learn from me. It's definitely a cooperative environment.

I appreciate the work-life balance I am able to achieve.

I appreciate what we do here for our community. I appreciate the diversity and the general like-mindedness of my fellow employees.

I appreciate working for an organization that plays such an important role in the local community. I also like working for a supervisor who appreciates the work I do and is also happy to help/answer questions when issues arise. Additionally, I like how well my department works together to share our work load.

I appreciate:

- the amount of PTO that we receive; I think it is fair.
 - the fact that we do get some sort of merit increase (although small) almost annually.
 - the idea of working for a library - we help people, and it is free to them on a daily basis
 - access to all of materials, as I am a customer, as well as an employee
 - the modern technology that we have to do our jobs
 - an understanding manager who will tell it like it is and not "spin" the truth into something else more positive
 - there is a small amount of flexible scheduling which I greatly appreciate
-

I believe in the mission. That is true of any public library. I believe in literacy and education being free and open to all. I believe in books and learning. I enjoy the vacation time afforded to me. Working with the public can be rewarding but it is also stressful and I need the PTO to refresh so I can be a better public servant.

I believe it provides a very valuable service to the community. Reading is a critical life skill, and free access to books is a need for all. We do a great job in making materials available to the community.

I believe our Paid Time Off and Sick leave are quite decent packages that inspire employee appreciation. I've worked at a variety of jobs that have little, or none of this.

I believe the service we provide is very important and this view is shared by everyone I work with. This includes co-workers, immediate managers and upper management. Also, I feel like I'm treated with respect and my work contributions are appreciated.

I believe this organization provides a lot to our customers and our communities. The organization provides a good job with good pay and good benefits. I enjoy my work for the most part.

I believe we make the community a better place to live and work by the services we provide.

I can get immediate satisfaction when I am able to provide resources for folks. I enjoy the variety of interests, to which, I, myself, am exposed.

I enjoy being able to interact with the public. I love seeing how the library is a place for people of all backgrounds, ethnicity, and age.

I enjoy being with most of the people I work with, the convenience to my home, and the flexible hours to meet my other obligations.

I enjoy helping the public to connect with information through a variety of media.

I enjoy knowing that I can make a difference for children by providing early and continuing literacy initiatives. I like providing customers with materials to entertain and inform them.

I enjoy my co-workers and the flexibility within my department. I don't just sit behind a desk all day.

I enjoy my job and my coworkers. I believe strongly in our mission statement to connect people to the world of ideas and information. Nothing is more satisfying than helping a patron find a job or sparking a love of books in children. The library is a great place to work. My coworkers are very knowledgeable about their jobs and always give 110% when they are at work. My manager is wonderful to work with and is very effective at her job. Her love of helping people and having a positive attitude greatly influences the mood of the staff and patrons alike. The manager asks our opinions about policy or changes at the branch and actually LISTENS to our input. I know that she wants the best for us, the library and our patrons.

I enjoy offering our products and services to the community at no cost.

I enjoy the atmosphere of like-minded people working toward a common goal, which is equal access to information. I like the library's appreciation for history while also implementing new methods, which may or may not be better. On a specific level, I truly enjoy my job and my department staff. Also, my pay and benefits are wonderful.

I enjoy the organization's stability and structure.

I enjoy the people I work with and my direct leader and my immediate work group, I am proud of the services we offer and enjoy being able to assist people in bettering their lives, I am appreciative of the ability to accumulate and use the amount of PTO and sick time offered.

I enjoy the staff that I work with and working with the public. I like the variety of my job - no 2 days are exactly the same.

I enjoy what I do. My branch manager is great.

i enjoy working for a library and the service it is to the community. i like the big collection, the many services available, and think the library generally treats its staff better than corporations. I like that many of the employees I've met have similar interests to mine.

I enjoy working for an organization that is a tremendous asset to the community it serves. I like that people are given access to knowledge and are able to better themselves for free. I like that we are always implementing new ways to make information available to the public.

I enjoy working in an environment that fosters learning for the masses and making sure that the general public has access to information it needs in whatever medium is necessary at the time.

I enjoy working with other people in my department. We work well together.

I enjoy working with the patrons, specifically the children. We are able to build relationships with them and see their growth in education and life.

I feel like I am surrounded by caring co-workers everyday. I love that what we do at the Library enriches the community.

I feel like the work I do has a positive impact on the public, especially those who wouldn't be able to otherwise afford the services we provide them. Getting to know the members of this community has brought me to feel like my work contributes to the world in a positive way. I've spent a lot of my life in libraries, and I want to ensure that they thrive for future generations.

I feel like this organization cares about my work/life balance.

I feel like we play a vital role in the community, and I feel like my job plays an important part in making that happen.
As libraries go, I feel like this organization pays its employees better.

I feel satisfied and enjoy it when I get to help people. The work environment is friendly and everybody helps each other for a common purpose of doing the best, most effective job we can do to help individual members in our community.

I feel that I am paid well for the work that I do and I feel that this organization is a value to the community, which makes me proud to work here.

I feel that my co-workers are some of the most capable, smart, and interesting people I could possibly meet. The wide range of talents, skills, and interests of co-worker, that they display both at work and outside work is remarkable. The resources the library values and provides (or perhaps valued and provided, considering how the purchasing budget has been slashed in some areas) are wonderful.

I feel that this library allows me to be myself more than other jobs I have had in the past.

I feel very supported by my immediate co-workers at the branch (not by the administration). I feel very connected to many of our patrons.

I fully believe in what libraries stand for, and have been a lifelong user of the library. I am happy to be working someplace I've loved all my life, and be able to share that passion with others, coworkers and patrons alike.

I genuinely love working for the library and I recommend our services to everyone. I do take pride in saying that I work for the library. The main thing that makes me love working at the library is the team I work with at my branch. In addition, I really love the expansion of the ebranch. I think it is so important to have different forms of our collection available. This makes it easier on individuals who may not be able to physically make it into the library but still wish to check items out. I love the children's programs that are available and I really think these programs enrich the time a child spends at the library.

I get a paycheck every two weeks.

I get to do what I love and learn from others doing the same. I enjoy the department I work with. I have been here long enough to have satisfying amounts of PTO and sick leave.

I get to help people every day and my fellow employees are caring and extremely smart individuals.

I greatly enjoy making a positive difference in customer's lives on a daily basis. I am lucky to work with some of the smartest, most creative minds I have ever encountered that make each day a joy. I also am VERY satisfied with our PTO and sick time, please do not reduce or take those away.

I have a lot more freedom with the pto and sick time to spend with my family.

I have always believed the Library to be a top workplace due to the emphasis the leadership places on professional growth. Those who are want to advance are given the tools and training necessary to do so.

I have always enjoyed being part of an organization that I consider to be one of the jewels in the Queen City's crown. Ohio is known for its strong libraries and Cincinnati is among the top 7 in the country. It makes me proud to be a part of something that is so vital to our communities.

I have been able to advance in my career and I still have room to move. I am also blessed to have a great work/life balance. We have really good medical and PTO benefits too!

I have been employed for many years, and I can say even with all the changes I am completely satisfied with many parts of this organization? Do I disagree with some things yes, but overall I have become a better person and i am blessed to be able to continue to to work in an organization that is about education ,teaching and fulfilling the life of someone whom has had many challenges. Over the years have been a humbling experience , but it has been for my good and the good of my family.

I have been given opportunities to learn and develop skills that I could not have anticipated when I was hired years ago. The majority of patrons I help express great appreciation for the service I provide through the the library. Being able to make a positive impact in patrons' lives is the number one reason I continue to work here.

I have every reason to be proud and honored to be working at the Public Library of Cincinnati. A tremendous support for the community. To be part of the process of improving lives is truly gratifying:

Our organization serves community members access computers, apply for jobs, prepare for homework, provide technology training and overall help people with attaining goals that enhance their lives at no cost. That is amazing! Immigrants, too, learn English and assimilate in their new environment through our programs such as ESOL classes. I am honored to be part on a day to day basis.

As the world is going digital, our library is evolving in an impressive manner. It continues to add more and more materials to be delivered digitally. Moreover, cutting edge technologies are added where the community engages in producing their own content.

The organization looks after staff members by keeping them updated through training, promoting safety and health among its employees, providing opportunity for career development and personal growth. I appreciate their interest in the wellbeing of their employees.

I have made a lot of friends. I appreciate having a job and great benefits.

I have not met one person here at the library that I don't get along with. It is a positive work environment where everyone is treated fairly. This organization promotes growth. I appreciate how comfortable I feel working here.

I have only been working at the library for a little over two months, but I have enjoyed my experience so far. I love the small branch I am working at and couldn't be happier with all of my coworkers; they have been nothing but friendly and helpful. I applied for this position because I have loved the library since I was young and have always appreciated the friendly environment that it offers to the public. Working here has shown me that the friendly appearance is not a facade because the people here really do care about making their customers feel satisfied. I also appreciated how all of my coworkers were always ready and able to answer my many questions during my first couple of months, allowing me to get acclimated with my job responsibilities.

I have the best coworkers and team spirit in my department, and have in other departments in the organization as well. I love working with the public and promoting literacy. Managers do a good job hiring in excellent workers and putting together great teams. I like that I feel trusted to do my job and manage my own time.

I have worked here at the Library for many years. I love that we are Free to the Public. I love to work where we help and care about patrons. Where my job matters to young, old, and middle age.

I highly value the opportunity to work in an environment that provides access to information without limitations. I am very proud to say that I work for this organization.

I like and trust my supervisor.

I like being around books and people who like books. I appreciate that my manager is open to suggestions.

I like being part of an organization that provides such important resources and services to the community.

I like having the opportunity to help others. I enjoying working with knowledgeable and caring co-workers. PTO/Sick leave benefits are good.

I like how (at my branch, anyway) we are really a team, we all pull together and make things happen and can thrive in any situation- not all workplaces are like this. In terms of benefits, we used to have health insurance but they took that away from us once the Affordable Care Act

happened, which doesn't make sense since the point of the Affordable Care Act was to make sure everyone has insurance. But, to be fair, I feel the organization is VERY generous with PTO/Sick time and that alone makes it totally worth it to me, the pto and sick time is a big factor in my working here because I feel the amount of pto/sick time given is a reflection on how well you understand your employee's needs and care about them.

I like how generally the workplace environment is not closed off and completely resistant to change. The people who work here also tend to be okay to work with and some of them are friendly and nice. I appreciate the PTO/Sick Leave and having holidays off.

I like my co-workers and the sense of community we have with our patrons.

I like that it's an organization that's oriented somewhat to customer service. It's a job that allows me to leave work at work, and not have to take anything home with me.

I like that the work is rewarding because we help people access resources that they want or need to live better, happier lives.

I like the diversity of people I work with. I like that we are encouraged to move around the system to apply for other positions.

I like the diversity within our workplace. I appreciate that I am able to work with and around people who are intelligent and who represent different life experiences than me.

I like the flexibility of my schedule. I love the people that I work with and that they value my unique skills within the company.

I like the flexibility of my work schedule with my school schedule.

I like the opportunity to work in the community where I live, I like to bring information and reading to the people in my branch/area, I like to encourage people to read, to offer them reading choices and resources, and to empower them in their search for information. I like that our organization is dedicated to learning, rather than to making money.

I like what we stand for and our mission as an organization. I like knowing that the work I do makes a direct difference to the people in my community and our city.

I like working for an organization that serves the community without bias to any social categories. Free and public !
Our benefits are better than most of the people I know.
I feel my salary is fair for the work I do.

I like working for an organization that strives to be a positive influence in the community. The library has very strong support from the public and it is nice to serve a grateful population.

I like working here , freedom to adjust my hours

I love and value libraries! I have worked at other library systems, and generally, it can be a great, rewarding place to work. I am surrounded by wonderful books, movies and music and I have the opportunity to share these with the public. What I love about my job, sadly, has nothing to do with this particular organization, but with what all library work entail. I also have had the opportunity to work with some wonderful, smart, caring and very able co-workers. My immediate work environment makes work in this organization pleasant - even when it can be very challenging.

I love being a part of a public library and really helping people have access to all types of materials and an open place to be. I appreciate being with staff who has similar goals and ideas. I think we have great spaces and facilities. We also have access to amazing resources and our MakerSpace is top notch! Being in a huge system really provides opportunities for learning and sharing.

I love being involved in my community.

I love having the oppurtuinity to help others and explore a career I am passionate about.

I love libraries. I love equal access to materials and services. I love being a part of the community and serving their specific needs. I love that we are embracing technology and the direction it is taking libraries. I love working in an organization that isn't trying to sell something to people. We are trying to help enrich the community and help patrons find knowledge. I also appreciate that while our organization is not perfect it is the best library system i have ever

worked in. So while i might complain about this or that, at the end of the day this is still a great place to work considering the alternatives.

I love my job, and that is hard for people to say nowadays. I feel respected by my manager and my teammates. I feel like I have a voice and it is heard.

I love our mission and the people I work with every day, coworkers and patrons alike.

I love reading, so helping people find books they enjoy I a big plus for me.

I love that I can utilize my interests and hobbies, turning them into programs or other fun things that engage the patrons. I've also tapped into my long-dormant creative streak in helping with displays and, again, with programming. My manager and coworkers actively encourage me to do things, and give me constructive feedback when I need it. In my manager and coworkers, I've found a group of friends who transcend the mere label of "coworker." They're like family.

I love that I learn skills in my job that help me in my everyday life. I think working for the library has made me a better learner, citizen and overall person.

I love that our focus is on providing great services in a variety of technology and information areas. I'm proud to be a part of an organization that is nationally recognized for its high quality of service and that meets a lot of needs in the community. I appreciate that we have both a diverse staff and a diverse public, and that each perspective is valued equally. I believe that our organization offers fair benefits in a tough marketplace.

I love that we can help the community with access to technology and training on computers and we have music and books and movies that are free. The best part of my job is helping find information that patrons need.

I love that we do meaningful work. We are fortunate to have OPERS. I appreciate the opportunities for advancement.

I love the camaraderie at my branch. People work well together and are always happy to help one another. I also really appreciate that our work/life balance is valued and that I do not have to take work home with me! I am proud of the quality of services and programs we offer.

I love the depth of the Library's collection (both print & electronic) & I love helping patrons find what they need.

I love the history of this organization - round since 1853! When we keep in mind who we serve and try to meet those needs I think we do a great job. I appreciate that people can still get excited about helping the public and providing help for Everyone.

I love the idea of public libraries- that tax dollars are spent to provide all citizens with access to books, computers, software, music and other technology. I love that libraries are open to wealthy people and poor people. I think this organization sometimes forgets that not everyone has access to the latest and greatest technology. We need to keep services available for everyone.

I love the people I work with day to day and I love our customers. But it feels like the senior leadership does not listen to the input of our branch!

I love the services we provide to our communities.

I love the work environment and my coworkers, they make it a fun place to be.

I love what I do and feel that the library makes a difference in the community.

I love working around books and knowing I am working for an organization that helps people learn and grow every day, regardless of who they are or how much money they make. The benefits and many of my coworkers are decent also.

I love working for an organization that does so much good for so many people. It truly is one of the best services a community can provide for itself.

I love working with the patrons.

I love working with the public and finding information for them. Seeing children get excited about reading and checking out books with their first library card is awesome!
I also have great coworkers.

I most appreciate how PTO hours accrue/rollover and the opportunities to have a truly meaningful interaction with patrons.

I most appreciate how the employer helps to balance home and work.

I most appreciate how we implement our mission within the community. I am proud to work for an agency that provides equal and good quality service to all patrons.

I most appreciate my Manager and my team.

I most appreciate my team and my manager. They are all pleasant to work with, have excellent interpersonal skills, and work well together to get the job done. It is wonderful to have a good work environment and also to get tasks done efficiently.

I most appreciate the amount of job satisfaction I constantly feel. It is great to come into work each and every day knowing that what I do makes a positive difference in the community I serve!

I most appreciate the flexibility with scheduling my shifts around school activities and other commitments. It is very convenient to be able to switch shifts easily if I need to do so. I also greatly appreciate the friendly atmosphere, working with my coworkers.

I most appreciate the friendship and support of my peers and coworkers. I've encountered more wonderful people in every level at the library than any other organization I've worked with.

I most appreciate the hard work of the staff on the front line of service throughout the system. I find most of the staff are dedicated to their job and to the patrons. I feel the strength of this organization rests on the efforts of every staff member who works directly with the customer base.

I most appreciate the mission of the organization, the cooperative spirit of my work group, and the work I do as part of my job.

I most appreciate the people I work with who are kind to me and have always done their best to make sure my work experience was pleasant.

I most appreciate the positive impact the library has on the community.

I most like working with the patrons to help them have the best experience possible when visiting our branch. We have a wide variety of people that frequent our branch. We interact with people of all ages. I like that challenge.

I really appreciate my manager and my manager's manager. They are really here to help and make everything run smooth.

I really appreciate that my immediate supervisor is willing to be flexible with us. He recognizes we need work/life balance. He doesn't micromanage us, which is great. We also have a great team. People are always willing to help out when needed. I also appreciate that we have benefits such as paid sick days.

I really appreciate the team member I work with. Not everywhere you work has a group of individuals you like and get along with and I feel like we have this almost everywhere in the library system.

I really enjoy working with such a great team, and being exposed to a diverse range of patrons on a daily basis. I also appreciate having the opportunity to learn new responsibilities regularly.

I really enjoying working with my co-worker, we all have a great working relationship & some of the patrons that enter the branch that I work at are a joy as well.

I really like my co-workers and my supervisor. Unfortunately a lot of them are leaving for better jobs where their opinions are taken into consideration for future changes.

I think it's generally a good place to work - salary and benefits are better than what a lot of other companies are offering

I think libraries are very important to the community, especially low income areas.

I think that libraries provide a vital service to the community as a repository of information and access to that information through different media. The community would definitely be lessened without us.

I think that the overall environment that is within the staff is great. We all get along really well and its like a little family.

I think that the services we provide and the work that we do are very important to our community at large. I really do believe in our mission statement and am happy to help our community members have a place to go to learn and grow.

I think the resources that we provide to the community are important. From having computer access to storytimes. We try and meet a diverse range of needs for the community.

I think this is an organization that really makes a difference in people's lives regardless of their background. As long as they follow the rules anyone can come into the library and get help with computers, job searches, ESL instruction and more in addition to borrowing materials. I think this organization helps to bridge the digital and educational class divides in our city.

I think this is one of the better jobs available to students. It is not too stressful and it does not pay minimum wage. You feel like you are part of a larger group and that even though you are just a student shelver you are valued and your opinion matters to the "team."

I truly believe in the core mission of public libraries: to provide citizens with free access to information for both education and pleasure. It is an honor to be a part of this process. For the most part, my co-workers are hard-working, sincere and caring people. The Library provides competitive benefits for a public institution. The PTO and sick leave policies are very fair. I appreciate being able to work for an institution focused primarily on customer service as opposed to generating revenue. My direct manager trusts me and encourages me to serve our patrons by being knowledgeable and creative.

I truly believe in what it is that our organization stands for – providing people with information and resources that they need or want, and might not otherwise be able to access. I also enjoy all of my coworkers. I have worked in a number of positions in this system, and have worked with primarily wonderful people who also share similar values to me (in that they believe in in the library and enjoy helping people), even though we may have come from entirely different backgrounds and have completely different perspectives on life. I guess libraries tend to attract that kind of person.

I work here because the Library truly makes a difference in the community. As a part of this organization, even when I may disagree with specific administrative decisions, I work here in the knowledge that I'm advancing the well-being of the community around me.

I work with a great group of people and manager who appreciate all of my hard work; Also, we work well together and there is a great sense of teamwork - that we are all looking out for and helping each other.

I'd like to preface this answer by telling you what I liked about working at this organization when I first started working here, approximately 15 years ago. I not only appreciated the salary, but the environment and the job responsibilities. I loved being surrounded by one of my favorite things, books! I enjoy talking about books, recommending books, even processing and repairing books. I appreciated having a job where I could encourage others to read and actually influence children as far as their reading habits. I even had the opportunity to teach adults to read. I enjoyed interacting with people who also shared by love of reading and books. However, things change as time passes and we adapt to those changes until one day we realize we are no longer doing the same job for which we were hired. It appears we are doing the same tasks, ie: checking in books, checking in delivery. We even have time assigned to actually "rove", be amongst the patrons, be there to help whoever needs assistance, even that is not what it seems. Most of that "roving" time is spent babysitting one hundred children that come to the library because there is nothing else to do. They have no interest in reading. They would rather socialize or play games on the computers. Just trying to keep the multitude of children quiet enough not to disturb other patrons or keep them from fighting has become a big part of assigned responsibilities. I seem to have become a daycare worker instead of a library worker. The regular patrons of days gone by just order their books on line and come in quickly to pick them up and be gone in as little time as possible. They no longer take the time to browse for books, the environment is no longer conducive for a leisurely discussion about authors and their new books. I still appreciate the nice salary, I also appreciate my co-workers. I do find it amazing to have been able to work at one place for so long and always enjoyed the people I work with. They have practically become a 2nd family. I also appreciate the flexibility of work hours at the library. Needing to work a 2nd job and having managers who understood the situation has been a big plus to enjoying working at this organization.

I'm given the freedom to do what I need to do in order adequately serve our customers.

I'm proud and I love the impact we have in the community.

I'm proud to be part of an organization that offers such a wide range of services and has a positive effect on people of all different backgrounds and walks of life. I also appreciate the opportunity to move around and up in the organization; when I got here I was surprised by how many people had had multiple jobs within the system, and I think it's beneficial to have a staff that has worked in multiple areas and locations.

I'm proud to work here because I believe we provide valuable resources/services to the community.

I'm very happy with our level of customer service. We do put our patrons first. I think this is one thing that is consistent throughout our system.

In my position of being a Branch Manager, I'm given policies and guidelines, yet I am also given the freedom to do what it takes to provide great customer service, keep the staff happy and create a positive work atmosphere. I'm appreciative that Senior Leadership trusts me to handle things and are here for me when I need support. This autonomy is a major contributor to my satisfaction.

Interacting with patrons and making a difference in people's lives. What we do is incredibly important for our society.

It allows me to be creative and try out new ideas and programs, even if they fail.

It creates an environment where co-workers genuinely become good friends and work well together.

It is a storehouse of knowledge and is a public service.

It is a trusted institution with integrity. Most people that work here are well equipped both intellectually and socially to handle the extremes of working with the general public.

It is nice that staff can ask others for help, such as procuring books for a teacher, answering a reference question, or coming up with ideas for programs. While answers are not always timely, I also appreciate having the Staff Association question and answer page. It's great when administration has listened to staff feedback and implemented changes such as Child-Only/Teen-Only cards and receipt printers at the reservation stations.

It keeps me moving--physically and mentally--there is always something to do. with more and more additions in technology, it has challenged me (in a positive way) to learn more about the newest tech for myself as well as to be able to aid and teach others.

It matters to the community.

It provides a very valuable resource for the entire community.

It provides me with opportunities to grow and prepare me for the future.

It's a library that is well respected nationally and locally, and I want to be part of that type of organization. It's a vibrant and ever-changing organization. We tend to hire top quality folks and, in general, retain those of quality. The benefits are not as strong as the once were, and pay is not tops in the state, or region, which is unfortunate. They are adequate, though, and I just can't complain given the nature of pay and benefits in the workplace in general. There are a lot of opportunities and I have seen many folks benefit, including me, from those opportunities.

It's a pay check. The work environment has changed over the years they balance the budget on the backs of the employees by increasing the cost of insurance and cutting the coverage. There are employees that haven't had raises in 7 years. People just want to get enough time in to retire and leave there used to be a friendlier environment.

Job security, teamwork, and the security guards.

Job. Able to help customers at times.

Just to work at a library is something I had thought would be fun and rewarding. I have not been disappointed at all. I appreciate the work load and meeting new and sometimes interesting people.

Knowing a child, adult or a elderly person has a smile on their face when they pick up their material from the library.

Knowing that the time I spend here makes a difference... the work is meaningful and rewarding.

Knowing that, as an organization, we strive to contribute to our community.

Knowing we provide an essential resource to the community

Libraries are an extremely valuable asset to our society and I have a tremendous sense of pride that I am a part what libraries do for our communities.

Making a difference in the community, freedom to get out into the community, freedom to provide good customer service, ample professional development opportunities, diverse employees, great PTO, a huge variety of services to provide for our customers

Management is respectful to staff and each other. My department's culture is friendly and helpful, I also found this when interacting with departments other than my own.

Materials I get to work where I play.....I love books. I feel surrounded by knowledge. I have met some very nice and interesting people working here. I have learned a lot as well.

Mission, diversity of staff, most policies, evolving organization, support of most other departments, variety of jobs, floaters, emphasis on literacy, programming, outreach, Services

More than anything, I appreciate the people I work with directly--my fellow front line staff and management. I also have an immense appreciation for what we do, serving our community by providing access to information and entertainment. But this has less to do with our organization in particular than it does with the fact that we're a public library. I feel very strongly about public libraries in general. But it's the *people* who set us apart.

Most are good people.
Heating and air conditioned buildings.

Most of all I appreciate our mission to connect people to the world of ideas and information. I truly believe we make a difference in the community . I also appreciate Andrea Kaufman. She is a model of what a true leader should be: Intelligent, kind, patient, and thoughtful, always working with the very best intentions. She listens to staff and truly cares about us. She communicates effectively and demands excellence, and she does this in a way that makes us truly want to do our best work for the organization. I am so appreciative that she taught

Management Academy and has been a mentor to so many of us. She has really changed HR for the better, making the department so responsive and on top of everything. I want to make it clear that when I answered the above questions negatively regarding the Senior Leadership Team, I was absolutely not referring to Andrea Kaufman. I think she is the top leader on the team. The other leaders in the library that I truly admire are Paula Brehm-Heeger, Katie Greifenkamp, and Maria Sferra. These are the leaders (along with Andrea) in the organization that I trust to make sound decisions and who show strength, intelligence, compassion, and resilience, and lead change in positive ways. They listen to staff and communicate well.

most of the people I work with and around are very friendly and respectful

Most, that it's GLBT friendly.
Common goal of promoting literacy to everyone.
Staff is smart, professional and fun.
I like our product and believe in it. In fact, I consider myself part of the product.
I get to meet so many people in the community and people who are important to our profession (authors, illustrators, performers)

My co worker

My co-workers are hardworking and supportive and always willing to help patrons and other employees. The benefits for full time employees are great.

My co-workers are very supportive and truly want what's best for our branch. I appreciate the PTO/Sick hours as it helps me feel less stressed in case I become ill or a family emergency occurs.

My co-workers. My co-workers make the tough days easier to get through. Most people are team players and are always willing to step in and help if they see you need any help completing a task. It is rewarding when you are able to help someone with a technology problem and they later come back in saying how much of a help you were and they were able to do it alone this time.

My colleagues and the customers we serve.

My coworkers

My coworkers are friendly, interesting and helpful people.

My coworkers make coming to work bearable.

My department manager, many of my coworkers, and feeling like we provide an important service to our community.

My favorite parts of my job are the ability to work independently and with customer services. I get to know the communities. It nice to know the local families and their children .

My favorite thing about working at the library is my wonderful set of coworkers. I am very lucky that my location is one of the ones that has a very cohesive set of employees that are able to work together to overcome the challenges given to us, be they by senior administration or customers. The library has also given me much experience in learning to deal with complex and illogical instructions from both patrons and leadership. One of the nice things about the library is that the pay for entry level employees is fairly good, and the sick time and PTO are fairly good, as long as you work for a manager that allows you to use it. I do appreciate being able to help people with whatever problems they may have, as it is very satisfying being able to make a grumpy patron leave with a smile on their face.

My fellow employees are smart, funny, kind, and, most of all, dedicated to serving the public and promoting a literate, informed populace. I completely respect and trust the managers directly above my level.

My immediate co-workers

My immediate workmates, the ability to have a work family. I love that I have great resources in other librarians, but miss the ability to interact on a professional level with them. I also appreciate an appropriate work/life balance (although it means I forget to return my library materials and ALWAYS have fines....since I go home and stop thinking about work! :-)) I like that we are progressive in offering new services for our patrons.

My manager and co-workers. Feeling supported at work. Freedom to do what is needed in my position.

my manager and coworkers make this place great! Most of the patron interactions are wonderful as well. Collection and services (databases, search ohio, programs etc.) library offers.

My manager and my colleagues in my department are fantastic. We are very supportive of each other and are able to communicate freely.
I feel I have made a difference in peoples lives.

My manager is amazing and so is our team. We excel in customer service and are always trying to be the best we can be. I like that I am not micromanaged and am respected and trusted to do my job. I think our PTO/sick is very fair and I appreciate it greatly. I appreciate the library caring enough to ask our opinions. I think a lot of amazing people work in this organization, and I feel staff are working hard to make us an organization our city can be proud of.

My manager is understanding when I have issues that need to be worked out in my personal/home life.

My manager makes me feel like I am an important part the department. They allow and encourage me to get creative and tackle tasks and issues as they arise.

My manager. She cares about us personally and tries to work out work/personal life issues. One major reason my "career" growth in this organization has stalled is because I am afraid to leave this branch -- information about other departments and branches that are not supportive inform my decision to stay where I am, hence I am unable to consider other positions that would help grow my career and accept possible promotions.

My paycheck, my schedule and my co-workers.

My schedule fits my other job.

My supervisor is wonderful! I actually think she's the best boss I've ever had. She's supportive in work and personal life situations. She works hard and encourages the staff. She's honest and helpful. She creates a very healthy environment to work in even though circumstances outside her control are sometimes very stressful. I enjoy my coworkers and we work well together as a team. I trust them.

I enjoy working for an organization that has such a good reputation within the community. Even though I don't agree with some of the decisions that occur from the leadership level and even

though the job isn't easy, I'm proud of what the library represents and that the public tends to have so many good things to say about the organization as a whole.

My supervisor, co-workers and PTO. I really appreciate the work/life balance that working here allows.

My team. The impact my work can have on the community.

My work contributes directly to our customers' knowledge of what resources the library has, and I find that very fulfilling.

My workplace's Importance to the community. Also, my co-workers and manager are the best.

NA

Opportunities for learning and growth through the work that we do. The generous PTO/sick benefits. The flexible work schedule.

opportunities to move up in the company

Our ability to please so many people in our community with the products and services we provide. The benefits and working conditions for employees.

Our library is appreciated and loved by our community, and I feel that in nearly every interaction I have with the public. I am proud to be part of an organization that is providing a service that is so valuable to our community. Customers are generally very happy with the library and the resources and services that they can access through the library. Our organization strives to change with the times and ensure that we are meeting the needs of our community, now and in the future. I like my immediate workgroup and my manager, and feel that we work well together as a team.

Our product (free access to information for everyone) is something to be proud to offer.

Our team is supportive in helping one another out when in need of knowing new programs, devices

Overall the library is a great place to work! In my position the sick time and PTO are more than fair and the benefits I receive are just fine. I love the fact that we help so many people in need and that we provide thousands of programs for everyone!

PLCH does a great job of instilling excellency in every employee, and I appreciate how each employee is important and respected as an individual.

Provides opportunities for problem solving and creativity.

Providing a needed benefit to society as it is transitioning to an information rich but education needy society.

Providing access to materials for people of all socio/economic and demographic backgrounds. Creating programs and making a space that is fun, stimulating and safe for kids and families to visit.

Providing the abundance of resources to the community.

PTO

PTO

PTO AND SICK TIME

PTO/Sick leave are excellent. They have wonderful databases/downloadables available for the public.

PTO/Sick Leave for all employees - sometimes being sick cannot be helped and it's good that we aren't penalized for it.

Public libraries are one of the few democratic organizations left in this country...patrons are treated the same regardless of income, status, etc. Most of the library staff are great people and supportive of one another. OPERS is one of the top retirement systems in the country. My salary is very fair for the work I do.

Representing an organization that means so much to me. I love my Library for the services it provides and the role it plays in my community.

security ,benefits, work environment,chance to develop my talents.

Service to the community.

Serving and helping customers.

Serving the community.

Some benefits for part time staff.

Teamwork and satisfaction in providing great customer service.

That I get to help people everyday. That's really what our job is about. Nobody works here for the pay or the culture, they work here because they love to help other people.

That I have a great group of people to work with within my department.

That I have the opportunity to seek out professional development opportunities; but in most cases I'm unable to experience them due to "lack" of time or staff. I appreciate the fact that I can use my own personal knowledge to help patrons. I appreciate that once I'm done with my MLIS I will have an opportunity to work within the system.

That it is one of the best libraries in the country.

That it is part-time, easy, and mostly stress free work, so I can make money while still going to college without it being difficult to maintain a balance between the two.

That our organization has much to offer the communities for learning and higher education for all ages. Offering some governmental type needs made available at the library for the communities as well.

That the library can provide so much to a community- not just books. We're such a huge hub for information, and barring costs like printing or Makerspace materials, it is all free for people to access and learn from.

The ability to connect users with items and information they are seeking

The ability to earn good vacation and sick leave which contributes to work/life balance. My co-workers and current managers are professional and courteous to everyone. The work is essential to the community it serves.

The ability to help others and also the comfortable work environment.

The ability to positively interact with the public or assist people with their needs.

The amount of training available and required during my early employment period was refreshing. I realize not all organizations are able or willing to spend the time and money to develop their staff.

The balance of work and personal time.

The benefits are great, and I really do feel like I'm contributing a good service to the community.

The benefits to our customers.

The benefits truly are wonderful.

The best aspect of working at this organization is the people I work with, especially my boss. This organization works with students schedules and makes it accommodating for students to work and go to school with little to no stress.

The best thing about working with the library are my coworkers.

The calm and tranquil work environment. Nothing ever is stressful, and I never feel overly pressured.

The camaraderie within the organization as well as the focus on meeting the needs of individuals.

The challenging nature of my job, all the very good people that work for us, and the knowledge that we make a difference in people's lives (and within the community). We offer an incredible, wonderful amount of resources and services - all free - available for use by the public. This makes me feel proud.

The co-workers that I work with on a daily basis--including those from other branches.

The communication is constant.

The community within the staff and patrons.

The core mission of the institution--to serve the public and connect them with information and materials is meaningful and fulfilling.

The customers we serve appreciate the services we provide

The dedication to making its customers happy. This organization continues to look for ways to satisfy customer needs and makes changes when necessary. There are continuous additions to programs, item formats and services offered to the public.

The different people i come in contact with from day to day.

The diverse clientele and staff; creating interesting and relevant programming; and, my co-workers

The diversity of staff. This is the first position I've held where I'm intellectually stimulated by my coworkers. We are truly a team and I feel an integral part of the team.

The environment is one that encourages learning and achieving a common goal. Everyone is pleasant to work with and it is wonderful to work for our patrons who really love our services.

The environment reminds me of a Swiss patent office. The workload is such that I can spend a lot of my time thinking about, or even working on, other projects not directly related to Library work. There's almost never any stress here, and I never have to take work home with me.

The fact that it is 3 miles from my home.

The fact that it offers a free service to the community.

The fact that senior leadership is seeking our opinions on how to be a top workplace

The fact that the library helps many people in the community, who would otherwise not have access to these resources.

The fact that the Library helps people every day in their daily lives.

The fact that we help the community, especially those in need.

The fine professionals I work with.

The flexibility and understanding of balancing my personal and work lives. In general, I believe the organization cares, respects and appreciates the people it employs.

The flexibility in scheduling and the PTO/Sick time I am afforded is helping me advance my career as a musician.

The flexibility of my schedule. It is likely unique to the location where I work. As a newer employee, I found working 8 hour shifts accelerated my learning curve as opposed to 4 hour shifts. I enjoy working with people and feel I contribute as many patrons need life skills help and the library is a destination for them for significant reasons other than simply checking out materials. For the most part, I have only encountered great people to work with who are eager to help teach and integrate new employees.

the flexibility to create my own hours

The flexible schedule.

The flexibility and the friendliness of my co-workers!

The focus on excellent customer service and outreach to the community.

The freedom that my manager gives me to do my job without micromanaging. I also like the freedom I have to come up with programming ideas, and then prepare and execute them mostly as I see fit.

the freedom to be myself in a professional environment

The friendliness, intelligence, and professionalism of most of the staff I work with.

The good PTO and sick time make it easy to balance my personal life and my health with my job without feeling too pressured about time. The supportive attitudes within branches and the generally helpful attitude of most fellow employees.

The great manager & staff at my branch.

The health benefits

The impact that our organization has on our customers and community is tremendous. The library serves as a community center in many of Cincinnati's neighborhoods.

The services that we provide our customers are needed and up-to-date.
I love what I do. I love the variety of my job. It's the best library job yet.
Your commitment to staff training is commendable, thank you!
Reading is the best. Issuing a child their first library card is priceless, nothing compares with their excitement, priceless!
The library provides services to level the playing field for underprivileged and immigrants, thank you for making homework helpers and high school graduation certification and trainings like Lynda.com, Mango Languages and Universal Class available to EVERYONE!

The impact we make in patron's lives and being a place where community excels. I also feel supported by my immediate supervisor. She encourages me to take risks and learn new skills. I like that the library pays into my Health Savings Account.

The importance it plays in the community and the ability to enrich people's lives

The individuals in my location and my specific manager are wonderful.

The integrity of the organization and the staff.

The intelligence and capability of my manager. They insure a cohesive and pleasant workplace.

The job allows for different work each day. I'm never confined to a desk. I don't stare at a computer all day. I've never said (or thought), "I'm bored," at work.

The library has a great mission and does wonderful work for the communities. The benefits are excellent. I believe that there is a desire to be the best library in the country.

The library has been an important part of my life since childhood. I feel that my work is important and beneficial to our community. I have worked with some very good people since I started with the library.

The Library is an organization where people genuinely want to help each other and our customers. There isn't posturing by individuals for their own benefit. That is actually quite rare, particularly in the nonprofit world.

The library is supportive of career advancement and development opportunities. My branch, in particular, is well staffed and my coworkers all appreciate and trust one another and my manager makes sure staff member's needs and requests are listened to and respected.

The library vision for furthering the pursuit and propagation of knowledge appeals very closely to my own personal aspirations so to be working for the library is like getting paid to do what i already love to do.

The loyalty of staff to their managers, colleagues and most importantly, the patrons

The majority of people I have met within this organization share a real passion for education and public service. I have never worked for a place with such dedicated staff, and I find it truly inspiring.

The majority of the people that I work with and have for years. The benefits are better than some places.

The mission of the organization. The skills and talents of the staff.

The notion that a library offers a worthy and unique service to the community.

The opportunities provided to me by working in such a big system: The ability to move within the organization, The ability to participate in different committees and groups.

The opportunity for advancement is there for employees. However, the new raises make it very discouraging for employees that have been with the library for a number of years. It is not fair that those staff members will be paid the same amount as someone who was just hired despite putting in all of the hard work for a number of years. The raises they've received in the previous years essentially mean nothing and could lead to those employees being resentful to the organization and ultimately a decrease in productivity.

The opportunity to connect people with the information they are seeking. To promote the lifelong love of reading, all in a great atmosphere.

The opportunity to continue to learn and grow (not necessarily through formal programs offered by the Library), making a difference through serving our customers, technology and reputation of organization in the community.

The opportunity to give back to the community and interact with people I would otherwise have no contact with.

The opportunity to work directly with the community in a way that positively impacts the lives of individuals and the health of the region.

The opportunity to work with so many great and varied personalities in the Library system.

The organization, effectiveness, and skill and how it benefits the society.

The patrons, individuals on my work team, our excellent collection

The pay is very good even if you were to look elsewhere. No where else is there as many benefits and or money. I can see why people are so loyal for so many years.

the people and training provided.

The people I have met, PTO time earned, retirement benefits and performing some services greatly appreciated by the public. I do at times get great feelings of satisfaction during and after assisting people on various projects.

The people I have worked with in this organization have, for the most part, been very professional and easy to get along with and I have made lasting friendships.

The people I work directly with. I work with smart dynamic people who make this organization great.

The People I work with

The people I work with

The people I work with and the public who treats me with courtesy.

The people I work with are all very caring and I am treated fairly and respectfully.

The people I work with are excellent.

The people I work with each day.

The people I work with on a daily basis.

The people that I work with are fantastic. They are true team players and work so hard to make the library a great experience for our patrons. The front line staff are the ones that make this place so awesome.

The people who work at my branch are the dream team. I'm proud to be working for an organization that provides necessary services to people in my community.

The people who work for this organization are so open of everyone; everyone feels welcomed.

The people.

The people. I could not have asked for better coworkers--everyone is genuinely kind and accepting as well as very helpful if I ever need assistance with anything. I look forward to work in large part due to my coworkers!

The possibility of helping those in need - the general concept of working for the public.

The products and services we provide the community.

the professional and collaborative attitudes of my department co-workers and supervisor

The professional diversity of all of the employees.

The PTO and sick time leave is generous. I appreciate my manager and co-workers. Everyone gets along well and we pull together to make our branch the best it can be. We don't always agree with the direction that the library is going but we try to find a way to make it work.

The PTO and sick time.

The PTO policy is great, and my coworkers are great to work with and be around. I enjoy being a part of an organization that really makes a difference and influences people's lives positively. I have a sense that my work matters to the greater library system. My workload is reasonable.

The PTO/Sick Leave and the work life balance.

The recognition given to those who do their job well and those who work hard.

The resources and information we provide to patrons and the communities we serve. Giving people of all different backgrounds open access to a wealth of knowledge and numerous opportunities to grow themselves and to learn more.

The salary, opportunity for benefits, helping the community

The schedule fits with the rest of my life.

The sense of community here is amazing. I get along really well with my coworkers, I respect and am very satisfied with the way my manager runs the branch.

The sense of community that's established between my co-workers and myself.

The service to the community.

The services it provides to the community.

The staff and my coworkers are very friendly and there is a definite culture when you work here, yet I can work by myself

The staff and our patrons.

The staff and patrons at my particular branch.
Pride in working for the free-and-public library - the last bastion of equality and democracy in this country.

The staff and supervisors are wonderful people

The staff are great people to work with who provide excellent customer service in a constantly evolving library climate. The system has a long standing heritage in the community that continues to provide relevant service while maintaining many aspects of its traditional usefulness.

The staff at the branches excel at dealing with bad situations and incompetency from the Senior Leadership Team. We provide far more services than our job descriptions detail. Staff goes above and beyond. They are the reason we win all of these empty awards. We provide resources to communities that may not have access to them otherwise.

The staff.

The staff. The sense of teamwork

The team I work with and my manager; the patrons I get to work with every day.

The teamwork of co workers. the cordiality and respect of staff members.

The teamwork, and the way our team has each others back

The thing that I appreciate most is the highly encouraged values at this organization. Every employee/branch makes it their top priority to better their community and to provide constant

assistance with almost anything. A warm, welcome feeling washes over you as soon as you walk in to a branch and are greeted with a "Hello". Knowing that this organization genuinely cares is what makes me stay here because it's hard to find that anywhere else.

The value of the work to the community. I feel like I'm making a real contribution to society.

The willingness to offer as many varied services/materials to all without prejudice.

The work atmosphere - It is pleasant, friendly and low stress.

The work we do for the community is very satisfying. Some very good people work here.

There are a lot of really great people in this organization who work hard to make the library wonderful for the patrons. They are full of energy and ideas and it makes it a fun place to work. I'm proud to work with these people.

There are a number of people at this organization who want to and do put in a great amount of effort, time, and resources to interact with the community in a positive way, whether it be through sharing knowledge, entertainment, culture, or information about community resources.

There have been many opportunities for advancement up to a certain point. I LOVE what a public library offers to the community. I LOVE that we are everywhere in the county and open to everyone. I appreciate the independence with which I am able to work. I like that I can positively recognize others for their good work.

There is minimal drama and everyone seems interested in helping everyone else.

There is opportunity for growth and professional satisfaction. The organization cares about training its workforce appropriately. The PTO and sick leave are very generous. It is an innovative organization that is forward looking and stays on the cutting edge in the field.

They have some excellent front-line staff (librarians and library assistants) who come up with great ideas for the patrons, implement them well, and love helping people. They are able to serve the public very well despite often poor leadership and resources from managers and administration.

They seem to truly want to make this the best library system in the country, if not the world and that is admirable.

This is a very good job for a student, as my schedule is flexible enough to fit my needs.

This organization is much more caring about my personal needs than the last job I had

This organization is very open to diversity, specifically in its ideas and the employees it recruits. I feel that the library contributes significantly to society through the services it offers and I am glad to be a part of that.

Using my education and skills

Using my skills to help serve our patrons, and working with people who are passionate about their work and doing their best.

We are an important part of the community and have the ability to make an important difference in people's lives. My manager and coworkers in my department are wonderful, hardworking people. Very supportive. My manager treats us like adults and trusts us to do our jobs. He does not micromanage unlike some managers and doesn't play personal politics with us. We are very lucky to have had continued support of our community.

We have a great mission and almost everyone who works here is strongly committed to it. People work here because they want to serve the public, and they do a great job. The work the organization does in the community is the best thing about working here.

We have excellent PTO and sick time benefits. They are one of the reasons I don't want to leave this organization.

We provide a valuable and well liked service to the community.

We provide much-needed, valuable services to the community.

We work as a team at the Cincinnati Public Library, and serve the community in a big way. I feel we are a vital part of our city. Also, I enjoy working with my coworkers and managers. They are helpful and create a wonderful work environment.

What I appreciate most about working at this organization are the people that I work with and the patrons that frequent our library.

What I appreciate most about working in this organization. Is the good we do for the community. We really do change the lives of our patrons.

What I appreciate the most about working at this organization is helping other people all while learning and growing to better myself.

What I appreciate the most about working for this organization is how much PLCH gives to the communities throughout Cincinnati and Hamilton County. In fact, that aspect of this job is why I applied in the first place. I love working for this organization.

What the library offers to the public and the equal access and educational values it promotes.

What we do for the community

When good ideas are recognized and implemented to provide better customer service.

When I come to work every day, I'm not worried about the bottom line. I'm not worried about profit margins or sales goals; I come to work, I work with good people, and as long as I do my job, . We, collectively, are doing good, important, vital civic work.

Within my branch, the opportunity to provide customer service and use my skills. Sadly, we don't get any recognition for this though. I feel you have to accept that the only recognition you get is the satisfaction of a job well done. No one else will recognize you.

Without a doubt: my coworkers. I've met many wonderful people; people whom I genuinely care for. The staff of this branch work together as a circle of friends (generally). I believe that our senior leaders are good people who are devoted to the organization. I believe that my manager desires to do what is right for the staff and the branch.

Wonderful customers!

Work and life balance

Working for PLCH fulfills many of my personal ideals in regards to public service. It makes me feel like I have an opportunity to make a difference in literacy and education issues. I feel lucky that I get to go to work every day and get paid to help people. I truly believe that public libraries are the great equalizer and a cornerstone of what makes our country great. I appreciate the salary and generous PTO benefit. I appreciate my colleagues and staff. I consider many of the employees of this organization to be some of the smartest, most talented and compassionate people in Cincinnati.

Working for the Public Library of Cincinnati & Hamilton County provides ample growth opportunities for its employees through job enrichment and training classes. We are a leader in the Public Library industry and it is exciting to see our organization step outside the norm to implement new services and resources (i.e. Espresso Book Machine).

Working with customers who value the library, its staff, and all the great services we offer. The people who really use the library and appreciate all of our services, they are the best part about working at the library

Working with patrons at a branch encourages engaging in conversations that helps them voice their opinions, and in turn, helps other community organizations fit their needs based on what we hear and observe.

working with people / customer service

working with the different people

Working with the public in a not for profit setting

What would make this organization a top workplace?

- Training/orientation started off a bit "trial by fire" because we are consistently understaffed, and have been so before the start of my new position 6+ months ago. I am upset with administration because they have done nothing to help. It's perturbing that we cannot merge some of our part-time positions into full-time positions, especially in the department I am currently employed. It is sometimes embarrassing that I still do not know some of the answers to basic department questions despite being here for the better half of a year. I have observed this with all of our department's part-time workers as well.

My schedule has changed quite a bit in the past few months due to our department being so short-staffed. This makes it difficult to start applying for an additional part-time job. I feel stuck because I would really like to stay at the library for a long time, but it's becoming more and more discouraging because I don't know if it is worth holding out for a full-time position here anymore. I am losing faith in administration listening to department needs.

To improve our current system I would suggest:

- Allowing training time for employees BEFORE opening or AFTER closing. If we are permitted to have staff meetings prior to opening, why can't we accommodate off-hours training without interruption from our job duties? This way we can train without interruption, and still have the few minutes prior to opening.

- Creating an Application Center/Room along one wall of the TechCenter so that patrons have a dedicated quiet space to fill out applications. Far too often

Or moving some more computers up to the 3rd floor east side which is currently being used for ??????

Also adding or incorporating more job-seeking /related services for our unemployed or transient patrons / those seeking employment.

Perhaps some more collaboration with CityLink, ArtWorks, or other social organizations?

- Open and more transparent communication from administration. I consistently get the feeling that the Director is out of touch with what is happening at Main / branches. I would have a very difficult time identifying who works in administration. I would really like to know how I would go about making suggestions or complaints to administrators.

- More consistent computer services staff - i.e., having more than one person working in CS on the weekends. That's not fair to them, the branch or the patrons if we have a problem. Also, allowing some staff members/supervisors to override Envisionware so we can address problems without calling computer services.

- Opportunities for part-timers to work more than 30 hours a week. I know this gets sticky in terms of benefits, but if we are going to have part-time workers, we may as well be able to work more. Why not compromise, even, with a 32-36 hour positions?

More clear communication with staff before major decisions are made that directly affect our work would foster an environment of greater mutual trust and respect. The most recent salient example of this I can think of is the removal of circulation desks for a fully mobile service model. I'm on board with mobile service, but I think it should be implemented in a way that takes better

advantage of the particular insight that public service staff possess concerning the way their libraries function on a daily basis. Members of our staff want to help patrons in the most expeditious way possible, and they know best how to streamline procedure and make the business of running their branch smooth and efficient. When we don't have technology that supports this new model of service (namely our mobile-unfriendly ILS platform), we look like we don't know what we're doing, which adds rather than removes a barrier to good customer service. I understand there's not much that can be done with Sierra, at least until our contract expires, but if we could install a few docking stations at our mobile locations, I believe this would alleviate some of our current tech and workflow-related issues. I can't really speak for the Main library, but what I'm envisioning for the mobile branches is a compact, sturdy kiosk-style service point with a docking station for staff tablets with a keyboard, mouse, receipt printer, and a drawer for basic supplies, placed in strategic areas (i.e., near children's room, tech lab, DVDs, self-checks, etc.). Staff would still be fully mobile, but this would also provide a place for us to assist with more involved reference/circulation questions where a good deal of typing is necessary.

My second suggestion concerns the Avondale branch, specifically. I understand that the goal of obtaining CPD for the branch's security detail has been achieved, which is great news. However, this is a special branch with special needs, and the current number of security hours is not enough. So, if the police cannot be present the entire day the branch is open to the public, we need an Aegis guard to fill in the gaps. I would also suggest adding an additional part-time staff member to this branch. This is a branch that sees an incredible number of patrons within a short amount of time, and it is difficult to adequately serve these patrons (mainly children) with the current staffing level. The remodeled branch is now beautiful and sprawling, which is also its weakness. The security cameras have several blind spots, and those who would behave like miscreants or vandals know exactly where those blind spots are. Staff are unable to adequately monitor these added public areas, especially during busy afternoons. Furthermore, the new location of the staff office downstairs is nice and quiet, which is lovely – but again, this is its weakness. When there are only 2 people staffing the branch for the entire day (which unfortunately, is typical for a Friday or Saturday), and one person is downstairs processing delivery, changing out materials from the bug cooker, or taking a cagey lunch break, the person at the desk is left to handle the entire branch, which can erupt into chaos at a moment's notice. Forget about shelving, pulling holds, or getting anything else done – that's just not going to happen! One extra body to help corral the kids, break other staff members, and pitch in with daily duties would make the branch much more functional. As it is, Avondale on its best day looks and sounds more like a daycare than a library, and it is a FACT that this has cost us valuable patrons. I have personally spoken with several customers (at Avondale and other locations) who have expressed concern about the raucous atmosphere inside that branch, complained about their holds or personal property being absconded with, admitted that they were intimidated by groups of teenagers who loiter outside blocking entryways, or said quite plainly that they are not comfortable going to the Avondale branch, even though it is more convenient for them to do so. Bottom line: leaving the branch at its current staffing level and security detail is simply untenable. We also need more community partnerships with teachers, police, parents, caregivers, and social workers. With the right administrative support and community involvement, I know we can do better for an under-served neighborhood that needs us now more than ever.

Encouraging and taking more seriously feedback from staff would make PLCH a top place to work. Staff Association tries to provide the opportunity for comments and feedback, but not all issues are addressed.

It is hard to answer the question about leadership modeling the values of the library. Staff at the branches seldom sees those in higher leadership positions. Staff see the director once a year and regional managers on occasion.

Employee representation from all levels on relevant work groups and committees, whom decisions will directly impact, would make a difference (for example catalog software, desk-less model). The staff on the ground level providing that excellent customer service needs to be comfortable with the tools provided to do their job.

Desk-less model – a couple quality docking stations in the public areas (not just 1 cart) that have proper supplies at the locations that use this model presently.

Knowing that employees are in a safe and secure environment, as much as possible would be one aspect that would make PLCH a top place to work. Locations that are hot spots for incidents need good security in place.

There is very little opportunity to share and learn from fellow colleagues, since they see each other so seldom. Meetings at a minimum of once or at the most twice a year. It creates a sense of isolation. There is a wealth of experience and knowledge that is not being shared, and therefore the organization loses the benefits it brings.

The Evanced software should be updated so that it is a one stop for filling out programming information, like the PPGS used to be. It would save time and benefit all using the software to put in presenter information, graphics requests, besides the program information that is listed on the public website. Is it possible to upgrade it to be more efficient?

It takes a complete circle of all people in all positions in our system to make the library a five star library, which it is. People think it's only upper management that really prospers in the organization. People feel their non-professional positions and wages are compared unfairly to organizations that are NOT non-profit and they don't receive the perks that these other organizations receive; and the pay scale is based on this. They feel their work is overloaded and the pay is low in comparison to the ratio with professional positions in this organization. Moral has been very low for a long time.

More routine praise, thanks , recognition -- and higher pay wouldn't hurt!

Plch is very stingy with pay raises for non professional staff. They do not give a cost of living raise, only a performance raise which is very minimal. This makes it impossible to get ahead. Recently the pay grades were reorganized, so newly hired employees will make a similar amount to people who have been with this organization for many years. Paying library services staff more would make this a better organization. There is no room for advancement unless you are professional staff (i.e. Librarian). If you want to move up, there are very few positions or if you want to move to another branch this is impossible. Basically you are stuck where you are

working. Plch doesn't listen to branch staff, they make decisions based on paper and numbers, not by listening to staff. Communicating with your staff is key and listening to them is essential. Our HR department takes forever to hire new employees. If you have a vacancy sometimes it can be up to 2 months before that staff member is replaced. It would help if this process was speeded up.

The entire system operates on fear which creates an uneasy place to work. Employees are afraid of making mistakes and getting unfavorable attention from senior management. We have been instructed to never ask the Director or Regional Managers any questions when they visit. I have never worked in an environment where the management is so hostile to its workers. Also, Senior Management clearly articulating why changes are made. For example, the value of the mobile check out system has never been explained, it feels like it has been just implemented with a "suck it up" attitude. I assume there is a reason for this huge change but it has not been presented in any clear manner for those people actually doing the work. For the employees it feels like a humiliating change in work practices with no clear improvement in service. What are we missing? Tell us. This is huge failure on the part of senior management.

There is a sense that the upper managers do not want to hear feedback that clashes with their vision. One example is the movement to eliminate the desk from branches and public departments. The staff and customers who work within these environments like the mobile service model but still want a central place from which to initiate transactions. The current attitude is "too bad, we [the folks at the top who are not involved in day-to-day service] want it done our way, just make it happen." No room for compromise, or "let's try it and see what happens." Feedback equals grousing, and it will adversely affect your career advancement. Constructive criticism with suggestions is written off as bad-tempered grousing a la Staff Association comments.

Update Management Academy curriculum.

Open up Project Teams to more staff and listen to their ideas; don't just expect a rubber stamp. Provide opportunities for networking with colleagues. This is especially crucial for children's librarians, teen librarians, and branch managers. Idea sharing and building support networks greatly increase efficiency and job satisfaction. Email is NOT the same.

The latest salary change whereby LSAs received raises was flawed: yes the raise is appreciated but putting experienced employees at the same pay as new hires is demoralizing. Children's librarians should have three job levels not two, to recognize experience and work loads and create more opportunities for advancement.

* Better communication from the leadership. * I think the leadership is smart and have good ideas, but they are so far removed from the day-to-day operations and customer service. I wish they would listen more to the staff (if nothing else, to the managers, committees and teams they put together) who can offer feedback about what branches REALLY need to do their jobs better and meet the needs of the customers. We all want to do our job better, but sometimes administration's changes make things worse and we aren't given the tools we need. * I think

innovation only goes so far if the customers are unhappy and getting worse customer service because of it. For example, RFID is expensive and a great idea in theory. However, staff still hand-scan everything, which takes longer than when we didn't have RFID. Customers get upset when items are still on their card after being returned in the RFID book-drops. It takes longer for staff to dig through a book drop and find the item than when they accepted items at the desk. Customers don't understand this change, they just think the staff is incompetent. Another example are the new mobile service branches; they are not a good set-up. Roving with a device is a wonderful idea, but the devices aren't set-up appropriately for how we are trying to use them. Not having a front desk is a HORRIBLE idea and it doesn't work. It confuses patrons and makes our job much more difficult. Staff are willing to provide feedback, but it feels as if the leadership does not care what we say. *Branches that are busy after school need more staff and security guards. The library is extremely busy when school is out, it is loud, chaotic, and at times it feels unsafe. Customers that need real library assistance don't get it during that time and that is unfair to the staff and the customers. * There is no reason that branches need to be open on Sunday. Staff work-satisfaction would be so much higher if they could have one consistent day off each week. * Rufus is difficult to navigate and half the time when I find what I need, the information is out of date. How does this help staff help customers better?

* The review and raise process is very bad. Giving an average of 2.5% barely keeps up with inflation. Yes, there is the option of giving a little more, but to do so you have to give someone else less. As managers it is our job to ensure our entire team is producing. If everyone is producing - who do I give less than 2.5% to? This system is going to cause us to lose good people.

* I have heard the Director talk disparagingly about employees in front of other employees. This is very unprofessional and leads people to wonder what is said about them when they are not around.

* Deadlines are more based on when key people (board members, city councilmen) can attend and not on how long the work will actually take to be done. Arbitrary deadlines are damage morale because it puts people in very high-stress situations. I've seen people working on holidays when they should have been with their families because someone high up in the organization wanted something by a specific day.

* People in this organization are afraid to make decisions and do not take risks. There is a belief that making one mistake could derail their entire career. For this reason people tend to put their heads down and do as they are told. Nobody wants to give their opinions.

* When something goes wrong it seems like SLT is more concerned with who's fault it is than they are with fixing the problem and preventing it and determining root cause. This is why people don't want to make decisions or take chances.

- being more mindful of working conditions; at times, especially in dealing with the public, the workload and stress is incredible.

- making sure the parking lots are safe (cleared of snow and ice) before we are required to report for work.

-
- Separation of theoretical and practical. Senior staff are meant to lead the organization, but front line staff should be given the flexibility to adapt and adjust ideas to best fit their individual libraries, staff, and communities.
 - More trust in the front line staff to do the jobs that they were hired to do.
 - Library debit cards- it's just not right for staff to be asked to pay for materials, etc on their own dime, then have to wait to be compensated at a later date.
 - Less adding senior library staff and trending technology, instead of adding more front line personnel.
 - Follow the needs of our individual communities, not trends in the library world. The people of Cincinnati should be the ones shaping our objectives, not the ALA or articles in the Library Journal.
 - A greater focus on the needs and happiness of the library staff, especially those who work directly with the public. A happy staff that believes their organization is looking out for them as an employee and a human being will directly and immediately pass that belief onto the people and communities they serve.
 - Reconsider the hours of the libraries, especially opening hours. Nothing confuses and frustrates patrons more than our odd opening hours.

--Incentives--Better salaries for librarians with an MLS, more in-line with what public school teachers with a Masters Degree and comparable seniority and good evaluations earn. I would also include recognition--kudos from management. I frequently get thank you's from the public and teachers I serve, never from library management. It's ironic that so many people take time to thank me, but never anyone I report to in my organization.

--Training--while we are encouraged and sometimes mandated to take a certain kind or number of trainings, often via webcast, there are aspects of my job that I have never been trained in, except what I've scrounged on my own. It's still not really clear to me what a 'manager in charge' or 'second in command' does--I've had several different managers, who all expected different things and varying levels of involvement on my part. But, I've always had to work that out on my own, none has ever clearly laid it out for me, except in particular instances, like 'I want you to support my idea,' or, 'tell this customer you can't remove their fine.'

--Communication--At my level of lower management, we have no trainings or even meetings among groups of peers, aside from those employees have organized for themselves. We used to have monthly meetings, then every-other-month, then twice per year, and in 2015, one. We are asked to do contradictory things, like help parents and teachers improve students' test scores, but to do it while conducting less outreach. No management personnel has ever explained why we should 'cap' our outreach at specified levels. Of our in-house programs, we were mandated in 2015 to spend most of our budget on 'performers,' rather than anything that might directly help students -- Why? Participation in our summer reading program has dwindled for years, but aside from the planning committee, no management ever asks for our input--last year, we didn't even answer a survey, and we were never shown what the summer reading statistics from 2015 were. Management wants all branches to offer the same programs, but since many of us are open on Wednesday mornings, we just duplicate one another's efforts--no

real choice is offered to the public, no creativity is encouraged among employees. We are told what to do, expected to make it work.

--Job satisfaction--I love my job, I love the stated mission of the library. I feel I bring a lot to my job, and could bring much more. But I am limited by proscribed types, amounts, etc. of what I am allowed to offer to the public. Anyone can offer a 'program in a box,' show a movie, or hire a presenter. You don't need a librarian for that. The library does not express interest in what I really do, as evidenced by the fact I've received no response to suggestions I've made, ideas I've presented, no response when I've been nationally published, and in over ten years, only once has my direct manager ever come to observe me give an outreach program, which I consider (and have always been given to understand) is one of the most important duties of my job. Someone from the program office observed me once and gave me a wonderful evaluation, but my direct manager never mentioned it, it doesn't appear to have boosted my evaluations, or increased my salary. Regarding personal satisfaction in a job well done, I give that to myself. The library seems more interested in being recognized nationally than in solving its problems at home. Having a high national rating is great. Having enough books for a teacher to get a class set of books in reasonably good condition, enough flexibility in programming outreach to ensure that every class in every school can be visited by a librarian, welcoming the public to branches without peeling wallpaper, ripped carpets, food detritus and frequently-vandalized restrooms are important too. Some branches have two staff for certain shifts. If one staff needs to eat lunch or use the restroom, the other staff is left alone, helping people waiting in line, answering the phones, helping with the fax machine or the self-check or the broken printer, plus 'roving' and breaking up fights. It's hard to contribute to your organization and your profession as a whole when you are busy with real problems at ground level. But it can change. If management will listen and change.

-Less divisiveness between senior leadership and lower staff, and Main and branch libraries. People don't seem to trust our Executive Director, and seem to be frightened of her or tiptoe around her. Most folks feel that senior leadership is out of touch with lower staff and main is out of touch with branches. People have been complaining about mobile service, and senior leadership has not been open to any changes or evaluations in terms of the service model (or if they have, they haven't communicated this). Most people also feel concerned that admin will change their minds on previous decisions, challenging their sense of stability. People seem cynical about upper management decisions.

-I wish I felt that training was more accessible. If I wanted to move forward and get an MLS degree, the library doesn't provide much assistance for staff doing so. Education leave only is offered for a year, when MLS programs are often two years, and getting a job back is not guaranteed. Tuition remission or assistance is unavailable, beyond a small staff association grant. My Training was created, but I feel like I don't know what's there or if there is something in My Training I can use for my current position.

-Senior leadership listening to and taking into consideration staff input. Many feel we are heard but ignored.

-Better/more opportunities for advancement.

-When bad weather like snow affecting you're driving in to work I wish we have a least an hour delay, so there is enough time to plow our parking lot.
- We need to assess the managers for their performance .

1) A matching 401K or partial matching 401K. 2) A reward program that includes everyone who significantly contributes in their work. It "feels" like people who are vocal, or favored by the "boss" get more Kudo's - whether or not they are better at their job. 3) Real communication regarding new procedures. It seems like new things are often thrown at us - like "Trial by fire". 4) An administration that actually listens to those of us who are working in the trenches. Real suggestions that have an important impact on staff and patrons go unanswered or get just a no. . . because it doesn't fit in with the plan that's on paper. 5) A matching 401K (repeated on purpose). I do appreciate the effort to make this a top workplace! Thanks for that!

1) Better and more frequent communication from management about objectives and reasons behind actions taken.
2) Earlier communication to staff before changes are put in force to the public.
3) Benefits for all employees, fairly divided by status.
4) Opportunities for employee interaction scheduled into duties and structured by job roles.

1) Jeans. I know it seems like a small thing but it really would make a difference. As a Children's Librarian I spend a large part of my day doing storytimes, programs, etc. and it would be nice to be able to do all of this crawling around in jeans instead of nice work pants. I don't think the public would care and it would surely make us a lot more comfortable.
2) Snow days. The one snow day we received last year wasn't announced until 8:28 (or something really late like that) and it was only because Hamilton County had declared a level 2 snow emergency. By then anyone who had to be at work by 8:30 (such as myself) was either already at the branch or well on their way. I think it makes us feel undervalued when we have to put ourselves at risk just to get to work on time, and then decision only begrudgingly comes because an emergency is declared. Even if we don't take the day off, a delay would give us extra time to get to work safely after road crews have been able to better clear the roads.

1) The culture needs to be improved from the top-down. There is a sense of panic and urgency that does not need to be here. It makes work life stressful. People work for a non-profit (often at reduced salaries) because they prefer an environment that is not based on such urgency. Don't turn the non-profit environment into something it is not by continuing this sense of urgency. I believe that we also have a culture of fear. It is not open and collaborative. People are afraid to give ideas and push back because they won't be accepted by SLT.
2) Invest in staff more. More focus and attention of staff development and recognition. More funding needed to provide more opportunities, rewards, and perks for staff. I don't think we have enough people in our HR department to truly focus on staff either. I have worked at a number of

businesses who seek out opportunities to reward staff and HR staff get out into the workplace to find out what it is like and help make changes for the better. I think the library should sponsor events and promos, not the Staff Association. Pay someone to do a specific job instead of relying on the Staff Association.

3) Plan projects. Projects need to be planned, in writing, and have a project manager. Ensure adequate deadlines and staffing for the projects. This includes projects big and small - someone needs to be the point person and accept responsibility. Do not put forth ideas to staff without having met with the people who need to implement them.

4) Allow adequate time between changes to allow staff to be trained and learn new policies. Front-line staff have a lot on their plate and have to learn more and more because the changes are happening so fast.

5) SLT needs to accept employee feedback. We are the ones working with the customers. Recognize that sometimes staff do have great ideas - and we also know what works and what doesn't. Be willing to pull out of a project if it isn't working. Unfortunately, the only way for staff to express dissatisfaction that will get the attention of SLT is to post on the Staff Association board. Some ideas will be shut down, depending on whose idea it was. There needs to be other ways to maintain a dialog with the SLT. The current system (hierarchy w/managers or S.A. Comments) isn't working. Get feedback in a way that is comfortable for employees to share ideas. The director visiting each location once a year is not the way to do this either.

6) Improve salaries and benefits. We aren't as competitive as we used to be. Allow remote work for office jobs or even for staff who get time off the desk to do computer-based projects.

1. A forum for staff to openly discuss pros and cons of policies (without fear of reprisal) before decisions and changes take effect. 2. An opportunity for staff who regularly interact with the public to directly influence policies. 3. Clear and transparent explanations for policies. These changes will provide invaluable first-hand experience in patrons' wants and needs so that policy decisions can best serve both patrons and staff, as well as exceed their expectations.

1. Upper Management realizing what really goes on at the branches: too many unattended children resulting in hours of babysitting and no security guards. Maybe hiring child care professionals would be a good idea. Even if they just worked during the after school hours to organize and care for the children: snacks, after school programs that can accommodate lots of children of varying ages (5-16).

2. Knowing what it's like to use different equipment in the library, before instituting iron clad rules about how it should be used, i.e. ergotrons.

3. Hiring employees for the jobs that are listed, not hiring more capable people for lower ranking jobs. This prohibits other people from progressing in the ranks of the library and more knowledgeable employees never catch up "salary-wise". As branch libraries become more technical, job positions need to be created to accommodate the need for technical assistance or job descriptions need to be updated if that is what is expected of already established jobs.

4. Being able to get answers to questions, not just "referred to upper management". Those questions never seem to come back with answers.

5. Hire professionals (security guards) that can supervise unruly teens and have the capability to give out citations to those that are repeat offenders.

1. Actually considering how changes will affect customers and staff. It feels as if Senior Leadership does whatever will make the library look good instead of what will work well. Also ask managers/supervisors for their opinions before implementing big changes, they will know WAY more about the impact it will have in a branch than senior leadership.
2. I feel as if the library wastes money, by purchasing too many copies of popular books that we end up friending, getting rid of desks and buying Ergotrons, RFID check-in machines that don't work and buying a book espresso machine. What we should spend money on is raising wages for staff, providing more relevant things for customers like a well functioning app. Our current app is glitchy and not useful.
3. The Director Meetings with branches are a waste of time. I don't think the whole staff needs to be there, seeing that we are never addressed or asked for our opinions. The director should come down and shadow branches during peak after school hours to get an actual feel for what happens in a branch. Before or after this the Director can have a meeting with the Manager and Supervisors for announcements and of course details about the Directors FASCINATING vacation. ;)
4. I think it's silly that we can have blue hair but not wear any type of denim. I understand that we want to be professional, perhaps allow colored denim?
5. All branches should have access to a security guard if they want one. Branch staff don't get to sit in a safe locked office, we are out roving amongst unattended children calling us "Fat ass bitch" and containing fist fights.
6. Take the Staff Association Q&A seriously, ignoring comments or just saying "YOUR COMMENT HAS BEEN NOTED" is a passive way to say "We don't care and there is nothing you can do about it"
7. Senior Leadership should be hired from within or shadow branches heavily before starting in their positions. Everyone needs to be on the same page, working in an isolated office for years doesn't yield branch friendly policies. A basic understanding of circulation seems to be lacking among senior leadership, ex. RFID check-in.
8. The new service model is flawed, the Ergotron battery life is about 2-3 hours now so we are always plugged in somewhere which is very inconvenient for staff and customers. We are either in an awkward corner or out in the open where it is difficult to keep customer info confidential.
9. Having no desk has not improved the service our customers receive whatsoever, I think the same results could have been achieved by having a desk and someone "Rove" . The only difference is we can monitor volume better sometimes. When people need help they come up to the Egotron before asking the rover anyway. With no desk we have no room to work. Also we don't have any barrier between patrons, they can touch you get really close, intentionally/accidentally see your computer screen. A desk wouldn't allow any of that.
10. Not being able to provide monetary change is very frustrating and shows a lack of branch experience in Senior Leadership.
11. Not being able to wear gym shoes while working in the mobile service model has caused me injuries and made it hard to do my job. I think its crazy to expect people to walk and stand all day with no support footwear.

-
1. Give us a cost of living pay raise. A top workplace isn't so stingy with its money that it withholds cost of living increases.
 2. Don't make it so difficult to get a merit increase that truly reflects one's contributions. Example: my manager told me that the only way a person can get a 5 for customer service is if he or she makes a system-wide impact to customer service. Seriously?
 3. Most importantly, please, please listen to staff and patrons when they complain about the absurdity of the deskless model. Administration has not taken into account staff feedback about this dramatic degradation to customer service and staff's decreased ability to serve the public. Example: I was at one branch that uses the deskless model. A senior citizen approached a staff member to pay a 20 cent fine. Instead of just going to a desk and paying the fine, the staff member had to lead the limping senior citizen to a self-pay machine, explain to them how to use it, which took several explanations because the senior wasn't technologically skilled. This is what I mean by a degradation to service. And also, it's very rude to treat our seniors this way.
 4. Put an end to favoritism in hiring and in management-staff relations. The hiring process is the most biased I've seen in any organization I've worked for, and I've worked for several. Example: if two candidates for a position give identical answers to every question asked on an interview, but if candidate A happens to be a friend of the hiring manager, then the hiring manager will hire his friend. Another example, at the location where I work: We had a part-time opening for an LSA I position. A young woman worked at another branch, but she used to work here, and my manager wanted her to work here again. So my manager asked one of her subordinates to call this person at the other branch and tell her that she should apply for the position at my branch. This sounds like favoritism, and it is also NOT a case of equal opportunity when one person is given prejudiced favor over the other candidates. Were all of the other candidates contacted and asked to apply? I don't think so.
 5. The Human Resources department is just awful.

A better consideration and caring for non manager work staff to help raise the staffs morale like it use to be.

A better salary.

A better training program. The general training that is given at the main library is adequate, but the training specific to departments is lacking.

A change I think would help a lot would be a better sense of camaraderie across departments and branches. Working in VIC, I speak to a lot of staff members from across the organization and I'm always taken back by the amount of push back I'll get from staff members when trying to resolve situations for patrons. It doesn't happen every day but it is more often than I would expect.

A cleaner more organized storage areas. More resources should be dedicated to areas the public does not see.

A clearer understanding of the pay scales. From my understanding, employees who had received raises during their time at their respective branches will be making the minimum level in the new pay scale. This does not make sense to me. I feel that people who have been working within the organization for a while (and have received raises) should be making a higher wage than the newer staff members.

A complete change in direction and a administration that cares for their employees at all instead of getting the feeling from administration that we should be happy we have jobs.

A complete reorganization of the administration and possibly the Board as well.

A crackdown on pointless complaining would be great. Sure, this job has its problems, but nothing like what most jobs seem to have. I think a good place to start would be to eliminate the staff association comments board. I think it really brings out the worst in our staff. If people are going to use that platform to rant against poor choices in vending machines as an indicator of "how bad it is to work here," then that's not a luxury we deserve. Seriously, people...

A culture that focuses on respect, continuous improvement, fairness in promotions/praise and accountability rather than blame.

A Director who demonstrates a genuine openness and interest in the experiences/thoughts/suggestions of staff regarding the services they provide, and who refrains from taking an adversarial stance when he/she interacts with them. It would also be very influential if senior leaders took some time, on a regular basis, however limited, to participate in public service, and then used that experience to inform the decisions he/she makes that affect public service and the people providing it.

A fairly large overhaul of this organization and it's culture would need to be done to make this a top work place.

A larger variety of work activities.

A little better communication

A more collaborative, less top-down administrative approach. Sincere, consistent administrators who genuinely acknowledged, supported, respected and sought out the skills and knowledge of staff and treated them like human beings, not just cogs in a machine, would go a long way to creating this. Administration currently sends an outward positive message but consistently undermines it in their actions. An even greater commitment to professional development and encouraging and helping staff, including older staff, to grow within the organization would also be a plus. More frequent collaboration between departments and branches could help create a greater sense of unity within the organization. Reducing workloads and expectations of 24/7 availability for salaried staff would reduce stress and burnout both for them and their subordinates. Better pay or at the very least annual cost of living pay increases separate from merit increases would be greatly appreciated as well.

A more organized approach to sharing information that helps our job performance on a daily basis. For example, often some staff members are aware of a more effective way of completing a task that is not shared with all staff members. A more inclusive approach to discussing problems and possible solutions; for example, greater inclusion of part-time staff's opinions. Utilization of staff meetings to encourage such discussion and to share with all knowledge of new information that improves our effectiveness as workers.

A more responsive administration is vital to making this a top workplace. On the ground level, the job is, for the most part, very pleasant, but there is a genuine and pervasive culture of fear when it comes to senior leadership, one which exists throughout the county. That sounds dramatic and dire, I realize, but should be taken seriously. After a major decision is made, feedback is not welcome, or is at the very least disregarded. Staff are told to avoid bringing certain topics to the attention of the Director, and there's a common feeling that some things just cannot be improved because they're non-starters. Concerns regarding the workflow of new deskless branches never seem to reach ears that can do something about it, and there is a notable stubbornness when it comes to sticking with a decision once it's made. I think administration often has the macro scale down, but there is ignorance (perhaps innocent--one really does need to be there) of what the day-to-day work is like in the branches. This is a great organization with a lot of great voices. They need to be heard and communication between levels of the system needs to be drastically improved.

A no loitering policy, security guards at each location that has the ability to write citations, cost of living raises and insurance for part-time workers would make this organization a top workplace.

A raise. An organizational structure that is not so top heavy. Senior leadership that did not hide behind locked doors while pretending that there are not safety issues.

A revised dress code allowing, especially, athletic shoes. I have plantar fasciitis, which makes standing for long periods very painful. When I began working in this library system I presented a doctor's note requesting that I be allowed to wear shoes other than dress shoes. I had the distinct feeling that this request was only grudgingly granted; but my shoes had to be of a dark, uniform color. Our customers care not what shoes we wear. Thus I had to find and buy new shoes; finding is not so easy for me. My previous employer, also a library, was only too happy to accommodate me (but then, athletic shoes were not anathema). I know there lies in this suggestion the danger of an employee wearing horribly worn and dirty shoes to work, that do neither him nor the library any credit. Let us say that such shoes may not be worn. What of those employees of desk-less branches? They who must, I presume, stand all day. What of those who are elderly or who have back pain? Athletic shoes would mitigate the stress on the body. In short, it is, in my view, a matter of employee health; let the employee choose what footwear he thinks best. And if they clash with his dress - what of it?

As to what would make this organization a top workplace: I have no interest in the library preserving its Five-Star rating, if it comes at the cost of such ill-considered (as I cannot help seeing it) ideas as a desk-less environment. It seems to me that this idea has come about only as a means to boast in the library's advancement: that is, advancement for its own sake. Have our customers demanded it? I doubt it. I also doubt that the Eva...Coombe...Director (Ms. Fender) has any intention of ditching her own desk and standing all day (I apologize if I have misunderstood the desk-less model; though I have heard from several employees about it, including those who have experienced it). A desk is a surface that one may rest against; to shift ones weight to when standing. Without desks more stress will be placed on the body. Again I ask: what of the elderly and weak? I have yet to hear of anyone who favors this model. Let us not cling to this Five-Star rating at whatever the cost.

What would make this organization a top workplace? It is in the main a very good workplace already. There are many wonderful people in this organization, and many precious patrons. I would wish to see the end of Monthly Updates to our branch managers (I presume this is done at every branch and not only at mine). I would wish to see a reduction in the number of card types. I would wish to see a change in the long Dewey numbers on spine labels. Where I worked before, an example of a spine label might be: 641.5973 Pepi (with only the first four letters of the author's last name). This would vastly improve shelving.

Further - and this is not exactly on-topic - I hate that on the next page is the question, "With which gender do you most closely identify". I suppose the word "currently" might have been included. To identify is fine; but let us not deceive ourselves that gender is a matter of choice; it is biological, it is chromosomal. Still further, let us never come to abolish gender distinctions where multiple-stall restrooms are concerned. This is lunacy. But such is the threat of lawsuit or of being labeled "trans-phobic" (no matter the ridiculousness of the accusation). Then again, leadership might genuinely wish such an abolishment (progressive as they perhaps pride themselves).

A significant increase in salaries for librarians and support staff--the people who set this organization apart--would go a long way. But the most important change that can be made is eliminating the defensive, autocratic leadership style in favor of one that's more open and transparent. I've observed a tendency among senior leadership to decide to do something, then use clever language to stretch the "new thing" so it fits the context of our mission and values without bothering to get the opinion of the staff most affected by the "new thing." When it comes time to evaluate the "new thing," statistics are selectively abused to declare the "new thing" a success in spite of staff reporting that it's not. The most important change that needs to be made is for Senior Leadership to abandon this style and adopt a policy of transparency and integrity. Include affected staff in all stages of the decision-making process. If something doesn't succeed as hoped, learn to admit failure.

a slightly higher salary.

A stronger relationship between employees on the "front lines" so to speak, and Administration would benefit everyone who works for the library as well as our patrons. We could serve our patrons more effectively if this critical relationship were taken more seriously and everyone worked together for a better library. There is no reason why a cross section of employees from various branches and at all levels, CLs, librarians, LSAs etc. cannot be put together to act as a group to work in close liaison with Administration on new policy and procedure. This organization fosters a mentality of top down initiatives and never bother to consult with employees asked to implement these policies and initiatives. Perhaps of greatest import; there is a clear lack of regard for the employees' SAFETY on the part of administration. Since I have worked for this library, no matter the weather, during a snow emergency when all other institutions and organizations are closed, we are expected to come to work. This policy is absolutely ridiculous and shows an extreme lack of concern on the part of Administration for the safety of employees. We are not a hospital and none of us deserve to be put in one because the library has to be open at all times. Another example of a lack of concern for employee safety and welfare is the dangerous new library model of "the constantly roving" employee and lack of desk. While this is an interesting model in theory, in my own branch it is just simply dangerous. The desk acts as a barrier between the employee and the public, A MUCH NEEDED BARRIER for many locations. Not all locations will be able to operate with this model. I, for one, would not feel safe roving around the library not having a barrier between the public and my person and a lack of a secure phone to grab in an emergency. Everyone is allowed into the library; the mentally ill, homeless, disenfranchised, people with weapons. Not having a desk means I do not feel safe and like I can act instinctively and quickly in an emergency situation. A crazed patron has to work harder to put their hands on me if I have a desk separating me from them. The library is not the APPLE store, we have entirely different customers. This is a fact that appears to be lost on those who never have to fear for their safety, as they sit behind a desk, far from the public, making decisions about other people's lives. SAFETY FIRST FOR EMPLOYEES. This is not in any way how we operate currently and it sorely needs to be rectified before someone is badly hurt or worse.

A stronger sense of connection between the central administration and the branch offices and a feeling that the Branches' input into overall planning was actually valued. There has often been a severe lack of communication between the central administration and the Branches and/or the public when changes are being made, especially with regards to the public. This often results in hostility or frustration from the public rather than enthusiasm or excitement which might have been the result with a bit of advance advertising. The reaction is often that the Library is changing things to complicate our patrons' lives rather than offering them a useful new service.

A stronger/friendlier/more professional relationship/culture among the levels of staff.

A top workplace, to me, is somewhere that employees feel that their opinion, their feedback, is heard and considered. Our staff association board often reads as a venue for complaints. I feel it has become such due to the lack of weight placed on staff opinions by senior leadership. Staff are not given consideration on certain changes, and when voicing an opinion of those changes, it seems as though staff members do not feel as though their opinion is heard. A top workplace is somewhere one feels as though they are contributing and making a difference. At my current location, the environment in which I work does not provide such a feeling. The management style is stifling. There is no room for innovation or new suggestions. Everything is so tightly micromanaged and people are afraid/unable to make suggestions for fear of being shut down. One should never fear putting forth an idea. One should never feel that their opinions and ideas do not matter. That is not a top workplace. The communication is severely lacking. Instead of speaking to individuals, and then addressing staff on the whole, management here will sit on the feedback until an evaluation where a staff member is blindsided by a problem they didn't know existed. There is no respect or confidence in the ability of a number of staff members and it shows. This is not a top workplace because there is a lack of respect from certain senior employees and managers. It will not be a top workplace until all staff are considered and given the respect they deserve.

A. More support for staff that work with the public:

1. Security at each location (people and cameras)- Either people directly on PLCH payroll who understand the Standards of Library Behavior and can support the staff during difficult situations or Sheriff Deputy/Cincinnati Police- PLEASE READ THIS!!!! This is so important and would help very much with the stress staff face everyday when working with mentally unstable people, unattended children/groups of teens who come to the library specifically to fight/cause problems, and other security related problems with theft and vandalism.
2. More staff at each location-including a Social Worker in the most needy areas- who can help people with Jobs and Family Service paperwork, help with unattended children, help with homeless people
3. More opportunity for cross training and professional development- specifically about dealing with unstable people etc. (Make this REQUIRED, and make sure there is time for all staff to attend these training courses)

4. No Loitering policy to remove customers from the property that are not using library services, but don't necessarily warrant a "Conduct That Disrupts" citation. Large groups of people, "hanging out at the library" may be silently hindering actual customers from wanting to enter the library.

B. Better communication from Senior Leadership about new initiatives, extra workload that staff will be asked to do, and general information about the library.

There have been so many times where we have been asked to do something and it is painfully clear that Senior Leadership has NO IDEA how an actual day at a branch transpires on a regular basis. It would be nice if Senior Leadership had conversations with us about new ideas and how it will work on-site, rather than top-down, last-minute directives.

C. More thought out implementation of large initiatives and projects.

1. The RFID project, for example. Why didn't they consult with Mid-Pointe about this? Their system seems so much more organized and helpful to the staff than our set-up.

2. Listening to front-line staff about what is needed at their location and how their work will be impacted by new initiatives with opportunity for feedback that actually is implemented. (We do get a chance for giving our input, but I feel that it usually falls on deaf ears)

D. Less Top-Down Management (from Senior Leadership) and a more collaborative work environment (with Senior Leadership) would probably help the very low morale here at PLCH and possibly help it to become a top workplace eventually.

1. Allow for Children and Teen Librarians to meet monthly like they did in the past. These meetings are essential for librarians to collaborate and make PLCH the best place to visit for programming and expert knowledge.

Actual communication from Senior leadership. There is little communication and no conversation between Senior leadership and lower front-line staff. We're told what is going to be implemented and when it is, the problems that occurs from it, such as deskless models and our in-ability to properly help patrons, are not taken into serious consideration. It seems that any new changes doesn't have any real world considerations and how it would function in a real world setting and taking into account that, while somethings might work at some branches, they might not work at others because of the very different cultures and communities that each branch has and services.

Actually solicit the opinions of staff and customers. More importantly, implement some of their suggestions. Determine what our customers want. Before initiating a policy, find out the ramifications from those that it affects. More emphasis on quality of service and less on appearance. Find managers and administrators who are more interested in doing their jobs than having them. Less emphasis on obedience and more on individual thinking. Have the Board of Trustees actually use the library in person to see what goes on. Stop their system of perks. If they had to park, pay fines, be on waiting lists, and check books out it might make a difference.

Address chronic disfunction in certain areas. Follow up rather than dismiss areas of staff dissatisfaction. Emphasize caring and kindness and reduce fear, blame, and bullying where they occur in the organization.

Administration does not always appear to listen to the majority of the work staff. I think they would benefit from working in a branch with the public from time to time. This could help them remember what patrons really want in their public library. It always seem that they make changes for the sake of making changes and not to actually improve our services for the public. For example, the transition to a mobile model has been poorly handled. While I do agree that more staff members roving the floors (especially in larger branches) is a positive customer service move. The removal of staff desks on the floor is a bad idea and this has been proven by the number of patron and staff complaints. The desk serves as a meeting point that patrons use to alert staff that they have a question or concern. If one staff member is constantly moving throughout the branch, they might miss a patron that is searching for a staff member. Also the desk holds different materials that may interest our public or are needed to assist in their questions. Materials that patrons will want to take with them rather than just quickly reading on the branch tablet, which they will then forget. Another problem is that use of a tablet that is inefficient compared to a desktop. The speed is greatly reduced in the tablet, causing staff to handle patron questions in a slower manner than before. Not to mention that many patrons know the library and what they are looking for and simply do not want to be bothered by library staff. They feel if they have a question they will travel to the service desk and ask it. The removal of the desk in the Genealogy and Local History department was a huge mistake in my opinion. If any department required a staff desk, it is this department. While some searching can be done online, much of the research is completed in large books housed in this department. Staff often assist patrons in searching through these books and hand out other informational materials. The lack of a desk greatly inhibits the speed at which they can assist patrons. A store, such as a grocery, always have a central customer service desk because it is a location that customers know to go to for any help. They do not appear to be removing them. I think that the move towards a deskless model is an inefficient idea that is being encouraged by staff that have forgotten what it is like working with the public on a daily basis. And they seem to not be willing to change from a course even when it does not appear to be working and patrons hate it.

Administration needs to listen and value what their staff members have to say. Get feedback from us (not just our managers) and our customers about changes/new services. It often seems like we are in situations like "this is the new way we are doing it--just do it--we don't care if it works or not". This does not promote an environment where staff feel valued. Open up communication.

Administration needs to listen to feedback from staff and value our opinions more. I understand they have goals for moving the library forward, but too often we as an organization overreach our current capabilities. We implement ideas before they're fully developed and tested, and just

deal with consequences later or not at all. It seems administration has a vision of what they want the library to be, but they are not interested in helping us reach those goals together, instead they force change on us and then ignore our concerns. It also seems that administration cares little for our safety. I feel like we are so focused on giving good service to our patrons that we ignore problems and behaviors that would not be tolerated elsewhere. Yes, we are a public organization and should be free and open to all, but when we let out of control patrons ruin the experience for everyone we lose support of the greater population. I've heard complaints from many patrons about how much libraries have changed. Many patrons do not feel safe coming to the library anymore or do not like to stay and linger because it is too loud to sit and read or work. It is hard to address behavioral issues because we feel we do not have the support of administration to do so. We fear backlash from administration and so often do nothing instead. I want to work in a place where I don't have to worry about if administration has my back, because administration should support us not dismiss us.

All benefits open to part-time and full-time employees.

Although the Library is a great workplace already, and I feel that it is leaps and bounds above many workplaces in Cincinnati, it would be THE top workplace in the city if it offered all employees a living wage--a minimum of \$15/hour.

Always seeking to improve

Any modicum of empathy and understanding from the administration would make this a better place to work. It is incredibly frustrating that library administration, far removed from providing actual public service, will have strong arm rollouts of various initiatives, such as going deskless in many areas, without seeking input from staff or customers. The administration seems to ignore any feedback from staff and has often taken away the best tools and resources we have to assist patrons in order to switch to limited and inferior tools like iPads simply because that new technology has some "it factor" appeal. These same decision makers never have to endure using these second rate tools with customers which reveals the amazing limitations of the wireless, deskless roving model. Any attempt to express this to administration seems to have been ignored. I have the general sense that many decisions are made so that the Library and its upper echelon employees can get press in library journals, and that actual customer service for our stakeholders and community members take a secondary role. Decisions like the automatic renewal seem like blatant attempts to inflate statistics rather than to improve service. While getting a 5-Star library rating is nice, it seems like the library is more focused on those baubles than on actually creating better collections and better customer service. There is a general callousness in many decisions in this organization and it is very disheartening when customer service staff is put in a position to fail due to the removal of effective technologies for inferior hyped methods. Having the administration listen and get staff opinions before deciding on new ideas, and feeling like my experience has any voice at all in how decisions are made would be a

great improvement. However, the temperaments of various administration officials probably make this an impossibility. Rollouts of new ideas are often done in a half-baked manner, and front line staff are made to scramble and cover for the poorly thought out and realized administration fiats.

As an organization asking the question and answering the survey, we are on our way to being a top workplace. In the past, it appeared as if SLT designed our work structure around the people that do not respect their co-workers or their employer. This does not lead to any opportunities for growth and satisfaction for those that do care and do not abuse the system. If a person feels under-utilized or not valued it leads to feeling hopeless and lost. Stagnation leads to dissatisfaction. We need to target, to offer internal/external training, to reward, and to thank the people who care. Give us the responsibility and the time to come up with ideas and approaches for the whole system - even outside of our agency. It will take all of us: SLT, professional and non-professional united as one team to be a top workplace.

As far as shortcomings as an employer, I feel that this organization is fair with regard to PTO and sick time and with remuneration. The benefits are also fair as far as medical needs, with the exception of covering any medications or procedures related to infertility. In the workplace itself, I feel that being understaffed can cause stress at times and having more professional staff by hiring more librarians or part-time librarians can only strengthen good customer service and can support the workload of the branch and the team. Also I think the organization should implement a set schedule so that employees have some sense of consistency and can predict which nights and weekends they will be working. Also with regard to scheduling it would be best in my opinion to implement the new off-set schedule for the entire branch versus just one person to stay 10 minutes late. Most employees already stay 7-8 minutes late helping to close the branch, therefore I think it would be better to have them come in 10 minutes later and stay the 10 minutes later to ensure good customer service and that they are being paid for their time, since that is about 35-40 minutes per week that they are staying late. I also think that updating staff workspaces (i.e. desks, computers, break rooms) to bring them up to a standardized level of usability and comfort with the newer branches would be nice.

As I mentioned before, this organization is very helpful to the community, and working here gives a feeling of doing good. Management and my coworkers are great, my duties are explained well to me, and there are ample opportunities to advance my career.

At times, our Administration is very closed off from the staff and the public. We once had a more open Administration with more open communication and staff didn't seem as afraid or disillusioned by the Administrators. But in the past 7 or 8 years things have drastically changed and there is genuine fear of our Administrators and it is often hard to know what new ideas or changes are being considered until it we are expected to implement them.

It is pounded into our brains on a daily basis that, as staff, we need to be fiscally responsible and good stewards. So much so that Stewardship is even a part of our mid-year and annual review process. However, Administration is not always very fiscally responsible. Recently, they wasted staff time and resources to print unnecessary posters as a reminder to staff about this very survey when staff should have already been notified by managers and through our emailed Director's Update on several occasions. That is just one SMALL picky example. There have been many times when equipment has been purchased without thorough research that ended up not fitting our needs or not being able to handle the quantity of our needs (one BIG example being the sorting machine that is used for centrally re-routing all of the systems holds that are requested and transferred around the county... it was not researched and they ended up buying the wrong model to suit our needs but nothing could be done about it after it was installed). Most of our equipment seems to be purchased on a sales promise rather than actual research and the staff is just expected to make it work for which we have become masters of improvise. Our medical benefits could be better, as well. We use Anthem which I think is one of the most overpriced insurance companies in our country right now. In the past we had a choice of Humana Choice Care which seemed far superior in service and much less costly, as well. I realize there are probably many factors that I do not know of since I do not work at or near the top. But I am someone who has been in the system for many years and has seen many cycles of trends and Administrators.

-
- A salary that is commensurate with my level of education and experience.
 - Salary increases that would actually improve my standard of living.
 - Health care options and prices that will not reduce my income each year.
 - Remove current system for awarding merit increases, because when a supervisor wants to reward an employee for outstanding performance, they are told they cannot do so. One reason given was that there was not enough documentation even though there were pages of examples. There should be a cost of living and fair merit increase for all, with an increase in pay for those who are consistently high performing employees. An example would be when children's librarians are called upon to step up and perform managerial duties for an extended period of time such as when the managers are out sick leave, or the branch is in the hiring process of a new manager, which can take 6-8 weeks. There should be no merit increase for consistently low performers.
 - Allow programming librarians to use a branch debit/credit card for purchasing programming supplies instead of having to spend their own money and wait to be reimbursed.
 - Allow professional staff to again have more decision making options about program and presenter funding since they best know and can address the needs of their particular community.
 - Provide adequate staffing for all branches so staff can provide the highest quality of customer service, while still being able to have lunch breaks, take their earned and well deserved PTO, and have a more consistent schedule to accommodate school and family schedules.
 - Increase the number of full time staff members at branches to provide for a service operation consistency that cannot be achieved when the majority of the staff members are part time with such a variety of scheduling that time sensitive issues cannot be adequately addressed. Whereas the floater pool is a great idea, there are times when a floater request is denied

leaving a branch so short staffed that only the bare minimum of operational tasks can be achieved.

- Eliminate the practice that employees may not place holds on new DVDS until their release date. We are customers, too with the same rights and privileges.
- Allow youth service librarians to hold regular meetings to share ideas, resources, and other pertinent information.
- Allow Regional Managers a budget for conference requests and give them the authority to approve requests in a timely manner. Conference requests should be able to be submitted more than once or twice a year. Employees should be able to take advantage of professional development opportunities throughout the year. The current procedure does not show support for professional development. Professional staff have actually missed out on fantastic professional development opportunities because of the length of time it takes for the request memo to be read and approved.
- Have a clear and consistent method of communicating policy and procedures for staff. They are currently scattered across emails, manager meeting notes, random conversations. It is extremely difficult to search and find pertinent information on Rufus, and there is always the doubt that the posted information is the correct and most up to date. Please do not criticize and shame employees when they cannot find or determine the correct answer to questions about policies and procedures because of the inconsistent manner of communicating such policies and procedures.
- The overall climate of the organization as a whole needs to change. An organization cannot thrive in a rigid and toxic atmosphere of fear, which is the current PLCH atmosphere.
- Announce new project teams to all staff and give interested employees the opportunity to apply to provide a variety and range of input, experience, and ideas.
- Have upper management spend a full day at each branch/department to get a true picture of the working environment, which might demonstrate employee support.
- Provide equitable work place environment. Urban branches have very different work place environments than suburban branches. Every employee should have access to a staff room that is not part of a basement dungeon with running water, tables and chairs for eating a meal, adequate equipment (in some branches each employee has a computer, and others have several who have to share one. There should be testing for mold and other toxins that are harmful to staff and customers, especially when people are complaining about coughing, eyes watering, dizziness and other symptoms that suggest an environment cause.
- Take a more serious approach to customers who are proven bed bug carriers who refuse to follow the guidelines for borrowing materials for the safety of all customers and staff.
- In-house security guards at all branches who actually have the authority to provide such security by assisting to enforce library standards of behavior.
- Close branches for Level 2 and 3 snow emergencies for the safety of customers and staff.
- Close branches for loss of power/HVAC when it so obviously is creating a hazardous environment inside the workplace to remain open because of the extreme temperatures or complete darkness.
- Run the HVAC system overnight to allow for the branch to reach and or maintain a tolerable temperature that is not so extreme that it takes hours for the temperature to be at a comfortable level for staff and customers.
- Respond to HVAC problems in a timely manner trusting that when a manager reports that

HVAC is not working, it really is not working! It is not a figment of our imaginations.

- Upper management should seek feedback from both internal and external customers and actually use it when making any decisions that directly effect the successful and daily operation of the branches.
- Relax the dress code to accommodate the types of work of all staff members. Allow jeans and denim to be worn as long as they are not tattered or torn. There is quite a bit of physical labor and standing each day, so comfortable gym shoes will help reduce the strain on feet and knees.

• Listen to and believe employee feedback about changes to our system, ideas, and different programs. Customers often give complaints and comments to us rather than submitting them to leadership because it is easier for them. However, when we try to pass comments along they are ignored as if they do not count because they aren't coming directly from customers. When changes do not go over well and staff tries to report this it is often viewed as staff not trying hard enough rather than something that doesn't work, or doesn't work quite as well as we would like. Leadership needs to trust their employees.

• Our leadership needs to create a culture in which staff can voice their opinions without fear of being reprimanded. The annual director visits are a joke where staff fears asking the wrong question and upsetting the director. The anonymous staff association board is not taken seriously and often ignored. We should be able to discuss real problems and give criticism without getting in trouble.

• Administration and leadership needs to be willing to admit mistakes and problems. Even if it cannot be undone, they should acknowledge that there are issues and explain that they are in the process of trying to find solutions. Transparency will create trust between staff and leadership, something that currently does not exist.

• Beyond my branch I do not feel like a valued member of the library. The awards we are able to receive, such as service pins, WOW cards, and Innovative Idea Awards, are meaningless. We have to beg for 20 cent merit increases each year while our director is eligible for a raise at a much larger percentage. Staff should receive a cost of living raise as well as merit increases each year. Leadership should also acknowledge our years of service with proper compensation. When the pay scale is adjusted previous raises should be factored in to our pay. Having the pay scale adjusted so that we are paid the same as our coworkers of a year, or even less time, when we have worked here much longer is demoralizing and shows that our leadership has no appreciation for experience. You cannot be a top workplace while you are undervaluing your employees work.

• Although I appreciate our libraries innovation and the fact that we are willing to take the first step in many things, I think we need to take a step back and wait for certain technologies to be ready before implementing them, such as the Sierra for the tablets that was planned to be used with the deskless model. We also need to take a look at priorities in terms of spending. We should not be buying so much new technology for our makerspace, so much that staff can hardly keep up, when we "can't afford" to give staff cost of living raises and can't pay people the equivalent of their merit increases after the pay scale adjustment. "Extra" funds from salaries and benefits for the year should not be taken and used for new technology when staff is not receiving adequate pay.

-
- Replace flawed pay structure and instead do the following:
 - o Pay salaries commiserate with employee's work experience with PLCH.
 - o Return to the previous system of awarding merit increases by providing a cost of living and equitable merit increase for all, with an extra bump in pay for high performers and no merit increase for low performers.
 - o Return Children's Librarians to a three tiered pay scale based on location and responsibilities, similar to the pay scale change for Branch Managers.
 - o Review Senior LSA and Library Services Specialist job duties at large branches versus other branches and make sure pay is commiserate with responsibilities. Senior LSAs at small and medium branches fulfill the responsibilities of Specialists at large branches.
 - o Restore the option for employees to have HMO health plans- VERY important!
 - Make job sharing available at branches to professional librarians who wish to use their MLS degrees but maintain a PT work schedule, similar to what has previously occurred in the HR and MSA departments.
 - All programming librarians need access to a branch debit/credit card so that they can spend budget money on supplies/presenters. Allow professional librarians to have discretion on where to allocate these programming funds since they are the most aware of their audience's needs, much more so than Administration or the Fiscal Office.
 - Increasing staffing by even one PT LSA at each branch would resolve a myriad of challenges that staff members face daily as a result of being chronically understaffed.
 - Eliminate the discriminatory practice that employees are ineligible to place holds on new DVDs until their release date, even though customers may do so months in advance of the release date.
 - Allow youth services librarians to hold regular meetings to exchange ideas, info, resources, etc. Monthly, bi-monthly, even quarterly would be better than what we have now, which is once per year.
 - Allow the Regional Managers a budget for conference requests and give them the autonomy to approve or reject requests in a timely manner. Also, please change to having a monthly or quarterly conference request deadline instead of an annual one. This will help to increase access to professional opportunities for employees.
 - Please restore library school tuition assistance to employees.
 - Announce new project teams to all staff and give interested employees the opportunity to apply.
 - Eliminate the annual branch/dept. meetings with the Eva Jane Romaine Coombe Executive Director. Instead, have the Eva Jane Romaine Coombe Executive Director spend a minimum of one full day in the shoes of the manager at each branch/dept, experiencing all that the manager experiences, interacting with staff and customers.
 - At the annual branch meetings previously mentioned, the Eva Jane Romaine Coombe Executive Director frequently mentions her world travels. Holding an annual sweepstakes contest for interested staff to win a trip to these places so they can experience it for themselves would be a huge morale booster for employees.
 - We have a rigid culture of fear at PLCH. Most decisions must come all the way from the top, even minor ones. This creates difficulties when a time-sensitive situation arises at a

branch/dept. and the manager may not make a difficult decision but must first contact a Regional Manager, who then goes up the chain all the way to the Eva Jane Romaine Coombe Executive Director. Other times a Manager will contact their Regional Manager by phone and email, only to never hear back from them until it is too late to address the matter, perhaps because the Regional Manager has yet to receive a response from the managers above them or because they are afraid to bring it to the Eva Jane Romaine Coombe Executive Director's attention. Please trust Branch and Department Managers, as well as Regional Managers, to have more autonomy in making decisions so that we can continue to provide excellent customer service.

- Upper management should actively seek feedback from your internal and external customers and actually use it when making big decisions as well as after the decision has been made. For example, the exclusive Mobile Service Model is something that I hear constant negative feedback about from both staff and customers, and yet instead of investigating its effectiveness and finding out what is not working about this model, the plan is to move to using this model at ALL locations before the end of the year.
- Utilize in-house security guards who are thoroughly versed in library policies and procedures at ALL locations.
- Take a harder line on bed bug customers who refuse to follow the guidelines for returning infested items, as well as customers who repeatedly violate policies. PLCH's overly soft approach with "problem" customers has negatively impacted other customers to the point that they have stopped visiting the library altogether because they do not want themselves or their families exposed to the issues created by the other "problem" customers.
- Utilize Emergency Weather Closings for Level 2 and 3 snow emergencies instead of jeopardizing the safety of hundreds of staff members.
- Close branches for loss of power/HVAC when it creates a hazardous environment inside the workplace to remain open (extreme temperatures, no visibility, etc.)
- Run the HVAC system overnight instead of allowing the branch's temperature to become so extreme that it takes hours the next morning for the temperatures to return to a barely acceptable level. Not doing this creates a very hostile workplace environment.
- Please attend to the older buildings' needs before starting any new building projects. Every Library facility needs to be thoroughly tested for the presences of dangerous substances such as black molds, asbestos, chemical leaks, etc. by a neutral outside contractor who is not going to minimize issues due to the Library's lack of budget money.
- Public services staff perform a lot of physical labor. Please allow public services staff to wear denim which will not wear out as quickly as other clothing materials, as well as gym shoes, which will help our feet and knees to deteriorate at a slower rate.
- Staff feel like they are always getting criticized/corrected when seeking clarification or trying to offer solutions to problems. It is hard for me to make a suggestion quantifying what would make things better in this instance, but be aware that this feeling is universal among all staff that I personally know.
- We have a long way to go to become a top workplace worthy of winning an award, but I am confident that following these suggestions will be a big step in the right direction. Thank you for reading.

Based on my experience, I would already consider this organization a top workplace. I enjoy what I do and have a good work/life balance, which are my two biggest factors when considering what makes a top workplace.

become less rigid and less punitive, end attitude of if you don't like it you can go work somewhere else, listen to people outside of senior leadership, discussing/debating ideas and initiatives, less barriers to allowing me to do my job, less controlling rules, casual dress to meet nature of job allowing jeans and tennis shoes for all because frontline staff have active/dirty/physical jobs, 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: go back to step chart and have ranges within each step to allow for high and low end performers to be awarded accordingly within each range, go back to system-wide raise pool and stop distributing branch by branch, LISTEN to employees, invite input and debate, stop managing by whim of leaders, plan longterm 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 do not be afraid to admit you 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 than 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, stop ruling by "because I said so", 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 our 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 PPGS and 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 if, 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. facilities managers are aggressive, demeaning and work together with a pack mentality and do not offer good, respectful customer service, they constantly ridicule and talk badly about staff and they think that is acceptable, 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.

being an organization that doesnt follow everyone else. do our own thing . come up with new ideas from our staff

Being more proactive in situations rather than reactive.

Knowing that our senior leadership team understands what we are dealing with on a day to day basis. I feel like they are pretty far removed from what is actually going on.

Benefits for part time employees.

Besides making more money, because who doesn't want to make more money, I believe the disconnect between "us" and "them" needs to go away. And not in the sense where HR tells all the people in leadership positions down on the floor to stop using the pronoun "they" or "them" because we as an organization should be a "we." There is clearly an "us" and a "them." And there should be in any well run organization. There has to be leaders and there has to be workers. But our leaders are locked behind a door on the third floor. I couldn't even point out half of them if you showed me a picture. And I feel as if they don't understand the needs of the people they are leading. Decisions come down from them on a whim. For example, when the library purchased the first 3D printer there was no training. We were simply told to figure it out because it was going live in a few days. When books needed to be moved from VIC to the dock for recycling so we could free up room for the Music Hall collection, there was hardly any notice. I fill my work day schedule so every hour is being used in a resourceful way and then I'm told three of the hours I'm at work need to be used moving books. What about the things had planned for those three hours? And, obviously, this box is mostly going to be filled with disdain for the mobile roving service, so I mind as well add my two sense as well. While I believe it is feasible, there are situations when a desk works better. I agree with meeting the patron at the point of service. But when a patron hands me a list of 40 DVDs they want on hold and we don't own half the DVDs and the some are titles I don't even think exist, meaning I have to Google the actual title, and the person wants to stand in front of me the entire time to make sure they know what they are getting, it would take a very long time. At a desk it would take 15 minutes. On an iPad it would take at least 20 to 30 minutes. Why not have a desk for a point of reference and a person roving to meet the person at point of service? Doesn't everyone get what they want in that situation. I can rove and help people on the floor and I can send lists of items up to the desk. Patrons have a place to go when they need help and can't find the person roving. And all the items I offer to people everyday? Where do I keeps pens, scrap paper, stapler, extra staples, scissors, wet naps, paper clips, white out, tape and the newspaper I get asked for numerous times a day? Bottom line. I believe the Senior Leadership Team is not doing a good job of leading us. I do not believe they lead by example. There have been great men and women who have stared down some of the most difficult, ruthless, depressing times in all of history and convinced entire nations to band together to over come and you guys can't even convince a few hundred people that walking around with an iPad won't make their jobs that much more difficult.

Better accountability for managers and staff who are visibly not aligned with the Library's values or goals.

Better benefits and more collaboration. This may necessitate staffing at a higher level so that professionals can have better opportunities for collaborating and sharing knowledge.

Better benefits and Pay would certainly be a start. just for some voices to be heard and not the same old just do as i say attitude.

Better benefits for part-time employees

Better benefits, better pay, a more structured and robust career development program, and more communication and collaboration between executives and departments.

Better communication

Better communication
Fitness membership would be awesome
Close on national holidays

Better communication about what is expected of employees. There are times, especially when new policies are implemented, that I feel left out of the loop and confused. Ex: When the policy of coming in 10 minutes late and leaving 10 minutes late was put into place, there were problems regarding which group is supposed to take money, keys, etc. to the back. One supervisor said the first group should take it and the other said the second. This lead to a lot of confusion and some people feeling as though they were in the middle.

Better communication between Administration and staff.

Better communication between Leadership and the rest of the organization; more respect from Leadership; and the feeling that Leadership seriously considers input from the rest of the staff. (In other words, less "us against them" culture and more teamwork and mutual respect.)
More opportunity to develop skills outside one's current position and grow professionally.
Better health insurance (or at least options from which to choose).

Better communication between leadership and the staff. When making decisions that effect staff, creating a dialogue would be beneficial.

Better communication between senior leadership and employees

Better communication from the top (senior leadership) down. Better accountability from the top down. Less emphasis on hierarchy and more egalitarian attitudes. Better treatment for staff, such as working conditions (temperature, physical comfort, etc.)

Better communication from the top down and consideration of workloads and time restraints when initiating new programs and services.

Better communication throughout the organization, more consistent dispersal of information to staff

Better communication with senior leadership and feeling as if our requests and ideas are TRULY considered. Actually referring to staff for improvements for their branch. Each branch has a different culture and its the staff that knows its community best. So allowing them to play an integral part in the development and growth of their branch is vital. This was felt by my colleagues and I in regards to the decision to remove desks from many of the branches. I don't believe senior leadership really considered the concerns of the staff, even though they understand the needs of patrons and staff. There are many daily tasks for staff and patrons that are more difficult because of the lack of desk space. The people on the ground floor understand the foundation of the organization, so their perspective is very important and should be taken seriously.

Better employee recognition by the organization and staff recognition by managers and peers, and better pay.

Better environments for every branch.

Better evaluation tools. Better communication. Evaluate managers or at least allow staff to evaluate managers every few years. Equality among staffing hours - not the same people working holidays and long weekends. Managers pulling public service duty (hides in office NEVER works the desk).

Better Health & Dental Insurance. Dental doesn't pay enough for most procedures. High Deductible Insurance is no better than having no insurance. If I stay healthy, I will not reach my

deductible- therefore all costs are out-of-pocket. And if something catastrophic happens and I reach my deductible- I can't afford to pay it anyways.

BETTER HEALTH INSURANCE.

Better health insurance.

Better healthcare and more fully staffed.

Better Insurance. Less Management, it has gotten top heavy and the word doesn't always get down to the little people doing the hard work. Clear communication. Meetings that count and have substance. Respect for all levels of staff. Less levels! You will find staff doing exactly the same job but getting paid so differently.

Open to different ideas (maybe not new, something that worked better in the past). Making changes and then re-evaluating if they work. This place NEVER goes back to check on an implementation and when it is not efficient they can't admit it was a bad move and change it. Stop the back-lash.

Even with this survey the staff members fear the repercussion. Although you say it is anonymous, you sent us a code to our email. We know that the Adm. can follow addresses and see what computer it came from and who did it. I am not one of those paranoid members yet, I am still new, but it is worth passing on.

The abuse we have to take from our patrons is unreal. There are not enough security and if they even make it to the situation when it is happening the person may be kicked out for a day? week? month.. NOT enough when they are abusing the staff.

Paid Parking! We have to pay to park, not everyone can ride a bus.

Pay raises for what we are worth and what the area surrounding us is getting.

Listen to what the employees are saying that does the job. Management makes decisions because it sounds good or that it is the newest fad/trend but won't really work here but they wouldn't know.

better leadership & opportunities to evaluate superiors. The decisions of our current senior leadership team are not made in the interest of the employees, but for their own professional advancement and public recognition.

Better management of funds, so that the buildings are taken care of better

Better medical benefits. Different review structure, cost of living increases, plus merit increases. More flextime options.

Better pay

Better pay (still making less than livable wage after three years), some sort of sick-leave payouts for part timers too (currently, there is no incentive not to take sick-days and resentment that full-timers can accumulate them for a payout when leaving.), occasional perks, recognition from the organization - not just from my direct supervisor, as things are, I feel invisible and disposable. Better connections between branches and the organization - not just within the branch, better opportunities to volunteer and engage in charity or social justice projects as part of work-time. Also - the questions on this survey do not make a good enough distinction between my particular branch - which I am very happy with, and the organization - which I feel disconnected from, undervalued by, unheard and involved with. Just sayin...

Better pay and taking employees seriously and with respect because we know how our own branch works and what it needs. Not all branches are the same and should not be considered as such.

better pay for people who have their Masters in Library Science. Why spend the money on a degree if you never recoup it? You could get an MBA and make a lot more money.

Better pay for the type of work done, and better home/work balance.

Better pay in all positions, and more room for growth. I love working at the Library and feel it is the best place for me to work, as it aligns with my values of serving the public and promoting the greater good. However, I might be forced to find another job purely due to economics. I have worked at the Library for about a year and have increased from 20 hours to 24 per week. While that was helpful, I feel I have already capped my potential growth and that my chances of attaining full time or a promotion in the next few years are slim. The department I am currently in is probably the best fit for me skill-wise and the one I feel does the most good for the community. I would love to stay, but I will probably have to find something else in the coming months because it is increasingly difficult to survive financially. By my estimations, an increase of several dollars per hour would be effective, or fewer part-time employees and more full-time.

Better pay, better bonuses. We are a dynamic staff, but the salary scale and yearly bonuses (.25 cents/hr more?) are not great incentives. If more money isn't possible, we need greater recognition of individual staff members. We need the leadership on top to demonstrate appreciation for what we do as individuals (and as departments and branches) instead of making us feel like we're letting them down.
For downtown workers, maybe parking vouchers or bus passes. We spend an extra \$70-\$110 a

month on transportation (a monthly bus pass is \$110 coming from some parts of Cincinnati), and for workers only making \$10-15 an hour, this is a significant amount.

Better pay.
More opportunities for advancement for paraprofessionals.

Better pay.

Better pay.

Better pay. More part time positions.

Better salary structures

Better security for all branches of the library would ensure less "undesirable" confrontations between staff and patrons with a habit of negative behavior in and around the library.

Better technology and equipment that operates 100% of the time.

better training. not expecting everyone to drive to the Main library for training. changing day to day operations without caring about the people on the front lines doing the work. slow computers. bad computer work systems, Sierra. floating materials all come to our location and there is no good way to recalibrate materials, it just doesn't work. purchasing more items than necessary and selling them off the Friends of the Library is so wasteful! our heating and air conditioning half work. carpet is old. book shelves are old, worst in the system.

Better wages. The new salary structure makes me feel my 10 years of experience are irrelevant. Many of those years were without a decent raise even though my reviews were good.

Better ways to thank staff for all they do, doesn't even have to cost money, casual days, etc. Delayed openings, closings when really bad weather, we are not a necessary place like a hospital and we are not a for profit business, it just shows what little regard senior leadership has for its staff. When you can't ensure the safety of your staff because you can't get parking lot cleared at all locations then you should put safety first. Backing staff instead of always assuming the patron is correct. Even when you are following policy you feel like if patron complains you

will get in trouble, creates very poor morale. More staff training for all staff, even having someone come to your branch to train just your staff, would create bonding experience. More professional development opportunities.

Bring back the sensible and classic reference desks, which the public expects, and eliminate the awkward and embarrassing Wal-mart greeters. Don't bump up minimum wage to meet wages earned by employees here for years who have met all performance expectations. Not without a raise in pay to the prior employees, too.

Certain members of this institution's senior management pride themselves on being leaders & not followers, to the point of being isolationists. This is a foolish approach, as we are in an industry that can easily & clearly benefit from learning from others & partnering with them. It's more an attitude of an administration that is so dogmatic, so stubbornly set in its own ways, that it in its eagerness to set an example, it will set an example of crashing & burning. On too many initiatives, this administration does not get staff buy-in, vendors find its moves puzzling at best, & if libraries outside our own found out some of the things we did, they'd be baffled.

Change in the Director position! We are a top down organization and the Director and Assistant Director positions need to change in order for this organization to move forward. I suspect their best contributions happened long ago and their best ideas were probably offered during their interviews for the positions they currently hold. Our organization looks at trends that have already been implemented in other organizations, then try to implement them in ours without much thought or planning. We have not implemented one new process that has worked in the short time I have worked here. We implemented the use of a sorting machine that has been disastrous and now costs more money to operate than the process that was in place. We implemented a floating collection that now requires more management and costs more. We recently implemented a technology that has been around for years in RFID tagging without a clear understanding of capabilities and function. Basically look at what is trending then plan on our organization implementing that process a day late and a dollar short. If you offer suggestion or comments you are shut down. The Director's style of management is top down and if you disagree you are told to find another position or a job outside of the organization. We recently implemented a deskless/mobile model that has been challenging at best and offers no real value to customer service. When individuals comment on challenges a meeting was held to encourage staff to embrace it. The meeting basically went like this, quit complaining and get on board or find another job. This is a typical reaction to any challenges staff face within this organization and it will not change until there is a change at the top. we have great people that are smart and dedicated that work through challenges on a daily basis. I am proud of the people I work with and enjoy working for the organization.

childcare/in house parking

Clarity in procedure changes are always helpful. The more clear and straightforward the information is, the easier it is to adjust to it. We will understand what is going on, which lessens frustrations as well as improves our ability to assist our patrons who may be effected by any of these changes.

Cleanliness, cleanliness cleanliness!!!!!!!!!!!!!!!!!!!! I was quite surprised when I began here. Bathrooms (employee) were very unclean...no ventilations in some areas...rather hard to believe. Carpets dirty, counters very dirty, equipment (computers) very dirty...library should be disinfected heavily on a regular basis...building sprayed at least once a month for insects (bed bugs)...I've had many complaints from patrons on how dirty our materials are, many people will not check things out from the Main branch. The building needs a facelift...new carpet!!!!!! Carpets hold a lot of germs....All this unclean atmosphere is extremely unhealthy for patrons and the employees....it should be a clean feeling environment for all and it is definitely lacking in this area!!!!!!!!

Communication and less fear. At first I thought I was the only one that had the fear of being called in and fired. Then I started chatting with others and they said the same thing. I'm a person who gets great evaluations, always on time and is consistently looking to find new ways to move the library forward and still I am afraid for my job. The total lack of communication is unbelievable in relation to other organizations I've work for. Recently a question was asked of Senior Leadership on the Staff Association webpage about a major change and what was the research conducted before the change had been implemented (regional restructuring) and the reply was "No we cannot. The decision is based on our own experience. We are leaders in the Library profession, not followers." Sadly it's been my experience if you cannot explain a decision then it just might not be the best idea. This is just one example of Senior Leadership making decisions that they have not gotten an idea truly vetted - I really fear for the long term health of this system. Leaders maybe but definitely not listeners. It starts and ends at the very top with Ms Fender and she is simply out of control. She has been responsible for the negative culture of this organization and continues to be the driving force as a bad example to others on the leadership team. Leaders not only listen but they also interact with the public they serve not just the Board members or politicians but real live people who come to the library everyday.

Communication from and with our leadership and administration need to improve greatly. Our leadership makes very little effort to communicate with staff--especially the staff that works directly with the public. When new ideas or changes are implemented, all policies and procedures are dictated from above--with no feedback or discussions with those actually responsible for carrying out the job. Once something is implemented, there is never any real follow-up with staff. If staff members do voice concerns or point out something isn't working effectively, their concerns are usually dismissed; or they are provided with an unprofessional, snarky comment from administration. In one instance, our director was informing staff of an upcoming change and proceeded to tell staff not to worry if they have any questions because

they've already thought of any questions staff might have. This is an all-too-familiar response from our administration. This arrogance really shows administration's attitude towards their staff. Our leadership has a very "hands-off" and isolated attitude.

People in this organization really want to do a great job and want to be proud of the library in which they work. We don't mind and expect to work hard; however, our leadership seems to have this idea that we are all trying to just get out of work and trying to sneak something by them. We are all adults and would like to be treated as such. Contrary to what administration thinks, this organizations is successfully--not because of them--but in spite of them. Their decisions will often make our job harder to do, yet staff will still do what they must to try and work as successfully as they can for our customers. Managers and upper administration seem to operate under the practice of telling our director what she wants to hear. Even if staff have voiced serious and real concerns over things, i.e. deskless models, they are often warned that it's best not to say anything negative to the director or upper leadership.

The attitude of our leadership starts at the top of the organization. The number one goal of this organization appears to be to keep our director happy. Many, many decisions seem to be based on what will make her happiest or what will not upset her. This is definitely a fear-based organization. There is a common sense of nervousness and fear for employees--even among those of us who do a great job and are dedicated to this organization. Personnel decisions seem to be arbitrary. I've been a hard, dedicated worker all my life and have always received positive reviews; however, here at the library, there is always a small, underlying fear that one day I may lose my job because of some arbitrary decision from above.

We all realize that our leadership is responsible for making decisions for our organization, but we would just like to have some real input and to really have our leadership listen to those that actually do the job. We're not just trying to take the easiest or laziest way out for staff--we really do want to be able to do our job as effectively as possible and provide our customers with the best possible service.

Communication to those that are affected by change. To humble ones self to consider other opinions on special projects. I would like to see more advancement on safety, ie: osha

Communication.

Communication. Does not seem to be very clear communication and many times, it is last minute. We seem to have very little time to prepare for things when they are presented to us at the last minute. Communication overall, seems to be lacking.

COMMUNICATION. This cannot be emphasized enough. My #1 biggest complaint is that the upper management does not seem to consider the input of the people who are most directly affected by the decisions that they make. For example, with the new courtesy renewals, I found out we were doing this from my manager at my OTHER JOB whose husband works at main. This was WEEKS before the higher ups informed us, the people working in the branches who

would be answering the questions asked by patrons. This policy of waiting until the last minute to inform us seems totally backwards. The public service staff need advanced notice of the policy changes that directly affect how we provide public service. Without communication to us, patrons get upset and frustrated, and it makes the library look bad when we cannot come up with reasons that these things are happening. Which brings me to my next point. The upper management does not seem to feel that they need to explain things to the lower level employees. By this, I mean that when we are told that something is changing, like the loan extension or the movies being put on hold, we never really had any reason why that was being done. I think that upper management gets defensive when we ask questions about why something is changing because they feel that they are getting a lot of push back from the lower levels, but that push back seems to be rooted in their lack of transparency. All we want to know is why they want to eliminate reference desks or why we need to stay late after closing. Just a few reasons to illustrate that there was a thought process other than "because it is something to do to make it look like we are doing something." Progress for the sake of progress is not helpful. Buying fancy machines and moving to ipad reference may sound cool, but the way that upper management handles our questions makes it seem like there is not a lot of thought behind these decisions. We just want to know that the changes are backed by some sort of research and logic. WE JUST WANT YOU GUYS TO COMMUNICATE WITH US. PLEASE.

Competitive wages.

Complete renovation of older facilities.
Allocation of resources to communities with greater need - not just based on library size.
Complete overhaul of programming standards and procedures with more consideration given to the region restructuring.
More opportunities for staff to work on committees and teams.
More meetings of cross-system coworkers (Children librarians, teen librarians, etc.)
Streamlining of routine procedures (snags, programming requests, reimbursements, etc.)
Clean up Rufus.
Assessments for supervisors.
Formal orientation for managers at start of position.
More effective orientation to those new to working in a library.
Fewer levels of management - are three levels between a branch manager and the Director needed?
Shorter period you have to wait to use PTO - 90 days should be sufficient to coincide with new hire period.

Concrete shows of mutual respect between senior leadership and staff.
Methods of communication between management/leadership team and staff.

Consider input from employees when making changes in departments if it will help them be more efficient doing their job

Consistent training of new managers. The idea that they too can have autonomy yet follow policy and guidelines. Their lack of confidence seems to be a new thing as compared to the new management of 10 years ago. This inconsistency creates uninformed staff. That communication flow is being disrupted.

Continue to provide the excellent service to the community at large.

Currently, we are understaffed. It seems that hours for each branch are too rigid. A part-time person has to go looking for extra hours outside his or her branch and in that same time period, a floater may be required to cover hours at the part time person's branch (those hours cannot be given to part timers even if there is going to be an obvious staff shortage). Also, there are not enough floaters; it may not be a given that the understaffed, or short staffed branch will even get a floater. It seems we need more full time staff, not part time staff. Full time staff keep branches flowing more effectively with less interruption in staffing and service. I would like to see quality of staff, not quantity.

Day care, Parking , Shorter hrs for the summer Months. No Sundays for the summer months. Fitness Center.

To allow blue jeans on Friday's. To allow employees to donate unused sick leave or vaction. To feel more safe. I haven't always felt safe working here .

dental insurance for part time employees. and make it easy for a part time shelver to change to less hours due to school

Disbanding the Staff Association Board, an anonymous online posting board that breeds contempt. The SA board is purely toxic, it serves no purpose other than complaints.

Dissolve the disconnects - seems there is a disconnect between management and staff as well as between Main and branches. People like to feel they are part of "the team" or at least part of something bigger, I don't know that employees have that sense working here.

DIVERSITY. At most of the libraries, there's only one person of color on the staff. Some of the branches are located in predominately Black neighborhoods and there's almost no person of color on the staff. It makes it harder for the children and adults that come into the library to

relate to staff in a personal way. Also, some of the staff feel uncomfortable working in these branches and are afraid to tell their manager so. Their body language sometimes tells everything.

Being able to wear gym shoes, perhaps on a Friday or Saturday. Since the Mobile Service Model has started - many of us have to stand for a long period of time. For women, especially - the shoe wear for business casual is lacking in the comfort department. They either have to invest in expensive comfortable shoes or wear uncomfortable inexpensive shoes. If this is not possible - would it be too much to ask for a mat to stand on the desk areas so that it lessens their discomfort?

PMP - Is there a need for both yearly and mid-annual reviews? It's beginning to get tedious after you've worked here for many years. There's only so many ways I can put what I do everyday onto paper every six months - especially when it's the same thing. Unless I'm actively trying to move up in position - I feel there is no need for two PMPs a year.

Temperature - my branch is either too hot or too cold - there is no in between. It's gotten so bad as of late that even the patrons come in and say that it's almost as cold as outside inside the building. But because everything is controlled from downtown - there's nothing that we can do.

Unfiltered computers - I think we should not allow people to have unfiltered passes unless they can tell us what exactly it is for. Most of the time - our patrons want to go on sites that house pornographic material and they do so in the vicinity of other adults and school age children. If they aren't comfortable in telling us what they are doing with the passes then they should not have one.

Unsupervised children - one of the biggest problems in my branch is the amount of unsupervised children. They are becoming a nuisance and as it is beginning to get cold - our manager is unwilling to tell them to leave for the day due to bad behavior. There should be a plan as to what to do with unsupervised children - at least have a phone number for a parent / guardian on file that we can call when we have a problem. My job is becoming more and more like a daycare center everyday and that is not what I thought that I was going to be doing when I applied for the job.

Homeless People - there is a large amount of homeless people that come to my branch and have a constant pervasive odor. My manager does tell them about it but they continue to come into the library and it's starting to smell really bad. Even despite the amount of air freshener that we spray, the library isn't that big so it can be smelled everywhere. What can be done about this?

Downtown (non-public) departments do work that greatly affects the branches, yet it feels like we have an 'us vs. them' situation going on. Work orders are ignored or downright ridiculed (we have been told that issues that we are experiencing are just in our heads), purchase requests can take weeks or even months to get a response, and it is very disheartening to feel like we have no support. An adjustment in the way these departments respond to requests would help immensely. Similarly, while central programming can and often is a very helpful department, adding more required system-wide programs or requiring a portion of our budget money goes to presenters stands in the way of providing programming that my customers want to attend instead of programming the library wants me to present. I feel like the disconnect between what looks good on paper and what works for our communities hurts our customers. There needs to

be more input from public service staff, and branches especially, and more changes made with that input in mind.

Everyone would benefit greatly if the Senior Leadership listened to the opinions of the staff that work on the front-lines with the patrons. Decisions are being made by leadership that is out of touch with what the public wants/needs.

Feeling like our concerns are being listened to and that feedback on policy and procedure changes will be taken into account. More of a willingness on the part of senior leadership to listen and adjust when staff members say that a certain change is not working. More effective and punctual communication when it comes to policy/procedure changes. Better transparency when it comes to possible or pending policy/procedure changes, especially when it's something major like pay scale restructuring. Taking better care of the non-public areas of the library and responding more promptly when problems such as nonfunctioning lights, water fountains, toilets etc. in staff areas are reported.

filling the gaps on the schedule.

First and foremost PLCH needs to create effective and realistic policies that ensure staff's, as well as the public, safety at work. Staff should not have to worry about their safety at work when enforcing library policies. Every branch should have a guard. Guards should be given more authority and be able to ask policy violators to leave the building. There have been several incidents where patrons who have threatened staff and even touched staff have been allowed to return in 6 months, even after repeatedly violating our trespassing policies. Sexual offenders should never be allowed in the library and when a sexual offense is committed in the library offenders should not be allowed back in five years, they should be banned permanently. Pornography should not be allowed in the library under any circumstances. This is sexual harassment for staff and it creates an abusive unsafe environment for children. The public would be outraged if they knew our policy on pornography.

PLCH should take a harder line on bed bug customers who refuse to follow the guidelines, as well as patrons who repeatedly violate policies across the system.

The workplace should be in sound condition. Many of our branches are full of mold, excessive dust, and asbestos. Staff has concerns that some co-workers who passed away from cancer may have become ill due to exposure at the workplace. Every branch needs to be tested for the presence of dangerous substances such as molds, asbestos, chemical leaks, etc., especially when all the staff are regularly getting sick.

Branches should be closed in level 2 snow emergencies, or preferably before it gets that bad, so that staff can get home safely.

Branches should close when they lose power, especially in the evening when it is dark and difficult to see inside the building. Staff should not be instructed to walk with patrons to the bathroom alone with flashlights as this puts the staff member at risk for harm by being pulled

into the bathroom with a patron. Logically, since it is difficult to see, it puts staff and the public at risk for tripping and falling.

Branches should close when A/C or Heat is out as it sets staff up to work in extreme temperatures.

HVAC should be run overnight so that it doesn't take hours the next day for the branch to return to an acceptable level. Many branches have faced literally ten years or more of the A/C going out repeatedly in the summer.

Our training classes should not conflict with existing policies.

Branch staff should have a branch/debit card they can use for purchasing programming materials versus having to spend their own money and waiting to be reimbursed.

Reimbursement comes too late to account for finance charges on credit cards, so essentially staff is contributing financially to materials bought to support programming.

Job sharing should be available to professional staff.

Pay salaries should commiserate with employee's work experience and abilities not just because of a MLS degree.

Cost of living raises should be given in addition to equitable merit increases. If the pay scale is adjusted then pay should increase in addition with raises already earned.

Professional staff should have the authority to determine how budgeting, and local donations will be spent will be spent, not an outside entity like Friends.

Staff should not fear for reprisal from upper management for trying to enforce library policy.

Library policy seems to be so fluid in nature it has no actual meaning in reality whenever a patron becomes upset. Staff should not fear being dismissed from the library for minor infractions while other staff can commit grievous transgressions and not be punished because of strong internal favoritism and connections.

Firstly, there must be more transparency between Senior Leadership and staff. All too often--especially recently--Senior Leadership has rolled out new measures without asking staff for opinions and thoughts, and instead just steamroll over us with the attitude of "This is how things are happening from here on out, whether you like it or not, and whether it's effective or not." This can be seen most accurately in the measures to make PLCH completely mobile/deskless. Though this idea could work in some locations and used in different ways, a longer testing period should have been done; reflections from staff as well as patrons as to how it worked should have been considered; and Senior Leadership themselves should have seen personally how difficult and ineffective public library work becomes with the loss of a desktop computer, desk space, and proper organization. Mobile service is not meeting patrons where they are at, and it is certainly not proactive--it's an attempt at being trendy and it is not working as Senior Leadership imagines it. Secondly, what would make PLCH a top workplace would be if Senior Leadership considered the professional opinions of its many parts. In a library, we have the unique makeup of having a large portion of staff with career-specific graduate degrees, namely MLS/MLIS degrees. This makes each and every librarian well-educated and specialists in their field. Yet Senior Leadership does not often ask the opinions of librarians when new measures are getting rolled out. These are highly educated individuals who are feeling left out and very underutilized. As a result, this organization is losing many professionals because they are left with very little leadership responsibilities since the Senior Leadership has snuffed out librarian

individuality and will not listen to what their own in-house professionals have to say. In conclusion, PLCH could very well be a top workplace, but as it operated right now, it is very far from it. Long-time employees feel more and more unappreciated, and employees are treated as if they are dumb by Senior Leadership. Opinions are never asked of staff, and as a result certain measurements do not work since they are implemented by those who never have to use them (ie: Senior Leadership pushing mobile service whilst they never have to work with it themselves). This organization is creating a reputation for itself fairly quickly and it's not a good one. From the outside, people are starting to see that we are an organization that does not appreciate employee opinions, we favor those who "know the right people"/are silently compliant rather than who is better for the job, and that all power rests in the hands of a few people at the top, rather than the scores of educated professionals who get silenced if they voice their opinions. I think this organization has become a workplace of fear/compliance and has gotten very far away from the goals of promoting literacy and learning, supporting education, and actually being useful to patrons instead of bumbling around with technology to look cool and ahead of the pack, while actually being ineffective. I wholeheartedly hope that Senior Leadership really, really listens to the results of this survey and takes them to heart because much positive change is needed in this organization before we can come close to being a top workplace.

Flex time, freely sharing information between departments,

Flex time, top administration willing to admit mistakes and not be petty.

Flexible work hours, work from home opportunities for professional staff, special health incentives, more staff appreciation events that make work fun, create more openness from senior leadership, create less of a "closed door" policy from senior leadership, get rid of heavy fear based work culture perception, get rid of dictatorship perception in senior leadership, look for team building opportunities for all staff, make increasing staff morale high priority.

Flexible work schedules, better medical insurance, a defined 5-10 year plan with clear organizational goals

For administration to actually want to hear what employees have to say . . . concerns, suggestions, etc. We are often told that this is the case but in reality, there have been times when it's clear that this is not true. We have been told before, when concerns are raised, that basically, the decision has been made and to get on board, period. Giving more context on why decisions are made would go a long way. Asking for feedback or beta-testing with front-line staff before making decisions that impact front-line staff would also be appreciated.

For administration to listen to individual branch needs. Each branch is different and need different things. They can't lump us all together.

For me the library is a great place to work. The hours and days I work are fair, the pay I get is good for my expertise. I would and have recommend the library as an employer to people I know.

For my age group, this organization would be a top workplace because one works only 12 hours a week and the library never closes later than 9 pm.

For several years, there has been a perceived divide between our senior leadership and staff. Overall moral in the organization is at a low. The current culture of "Us vs. Them" needs to change.

For the Library to be a top workplace, senior management would need to let go of their reins and allow others to do their job without fear of retribution or being reprimanded unnecessarily. I feel most of us have earned the trust necessary to be good stewards of our community and should have the privilege of making necessary decisions to move forward with our tasks/job responsibilities. Also, when employees of long standing have become complacent, they should not be afforded a the luxury of a cushioned job the rest of their career. There should be a way to dismiss them after some length of time of trying to re-light their internal fire. Too many "lifers" are in a rut and need that fire reignited. Some think they have earned their rut and refuse to relight their fire. Those are the ones that need to go and new blood inserted. They are a drag on all those who think more of themselves and their position. They are also the ones that taint new blood and perpetuate the cycle.

For the point in my life I'm at now I am very satisfied with how everything is now.

For the senior management to listen more to the rank and file. Also, for there to be no repercussions for uncomfortable questions for the senior management or opinions expressed to them that don't match theirs.

From my perspective, this organization (to be a top workplace) needs to decide where it's going and then follow through with it. This organization needs to welcome feedback. The Senior Leadership needs to welcome feedback and refrain from its usual kneejerk downplay or out and out denial of valid and constructive criticism. The Senior Leadership seems to want to be all things to all people but with the finite resources of a public institution we end up not fulfilling any promises to either the staff or the customers. Our technology is often woefully outdated and

poorly maintained. We need to focus on the people that make this organization great and give them what they need to be the best.

ghhjghjrykyy

Give a fair and proper evaluation of employees. Measurable beyond opinions, something that can be demonstrated in productivity for all. A fair and proper wage increase system that is set as the policy once was. Proper evaluation of position and pay according to skill set and responsibility of position.

Given my age and the places many of my peers work, I already consider the library a top workplace.

Good work conditions, safeness, good pay, gain many skills that can be used in every day life. I have learned how to respect and work with my co-workers, respect their wishes, and treat them with respect. I have also learned about the benefits of good people skills. I can use good people skills in any job, and the library has taught me that.

Good, caring and smart department manager. Great coworkers. Decent pay and understanding scheduling.

Greater flexibility, as much as realistically possible, when it comes to accomplishing work outside of traditional hours "in the office." It is a reality that professional staff members sometimes take work home with them. Having that time "count" as work would provide some needed flexibility in fitting excess workload into other areas of life. While I understand that there are challenges involved with this, having that flexibility and the recognition that these are "hours worked" (despite not being onsite) would go a long way towards improving morale regarding workload. For ex, I am aware of some managers who schedule time "off," in order to accomplish more intensive job duties such as employee reviews.

Greater transparency from the SLT would go a long way towards gaining the trust of staff. Right now it seems like they have their heads in the sand about the deskless service model. I don't expect us to drop mobile service at all; it's a great tool, but it's more useful as a supplement to the current model than as the sole way to provide our services. It really doesn't seem like the SLT has learned from the mistakes we've had with it so far. On one hand, being on the "cutting edge" is a good way to get more press. However...we need to re-evaluate the idea of deskless service, because it's engendering a sense of dread in branch staff, worrying if we'll be next on the list. Sure, accolades and press are great; being the "first" and having the attached bragging

rights are great. However, deskless service is going to wear staff members out pretty quickly, both physically and mentally. Also, this model doesn't take into consideration the LARGE segment of customers who are introverted and/or who don't feel comfortable approaching staff out in the open for help--or being approached. We need to pay attention to the needs of all kinds of customers, or we risk becoming exclusionary, scaring away the very people we seek to serve.

Having a say in new products...doing evaluation of new things first and not just having a decision made, especially when it affects daily tasks. Having a more supportive environment where people aren't afraid to question things because that's perceived by leadership as being a road block. Having some kind of staff development that values the employee and the employee's well-being. Like a wellness program, a fitness center.

Having more feedback from managers and senior leadership so as to make sure everything is going alright.

Having more respect for the front line staff from senior leadership. Recognition that the job can be difficult and show genuine concern about staff morale. Have a true, open system for communication from the staff to senior leadership. Not all suggestions, comments, or concerns are complaints. Staff at this organization have genuine concerns and valuable feedback that is not really treated with much validity by senior leadership. Ultimately we all want this organization to be great, but more collaborative environment between staff and admin needs to take place. There needs to be a review process in place for staff to evaluate their managers. Managers are given way too much anonymity. Sunday hours need to be handled in a more fair and equitable manner. Staff should be allowed to work 8 hours on Sunday. Staff morale would be bolstered with this change.

having responsive senior leadership that is in touch with the everyday work life of its employees; having a culture where failures can be acknowledged and we can learn how to do better, open communication with senior leadership, better technical support, opportunities for career development, improved safety and security at facilities, more support for staff who are coping with many social work issues in their patron population (unattended children, poverty, unemployment, mental illness, addiction)

Having senior leadership that supports and listens to staff.

Having the ability to job share or take on part time hours without having to apply for a new job and offering paid maternity leave would make this a top workplace. In a field dominated by women, it is astounding that there is no paid maternity leave if the employee does not have a

large accrual of PTO. Also, the number of part time professional jobs is surprisingly low and any professional wishing to take on part time hours following a life change has to take a demotion and change jobs to make that switch. Other top work places in this city have flexibility with schedules to allow for a better work/life balance and I believe that it is possible for this organization to make this option available to staff who experience changes in their personal lives.

Healthcare plans with discounts based on individuals overall well being, annual exam to qualify for discounts.

Discounts on gym memberships/ fitness centers or a place within the Library to partake in these activities during lunch/break.

Discounts with parking garages/lots.

More in-depth new employee training on the relationships of different departments and overall workflow processes.

Helping employees (financially) to obtain their MLS so that they may go further in the workplace.

Here are a few ways I think this organization could be perceived as a top level workplace: focus on rewarding the intelligent, friendly, competent, hard-workers and eliminate (yes-fire!) the dead-beats that clog up the workflow with negativity, mindless errors & mistakes, negligent customer service, and abuse and misuse of company time.

Please reconsider additional ways to better assist employees with children/families to allow for better work/home balance; if the "home" part of this equation isn't met, it only can lead to poor work performance. Many of the nations "top places to work" give their employees flextime usage. Perhaps consider offering other options besides a 40 hour work week - 38 hr., 36 hr., 34 hr. etc. Just an extra hour or two - a week - back to an employee could make all the difference for a better work/home balance (and therefore happier worker).

Additional "perks" to reward & promote healthy lifestyles : gym or Y passes (that actually represent a major discount) would really go a long way to making this place top-notch. And finally,

PLEASE consider helping employees with the outrageous costs of parking downtown !! Most organizations of our size - with downtown headquarters- provide parking or discounted parking to their employees.

Higher pay

Higher salaries, especially for public service staff who suffer higher burnout rates.

Higher salaries. Especially for the rolls that are the same across different companies. High enough to be competitive with other companies equivalent rolls.

Higher staff morale

Hire more employees and treat them better. There are a lot of talented people that work for the library that are under utilize.

I truly believe our organization is a top workplace, but I would like to see more security at our branches, more specifically the ones that don't have security and really need it.

I already feel like this organization is a top workplace. I do have a few suggestions for the interview process, however. When people are contacted for interviews, they are only given a few times on one day to choose from, which doesn't take into account any previous plans those applicants may have had. Furthermore, when an applicant isn't selected after an interview, I think it would be best to notify them by phone rather than email. It seems very impersonal to tell someone (s)he isn't selected by email.

I already think that my branch is a great branch. I would like 10-15 minute bi-weekly or monthly meetings just to stay on one page with everyone.

I am extremely surprised and pleased that the library is taking the time to ask for honest confidential feedback from staff. This is a great step towards a more positive work environment! To become a top workplace, there must be a culture change to include trust within the workplace, beginning with senior leadership. From my personal perspective, this needs to start with the Director and Deputy Director. Some senior leaders appear to have amazing perspectives and attitudes, care for staff, and are a pleasure to work beneath. A positive culture change would include new leadership that seeks out and utilizes expertise/respecting expertise within the library, plans ahead for large projects that effect many departments/branches/important collections, consults the effected parties ahead of time and allows them to help with planning. The library needs a director and deputy director who show that they research best solutions and gain consensus with effected parties and experts (not just donors & board members). Currently, this is a reactive rather than proactive culture. We are led by fear in a way that forces us to constantly put out fires and prevents us from finding healthy, long term solutions.

After starting my position, I disappointingly saw the library to be a segregated, closed, and unsupportive work environment compared to other places I have worked. I found it extremely strange that other staff did not feel comfortable to share opinions on very basic levels. Odd mentions of a staff suicide that happened in the library were alarming to hear about. It was

implied the suicide partially stemmed from a toxic work situation that was not allowed to be discussed. I shrugged this off, however, these days I now wonder about its validity because decisions do not always appear rationale or reasonable because they don't seem to consider the impact they have on staff health/careers or especially collections. Out of fear, staff do the impossible/risk their health at any cost to please leadership - things that would not be acceptable in a unionized institution.

I am shocked at how under-appreciated and overworked library staff feel – including me. We are constantly expected to take on special projects without help under extremely tight deadlines, while keeping up regular workflows. These projects are usually unplanned and appear to be micromanaged by suspicious senior leadership. This causes great insecurity and prevents creative, collaborative, & high quality solutions. Staff rarely feel thanked or congratulated by senior leadership. For example, during the annual meetings with the director, staff don't feel the director is interested in learning more about the work the staff do unless it's for a negative reason. The director does not seem want to discuss staff accomplishments and appears to want staff to ask her questions about herself. Sadly, staff moral deflates after the annual meetings with the director. The combination of high stress and lack of appreciation make for a negative work environment.

Managers appear to do their best to make staff feel appreciated, but it's not clear that there is appreciation from the director/deputy director. Staff feel we must ask permission for even the most basic tasks. This procedure is a waste of time for things that are part of our job expertise we were specifically hired for. No branch/dept seems safe from becoming targets of irrational restrictions and reprimands without conversation or understanding. I now find myself fearful of unpredictable/unfair repercussions no reason - or putting my manager at risk. In this current culture, it feels the only reward is to “stay out of trouble” by not taking risks. As a result, it feels a lot of positive growth is prevented.

In regards to senior leadership, meetings sound directive. There is a lack of time to plan and receive feedback. Currently, there is an overall lack of trust in the Public Library.

To make the library a top workplace, the Library needs leadership that is rational, takes the time to be educated on issues, cares about the collection and staff (not just board members and donors), and is free of emotions that appear to cloud judgement. The library could be a top workplace if it was led less by fear and negative sarcasm and more with positive motivation and appreciation.

I am hoping for better health insurance options.

I am not sure I feel already like I would place it in a top workplace category.

I believe better communication between our senior leadership and staff working in public service at branches is our organization's key area for improvement. Plans and changes are made without input from the people who might have very meaningful insights to share. Additionally, more communication between departments through formal meetings would allow for more communication and idea sharing. I do not believe employees should need to make monthly

informal meetings outside of work in order to have a chance to communicate with employees in the same department at other branches. There should be more opportunities to meet and share ideas while at work. More collaboration between departments across branches could make this a more effective and successful organization.

I believe better management would make this organization a top workplace.

I believe it already is.

I believe it is already a top workplace. However, something that I feel would improve the culture is a more clear attendance policy. Enforcing this consistently across the library system would help to discourage employee abuse of sick and PTO time.

I believe that it already is

I believe that one of the biggest flaws of this organization is that we are not unionized. For being such a large, supposedly "employee-conscious" workplace, I find it ridiculous and archaic that employees have no form whatsoever of labor representation. The fact that we must air our grievances/disagreements/comments, etc. on Staff Association Q&A is appalling. That Staff Association can then go in and edit those comments is ludicrous and completely goes against our values as an organization.

I think that the library should absolutely provide access to labor representation, and very much need to work on becoming more transparent from the top-down.

I believe that the vast majority of staff in the library system are intelligent, thoughtful, insightful, open to other , and clever. Therefore, the library staff, as a whole, is an excellent resource for administration or the board of directors to tap for ideas and opinions regarding new initiatives, programs, and policies. Often, it seems that administration and the board institute new policies and programs without peer review that don't always work out or put a huge strain on those that have to implements the new initiatives. As a result, front-line staff that interact with the public on a regular basis are subjected to the pains and embarrassment associated with less-than-successful programs, which could have been avoided had staff within the library system had an opportunity to scrutinize new programs during the planning stages. Ultimately, I believe that if administration made a greater effort to trust the instincts and training of its front-line staff and to take staff opinions regarding new initiatives and policies into account before rolling them out would make PLCH a top organization to work for in the region.

I can't think of anything I would change at this point in my employment.

I do not feel safe in my workplace. This is something that needs to be addressed. I have a lot of responsibilities but working with customers (desk time) takes priority so I often do work at home, on my own time. We are so thinly staffed that it's a constant push to get everything done on time. Changes are made at a moment's notice and without front-line staff's input. That's ridiculous. We are often told there will be changes but with no set time frame and the effect those changes are going to have on employees isn't addressed.

I do not have the time to list all the ways that the library could be made a top workplace. I could spend hours on this, like many of my co-workers, but I am not going to waste my time. Any advice will be turned against public staff because Kim Fender runs a fear based organization. Feedback is regarded as weakness. People are absolutely afraid to voice their opinions to the point they are skeptical of this survey because the fear of repercussion. The library is building new branches while some have asbestos and hazardous waste bin in the building. There is zero support for career development. The library provides no support to those who want to earn a Master's degree. Even still, many of the jobs should not even require an additional \$30,000+ graduate degree when they could be learned through training or a certificate program. I recently heard that our Executive Director stated that people who were disgruntled could work elsewhere. She takes advantage of the fact that people want to work here because we help others. She fires people on a whim and she has a high powered lawyer to protect her. Kim Fender is completely and utterly out of touch. Truthfully, I had a much better response prepared. However, I do not think any real changes will be implemented. Kim Fender wants another award to pat herself on the back. The library pours out money on useless resources while failing to provide proper training. Employees are not placed in safe environments. Someone could threaten to shoot an employee and only get a 6 month suspension. Even during this period they do not actually lose their privileges because their cards are not banned. If you wanted an honest answer about what would make this a better workplace I will provide it: Fire Kim Fender, Greg Edwards, and Board of Directors. Start from scratch at the top. Put someone in a position of power who is in touch and listens to feedback. Become an organization that provides adequate raises for their employees instead of approving an eight percent cost of living increase for someone who already makes \$200,000 annually. That increase alone could pay off all my student loans. What will make this organization a top workplace? Letting everyone know why it is not.

I don't feel I've been here long enough to comment.

I don't know.

I feel like the minimum wage at this organization should be raised in order to better make ends meet.

I feel like what would make this organization a top workplace is once a new idea is put in place at the library, that effects not only workflow but also staffs impact with patrons, such as mobile service and the makerspaces that we do surveys similar to this at all locations that are adjusting to the change so we can get feedback from not only staff but even get customers involved as well that want to be involved. Just to see how we are doing. That way we can learn as a team whats working and whats not working. Take that feedback and learn from both the positive and the negative.

I feel Senior Leadership and the board are made up of a group that are extremely out of touch and unaware of the day to day for most staff working the front line. I understand the importance of the roles the Senior Leadership hold, but the imbalance between those making the decisions and those implementing the decisions is quite extreme.

I feel that there needs to be better communication between staff and senior leadership. It seems to take a long time for certain decisions to get made, but then other decisions happen so quickly that there is no room for discussion or staff buy-in. I, personally, was frustrated by the number of times I answered the questions about the senior leadership team with "sometimes agree/sometimes disagree" because I just didn't have enough experience or interaction with them to answer more definitively. As an organization, I feel that we need to be proactive in terms of being a leading library system and hopefully this survey is a step in that direction.

I feel that this organization is already a top workplace, the best and most secure join I have had to date. I feel that the work put into everyday operations by employees deserves higher pay which in turn would also increase employee moral.

I feel this is a great organization but we do not know much about other departments, especially if we do not directly work with them. It would be helpful to get a feel for what other departments do and what their responsibilities are. I feel this makes us more well rounded as we serve the organization.

I firmly believe we area already are a top workplace. We have opportunities, merit increases each year (most of the time as budget allows), decent work environments at most branches and Main, good leadership that has worked hard to be more visible and we assist our community in learning and entertainment.

I genuinely enjoy being at my workplace and would be here most days even if I did not work here.

I guess taking away the threat of closings...

I have found a list which I most certainly agree with. The link is at the bottom of the list.

Clear Purpose

A great workplace has a clear and specific purpose for existing which is captured in its mission statement. Employees have a clear understanding of this purpose and are enlightened by management staff as to how their roles help to achieve the company's mission.

Individuality versus Teamwork

A great organization stresses teamwork while still encouraging individual achievement and creativity. Great small business owners and managers have the ability to blend the individual talents of their staff members into a team concept.

Autonomy

Great small businesses permit their workers a great deal of autonomy regarding how they perform specific job tasks. The idea behind this autonomy is that the more freedom and input the worker has in performing her job, the greater meaning it will have to her, which increases her motivation to do the job well.

Sense of Fairness

The best organization is one that treats every employee fairly. To that end, the rules are enforced in the same manner for all workers, from rank-and-file members to top management, without the appearance of favoritism or provision of special privileges.

Innovation

A major factor in the success of your business is your ability to innovate. Innovation allows you to stay one step ahead of the competition and prevent product or service stagnation. Your employees are an excellent resource for innovative ideas, so be sure to seek their input and reward them for their creativity.

Open Communication

A small business flourishes when management fosters an atmosphere of open communication. When you communicate with your employees, you gain valuable insights regarding the work atmosphere, such as learning about small problems before they can escalate. To encourage open communication, ask your supervisors to make themselves visible instead of remaining behind a closed office door for the entire day or put out regular newsletters to keep employees abreast of the latest company developments.

Constructive Feedback

Supervisors in a great workplace offer frequent and constructive feedback to employees. The purpose of the feedback is to help employees identify and understand areas of needed improvement as opposed to chastising them for mistakes.

Community Spirit

A great workplace contains an atmosphere that evokes a strong sense of community throughout the entire organization, not just within smaller team units. Employees feel that they are part of a group of superior people who are pulling together for the common good.

Access to Resources

Workers in a top organization have easy access to the resources they need to complete their

tasks. Whenever possible, educational resources are also available to help workers develop their skills so they can become even more valuable to the organization.

Living the Values

A top organization practices strong core values based on integrity. These values need to be more than words in a human resources manual; management personnel should practice these values in daily functions and require all employees to do the same.

<http://smallbusiness.chron.com/top-10-characteristics-great-workplace-11226.html>

I love the library and our place in the community and I would love to see it become a top workplace. However, we have a long way to go! The biggest obstacle is our workplace culture, which is, I'm sad to say, fairly toxic. I applaud the library's administration for recognizing that this is an area that needs improvement, and hope that the suggestions and feedback given in this survey will be strongly considered and lead to some real changes. I believe our biggest problem is with how we implement and communicate change. Change is a necessary and vital part of our organization's mission. I think most staff understand this at some level and know that without the ability to adapt to the changing needs of our community, our library will become obsolete. However, there seems to be an overall resistance to change which is due largely to the fact that the front line staff that interact with customers every day are not asked to give input regarding changes to services, policies and procedures that greatly impact their interactions with customers and day to day workload. We are a very large organization, and as a result, I understand that it can be extremely difficult to gather feedback from staff on important decisions. Our Senior Leadership claims that they are open to ideas and feedback, but this is simply not the case. If it were, we would be told about potential changes before they are finalized and asked for input. Despite what they may say, our Senior Leadership does not give staff the impression that ideas and suggestions are welcome. In fact, there is an overall sense of fear (of reprimand or retaliation from our Senior Leadership) if we share our opinions or ideas. This means that for many staff, the only forum for communication is the Staff Association Question & Answer board because it is anonymous. However, it does not allow for open discussion about questions and ideas, and often leads to dissatisfactory answers that are too brief or even condescending. Front line staff members are treated as though we couldn't possibly make decisions that are in the best interest of our customers and the library as a whole. Any complaints are disregarded and treated as "resistance to change" rather than legitimate concerns. However, in my experience, resistance is to the way change is implemented, not necessarily to the change itself. Again and again I hear my coworkers complaining about new initiatives and changes to processes, procedures or policies. These complaints are rarely aimed at the changes themselves, but more often toward the way they are implemented or communicated. Often changes or new ideas are implemented in ways that are not ideal, and could have been perfected with a little front line staff input. I also feel that many changes are made not just to improve services, but to boost our statistics in some way. While statistics are very important, it is also important to justify these changes by ensuring that they are improving library services or access for our community. I think this sometimes gets lost in communication as initiatives and changes are filtered down from Senior Leadership to the front line staff. We are not given any explanation for why changes are being made, or how they will impact the community. A little more transparency would go a long way! So to sum it up, in order

to become a top workplace, we really need to work on improving communication in both directions! (As an aside, this survey kind of proves my point - we are asked for our opinions, but not really given a chance to explain our thoughts or ideas. A multiple choice survey may be useful for gathering statistics, but if you really want to implement change, it would have been more useful if we could have explained our answers, rather than just saying "agree" or "disagree.")

I often feel like, as an employee, I am not as important as the public. For instance, when the weather is very bad and there is a lot of snow, we rarely close even when lots of schools are closed. I am often terrified of driving to work and then, when I get here, there are no patrons. I think that we should close for weather issues more often and not just when there's a level 3 snow emergency because the roads are often very treacherous before we get to that point. Also, I feel like managers and senior leadership do not actually like feedback. For instance, there has been an overwhelming amount of negativity from both staff and patrons about the deskless branch models, yet senior leadership still wants more branches to get rid of their desk.

I read an article years ago, listing the top things that contribute to employee satisfaction. The number one reason was that employees felt their contributions mattered; they felt accomplished. I think most staff feel accomplished in their own work, and loyal to their branch or department. But I don't think they feel the same way towards our organization's accomplishments, like our 5-star rating, despite the fact that we earned it together, nor are they loyal to our organization as a whole. I believe this is because our organization does not encourage staff to contribute to initiatives that affect the entire organization. Our library has tried to create ways for this to happen, for example, through project teams and strategic planning workshops. In my experience, project teams are given an objective and are asked to design a plan to meet that objective. But either midway through designing the plan or after making the recommendation, senior leadership tells the team what the plan is going to be, discounting their contributions. This creates low morale, because, even when asked to contribute, that opportunity is stripped away. Also, in my experience, strategic planning workshops failed for similar reasons. I thought these workshops were a great idea, but after attending them, I was less engaged. Senior leadership hardly engaged with participants, some were looking at their phones while facilitating the workshop. I don't remember seeing results published from the workshop or a list of new initiatives created following the workshops. Again, there was an ask to contribute, but I didn't feel like senior leadership was really open to my suggestions. So, to sum up, I think if you want to increase organizational engagement, you need to engage staff in initiatives that impact the entire organization, or at least more than just their department or branch.

I really enjoying working with my coworkers.

I recognize that it's difficult to make everyone happy, but for those of us who work at the busier, larger branches often feel like every time a policy or workflow change comes along, we're the

ones that get the brunt of it. It often feels like the sheer amount of work we have isn't recognized and upper management thinks it's appropriate to add even more things for us to do, look after, and/or take care of. Some sensitivity to that knowledge would be much appreciated.

I think a cost of living raise would help raise people's spirits. I think staff appreciation days.

I think a top down mentality switch - it works but all staff feel that downtown is on a different planet, so much so that the internal customer service from the basement can leave much to be desired. Many staff do not feel heard when there are complaints and instead of addressing directly they brush off and make sweeping statements like "Be thankful you have a job"

I think administration should value staff more. The pay scale has recently been re-adjusted but I believe that cost of living increases are necessary in keeping loyal staff satisfied.

I think administration would do well to listen better to frontline staff when they express concerns with new changes or policies---even if those policies seem cutting edge or are currently in vogue or will win awards. If the frontline staff see that these changes are not actually working well for the public, admin should respect that we know what we're talking about and value our perspective as much as they do their own.

I think better wages and better benefits would help (though it does appear that administration is trying to accommodate that) but outside of that I would say probably a more user friendly database or better organized list of policies and procedures. I think Rufus can be a great tool for us but often I find that even after years of using it searches can take far longer to find relevant results than I would consider optimal.

I think employees at the lower levels and even at management level need to be paid more. When our pay scales are altered, it seems that people who have been in a position for 5 years are being paid the same amount as someone who is just starting (or so it seems). That doesn't really give a person like me the incentive to do better. Cost of living raises are also very important and have not been offered for several years now. If you want people to stay with the library, then they need to feel as though their work is valued. It's pretty disheartening to think that while I'm dealing with upset customers and being on my feet all day, I could easily be paid more per hour working as a cashier at a budget grocery store. We are trained, intelligent employees that continually provide excellent customer service to the public and we deserve to be paid as such. The low salary for employees, even ones that have been in the system for several years, is one of the main reasons that I am actively seeking different employment. Furthermore, I think a more open communication between the senior leadership team and the rest of the employees would be beneficial. There is a distinct feeling among the staff that if you

disagree with the "higher ups", you will be dismissed or denied raises. I'm not sure if I personally feel that way, but I know that there are plenty of people in the organization that do. I know that I'm often angry or frustrated with the SLT for making decisions that affect my day to day work life without properly consulting the people they affect. For example, the new deskless/roving model doesn't seem to be as effective as the SLT wants to believe and yet they will not consider changing it. It's my sincerest hope that I will have left the library before everything that makes this place feel like a library is taken away. Pretty soon we'll just be glorified tech assistants at Best Buy.

I think it already is. However, I think clearer advancement opportunities and more input from staff in decision making would improve experiences.

I think it trully already is a top workplace. As unrealistic as it is, it would be really nice if part time employees could have medical coverage, even if it is very basic coverage.

I think it would be better if they promoted from inside before considering hiring outside. Tuition assistance would be nice and higher pay rates. I think they should go back to the step pay increase so managers not subjected to giving higher pay increases to their favorites.

I think it would help if senior leadership wasn't so obviously operating out of fear.

I think it would really help if staff (outside of their individual departments) had more opportunity to meet and collaborate. Everyone has such fantastic ideas and such a diverse range of experiences and talents, and I don't think we have enough opportunity to harness one another's ideas.

I think listening to those in the field everyday, when looking to improve or change anything is important. I wish that there were more ways to train with webinars and subjects that were relevant to especially LSAs because that group is probably the largest group the Library employs and I feel like sometimes that unless you want to pay to get your degree in Library Science which I don't have any interest in unless the programs improve and are worth the money, you get stuck with some training but not like I think the Library is capable of. I don't like going downtown to training because many of the programs are not helpful and just seem like an ego fest for those that teach them. You know it's not good when I'm thinking during the class that I could do a better job teaching it. I was horrified to have to act like I was an angry customer to learn what? That I was uncomfortable acting that way? That class was a complete mess and I wish the Library would find other programs or work with another company other than CPI. It's boring. I expect so much more quality than what the Library offers in training. Even a few of the computer tests you have to take downtown like the Sierra 2.5, I believe it is, was confusing in

many places and didn't need to be.

I think if the Library needs to cut in one place to make the improvements in other places they should do that.

I don't know how great the Makerspace is going, but I think only downtown should have that until it proves to be well successful. The whole getting rid of all the desks idea might be a little abrupt especially since Libraries have had desks since they began and people feel comfortable coming to a desk for help, not following around a person with an ipad or cart. Keeping simple ideas that work in order to improve on things like training and computer systems might be the best way to go.

I think making it easier to participate in professional development opportunities outside of the library would make this organization a top workplace. Working with a company that gave their security guards better training and then allowing them to take a bigger role in the branches would also make this organization a top workplace. Currently I feel like a great portion of my job is acting as a security guard rather than a professional librarian.

I think of the Medical benefits were strengthen a little more it would help this organization be a top workplace.

I think really listening to what the staff have to say before jumping in with a what seems like a rash decision. For instance, about 3 years ago we moved from one catalog/circulation system to our current one, Sierra. Supposedly there was a beta test period of this new system but only with a small group of people and no one in direct contact with the public or that would be using it on a daily basis. When the system went live, there were so many issues the first few months many staff members were asking for us to go back to the old system. We felt that the training period on the new one wasn't sufficient nor was the backup/support the same on the new system. Eventually the kinks did get worked out, but it seemed to take a very long time.

I think that administration needs to solicit input from staff at the branch level to make decisions. I think leadership might want to consider spending time working in the branches. I do not think that our customers will welcome the idea that there is no customer service desk. We are different from retail establishments. We are not Home Depot. We need to be able to protect ourselves from the public at times and the desk provides a buffer. Our customers want to see someone at the desk. We also have special needs customers who need help with checking out materials, getting on computers. They want interaction with staff and time for their needs to be assessed. I think we could use more staff recognition. I believe that we give outstanding customer service. We are heads above most companies. I would like administration to recognize our efforts in a meaningful way.

I think that administration should pay more attention to the experiences of people working on the floor and what policies they think should be enacted (for example the complaints about the way mobile service has been enacted). I also think that the pay is not fair for the work I do, even with the change in the pay grade for 2016. I resent how all employees in my grade who currently make less than \$10 will all be bumped up to \$10 but without a merit raise, because I don't think that takes into account years of service. I have been in my position for 2 1/2 years coming up on my 3rd annual review and I will be making the same as new hires. I also think that the library should have more full time positions and it should be easier for someone who is a shelver or a page to be promoted to LSA without having to go down to part time work.

I think that better reliability of the security guards would be beneficial.

I think that the library should be a more relaxing atmosphere for the Staff. I think that the library should give the Staff the opportunity to wear jeans on the weekends if not every weekend may every other weekend & each staff member would be required to pay \$1.00 to wear jeans. The money raised will can be used toward staff events. Also with so much theft the library should have more security at the branches & it would be helpful if would install metal detectors at the branch. I also think that the library should NOT get rid of all the Staff Services Desk. I believe that Desk should remain in place for safety reasons.

I think that there are several things that could make the library a top workplace.

The first thing that I think needs to change is the culture of implementing what administration decides to do without accepting feedback. I've not had the direct interaction myself, but I have heard many stories about how unapproachable administration is and how unresponsive they are to feedback. This culture trickles down to the departments and branches, where managers and team leads carry on that culture of not accepting feedback. This has a negative impact on morale.

The second thing that I think needs to change is the way administration handles weather-related issues. Both in my location and at other locations, we have experienced problems controlling the heating and cooling systems - which have resulted in awful workplace conditions multiple times. Administration requires us to stay open, even when not serving the public, so that we are available if the system is fixed. A related matter is the lack of snow days when the driving conditions are poor. It is hard to justify driving in poor conditions when other large organizations close for the day. These issues may seem minor, but have a negative impact on morale.

The third thing that I think needs to change is the networking/staff development. I have been to conferences and meetings where I have been able to network and share ideas with staff in my position who work in other systems. That is not something that I regularly get to do here. I would like to see idea-sharing sessions offered for staff in positions that would benefit from idea-sharing.

The fourth thing that I think needs to change is the training that is made available to us. In my experience, staff at every level appreciates training. The training that is currently offered through the library is often ineffective and unhelpful. Not everyone has the same learning style, so being

open to different types of training would be beneficial to staff.
Generally, the above could be solved through more open and honest communication between staff and administration without the fear of repercussions, including more surveys like this!

I think that this would become a better workplace if we can do a better job of both empowering and harnessing the potential in employees here. Moving the regions around to allow for common goal building is a step in the right direction, but this organization does itself a disservice by not doing much to encourage and facilitate the exchange of knowledge between the incredibly knowledgeable and dedicated professionals that work here. I think that in and of itself would do wonders towards building morale and making this place a great workplace.

I think the best thing the library could do to be better is improve the communication between the top and bottom level employees. As someone who is on the "bottom rung" I feel misunderstood and neglected, at times. It often feels like those in upper management who make the decisions don't know or care about what is happening where I work.

I think the branches should keep their desks.

I think the Library Administration can be quite innovative, but they tend to implement new changes without adequate training or even notice to the staff. A lot of these changes I think can be wedged in gradually, so employees can adjust.

I think the Senior Leadership team could be more responsive to staff concerns/suggestions. On certain issues they refuse to reconsider decisions even when the staff most affected have repeatedly expressed concerns.

I think there could be some reconsideration of where budget money is spent- for example, less on James Patterson novels and more on improvements to branches. Also, I think we could get our materials much cheaper and save money that way. Our prices are always much higher than somewhere like Amazon.

I think this organization would be a top workplace, and would overall perform our services at a higher level, if senior leadership would more consistently listen to and consider the feedback, concerns, etc. of the staff who interact with customers on a daily basis (and I mean LISTENING, as opposed to HEARING). Better yet, I think it would be very beneficial for them to spend one hour each week working on the public floor in various capacities, in order to understand more deeply the changing experiences of staff and customers. I know that many of them have previously worked in public service capacities, but for most it has been many years since that

has happened. And while they frequently talk about the changing landscape of the libraries, it seems that most of their knowledge/information comes from more remote experiences (i.e. attending conferences, reading library journals, etc.). In my time here, I have seen so many great staff ideas that would make an immediate and significant impact on customer experience get dismissed and/or trivialized by more abstract-thinking leadership because of a lack of understanding of the very real potential benefits from a more practical perspective.

I also feel that on the part of senior leadership there seems to be a higher priority on spending resources (i.e. funds) on "new" projects, over directing some of those resources to work on improving existing, or even long-standing, procedures and projects. Instead, it seems that resources are taken away from existing services and areas to make these new projects possible.

My observation of senior leadership interactions with staff in various mediums and settings, I am left with the general impression of an overall lack of respect for staff from senior leadership. Staff often seem to be treated as an expendable, replaceable commodity, rather than skilled, trained human beings contributing to the success of the organization. As an example, many of the senior leadership's responses to questions, comments, etc. on the staff association comment board have a very clearly emotionally defensive, belligerent, and even disrespectful, tone. And while it is indeed unfortunate that in many cases the original questions and comments posted by staff are not worded in a tactful manner, I feel that we should expect more from senior leadership, since it seems to me that that in some cases responding in this kind of unprofessional tone only serves to justify the sense of dissatisfaction and isolation on the part of staff and does not contribute to any kind of resolution or greater understanding between staff and senior leadership.

Finally, I feel that we often see in this organization a selective observation of our mission statement & values when implementing new services/features. Such projects often seem to be implemented in a fast-track kind of way, before useful information has a chance to "trickle down" to front-line staff and customers with enough lead-time for staff to be able to ask for needed clarifications, help spot and prevent potential challenges, and provide the most knowledgeable, effective service possible. Similarly, staff often find themselves in a position where information has been disseminated directly to customers without being communicated to staff, which leaves staff feeling like an after-thought, and unable to address customer concerns and questions effectively and efficiently.

I think we could do a better job of ensuring that our buildings, especially older buildings, are truly handicapped accessible. We could do a better job of fixing things that get vandalized. I have noticed that it can sometimes take a unreasonably long time to fix broken windows or graffiti. Cleaning staff could do a better job of sanitizing and deodorizing public bathrooms.

I think what make this organization a top work place if some managers didn't treat their department like the military, I see other departments are miserable because they have no freedom. It makes for poor morale. The constant watching every move. Most everyone here is a grown adult and should be treated as so unless they show different.

I think what would make this organization better would be to get study rooms. I noticed a lot of customers would come in and specifically ask for study rooms and as a student I think that would be beneficial for customers experience here.

I wish that the hierarchy was a little flatter and that employees had more control over the services we can offer the patron. I feel that the desire to treat the branches like franchises does the communities they serve a disservice. Individual communities have different needs and these are best understood by those who are working there. I also think that the Adult Learning Center is going to need to be a bigger part of what we offer. The educational and experience gaps for patrons 35-60 years old are quite significant. Many of these patrons need levels of assistance which branches and departments may not be able to provide. I would also like to see something like Google's 20% approach where employees are given time to come up with ideas and solutions to library problems. The main issue is that I don't believe that administration is in touch with the obstacles and frustrations we face as we try to fulfill the mission of the library. I don't feel like we are permitted to have problems with current policies and procedures--we have to trust in the decisions made by our "wiser" elders.

I would appreciate better communication about big changes. It seems we get news of changes only right before they happen and have no knowledge prior that these things were being discussed or planned.

I would appreciate better communication between senior staff/administration who make decisions and implement changes. Branch staff often does not find out about new policies or events until the last minute, and this makes us look unprepared and uninformed to patrons. Examples of this are the new courtesy renewals (we were unsure of the exact start date - signage told patrons it was the 4th, but we were unsure whether that meant it was starting on the 1st for items due on the 4th or starting on the 4th for items due on the 7th and so hesitated to tell patrons about it because we didn't want to give them inaccurate information) and the extension of the summer learning program for an additional week. I also think that senior staff/administration needs to be more willing to hear and address staff feedback both before implementing changes and in response to changes. I think many staff feel like their feedback is ignored and their experiences are not valued, and whether this is an accurate perception on their part or not, I don't think that's the kind of feeling you want your staff to have. An example of this is mobile roving and deskless branches/departments - certainly there are a few people who just don't like change, but I have also heard a lot of valid questions and constructive criticism about these changes and it seems like those questions and criticisms are ignored and quickly dismissed. Growth and innovation are a part of our mission, but I think it's crucial to be able to acknowledge if something new that you've tried is not working as well as or in the way that you hoped; I think most staff would respect that very much. Both of these things relate to staff feeling empowered to do their jobs the best that they can, and I think that's a feeling that administration should want to encourage.

I would appreciate it if Senior Leadership considered the day-to-day work of staff and, before implementing changes--such as a deskless model or a remodel of a branch/department--would actually visit the branch/department and see how we interact with the public, what we need to be safe and successful, and asked for staff input. We provide valuable service to customers and need to be provided the tools to do so well.

I would first like to see our Board Members take a more active interest in how the Library is functioning for staff. Staff should be the first customer, since a happy staff absolutely translates into excellent customer service. I believe our board members do not have any idea how bad morale is among staff.

I do not wish to be disrespectful to Kim Fender, however, I do not believe we will ever be a top workplace unless she can make some radical changes to the way she conducts herself, and so I will make some suggestions. I truly believe that Kim is a very intelligent and savvy Director, and I recognize that she has radically changed our Library for the better. We are the best Library system in terms of service in the nation. However, her treatment of staff is at times disrespectful, retaliatory, uncaring, and unprofessional. She does not like to admit mistakes, no matter how small, and yet excoriates staff and leaders at all levels when they make mistakes, driving morale into the ground. It all starts from the top. A Director of a Library should never seek to yell, intimidate, humiliate, or threaten staff about employment. We do not work in a hospital and lives are not hanging in the balance- nothing we do in our jobs justifies this behavior.

I remember a few occasions when Kim had to make jabs at staff which stung quite a bit. At a staff development day in her speech, she made fun of Morris for going the wrong way when visiting the state capitol. Shortly after she mentioned that the majority of voters in Groesbeck did not vote for the levy, and pointed out Ned specifically, saying, "Do you part, Ned!" Most recently, she disrespected the entire HR department at the staff recognition party, when she read that Nichelle Smith was in the wrong department and she said, "HR doesn't even know that Nichelle is in HR". I looked over at the HR ladies in that moment and could see the look of shock and hurt on their faces. Why make such comments to hurt people's feelings and undermine the credibility of a whole department in the Library? If she was trying to be funny, I'm certain it wasn't funny for Morris, Ned, or the HR ladies. It was harsh and uncalled for.

In order to be a top workplace, Kim should:

A Number One: Follow the Golden Rule. Treat staff respectfully, with tactful communication. Treat staff fairly. Staff should not fear the Director or be afraid to tell her the truth without retaliation in the form of yelling, humiliating, putting down, or even disciplinary action (as an example of this, please recall Michael Schreiber at Pleasant Ridge, an exceptional employee who asked a simple question at a staff meeting with Kim and was then reprimanded by Kim sending Chris Holt out to lecture him along with Kate Denier about an "attitude problem." He just asked a simple and legitimate question, and was so demoralized by Kim's actions that he decided to leave the Library. A few of his friends were so appalled that they left too, and some are still thinking about leaving.)

2. Stop micro-managing the Administrative team. They know what they are doing and have

good intentions (except for Jeff- he also needs training on how to treat his people well). They always have to walk on egg shells on the third floor for fear of Kim's mood swings and ill tempered behavior. This trickles down to all of us.

3. Listen to staff, especially front-line staff. We know what our customers want and we know what we need to meet their needs.

4. Give staff incentives. Wearing nice jeans and comfortable, clean athletic shoes should be allowed. Our jobs are very physical. A tall stool for sitting down between customers during mobile service will eliminate the medical claims the Library will undoubtedly see in years to come as a result of standing for such long periods of time.

5. Do not make us come to work in unsafe conditions. Snow conditions in the northern part of the county are often far worse than in Kentucky where the Director lives.

6. Streamline administrative functions. I heard that Kim has to sign off on all job offers. If that is true it is ridiculous. At most I could understand if Andrea had to sign them, but why does every single offer have to be seen by Kim? Even student shelvers?! That is a level of micro-management that is unbelievable.

7. Trust the staff. The level of mistrust that Kim has towards staff is truly disheartening.

8. Be a kinder person, and look for the best in your staff instead of expecting the worst.

9. Test things out before implementing them. (e.g. Sierra and The Green Machine = Epic Fails)

9. If Kim cannot or will not make these changes, maybe it is time for her to retire, and hand the reigns over to Paula Brehm-Heeger. Paula would be the best Director I could ever imagine having.

Greg Edwards:

Overall I do not have too many suggestions for Greg. I imagine he is under tremendous pressure and stress from Kim. There was a time when the drivers complained about the Green Machine being so slow and he threatened that if they kept talking about it he would have them fired. I did not like that at all. When things don't work well don't blame it on the staff or try to hide it, be forthright and admit mistakes. We are all humans here and we all make mistakes. Humility in a leader is a noble trait. Overall I think Greg is a good leader.

Jeff Gerrein:

Jeff should be more respectful to his staff and his customers.

Finally, we should really be getting Cost of Living Increases every year. Everything is getting more expensive, and merit increases are not enough to keep pace. I also appreciate very much that the Library contributes \$1000/year to our family HSA. It is very helpful to my family and I hope it continues.

I would implement a plan where I addressed the age problem within the library. There should be a set age so that children aren't sent to the library without parent supervision.

I would like Administration to have a better sense of what we face every day in terms of work load and in terms of basic personal security both for the staff and for the patrons. the library had

a program in the past, sort of spend a day in my shoes kind of thing, where people from Administration worked every once in a while on a public desk, so they could get more of a sense of the challenges we face. By the same token, I think if Administration more carefully detailed certain policies (such as pay scale changes, insurance changes, etc.) then the staff would have more insight into why these changes are being made. Also, to include more staff in this decision making process (such as decisions about going to roving reference only) would eliminate some of the animosity as well.

I would like any indication that administration cares at all about its employees. There are zero perks to this job. In fact, we do not even have the same perks that our customers do. First, we were unable to check out DVD's the first day that they came out. Now, we are unable to hold new DVD's until they come out. Of course, our customers are able to order them as soon as they are in the catalog. I am not someone who needs additional benefits, but I would like to have the same rights that the customer I am helping does. There are a number of similar policies. Staff accounts for a good portion of the library's circulation, but are treated like second class citizens.

Sunday hours are terrible for those who have to work them. They are not allowed to work a full day and have to make up the hours later that week. Typically full time staff will work Saturday through Thursday and take PTO or work a half day. They work 7 days in a row or used up time off that they accrued to what is essentially a scheduling error. It also keeps other staff from applying to work at those locations.

Additionally, I do not have any trust in administration. I do not blame the regional managers as I feel that they do not truly have any say in what they are able to do either. I like and respect all of the regional managers, but their superiors have earned nothing from me, particularly the director. Things are handed down from on high regardless of how it affects our work. We are constantly given more to do, yet have more benefits taken away from us. Sierra is not an upgrade to Workflows in any way, shape or form. Several years later the only positive thing staff can say about it is that it is better than it was at launch. That is only because it is moderately faster and does not crash quite as often. Our meetings with the director are uncomfortable at best. We are asked to prepare questions, but told to be careful. If you ask the wrong question, you will be berated and belittled. Former branch staff has actually left due to seemingly innocuous questions that hit a nerve. They were reprimanded and decided that they could no longer work for such an organization. I myself have offered suggestions in meeting with the director, been told they would not work, and then saw those ideas implemented with no credit given. Even as I type this, I am concerned that my computer could be shadowed. And do not lie to us about statistics. Circulation cannot be up a certain percent from last year if you are counting the numbers differently. You cannot compare apples to oranges.

We are also given little to no training (or warning) about new services we will be offering. The StoryCorps program is a good idea, but relevant staff has been given little information and not nearly enough notice. I pity the "mobile branch" staff persons. They were thrown to the wolves. Their technology is buggy and not designed to perform the tasks they need to. Nearly every staff member at those branches is at their wit's end. A tablet is not a replacement for a computer. It is slower, more awkward, and Sierra is a nightmare on the tablets. If you try to cancel multiple hot author holds at time, Sierra crashes. If you try to look up an issue of People

Magazine, it takes several minutes to load. The virtual keyboard blocks half of the screen and makes editing card accounts extremely frustrating. Sierra also crashes regularly regardless of what task you are performing. Or if you enter a new room. Or for no reason at all when it is not even being used. The loss of a desk is an equally frustrating. The Ergotron holds a charge for varying time lengths, but never for a full day. As a result, it stays plugged in most of the time, meaning its mobility is useless. Even if it was truly mobile, it is heavy, awkward, and does not have enough storage space for necessary things like forms, a stapler, tape, extra cases. A desk also acts as is a sign of authority. During my time at a mobile branch I had my personal space invaded, was ignored, and was treated like I was an idiot. None of these are common, regardless of the branch I was working at. Accessibility is good, but you need to protect your staff. In an organization where multiple staff members have been assaulted or threatened, removing the one barrier they have makes no sense when the benefits are minimal, at best. Customers also do not know where to go for help at these mobile branches. While you can wait at the desk if a staff member is busy or has stepped away, you have no such option without the desk. I have a group of friends who work near one of the new branches and they decided to go in to get library cards and check out materials. After walking around awkwardly for ten minutes and not being able figure out where to wait for staff since they were occupied, they left and vowed never to use the library again because the service was so bad. If someone is stationed at the Ergotron and is helping someone, you are soon surrounded by nearly ten people who encroach on your personal space. That is very uncomfortable for anyone.

Our healthcare package is also very poor. High deductible plans are not helpful unless you are spending a lot of money every year. For the rest of us, it is basically like paying for health insurance and then paying for everything out of pocket anyways. Paid maternity and paternity leave should be available as well. There is too much money that I feel is wasted on things like hot author books, new DVD releases, and a mobile service model that is not functional. If you are not going to spend money on staff directly, improve the technology that we work with every day. There are still computers with Windows XP on it and that has not been supported by Microsoft in several years. Staff has to use reprogrammed customer computers. Our IT department has to piecemeal things together using technology from one to two generations ago. I used to love working for the library. I felt like I was positively benefiting society, helping those in need. Now, I feel that everyone is looking over their shoulders, cringing for the next announcement from administration. Every branch is deathly afraid of the switch to "mobile libraries". I feel unappreciated, unimportant, and ill-treated. When you "reward" a staff member, do not make it a backhanded compliment. Do not put more and more work on employees without greater compensation. Do not raise the base pay for a salary level without similarly raising those individuals that have earned raises over the course of several years of dedicated work. A staff member who has worked for the library for multiple years and earned raises should not make the same as a new hire in the same position.

Staff should not be afraid that administration is looking over their shoulder. Trust us. But if we do something wrong, all staff should be held accountable for improper behavior. There should be no favorites played. A firing offense is a firing offense, no matter who does it. Be consistent in policies. Stand behind your staff. Create a productive dialogue with staff. Consider our ideas. Do not steal ideas without giving credit. Above all, treat us with the respect and dignity that we deserve. Do not treat us like unintelligent cogs in a machine. We have staff with Bachelor's and Master's degrees that work for the library because they believe in libraries. They do not deserve

to be treated like they are nothing. The library should be a community of like-minded people. We are people. And quite frankly, we are not always treated as such. The organizations that are top places to work understand these things.

I would like to see and experience a mutual respect among all functional areas for the contributions to the organization.

I would like to see improved job skill training. Much of the current training is quite basic. I am interested in seeing training that is more specific in nature and that allows time to practice and process the material. Also, it would be helpful to bring in outside experts as trainers for certain topics.

I would also like to see more open communication between the senior management, managers, and staff. Understanding the reasoning behind decisions can be very helpful. I feel that senior management is beginning to do this more often, but that it could be done in more situations. Most locations and departments are understaffed. Adding to the staff would help to ensure that work is accomplished in a timely manner and that all customers are able to receive the time and attention that they deserve when seeking help.

I would like to see Leadership adopt a more open, positive, trusting, and flexible attitude toward staff. We profess to be a modern organization in terms of communication and decision-making, but this is simply not true in practice. Decisions are handed down from on high with little staff input, and absolutely no input after the fact. The structure is unnecessarily rigid and corporate, with a focus on quantity rather than quality. Some individuals thrive in this environment, but it's the opposite direction from that taken by the best modern employers, and doesn't suit the temperament of many of our staff and customers. I would also like to see a stronger appreciation of work/life balance. We are much too large an organization for our staffing overall--we have too many physical branches--so PTO/Sick time is hard to use for many, especially public staff. Small steps would be to promote flex-time instead of cutting it (as has been done recently), and be more ready to close for weather emergencies. This gets back to quality over quantity. Many staff currently feel they're seen as tools for statistical increase, rather than people with personal lives who are valued the same way we value our customers and service.

I would like to see more acceptance and implementation of staff suggestions to improve the branch. I feel like sometimes our suggestions go unnoticed and are never implemented, but are suggestions that would greatly enhance the patron's experience or streamline a process for the staff.

I would like to see more focus on employee and customer safety. Secondly, I'd like to point out the lack of safety and security. And finally, I feel the biggest hurdle for the library is providing a safe and welcoming environment for staff and customers. The Main library is the single most

unsafe and out of control building downtown. I would not recommend or feel secure about any member of my family visiting the majority of library locations on a frequent basis. If the library wants to be recognised in this fashion, a huge overhaul needs to be made in all of its security policies, staffing, and pay grade levels of security staff as well as the amount of hours for detail police work.

I would like to see more input from front line staff before big decisions and campaigns are undertaken. It seems like we need to be able to say how this will affect our work and the impact on the public before the final decision is implemented. I would like to see more encouragement of collaboration and the realization that we can pass ideas upwards as well and that work teams go across the system as well as the physical space the employee works in and these groups need to be encouraged to have time to work together.

I would like to see the library bring back the All Staff Development day and this time perhaps include a good motivational speaker to bring a more positive energy to staff.

I would like to see the removal of the staff association "questions and answer" page. I believe it negatively impacts morale and causes communication breakdown. 95% of the questions or statements on that page could be clarified if staff communicated with their direct supervisor. While it is important for staff to blow off steam or express concerns, speaking directly to managers or human resources would be a healthier venue. To be a top workplace manager's, human resources, and senior leadership need to use their training to create open dialogue with staff so that the root causes of frustration or anger can be identified. The current system does not hold individuals accountable or address long term solutions for their complaints. To be a top workplace we need to have tools and resources in place that can move people from anger, hostility, and resentment to a more cooperative state. Rather than anonymity we need to encourage inclusion.

I would love to see more communication about programming and services, so that I can, as a point of contact, effectively communicate and answer questions for the public. Sometimes information is not adequately passed along, and it reflects poorly on me as a staff member and the library as an organization if I am not able to readily answer a question about something they've heard about on the news. (The weekly email update is useful, but the calendar of events is very cumbersome to search, and it is at times impossible to find information if you or the patron don't really know what the program is about.) Additionally, I would love to see senior management consider the physical tolls of their staff when they implement increases in workload or the removal of desks, and also listen to staff when they give feedback about how well a new procedure or practice is working. There is a feeling among many staff that those making decisions are neither aware nor interested in the effect their decisions have on the ones who have to live with new service models--some of which are less helpful to the customer (third floor main desk removal) and / or require the staff to work in conditions that are physically

wearing (standing up all day). I would love to see more practical training requirements (those Information Expert modules were irrelevant to my job), with time allotted off-desk for staff to complete it. It's easy to say, "Your managers will allot you time for self-administered training," but not practical when your department has barely enough staff to complete its workload. I think classes work better, and would like to see more offerings there for all aspects of the work we do.

I would probably say salary and more full time positions.

I'm unsure what exactly a "top workplace" is, as that seems like a marketing or public relations term rather than an empirical measure of workplace quality. As such, I do not have a more detailed answer for this question.

I've been here under a year so there isn't really much I can suggest for improvement. This is a fantastic job and I am really glad to be working here.

idk, I like it now

If administration took more consideration of their employees. I can guarantee that administration has no idea exactly how much our department does on a daily basis. They haven't changed our job description to reflect changes that they implemented. They make decisions without considering the opinions of the people and departments that it affects. Our pay does not reflect the work that we do.

If administration would listen to us when we are trying to help them solve problems that they refuse to acknowledge. It would be nice if they could see not all branches are the same and some things work at one place that will never work at the others. All we are doing is alienating our loyal patrons who dislike how depersonalized the library has become. We used to know our patron's names and could recommend books to them while checking their items out but with self check and the demand to only use that has made some older patrons unhappy. Certain policies need to be updated that no longer fit what the library is like today and we need some new policies added ex. Unattended Child Policy and perhaps a no loitering policy. This organization used to be great but in recent years has been obsessed with receiving accolades. While receiving these awards looks nice I personally feel staff moral and patron happiness has been down in recent years. A lot of our loyal patrons feel unsafe coming to some branches because they are overrun with teens loitering outside the building or teens inside being loud but not loud enough to be considered a violation. They are rarely using the library services but instead use it as a rec center and the staff has to try and monitor them while continuing to provide excellent customer service. A few years ago the library had a staff development day which was really enjoyable. I believe outings like this should be done yearly that will help keep staff moral up.

Last winter there were days when the library should have been delayed with opening or closed. The library is not a necessity and our patrons while they will still come even if it is bad out really should not. Our SLT needs to realize we do not just want a day off we just don't want to hurt ourselves going into work and fear for the safety of our patrons.

if all departments have enough employees to do their jobs in a timely manner with an equal work load

If changes and issues are communicated to the staff a good time before it is thought to be implemented. If the opinions and observations of the staff who will be impacted were listened to, considered, and could actually make a difference.

If changes were better communicated and implemented I think some of the staff would embrace it better. We are often thrown things out of nowhere and told to embrace them and sometimes it can be hard to understand. Maybe, if we had a yearly overview of what's going to happen in 2016 now we could be better prepared.

If communication improved between Senior Leadership and public service folks. Currently, it feels like it is top down only and that the views felt or experienced by those below are not valued. It seems to me that the folks "in the trenches" don't feel valued. From my perspective, it isn't that our pay or benefits aren't good, it's a sense that administration doesn't value us as people. In addition I feel like part of our culture is fear based, meaning that there is a fear that you might say or do something to the wrong person and it could cost you your career. This leads to distrust of our leadership which is not good for our organizational culture. From my perspective, it seems like the culture in most work groups is good, however, where we can improve is our organizational culture.

If communication was better from the Senior Leadership Team. A lot of procedures and new policies are implemented before staff has had time to understand it. I'll give an example. Last Summer Learning Program 2015 new software was rolled out days before it became live. We as a staff were expected to be able to explain it to customers before we really understood it ourselves. This is customer service by the seat of our pants. It's hard and frankly embarrassing. Better trust between the Senior Leadership Team and staff. The organization is heavy in different layers of management. The higher up one goes the less personal it feels for the staff on the lower levels. Even the smallest decision has to be scrutinized by the Senior Management Team so it can feel like staff are being micromanaged. I feel like I am valued as a staff member by my manager and Regional Manager but after that not so much. If the staff would matter more than the "organization" as a whole. Staff want to work hard and make their library the best it can be. But when the library stays open "at all costs" for bad weather then it's hard to feel valued. Many times through the years the library has had staff

come in during bad snow or ice storms only to send them home a few hours later. What harm would it be to close during severe winter storms? We do close at times but only when it's too unsafe and illegal for all vehicles to be on the road. Yes we close but only in severe, severe weather. The other surrounding library systems close a lot more than PLCH does for severe weather.

When electricity has gone out in the library for hours at a time we are told to stay open. I have hand charged patrons' items by the use of a flashlight because it was too dark to see. We collect returned books in bins and write down by hand the card and books id numbers. When the electricity is back on that day or the next we spend hours discharging the returned books that were collected in bins and enter by hand into the computer the hand written id number check outs. This is extra work because we are doing the same thing twice. This I feel is unnecessary. If our electricity is out we should close.

If all facilities and departments were up to date in the computer and technology equipment that staff use for their jobs. Our staff computers, Envisionware, copiers used for fax machines, printers, copier kiosk and public check out stations go out of service frequently. This makes it hard to give good customer service without having functioning tools. It's frustrating to staff and patrons. The facility that I work at also needs a facelift and better janitorial service.

We are expected as professional librarians to present programs. We provide a variety of programs for all age groups. It's hard because we don't have a lot of money in the budgets we are given. I have learned to use what I do have and improvise the rest. But when it comes to having technology programs it's hard to do because we are supplied with only half of the tools we need. An example would be the Lego WE DO 1, 2 and Lego Mindstorms. We have the Lego equipment but not the supporting lap tops that are needed to run the programs. The coding portion of these Lego programs require laptops.

We also have a large TV screen in our meeting room but no branch laptop to access it. The only laptop in the branch that can access it is the manager's that they need for their work. The manager has graciously offered their laptop but I don't think this is how it should be. We need a branch laptop for other staff to do their technology programs.

Several years ago a fellow staff member had to take FMLA to care for a very sick family member. She ended up going off payroll for awhile. Several staff wanted to donate some of their PTO/SICK time so she could continue to get paid. The staff members were told they could not do this. This would be a morale booster to be able to help a staff member in their time of need if this policy could be changed.

If family (siblings etc.) could work together.

If I could get full time employment and not have to balance multiple jobs in order to work here

If it helped out with college tuition or offered more computer learning classes.

If it were a safer place to work. We have security guards but murders still happen. I would like freedom on my lunch break to step outside for fresh air or to go for a neighborhood walk but the crime rate and truancy and panhandling is so very high. My immediate coworker got mugged leaving work. Two murders happened across the street not long ago. Furthermore, I don't feel as safe as I could be when in the public areas of our building--vagrants with weapons wander around. We need to amp up the security.

If Leadership would listen better and actually take into consideration what the Workgroup employees are telling them. For example, the elimination of the front desk I do not believe has gone over well. I have heard complaints coming from both staff and patrons.

If management realizes the value of their staff and appreciate how more successful we could be as an organization if employees were made to feel appreciated and not done just as only lip service.

If management would listen to the little people. We all have opinions but they don't want to hear them.

If no yelling, intimidation, or berating of employees by their supervisors (at any level including Administration) were allowed.
Honest and straightforward communication without gossip.
Solicit input from front line staff to anticipate the effects of changes Leadership develops.
Review of workloads when adding more services.
Scheduling of deadlines to not overload Managers at the end of every month and at the end of every calendar year. (I'd like time to prepare for and enjoy the Christmas to Epiphany time instead of working at home and at work on staff evaluations.)
More funds to improve our facilities.
Better support of Service Operations by Technology Operations
New, integrated software to replace Evanced Events and PPGS

If Senior Leadership could learn the value of the experience and expertise of their employees and listen to feedback, there would be general improvement in all areas in implementing new products and services.

If Senior Leadership listened to staff input and concerns rather than dismiss them without any consideration. Also, if Senior Leadership expressed sincere gratitude to staff for their work efforts rather than constantly criticize them.

If senior leadership trusted in it's employees more and implemented more progressive strategies.

If senior management spent a small amount of time each year working a shift in different departments and branches to see everyday issues that front-line staff deal with. Front-line staff can feel uncomfortable bringing issues up to senior management so this would be a good way of discovering what can be done to improve work conditions and service.

If staff were not considered the enemy.

If suggestions were considered.

If the employees treated each other with more respect and made sure they knew that their opinion was valued.

If the leaders would take into consideration the effects of their decisions on the staff who it effects. And if they took safety into consideration.

If the management listened more to employees and got their input. Also if management was open to listening to new ideas, suggestions, open to discussion and debating decisions affecting employees' work and how the library is run. Also I think it would help if managers made more of an attempt to be respectful, open, friendly, non-judgmental, and easy to talk to, rather than distant and at times defensive. It would also help if management gave beneficial feedback when appropriate, and praise and appreciation more often. Lastly, I think it would be extremely helpful if everyone worked on communication and active listening and between management and staff.

If the manager would take suggestions seriously and not just say, "Let me think about it," and not take action, ever. If managers had more leadership trainings, so they knew how to speak to their employees and not speak at them. If the branch duties we're followed more closely. If staff's voices were heard, appreciated and catered to like patrons are. If staff could truly speak openly to supervisors, administration and even the Director; which, seems to be frowned upon. Supportive management/good boss, being recognized for the achievements like WOW cards; which seem like a joke. And, if more managers strived to help employees gain system wide recognition. If managers truly cared about concerns, helped employees to learn and grow valued and respected staff. Making benefits more affordable.

If the pay scale were a little more bias to the departments that don't require a degree. They are the ones running around doing the physical part of the job and don't get recognized for the effort.

If the senior leaders would be actively listen to ideas of others without resentment and a willingness to see that opinions to the contrary of theirs is necessary to build a strong organization. We should be trusted with the reasons behind decisions, not just told that a decision was made and we need to "suck it up and live with it." The emotional intelligence of our senior leadership needs work. There is a definite feeling that everyone but the top tier of administration is not very smart, can't be trusted and must be treated like children - directed, but not included.

If the Senior Leadership was focused more on the expressed mission of the system and internal and external service quality rather than innovation and national level statistical comparison. Employees tend to feel overlooked and every message from the top implies a goal not of internal and external customer satisfaction and a job well done, but of a corporate-type competitiveness and of trying to be ahead-of-the-curve at all costs.

If the senior leadership were not disconnected from the day to day. If strategic plans were followed through. If this organization had a clear cut plan of action instead of regular piece-meal ideas and implementations that look a little not well thought out and if the personalities of the top two (Deputy Director and Executive Director) were more open, friendly, and inspiring. They are absolutely not that.

If the senior leadership would actually solicit feedback from employees before making changes, that would go a long way. Right now, we're just told something is being changed a few days before it changes and then it feels like we're left on our own to figure out how to manage it. It feels like any feedback we are asked for is disregarded and when legitimate concerns are raised, the message seems to be "oh well". It would also help if mental health benefits were included.

If the senior leadership would listen more to the branch's individual needs!

If they would really listen to what the employees have to say & not just "brush" things under the carpet. And to admit when some of their ideas don't work, instead of continuing with their first initial idea.

If this organization would concentrate on the needs of its staff just a fraction as much as it does on the patrons and its top administrative staff, it would go a long way. I feel woefully underappreciated in this environment as an employee. The pay scale and wage increase process is absurd. A 2.5% raise is the maximum you can receive? And only after you take two separate occasions during the year to prove that you deserve it via your PMP. Laughable. There is no incentive for hard work and no measurable reward for reliability and professionalism. Our suggestions and concerns fall on deaf ears and there is virtually nowhere to voice them except for staff association which is a joke. Most comments are answered with a "your comment is noted" or "referred to senior administrative staff" and then it's never addressed again. No one in top level management wants to hear a complaint of any kind. Ever. Especially if it goes against their current "goal" or "strategic plan."

If upper management would realize that we have to work the an unstable public on a daily basis and that we sometimes fear for our safety. The deskless model is not helping with that particular situation at all.

If we made enough money to pay for health care or if health care was affordable this would be a great place to work. Promotions are only given to people who know the manager, even lateral movement is impossible. We are NEVER allowed to tell "downtown" management the truth. "Downtown" management thinks that staff who are NOT middle management and above ..."just don't get it."
Part time people need to know about all the changes that go on in their branch and the organization. They are often told after a "mistake" is made.

In my experience you will never completely satisfied anyone. However, with the many years i have been here, I would love to see more people without degrees be allowed to express their thoughts, experience, and skills . These are the persons, are whom hold the department together while the librarians are off doing so many wonderful things for the organization. In addition, if there we could find another health care solution, as this one is not working at all. Also , I would love for the library to take more responsibility when it comes to intercity youth. We are standing them up for failure when we allow not only 12 year old to bring there 4 year siblings in to babysit, but when we let them hang out on the computers 5-7 hours a day. Please lets have more educational programs, and programs that appeal to the inter-city youth . Lastly, I would like to see if the was a way to monitor the management more, and hold them accountable for their position and perform the job that they were hired to do, no matter what challenges they may come across.

In my mind the there are three key things that make any organization a top workplace: growth, flexibility and appreciation.

Growth:

- this organization provides very limited, not very effective training

- no cross-training
- no mentoring for non-managerial staff
- Committees or task forces are assigned rather encouraging all interested staff to participate. When a committee does meet, they are often given the conclusion or view that they should endorse before even having a meeting or discussion.
- If a project or procedure has been put into effect, there is no reevaluation to determine whether or not it has been successful. This ensures that the library continues to follow unproductive work practices rather than admit that an idea didn't work as well as expected.
- reluctance of S.L.T. to approve or support efforts of staff to attend conferences, meetings, seminars and often conference requests are not processed in a timely manner so that staff have missed out on valuable experiences.
- Staff is not encouraged and has been reprimanded for attending book or library events ON THEIR OWN TIME.

Flexibility:

- Staffing at smaller locations and certain departments is so far under acceptable levels, that staff has little or no flexibility around vacation or holiday requests. This often results in many staff being unable to actually use their accrued vacation time.
- Staff with children or other dependents is given little support in schedule flexibility.
- Staff members with chronic illnesses are likewise given little support or understanding beyond what is required by law.
- Sadly, this lack in flexibility does not seem to translate to administration or certain "preferred" staff members who have been allowed to work part-time in order to care for dependents.
- Support and flexibility for staff members balancing their home and personal life should be the norm for all employees and not only for those "special" employees.

Appreciation:

- Employees are very rarely recognized for their ideas or performance. Worse, in more than a few cases, great ideas are shot down by SLT and months later are then presented as a fabulous new program idea with no credit given to the employee that proposed it.
- The library has hired some wonderfully talented, intelligent, loyal employees, but often, employees are treated as untrustworthy persons who cannot be trusted to make any sort of decision without approval from a supervisor.
- If an employee does take any sort of initiative, they will often experience punishment and reprisal from administration. Due to this fear of reprisal, gifted employees are unable to find much fulfillment in their job. This is not limited to lower level employees, but the fear of reprisal runs so deep that many upper level administrators are reluctant to approve or answer queries without first verifying with SLT.

In my mind, this is already a top workplace. At this point in my career, there is no other company I'd rather be working for.

In my opinion, the leadership of the Library has worked hard in changing times to keep the Library both relevant and sustainable in changing times. For example, they have made many

changes over the last decade to keep the Library on an even financial ground. While not always popular, these decisions were best for the organizations long term viability.

In order to be a top workplace I believe there should be more high level positions requiring advanced degrees and more full time positions along with better training for deepening and developing our skills.

In order to be a top workplace the library does offer competitive wages, but the merit increase is a joke. The increase is so small it's laughable. The managers are put in very awkward position of giving deserving workers a pittance. They have to short change other deserving staff members because the manager is only given a fixed amount to share among all of the staff! Ridiculous! A cost of living increase needs to be reinstated. I know that salaries and benefits make up a large amount of the budget, but moral does suffer with the "raise" policy as it stands. I'd rather they limit the number of sick days that we receive. PLCH could take that extra money to give employees raises and give us our HMO back. It's also demoralizing when it appears that if you are a friend of the Administration you will get a job created for you. There are too many administrative assistants and several other positions at Main library that seem redundant and have an annual salary of \$50,000 or more, yet the rest of us are denied a cost of living wage. Why?

The loss of our HMO is also a sore point with employees. I am thankful for any insurance, but when you see Administration waste money by purchasing technology that is not needed or does not work the way its supposed to you cannot help but think, "that's where my HMO money went." Hundreds of thousands of dollars gone to a sorting machine that never lived up to expectations and now a book maker that will more than likely get very little use by the public. I am all for new technology if it actually aids me in my job and is something the public will benefit from, but too often Administration seems to want the "shiny new object" found at other libraries without doing a thorough investigation as to whether its warranted at PLCH.

Listening to your employees is also essential to becoming a top 10 workplace. There has always been the illusion fostered by Administration that they want our honest feedback on policy or other changes, but the feedback is ignored, rebuffed or deemed as "disgruntled employees venting." In fact, I doubt anything will change in Administration in regards to even this survey. I have heard and seen Administration get upset over legitimate concerns of employees. On the staff association notes our Human Resources Dept. actually responded to an employees question by writing, "if you are unhappy at your current position, perhaps you should find employment elsewhere." This DOES NOT foster confidence in your employees that you are listening to their suggestions and concerns. It causes employees to be suspicious and fosters an air of mistrust and even fear of Administration. The general consensus is Ms. Fender and others in Admin. only want to hear good things and that everything they implement is a resounding success, even when it falls short.

We are overloaded with tasks that limit our ability to help our patrons. It would behoove upper management to spend quality time at various size branches shadowing employees to get a true picture of what it is we do on a daily basis. Upper management would also have first hand knowledge of how well the technology is aiding staff and patrons or in some cases being a

detriment to providing quality service.

Staff and patron safety is a major concern for all of us at PLCH. Although the standards of library behaviors exists it is often times inadequate for dealing with situations that arise at the library. There should be a no loitering policy at the library. There are too many people, especially teenagers who are not using any of the library's resources and just cause disruptions. Staff spends at least 3 hours a day policing unruly teens who are here to use the library for social purposes only. We are not a rec center. Most teens, but not all, take no part in the programs offered and use none of the computers. If you've been in the library for an hour not using the facility and causing a disruption we should have the right to ask you to leave. Long time users of the library and patrons who actually use the facility avoid the library during afterschool hours or just stop coming in period because they are tired of the behavior of the kids who frequent the library with no adult supervision. Babysitting these kids, even on "good days" takes us away from our primary job of assisting other patrons with their informational needs.

In the past six years administration has added more middle managers, in short too many chiefs not enough Indians to serve the customers. This means that levy money for wages goes to those in administration and is not spread out among all the workers.

Reinstituting merit raises instead of the current practice which involves competing against members of your team for a slice of the raise "pie". If your boss doesn't like you, you're screwed. Administration never admits that they have made a mistake, instead it is billed as the latest greatest implementation, ie. green machine is not big enough to sort and serve all of our library, raising the starting salary of pay ranges but not accounting for compression among long term staff members, thinking mobile reference is the latest and best practice, implementing it system-wide by removing reference desks while not asking for feedback or listening to staff concerns or frustrations with how it might actually be working or not for the customers or the staff.

There is currently no room for feedback or discussion. If or when you speak up you need to watch your back because you've been blacklisted. So I don't speak up and neither do others. Administration sits in their ivory tower handing down email missives mandating policy and procedure, it is my opinion that they have lost touch with what really happens on a day to day basis in departments and branches, especially locations like Avondale where there is not enough staff nor enough security to keep everyone safe.

On my own time, my unpaid lunch break, I should be allowed a duty free lunch. Often smallest branches are not adequately staffed (two people working all day) especially on Friday and Saturdays to allow for anyone to leave the location for their 30 minute lunch period. I feel this is a violation of Ohio's employment laws: "Ohio does not require employers to provide breaks, including lunch breaks, for workers eighteen (18) years old or older. An employer who chooses to provide a break in excess of twenty (20) minutes does not have to pay wages for lunch periods or other breaks if the employee is free to leave the worksite, in fact takes their lunch or break, and the employee does not actually perform work. According to federal law, breaks twenty (20) minutes or shorter typically must be paid." If staff are unable to leave due to lack of staffing, I think we should be compensated for that 30 minute "lunch" if we are not free to leave the building due to inadequate staffing.

Increased pay and a health plan with a lower employee contribution and deductible.

Invest more in employees (not counting senior management).

Isn't it already a top workplace?

It already is a top workplace.

It already is to me.

It already is!

It already is!

It already is!

It could have better pay and there could be more of an incentive for employees to stay with the organization.

It is a top work place

It is all ready a top work place

It is out of our hands, but working as a student shelper has been a bit slow recently with not much to do to keep busy. There isn't as much patron usage of materials as there used to be, and that has caused a decrease in items that need to be shelved. Working shifts with multiple other shelpers also adds to the slowness. The environment and cohesiveness of the workplace is great. It would be nice if there were more to work on, though.

It seems as though policies change quickly and the organization wants to be everything to all of the community without providing more staff. The needs of our patrons have increased over the years that I have worked here and we have many more students that need some guidance in

our branch. Our security staff is not always able to deal with the students and they seem to need more training or willingness to get involved in keeping the branch under control.

It seems that people fear senior leadership. There is a feeling that one could be targeted for speaking one's mind. There is a feeling that some members of senior leadership do not take seriously the comments and advice of people who are not in administration. There is a feeling that senior leadership makes arbitrary decisions. So, overall, I think clearer, more consistent messaging over a period of time explaining new changes would help to get more extensive buy-in from employees.

It would be better if the organization gave staff more direction on policy changes before they inform the general public. If they are going to make changes that effect the general public, it would be nice if staff was informed and directed on what needs to be done first before informing the public. Staff need to be prepared, well-informed and knowledgeable, so they can better serve the public and give informative answers to questions that might be asked of them. By not doing this, the general public will ask questions that staff are not able to answer, and then it makes the staff look unprepared and ignorant.

It would be nice for full-timers to have a shared sick leave program in place. Upon inclement weather conditions, the library should not remain open as has been the case on some past snow days.

It would help to feel more support while at work-- by senior management and staff. It would also help to feel appreciated and recognized for what we do. It would help to feel like our opinions are being listened to and taken seriously. It would help for more open relations/ meetings between branches and departments to be encouraged. It would help if the approval process for extra activities was not so extensive. It would help if we had more freedom to implement our ideas.

It would really, really, really, really, really help if senior leadership would discuss major changes that affect both patrons and staff members with "front-line staff" before actually putting those changes into effect. And then it would be wonderful if administration would actually take those opinions into consideration. There feels like there is a disconnect between administration and the people who actually work with the public day in and day out. We SEE what our patrons want and need directly EVERY SINGLE DAY, and we could be so much better as an organization and as a library if "regular" staff were ASKED about changes BEFORE they are implemented to see if they would work or help instead of just being TOLD what's going to happen. Get rid of the idea that the deskless model is going to work at every single location. It's not going to work because all branches are different from each other even though we are part of a larger organization. Each location has very different demographics, and that HAS TO BE

TAKEN INTO CONSIDERATION. I've shadowed at Reading-- a small branch-- and it's horrendous and staff are miserable. Westwood has found that they cannot run well while being completely deskless-- that is the word from behind the scenes, not the happy show that is put on for administration. It seems to work for Clifton with their smaller rooms and multiple floors, but they are the exception, not the rule. It is going to be even worse once you get to the larger branches where people return and check out STACKS AND STACKS of materials at one time. Keep in mind that patrons at our branch STILL can't check items out on their own even after having self-check for 8 years, and they almost always want to pay their fines right away (a rarity in the system, but I swear it happens). People need and want a place where they know they can go for help, and they want to know exactly who is a staff member-- it's so much harder to tell when people are roving around. I do think that it would be great to have people on the floor roving with a Surface Pro (NOT AN IPAD) for those who may not want to come up to the desk, but we have also found that most people don't want to be constantly harassed to be assisted. It's obnoxious for them, and you can clearly see they don't want or need help. It's also slow going with the darn tablets because the wi-fi is so much slower than our wired computers. We almost always end up back at the desk to help people because it's too cumbersome for us to do extensive research on the tablets, and people don't want to wait for the tablets to catch up. I would be QUITE interested to hear what the patrons at St. Bernard and Reading think of this deskless model, because all of the real feedback (not the baloney fed to us from administration) I have heard is negative. You should know that if staff and patrons are miserable, something is not right.

There is a deep-seated distrust of administration that also needs to be fixed. Staff feel like they cannot speak freely with upper management about critical things without losing their positions. We feel demeaned sometimes with the phrasing that administration uses when we ask valid questions. There is also a sense of "my way or the highway" coming from the very top and a definite unwillingness to reconsider an idea that has been put forth even after the people who have to actually carry that idea out say that it doesn't work. HUGE changes that affect all staff, but most definitely more the "front line" staff than administration, are made almost on a whim-- these affected "front-line" staff are never consulted. All of this is for the sake of saying that we're "the future" of the library-- but there's a reason libraries haven't done certain things: BECAUSE IT JUST DOESN'T WORK WELL. If your staff are miserable, if your customers are miserable, it's not worth it.

It's dedication to the needs of the educational needs of our community.

It's rather hard to be a top workplace when you are a non-profit organization. You can spend more than what we receive . Maybe on weekends staff can wear jeans. Maybe have people donate a dollar to wear the jeans and the proceeds can go to a charity each month. Like to see Senior Leadership get out the Ivory Tower on the 3rd floor and work in the branches and departments once a month.

Keeping desks in our libraries is vital to the way we provide customer services to our patrons. No one outside of Senior Leadership believes in "mobile service" and it's a prime example of how staff feedback and input is repeatedly ignored in every initiative and project in favor of our Director and her administration's view. No one listens to criticism with open ears and takes our feedback into account. That needs to change, especially with mobile service.

Keeping desks. Providing branch managers with more power & ability to meet the needs of heir particular customers, as opposed to top down management.

leadership with a more balanced view. It is good to forge ahead and keep up with the newest technology, but it is not good to ignore staff and patron needs and ergonomics, or safety. going deskless is not a universally good thing. incorporating roving is great! but getting rid of desks, full wired computers, real keyboards (for both patrons and staff) makes us less efficient and less helpful.

Less fear of the administration.

Less snags

Less top-heavy micromanaging and listening to employees. If we can get the job done, please trust us to know how to do it and not treat us like we are children. Don't think you are the only ones who can have ideas.

Leadership should ask for input when making decisions that affect employees. We spend more time here than at home with our families on many days. We think of it as our second home -- respect that. You wouldn't go to someone's house and move them around, their furniture, or decide what they need to do a job. It's just plain old rude. Appreciate that people are trying to tell you they could do a better job when they give you suggestions.

Leadership is very elitist. They should get out of their offices and get to know what really goes on in every area they oversee.

Let part-time people work more than 29 hours per week!!!!!! If the problem is about benefits, have them sign a waiver. It would help out both the branches that need extra workers and the workers themselves.

Provide a better array of workshops re: customer service for special populations (those with mental illness, etc.), with more hands-on examples and actual specific recommendations and wording we could use, not just general ideas or role-playing.

Provide workshops for continuing ed. (Sierra tips, circulation, etc.) at branch locations rather than just at Main.

Let the libraries that want to keep front desks do so. Not everyone, and by that I mean the general public, want to wonder around the library. They want a desk to approach and ask for the assistance they want.

Letting the branch librarians make more decisions about security and patron needs for each branch.

Listen to ALL employees

Listening to both the employees and the customers. What the customers think is important but their opinions should not dominate everything. Total domination by the customer leaves employees with little room to operate. A business that runs on the idea that what's good for the customer is good enough for the employee doesn't take into account that the customers and employees are on totally different levels and that employee's should have their opinions treated as just as valuable as the customer. Pleasing the customer is important but not at the expense of the employee. Likewise, there are some decisions - decisions that have a huge impact on the library system as a whole - being made that do not take in the opinion of neither the customer nor the employee and this by far the most detrimental. Please take a balanced approach toward the opinions of the public and employees, not one over the other but both.

Listening to suggestions of the staff when making changes regarding programming, benefits or anything that directly affects them.

Listening to what employees who work with the public are saying about changes that are made to the organization. These employees get direct feedback from the customers, and what they have to say is important to retaining and growing our customer base.

Make a focused effort to recognize and increase the diversity of our staff at all levels, but especially in leadership positions. Our staff is pretty diverse in the entry level positions but become increasingly less diverse as you move into professional positions and especially in management. Actively recruit a diverse staff. Actively recruit diverse staff to participate in Tomorrow's Manager and to serve on a lead project teams. Provide support to staff who want to get an MLIS - I don't mean monetary, but assistance with identifying programs, applying for financial aid, getting internships, etc.

Improve a sense of teamwork and cooperation between agencies. Make job shadowing at other locations for staff at ALL levels MANDATORY every year. If you're at a small branch, visit a large branch and vice versa. If you are at a branch work in a Main Department. If you're at Main, visit a branch. If you're in support service, check out public service, etc. There's a lot of animosity at times between the different arms of PLCH and something like this would go a long

way in create empathy and a better understanding of how we are all parts of the same organization.

There needs to be better communication from the top down and from the bottom up. There are many hierarchy levels in this organization and there is an expectation that communication flows through these levels. This results in information being miscommunicated or communicated very slowly because it has to pass through so many people's ears and mouths.

There also seems to be a disconnect somewhere between the Direct and Deputy Director and the Library Services Office with regards to what can and cannot be communicated and when. For example, the Director will mention a new initiative in a meeting with agency staff and then when the agency manager asks their Regional Manager about this initiative, either the Regional Manager knows absolutely nothing about said initiative or states that they are not at liberty to discuss it. If the Director is discussing this with agency staff, the LSO office should know about it and be able to discuss it. Things like the RUFUS update and the Director's agency visits are helping improve communication and adjust the culture.

Coupled with this is what I perceive to be an unfounded fear about communicating directly with the Director and needing to tip-toe around certain issues or concerns when we do communicate with her. For example, we have been told by LSO managers that certain staff people are not allowed to attend the Director's visit because of something they said in the past. Frankly, this is ridiculous and contributes to a culture where the Director is feared and where staff feel their opinions are not welcomed nor are they valid. This kind of thing needs to stop.

Staff input, at all levels, needs to be taken seriously. Asking staff to sit in a meeting but asking them to just observe and not contribute is not effective. Or asking for ideas and then not doing anything with them is also detrimental. When changes are made in response to staff feedback, explicitly state that this change resulted from staff feedback about xyz. Also, listen to staff when they communicate patron concerns, especially from those staff who work in communities with marginalized populations. These populations are much less likely to submit a web comment or call Service Ops and are more likely to communicate concerns to the staff they see everyday. I am thinking specifically of the patrons at St. Bernard and Reading who find the new mobile service model very challenging, but their concerns, when passed forward by staff, are not being taken seriously by SO staff.

There also needs to be a better effort made to support work-life balance, especially for those staff who are managers and up. I'm a manager. I work a minimum of 50 hours a week. I love the work I do and am proud of what my agency has accomplished, but I frequently become resentful at the unrealistic expectations placed upon me and the amount of time I spend at work and working from home. We have fantastic PTO benefits, but it's really hard to take time off because doing so leaves my agency understaffed, causes me to miss meetings (that I sometimes get grief for, find someone else to cover trainings and programs, etc. I have noticed an improvement in upper management's acknowledgement of this and efforts to assist in delegation and assignment of new tasks. I don't really have a good solution for this right now, other than continue listening to and supporting staff and

Management from the Director down that practices what is taught in Management Academy. Pay that reflects responsibilities and work done and not how long you've been with the Library. Having more different people working in task forces instead of the same people being asked

again and again. Task forces that have the autonomy to offer their true findings instead of "finding" what an administrator wants them to find. Being able to offer a differing opinion or argument without being labeled negative or subversive. Not being afraid to ask a question because an administrator or director will get defensive. Regional managers that are not afraid to uphold policy for fear of "what the director will say." A director who does not create positions for favorites or accept astronomical increases when staff is struggling to keep branches running on more work and less staff. Thorough planning completed and communicated before initiatives and new processes are implemented. Administrative leaders who can admit mistakes, learn from them and make changes for the better and not "just push on."

Managers need to be able to disagree with top management and not told that this is the way it is. All managers including top management need to listen and take heed of concerns and issues faced by front line staff. Right now, I don't think our voices matter. Managers may listen, but it's in one ear and out the other. Sometimes I think we do things because it's trendy rather than it being a good thing for the library. My manager would benefit from leadership training. We're talked at, she doesn't really listen and I don't feel valued.

Maybe having nicer furniture, or something that really stands out to the public's eye

Maybe, the organization could benefit from more community outreach. Youth involvement to deter school dropouts, and being more involved with the seniors in neighboring communities. e.g. There could possibly be an Library Outreach worker stationed at different locations within the region.

meaningful collaboration between departments. honest acknowledgement and response to the sincere and devoted commitment and work ethic of me. christian ethics at senior levels.

More ability to move up in the ranks. It feels like once you are in a work group, you are stuck in that work group because people assume that you do not have the skills to work any where else.

More accountability. Strangely enough, because I care about the clients, I care about the stewardship of the materials that we provide. I believe many of our clients abuse these materials and I feel ashamed to pass off "junk".

More career development opportunities for non-public staff
Discounted fitness membership options
More group volunteer opportunities for staff
Health insurance options besides the HSA

More Closed holidays (Closed on Dec. 26, Black Friday, and New Year's Day), support form senior leadership, better medical benefits, branches and departments staffed in an equal fashion

More collaboration between department/ branches and groups such as teen librarians

More communication about innovative changes and feedback initiatives when something isn't working well.

More communication between EVERYONE. Rufus should be updated daily with any issues found across the system (or at least an email sent out as soon as something happens (especially when tech issues come up)). Every single page of Rufus needs to have the correct information that can be easily searched for. There needs to be more communication between Main/Branches as well as Branches/Branches so that people don't feel left out of the loop or that one group is better/more important than others. Sometimes when new ideas are implemented in the higher ranks, us foot soldiers are not made aware and we look foolish in front of patrons.
Full-time positions should not be so rare or so difficult to achieve. This will instill more loyalty and ambition.

More communication between lower staff members and their supervisors and above. More accountability for supervisors and above.

More communication between upper management/senior admin before rolling out new initiatives.

More communication between upper mgmt and employees.

More communication from the Senior Leadership on goals and extended plans. It seems we are always chasing after the next award or the newest technology with little concern for the longterm benefits of these things. Also, it would be nice to have some input on these extended plans; input that was actually considered and not dismissed out of hand. This organization needs to work as one team: not separate silos for branches and departments and administration. We all work for PLCH and we should all be on the same team. Finally, this organization needs to value people's strengths and allow them to put those strengths to use. Administration should encourage on the job learning and allow people to use their skills.

More communication with co-workers

More communication with leadership. The decision to go deskless at several locations has been met with negative feedback from staff and patrons and yet leadership seems to be intent on going forward without giving reasoning or information on actual feedback and information from deskless location. Being able to wear more comfortable clothing would be helpful to doing my job. I do a lot of movement on a daily basis and being able to wear jeans would be a lot more comfortable and practical for my job.

More competitive pay for skilled positions. Team building outings.

More competitive pay throughout the system. Administration seems to have no problem finding sufficient funds to pay positions that I honestly don't know what their job entails.. yet other departments struggle to keep employees or find employees that will accept the position because the pay grade is too low compared to other Cincinnati-based companies. If the higher leadership would be more open-minded to listen and trust the advice of employees who have special training/experience.

More connection/communication between upper level management at Main and "front-line" workers / workers who work with the public face-to-face.

More consideration for the ideas and feelings of the employees. For example employees ideas on how to make certain models/systems implemented here at the library be seriously taken into consideration. Many people have great ideas on how to make things more efficient for everyone.

More consideration from the top . The board has some members that have never worked in a library and have no idea what we encounter on a daily basis. I feel that we should close earlier than 6:00 on Friday and Saturday and be more considerate in bad weather.

More dialogue between Senior Leadership and the rest of the organization. As well as treating the individual branches as separate entities with their own requirements. There seems to be a tendency to implement things on a system-wide scale when really only one or two branches would really benefit from the change. For example, the changes in programming standards by setting up a maximum number of programs allowed may be good for some of the smaller branches without the staff to support many programs, but for larger branches, it put a hindrance on the services we were able to offer our community. Additionally, this adoption of a system-

wide deskless model does not make sense for all of the locations. For the smaller branches, like Clifton, Price Hill, Corryville, etc. it makes sense. They are small enough to operate like an Apple Store, which seems to be what is wanted by Senior Leadership. However, at large branches like Anderson, Blue Ash, Green Township, Groesbeck, Harrison, Monfort Heights, Symmes, etc. they are too large to operate like an Apple Store, but instead more like a Home Depot. These branches are generally well-staffed and can support having people at the desk AND still have two or more people roving as well. We have all seen from Reading, which is still smaller than any of the larger branches, that the deskless model is not something that the workers or customers want. These problems will only be exacerbated at one of these larger branches. I think this snap judgement to make every branch deskless and removing a reliable point of service is not promoting good customer service and I wish the Senior Leadership would see and implement policies and programs that make sense on a branch by branch level.

More direct leadership where each manager would be given authority and trust to make decisions, rather than the current model where every little decision needs to be elevated up the executive chain and be signed off by the director. This is inefficient, time consuming, and shows the director does not trust the people she hired to do their jobs well. Also, it would improve esprit de corps if staff who have accepted professional or executive positions make a commitment to live in the county, or at the minimum, the state that funds the organization. Otherwise, it feels like a tax drain when the highest paid staff members do not contribute to the county and state tax. One gets the sense that these out-of-staters feel Hamilton County is not good enough for them to live in, yet they are happy to take their substantial salary from it.

More direct training, less online.

More diversity, our professional staff is not reflective of our customer base.

More diversity.

More equitable pay within professional positions. For example, an administrative assistant makes the same starting salary as a Librarian with a Master's degree. Not to diminish the abilities of an administrative assistant, a Librarian has to have a Bachelor's and Master's degree along with continuing specialized training to do their job. The current salary structure for my level lumps administrative assistants and some Team Leads, who do not have to have a Master's degree, in with Librarians. I think this diminishes the degree that we worked for and the profession.

More feedback from staff (such as with this survey) is very important for success. At the moment, staff feel they have no input on decisions and we are told upfront that our opinion

"does not matter". In the past we gave some anonymous input on our supervisors, but this also has been taken away. Therefore, our performance reviews are done in a very poor fashion and with only input from one side. Employees aren't given input on reviews or on the performance of anyone above them. These changes could make a big impact on the morale of the overall workplace.

More flexibility and better work / life balance; better communication from administration; many changes seem to be implemented quickly and without regard for staff; changes are often implemented without proper training or enough lead time; staff are not given the opportunity to propose ideas for new projects or services - everything comes down from administration and staff are not engaged in the process

More flexible scheduling whenever possible. Better access to educational resources. Better access to health resources.

More flexible work time, better health insurance, more support from administration instead of just telling us if we don't like how things are run go find another job. Obviously we love the institution and believe in the work. It would be nice to know that administration believes in the workers as well.

More full time employees at each branch.
More benefits to part time employees.
Adding more hours to part time employees work week ie. 24-28 hours.
Other branches adding programs and classes for staff to take, instead of just the main library branch being the go- to location for all classes/orientation.
Using more tablet devices to reach more employees having to make "my training" testing deadlines throughout all branches.
A six month-one year mentor program by senior leadership ie. Sr. LSA, for example, to render the skills in order to be considered for an interview internally, so, to move forward into a leadership position.

More full time job openings for part time employees who want to make a career here.

More full time opportunities.

More full time positions.

More full-time jobs would improve this organization for a couple of reasons: one) workload distributed more evenly two) departments and branches would have enough staff three) employees would be paid enough money to live on four) benefits and five) employees would be more inclined to be loyal to the organization.

More full-time positions

More full-time positions. When someone does great work and gets recognized enough to advance to a higher pay-grade, they also take on a lot of responsibility. It is difficult to be senior and part-time. I want to do so much and I simply don't have the time. I stress myself out trying anyway, because I can't help it. We want to stay, we like working for the library, but all us part-timers lament the fact that we will never be fully employed here. We will have to move on someday, keep looking for a real full-time job.

More internal promotions, better health insurance, and employees being more involved in important decision making.

More matrixed communication and collaboration among departments and branches. Opportunities for productive networking with peers in the same or similar positions elsewhere in the organization.

More open communication - where asking questions nicely to understand a policy doesn't make you a problem; more flexibility and openness to new ideas; increased funding for programming with less programs required so that each program was better cultivated; and, receiving cost of living increases.

More openness about decision making, more respect from senior leadership in considering staff questions and concerns. More opportunities for advancement, training, and educational grants. More training available for mid-level non-librarian staff.

More opportunities for advancement--especially in trying to transition from a part time to a full time job.

More opportunities for advancement.

More opportunities for full time employment.

More opportunities for full-time positions. Understandably with some of the current laws, it might be more cost effective to limit such positions or restricted how many full-time positions can be available for various reasons, but in terms of overall need for staffing and job growth for the individual staff, that would help. Or at the very least, decreasing the paperwork involved any time a part time employee is willing or able to take on extra hours at the home location or at other locations. Keeping things as simple as possible goes a long way.

More opportunities for professional development for all staff.

More opportunities to be rewarded for quality work. There is currently very little incentive to do work above what is required.

more opportunities to meet with other librarians, more support from manager to encourage growth

More opportunities to see others in our position and learn from them. More say in the policies that trickle down to us. More sense that administration is listening when we're telling them things do or do not work. More listening in general.
The biggest thing that would help me do my job is to tell us what is happening LONG before it actually happens. Many programs appear on the website and in newspapers before branches even hear they're participating. We shouldn't learn about summer learning themes and plans a month before it's implemented, but YEARS so we can start planning and saving ideas.
Branches cannot reflect needs and well-planned programming that quickly. Our programming is due 3 months before it occurs and we cannot get that same level of respect from administration. To become a top workplace, SLT would have to not be seen as 'other' from us.

More patrons taking advantage of the variety of services that the public library offers the public.

More pats on the back for staff. Staff need positive reinforcement on daily basis. They need to feel that upper management cares about them. Maybe more holidays off or maybe more public recognition for a job well done. Maybe celebrate the little things more often that staff do. Perhaps more classes on staff development/ well being? I feel that moral is low at the branches and there is a concern that staff don't feel that they are appreciated or even heard by management.

More people with positive attitudes.

More professional development opportunities for individuals who are not librarians. Career development plans for all employees. Some sort of benefits for part-time staff and/or assistance for staff in applying for and receiving aid for ACA, since health insurance is not provided to them. Wellness programming. Directly connect individual's work with strategic plans for organization.

More relaxed, less rules.

More Reliable. More reliable security to branch staff and patrons. More reliable digital services. Less times hearing about employees getting assaulted. I think a lot of people are flexible and open to change, its just a matter of that new change or function actually working the way it is supposed to. I think that morale goes down at a job if on an almost daily basis something that we need to get the job done is not working. On a regular basis, instead of something working right for the patrons, branch staff have to find a "work-around". Less digital glitches and digital changes. One of the things that I hear over and over again from patrons is essentially that, "I previously knew how to do this task now the process has changed, the autonomy/ knowledge I had is useless and I am confused, frustrated, disinterested and disheartened." I've hear that whenever these changes are made that the majority of people embrace them, but in my experience I've seen it as more of a 50/50 chance.

More respect for and solicitation of the opinions and experiences of customer service staff, when Leadership is considering changing major policies and procedures that will affect us (and not them) every day. Willingness of Leadership to openly admit when something isn't working and to try another solution.

More respect. I feel like this organization has lost some of its motivation. The morale is down because the administration doesn't seem to focus on what it needs to in order to be a great company to work for. I have lost motivation when, each time I get a pay raise, no matter how hard I try, it will never be a 3-step increase, because the administration dissuades managers from giving them. The administration has shown that it can readily give themselves pay rates that are at the top of their fields, while the LSAs receive pay that is at the median of their fields. There is no reason for the administration to mirror the state of the country--the select wealthy few have more power and control of the organization over the workers that they rely on to keep them at the top. And this business is extremely top-heavy. There is much talk about the numbers/items that we rely on to boast that we have the best library in the country, but there is often very little the company does to help the lower wage-makers. I have a Bachelor Degree from a renown private college, but unless I get a MLIS (a degree that even the best financial magazines claim to be a dying-degree,) I cannot further my career. I laud the fact that the library can try to adapt to the new technologies, but at what cost? Tons of money is spent on the salaries of a few and new technologies that aren't tested well i.e. the sorting machine, RFID,

Sierra, deskless i-pad roamers, a conveyor system that was never needed, etc. prior to their implementation. It seems that the library is so willing to throw money at something new, without seeing if it will be compatible with our workflow. The organization jumps the gun in fear of not knowing if their jobs are going to be secure in the future, yet it feels like they are trying to get as much money and perks as possible while the lower employees should be happy with what they get as they are going down with the sinking ship.

When I have more work than I can handle, there is a push from the top to do more, with less. The administration will always want more, in the way of numbers. They want the circulation statistics up, but when I can barely keep up with my workload, there is increased pressure to do more, for the betterment of the company. Where is the betterment of the employee? I have worked at the branches and in other departments and I can honestly say that I have never worked as hard as I do at my current position. I give my all to this organization -- at peak times of the school year, I go home exhausted. I go home with my meager wage that is barely enough to take care of my family, while the director gets ANOTHER pay increase. I think the finances are being misappropriated and the wealth is slow, if at all, to trickle down, especially when I break my back for this company on a daily basis. If this business wants to survive and thrive, it needs less emphasis on "find ways to make the numbers happen" and more emphasis on what makes this organization great--dedicated staff that, when happy, will follow the administration through Hell, if need be, while doing their best at providing top-notch customer service. This business is missing compassion, putting the needs of the few over the needs of the whole, and it has lost some very good people, who have found other careers. Sometimes I wonder if it is MY time to leave this JOB behind and start a CAREER elsewhere. My honesty weighs upon my heart, but the lack of respect is definitely something that has contributed to the low morale. This organization has potential, but in order to live up to its potential, it has to re-evaluate how it conducts itself. In order to become a top employer, it must distribute the opportunities to more people that earn it in the field every day rather than keeping it all to themselves on the third floor.

More room for desk work.

More staff, more flexibility with scheduling, more comfortable working environment in terms of building and equipment, and security. More options of procedures covered with health insurance.

More staffing in all departments and branches. As we are going more and more to self service, we are still understaffed. When one or more staff can not make it to work and floaters are denied, it puts a tremendous burden the existing staff to get just the everyday duties finished. Yes, some of those duties can wait, but then the burden extends to the next day and so on. We need more staff for our branches!

More support for professional development. The process for applying to attend conferences/training needs to be simplified and heavily promoted to all positions. Staffing needs to be increased, especially in urban branches so that staff can regularly pursue professional development opportunities. It would be a huge draw if our organization provided support in the way of paying dues for membership in OLC/ALA and encouraged staff to participate and seek out leadership opportunities.

More technically integrated services for staff and patrons leading to a participation based community platform that creates a space for personal and organizational development.

More transparency from the top down--the Staff Association questions can be petty at times, but there are serious questions that could use serious answers, too. I'd like to see more official responses to questions like--why are we continuing with the deskless model, what evidence is there to support the continuation, etc. It sometimes feels like we're innovating for innovation's sake, rather than to improve our customer service, both internal and external. More transparency would help staff understand the reasons behind our changing policies, and would help us to be more supportive of changes, rather than being confused and ever so slightly disgruntled.

More transparency from upper management. Upper management often makes decisions without consulting the workforce that is handling the day to day matters. Thus some decisions/policies are very hard to implement. Another thing that would make the organization more effective is taking in to consideration the different needs of the communities it serves when it creates policies for programming and the related budget allocation. While there cannot be individual rules for each of its 40 branches, they can be grouped by criteria such as economic make of the community, average age of visitors (more youth in the building/aged population), etc.

More transparency in administration.

More transparency when it comes to senior management making major decisions. Letting staff know they are considering specific changes instead of making the decisions and then announcing them to a shocked staff. It would increase the trust the staff have for senior management.

More transparent and effective communication from the top down AND from the bottom up would be really helpful. There are so many layers in administration, it can be hard to feel confident that the people at the highest reaches really have a good sense of how their decision will impact the people "on the front lines". I think there is a perception that once administration

has made a decision, they will just implement it without getting feedback about HOW to implement it most effectively (e.g., getting pressure mats to stand on if removing chairs, or making sure staff has a good line of sight for areas they are responsible for roving in, or debugging software before implementing it). When staff request adjustments based on real, practical experience, it can feel like administration gets defensive and rejects improvements out of hand.

Also, it would be wonderful if there was a better way to give managers feedback so that they can improve. Some managers sincerely request feedback from their staffs as part of the yearly review process, which is awesome, but other managers either do not do this OR there is a sense that there might be repercussions for responding honestly. Since managers' supervisors don't necessarily see most of the day-to-day work that happens at a branch or department, they may not see problems that they should be addressing (chronic lateness or unprofessionally written emails with typos in them or not communicating important information to staff in a timely manner). The official response would probably be that staff should talk to HR, but no one is going to do that because it is too much like tattle telling and there is a perception that it would give you a bad reputation.

Much much better paying jobs and when the pay scale is increased for a position, people in that position already should be moved up in the pay scale to reflect this increase rather than bumping up the starting pay but leaving people who have been working for years with the same pay make what (or almost what) a person just starting out makes. Top workplaces don't do that.

My biggest disappointment was how difficult it actually is to work 29 hours/wk. When hired, it "seemed" that the option would be to work 29 hours/wk. But the reality is that occurs very infrequently and it is hard to balance a current work schedule and have enough time off to accept extra hours. Or they are gone so quickly, there is actually little opportunity. The timing of my own branch's schedule often does not help me to know when I can accept hours. The library system is much more complicated and the skills required more significant than I realized. it is often as complex as my previous professional jobs, which unfortunately paid much better than the library does. What I hear from other employees is that the turnover is directly correlated with the maximum 20hrs/wk and the pay scale. Personally, I see very little opportunities to advance to a full time position which I will need at some point. I think the library could retain employees and avoid the constant influx of new people and the ongoing training process if there was an additional position of 30-35 hours/wk. I certainly see the opportunity for that type of position to be created. And just from observation, I think the top echelon has so much control, that the branch managers are stymied at their locations. I see librarians and managers feeling like they are not respected or trusted. That is unfortunante. A bit of decentralization could be valuable in areas such as adding extra hours to staffing when needed but the lack of staff is a paid situation and allowing managers to work from home when they have to focus on a major project, like annual reviews. The office accomocation vary a great deal from branch to branch. Not all staff have the option to have an actual office or separate back room working area.

n/a

N/A

NA

new administration and less administrators. We need more staffers, more security not more paper pushers. We need an administration that listens to employees doesn't go off and make changes because it is trendy takes into consider our feelings Sure we have a yearly meeting with director but I for one don't feel comfortable voicing my opinions because I want to keep my job. People who complain too much etc don't last long around here. That's one reason I was reluctant to do this survey on line. We need an administration that doesn't hide behind locked doors an administration that has come up through the ranks and has a clue about what we do here and what the employees have to put up with on a daily basis (drunks, homeless, mentally ill customers) an administration that is will to admit it has made a mistake (the wonderful deskless service mode comes to mind.)The public doesn't like it we are NOT providing good customer service when customer has to try and find us we are roving. some departments only have one staffer at night which means staffer is expected to stand for four hours. Security we have asked for metal detectors here for years we know there are customers here who have weapons. Administration is locked behind doors and don't have to deal with any of this. Bring back night/Sunday differential. This "perk" was eliminated when we were trying to pass a levy and we are expect to put in extra hours (working an extra hour a day) or use our vacation time to make up time. Those who decided to eliminate differential never work nights or Sundays. Would like to see administrators here on weekends. Better communication with staff. Computer lab was shut down for remodeling we were not given completion date or info that the lab would go from 18 desks to only 12. Given mobile devises that do not do what a pc does, our wifi is inadequate we are not providing good customer service when we cannot access catalog, process requests etc. because the wifi is not working or the device is not working. If you voice your concerns or complain you are told maybe this is not the place for you. Administration lives in their own little world. No COL raises once you hit the max in your pay scale you don't get any increases. Sometimes I feel like to work in community center instead of library. People bring in their box lunches, take off their shoes and watch videos. We use our meeting rooms for parties, baby showers.

new senior administration

No answer

Not as a top workplace, but as a better workplace. Able to give input on how new things/implementations are going/how well they work. Revisit current implementations to see how effective they are for customers and staff after a specific time period. Knowing the plans of future implementations before being implemented, not necessarily at the last minute. Getting an update as to what was discussed in the monthly manager's meetings-maybe tape it or have a summarized version of what was discussed to distribute to staff.

not sure

Nothing, it is a top work place for me!

Offer more benefits to be a part time employee or offer more full time positions. As a part time employee, I would love to pay extra to get on the group health insurance but this option is not available to me. I would also love to get a full time job, but most of the full time jobs that open up require a Master's or are at the downtown library (where you have to pay for parking). Other jobs that could have been full time positions have been split up into two part time positions (like the positions that opened at the branches that had been remodeled or built in 2015).

Offering additional extra hours for part time employees. I have to work 2 jobs since I am limited to only 9 extra hours per week. It would be more convenient and productive if I could get all of the hours I need at the library.

One possible improvement to this work environment would be to have a closer understanding of what is happening on an administrative level. I read what is provided to me, but I do not feel that I am fully informed about decisions being made that directly influence me. I do not feel that the staff notes provide enough open dialogue. Usually, they reduce important topics into snarky comments. These are the very topics which require a fertile ground for discussion across the entire organization.

One thing that I think would make people much happier is making it so that we are off on days that are holidays. Meaning that if the banks or schools are off for those holidays, we should be too. Most of the patrons that come in on days where the schools or the banks are closed are surprised that we are open and those are usually days where there are very very patrons in the library. Another thing that would make working in this organization a top work place is to change the dress code so that jeans are an acceptable part of the uniform.

One thing that would certainly help make the library a top workplace would be putting in place a proper no loitering/unattended child policy. It is very difficult to help legitimate patrons when

most of the staff's time is spent corralling rowdy children that are using the library as nothing more than a hangout. Having limited policies on what we are allowed to do to solve the issues these loiterers cause takes time away from assisting patrons in need, and creates an unpleasant environment that has caused many patrons to stay away. We have even received complaints from administration that we are asking too many of our problem children to vacate the building, which conflicts our instruction to prevent these same children from bothering patrons who complain. None of us are sure how we are supposed to fulfill both instructions, which is unfortunately common.

Another issue with the library is the horrendous health insurance plan. The deductible is very high, and most of the optional plans other than dental are not worth the cost. For anyone that requires medical attention, this can be crippling financially.

Communication with senior administration is awful. There is an environment of fear within the library, where speaking out to administration is practically a death sentence for your opportunities in the library. Everything goes through the director, and she has absolute power over everything. If she asks you to do something, you are expected to do it immediately regardless of how possible it actually is, or any constraints. There are also branch visits by the director which serve no purpose, as saying anything negative results in everyone along the chain of command being scolded. All that happens in these meetings is conversation about her vacations, and trying not to get fired.

One of the newest things to make library work even more difficult is the new mobile service model. Removing the desks from multiple branches has only made assisting patrons more difficult, as well as creating much confusion. The technical support has been atrocious, with the branches largely needing to rely on themselves to get things to work properly. The RFID book drops were a complete waste as they save the staff zero time and give no benefit to customers over being able to return their items to a desk. The new buildings were not finished by opening, which not only looked unprofessional, but made work less efficient due to having to work around contractors.

Opportunity to advance

Our benefits are terrific but, increasingly, we're missing out on great employees b/c our salaries aren't competitive.

Our organization would be a top workplace if we were given a cost of living raise. It seems that our paycheck continues to decrease as our responsibilities continue to increase. I also think there should be a heightened level of communication between administration and staff. I do not feel that our questions and concerns are given proper attention. We work directly with the public and know what our patrons needs are. Sometimes change is implemented that is opposed to the needs and wants of our patrons, and lacks consultation with staff.

Our organization would benefit from improved stewardship of its materials and facilities. Our buildings used to have dedicated full-time custodians. Now this work is done through an outside contractor and custodians service the facilities for a fraction of the time. The building I work in is dirty. The floors have not been scrubbed or polished in years. The bookshelves are layered in dust and dirt. This shabby, "clean just what is necessary" approach is depressing for staff and uninviting for customers. A dirty building reflects on the holdings. Would you rather take a book into your own home from a dirty library or a beautiful, clean bookstore? Facilities don't need to be new, but they should be clean and kept in good repair. The Library also experiences a large amount of material loss through theft. Measures should be put into place to better protect or recover materials. The Library used to have security guards in all the branches. They no longer do this. Nor do we have any kind of security equipment to detect theft of materials as customers leave the building.

To be top workplace, the Library should offer competitive salaries for their staff. The Library's salary range for librarians is below both the national and state averages.

My immediate manager is responsive, fair and encouraging. However, there is an institutional culture in our organization of fear and hopeless discontent due to a disconnect with senior leadership. Our system is so large that expectations are often unclear, leaving "gray areas" of interpretation. Instead of trusting local managers to handle situations, they and their staff are repeatedly blamed for problems after the fact. This leads to a lack of enthusiasm and eventual paranoia. The absence of trust is crippling. Ironically, leadership refuses to acknowledge when bad operational decisions have been made and should be reconsidered (for example, the floating collection and the problematic "green machine"). Middle management is not consulted or considered a valuable source of "front line" information or opinion. If administration truly wants to be a top workplace they will have to embrace that an organization of this size must trust its managers across the county to best know the needs of their respective communities. Vast amounts of capital are spent on "new and innovative" services that might be valuable in particular demographics, but certainly not all. Individual communities' needs should be evaluated and served based on local knowledge and experience. A 3-D printer might be utilized at one branch, but a larger collection of non-floating children's books might better serve another community. Mobile service might be received as flashy and cutting edge in some neighborhoods, but disorienting and a sad break from tradition in others. A top workplace would value the knowledge, experience and opinions of its workforce.

Finally, I would like to mention that a top workplace would inspire a sense of pride and community throughout the organization. Somehow, perhaps through the intense focus on statistics, our branches and Main facility are divided by constant competition, with an overbearing sense of which locations are beating the others. Instead of sharing ideas we're guarding them. Instead of thinking of each location as an important spoke in one united wheel, we are 41 separate wheels racing for survival. A top workplace would find a way to unite us while celebrating our diverse communities and customer-tailored locations and services.

Parental Leave. Managers with better supervisory skills.

Parking reimbursement (not flex-pay, actual reimbursement) for Main Staff.
When I'm offered a spot on a committee, I'd like the ability to turn it down without punishment.
Recently I was asked to take part on a committee and told my boss I wasn't interested. She told me that unfortunately I wasn't being asked, I was being told. People at the library have a word for this - voluntold - because it happens so frequently.
If Admin staff had more contact with patrons and front line staff.
That the results of committee work be valued. Both of the committees I've been involved with felt like a waste of time because our suggestions were not implemented. I felt like one of the committees main purpose was to sell a new service to reluctant staff rather than to give suggestions about the service (which is what I was lead to believe when I agreed to be on the committee)

Perhaps a bit more cleanliness/organisation in the workspace...

Perhaps more action taken to respond to complaints and concerns of the employees.

Place tighter controls on the patrons so that our organization's resources are not constantly being drained by thieves.
Give employees better recognition for their contributions and hard work.
Abandon the idea of a "deskless" library.

probably more money.

Providing Scholarships or educational assistance for employees interested in getting there Masters in Library science. I think the way raises are done could be significantly better. I think there also needs to be a cost of living increase especially for employees who have been here 5+, 10+ years. Its great that we are increasing starting wages for employees but that does not help employees who have had to work to get those raises and new employees now start where they are at. It is also unfair that they get a higher starting wage when there have been cost of living and merit wage freezes over the years. So wages have not been keeping up with the rest of the world. It's great that we have 12 million dollars to roll over from 2015 into 2016 but it would be even better if some of that money could be used for wage/cost of living increases. I think it would also be good to rotate employees through different branches so people can get a feel for what the different communities offer.

Putting more focus on collaboration between Main and the branches; seeking staff opinions and questions/concerns BEFORE implementing big changes like roving reference and going deskless. The loss of desks in some areas is causing major issues and upper management does not

seem to notice/care. We would be a top work place if upper management would stop seeking the "next big thing" and simply go with what works the best.

Recognizing time spent working from home/flexible hours.

Replace those at the top with people more like my manager. We need top leaders and a director who really care about employees and want to grow a workplace across the system that is inclusive, supportive in personal life and career growth. You can't have a top place to work from an employee perspective when you have leaders who do not respect and care about their employees, who treat employees as juveniles and don't include them in discussions regarding the path of the organization and changes in the workplace to get to these new goals.

Revamp the health care system. It would be nice if the library gave each employee extra money for HSAs to cover the deductible. This would make our system more competitive and comparable to other employer's healthcare systems.

Yearly cost of living raise! This helps staff keep up with yearly cost of living changes. All part time and full time staff should be included in cost of living raises! Recently hired and red lined employees should be included. Everyone would feel appreciated and part of the team. Changes were made to the healthcare and cost of living raises without receiving input from staff. Task force teams should be created to pass staff information to administration on potential major changes.

Tasks force teams should be created to gain input through surveys on wide array of customer services including downloadables, writer in residence programs, exhibits, material selection, summer learning, summer learning software, and popular programming events.

Other problem solving teams would look into health care, across the board cost of living raises, training opportunities, mentoring schedule, new employee on boarding and staff morale action plans.

A vibrant staff can be created. The institution needs to involve staff in decision making which in turn creates ownership.

Safety for its employees and their possessions (cars) in parking lots ex: being egged or having the glass smashed in by rocks being thrown intentionally by patrons.

Salary schedule that reflects longevity in addition to advancement for outstanding performance.

Senior leadership actively asking for and using input from lower level staff members before making decisions. Senior leadership sharing information with all staff members before the information is available on the public website. An opportunity to move up beyond an LSA 1 to another full-time job; FT Sr. LSA positions are extremely limited. Salaries for LSA that reflect the

work we do and the experience we have with the organization. For example, the new salary structure now means that brand new LSAs will make the same \$ that longer term (probably 3-4 year) employees make. Student shelvers make almost as much as new LSAs.

Senior leadership and staff members need to be able to address concerns without fear of reprisal. Staff should not have to come out of their own pockets for supplies for library programs. We work with the public and can easily get sick, so better health insurance with lower deductibles, having more staff - we are doing too much (providing so many services, expectations are high - this leads to overworked and stressed out staff) and too often people have to stay late or work on off days or vacations, people rarely get a 15 minute break, you are always on for certain positions and everyone needs down time. Having the flexibility for managers to work from home sometimes would be great, you can get work done without constant interruption and prove that you've done work by submitting it. Less micro-management.

Senior leadership asking for opinions from those employees closest to the decision/change before making major decisions/changes and providing a culture in which employees are not afraid to voice opinions (non-anonymously) that differ from the direction senior leadership wants to go. More staffing at the branch level.

Senior Leadership needs a different view on many different facets. First our fiscal system needs to be updated into the 21st century. We need to be able to have non po purchases for small under \$1000 items, maybe a credit card. Senior leadership needs to respect and listen to their direct reports, and let them do what they think is best for the organization and their employees. We also need to be more competitive in the employee marketplace. We need to be able to negotiate salaries and benefits. We need the ability to counter-offer employees that receive other job offers. We need quicker response from HR and Fiscal departments regarding important questions. We need to have parking as a benefit to employees working downtown. The board needs honest face time with other employees besides the director and CFO.

Senior Leadership needs to re-evaluate new models of service in order to determine effectiveness and improve these new services even after the services have been made available to the public. Customer and staff concerns should to be taken seriously and not ignored. We are an organization that strives to serve customers to the best of our ability and their complaints and/or concerns are valid and should be addressed accordingly. The improvement of Security for staff as well as customers must be addressed. In light of tragic events in recent months, the library does not have the luxury of thinking that a serious incident could not occur in our facilities and we can no longer ignore issues of safety. There are some very serious safety issues that exist and should be remedied not only for staff safety, but customer as well. Communication from those in administrative positions and branch staff needs to improve. For example, staff at branches were not made aware of the Bill Nye program until it

was featured in a news article. This reflects poorly on the entire organization when staff are unable to answer customer questions regarding a program because they themselves were not informed. The system wide programs, such as Summer Learning Program (SLP), information and materials need to be distributed prior to the week of the start date. Short notice and arrival of supplies make it difficult to encourage customer participation and communicate program information to customers.

Senior leadership should communicate more with branch staff. If leadership wants to run an initiative, they should communicate directly with the staff members involved.

Senior Leadership Team sometimes doesn't really seem to know what it's like to work like the lower positions, which is unfortunate because they make the decisions but don't always understand how those decisions actually affect the running of a branch in the day-to-day operations and customer service.

Senior leadership to put trust in staff and find value in employees' abilities, ideas and decisions at all levels. There is a climate of constant fear of being reprimanded for mistakes. There is a sense of urgency applied to everything - valuing speed of implementing new ideas over thorough planning & testing, best utilization of resources, etc, causing mistakes to be made, and staff to fear the consequences. If staff were more empowered to influence decisions in their areas of expertise (possibly not in agreement with leadership) without fear of retribution, there would be more job satisfaction at all levels, and the organization would run more efficiently.

Senior leadership will have to come out of their ivory tower and actually see what goes on in the branches. They will have to give more than lip service to asking for employee input and actually implement some of the employee suggestions. The small number of hours our branch receives of outsourced custodial work has resulted in our having to work in a dirty, unsanitary building. Our antiquated HVAC system causes me to have to wear three layers of clothing everyday year round and wastes money on utility bills. Everyday staff works with demanding, sometimes scary, patrons, and we feel that administration will not back us up and isn't concerned about our safety.

Senior managers need to communicate more effectively with staff. Several times senior managers have come into our department to assess the layout etc and have not even acknowledged us let alone explained why they are there. The organization also seems to be top heavy with managers even though a few years ago the organization communicated that a cost cutting exercise would be to have less managers.

Since most staff members work at least one day each weekend, it would be nice if weekends were "jean days."

Slightly higher wage would make it a top workplace. Fast food workers in NY make \$15.00 an hour.

Sometimes decisions don't involve those on the front line; more input up the chain could benefit the organization. It may be because there isn't a "devil's advocate" on the team to consider all sides of issues and solutions; instead there is only agreement. Maybe it's a perspective within the organization, but if staff is involved in the process of change instead of the follower of change, then a more positive culture would exist.

I come from work roles outside of libraries; in contrast many employees of the Library have only worked here or at other libraries and have very closed opinions and can be negative because of their limited exposure to other work cultures. We need fluid teams, meetings with include perspective and feedback that represents other staff, not just from managers, directors and leadership.

Sometimes the place feels a bit lost. Change for the sake of changing is not beneficial. Moreover, merely catering to the masses shouldn't be the goal of the library. This should be an institution that pushes people to better themselves, which is possible for free at the library. Instead, it feels like we just buy more and more movies and have no desire to be an institution of enlightenment, that pushes the community higher. I think finding that balance between giving the public what they want, and shaping what they want is somewhat lost, and no longer a real concern.

sometimes we get called in and I wish it was overtime ,not just swapped out for time off at the end of the week , having a couple more staff members

Staff safety--staff should not have to feel threatened in their workplace. Currently staff members are threatened to be hit and shot; response is barring use of library for six months. Totally inadequate response. Besides physical harm, verbal abuse is also directed at staff on a regular basis. Staff feels that administration is more concerned with the rights of public than of staff. Need security at all locations--anyone can walk into a public library; no other institutions are this open to the public with such small security provided (except maybe post office branches). Anti-loitering rules would help staff feel more comfortable, also. If not using the library resources, no reason to be there. Also, better communication between agencies about who is being issued warnings and ejections from the library. A daily update, with photos and descriptions of incidents would be helpful. Photos are not available now, but if they were on library cards, could help in this matter.

Better staffing for small branches; totally inadequate numbers currently at small branches in

proportion to large regional branches. Either beef up staffing at small branches or close them and incorporate that staff into a larger library (which would need more staffing due to the resulting increased business from closing understaffed, inadequately maintained buildings). The library does not need 40 branches in a county of 800,000 some people. Many small, old branches are physically close to large facilities; this would not be an averse situation for most customers. The remaining branches could have better equipment, more generous hours, larger staffs and could deliver better service.

Better maintenance of buildings; HVACs, leaking roofs, worn carpet, etc. Freshen carpets, paints jobs, landscaping, pretty much everything to look up to date and modern so users think we indeed are modern and relevant.

Less reactive senior leadership that addresses problems and corrects them without making changes to the entire system: Example; since a few locations had trouble closing on time, everyone has to schedule staff to stay late after closing.

More freedom to make decisions independently without fear of incurring disapproval and, often, anger from senior management. Everyone fears an angry backlash from senior leadership at the slightest mistake.

Leaders who listen to staff before making system-wide changes for the sake of change and national rankings. Example: Roving service model. Why not a hybrid model that allows for greater interaction with customers but also provides staff with the safety and security of the service desk (see Safety issues above). Also gives customers a point of reference where they can find assistance. If roving is a desired service model, it can be incorporated into the work flow without removing reference and service desks that are necessary for delivering quality customer service. Roving with a device can be an initial approach but there is nothing wrong with then escorting customer to the desk for a more in depth interaction with superior equipment and resources such as done in commercial venues such as phone stores. Every customer I have talked with about the new model has expressed a negative reaction to it. And, the customer surveys that are sent in email blasts are misleading; questions such as "do you want friendly, approachable library staff" can be manipulated to show support for mobile service model as the customers don't know what the question really means. Be honest and ask: Do you want libraries to abandon service desks, cash drawers (that can make change for their copies, prints, fines, etc.) in order to roam the floor with an inadequate device that will be slow and not able to answer your questions quickly?" "Do you want libraries to abandon a central location where you know you can find prompt, professional service?" Orangeboy manipulates data for the senior leadership to justify their changes to the system.

Stop calling library user "customers". Calling them customers instead of patrons is a weak attempt to model ourselves upon business organizations-- which we are not. Even car dealers refer to their customers as "guests".

Reduce resources spent on Hot Author materials. Too many copies purchased to fill immediate holds and then thousands left sitting on shelves within six weeks. Better use of that money for quality materials that customers could use and find when they come into the branches.

Revise Floating guidelines: Collection is inadequate in many branches due to Floating system; nothing on shelves or multiple copies of same books that already have been read but because of Floating, cannot be returned to original location, nor are books coming back to home locations to allow for better mix of materials. At the least, allow staff to recalibrate anything back to the home branch rather than limiting to teacher collections and book club materials.

Allow branches to choose their own materials to satisfy their library users needs and interests. Faster turnaround on the dock; don't know if it is the sorting machine or just the process, but when Holds take more than 2 days, it is an embarrassment as well as PR issue; people then turn to Amazon for faster results and we lose loyalty.

Revisiting the compensation formula: the fact that under the new pay scale, new hires make as much as seasoned staff is insulting. There is little motivation to improve by staff. As a manager, I am horrified at the end of the review year how little money I have to divide among my staff as a reward for their hard work. To reward top performers robs lower performers of any significant increase and if all are top performers, no one gets any significant increase. The entire pool of money is ridiculously low.

Raise salaries: Salary scale is totally inadequate, everyone is underpaid except for entry level library assistants and student shelvees. Student shelvees do not need to start at \$10 an hour. This is a first job for sixteen year olds and we pay them almost as much as a beginning library assistant.

Staffing always seems to be an issue, not enough staff to handle to work load and the tools needed to accomplish tasks are not available as we move toward departments and branches without desks. The technology is slow, privacy is an issue as patrons are reading the screens looking over the staff member's shoulder or at the screens. Staffing is too low to allow for time off desk to complete training, reports, surveys..., and any other duties required to tie up loose ends that are a part of the job.

Start benefits immediately for full time staff (no waiting period), increase life insurance - should be at least one years salary, with option to add additional years.

Stop denying the culture of fear that exists. Address it, fix it, and mean it. It would also be helpful to get input from front-line, non-managerial staff when the Library is considering new service models, software, or services.

Stop wasting money on tech that doesn't work-the automated RFID book drops are worthless to us-we still have to hand scan.

This organization is way too top heavy with "senior leadership," and they all have an assistant. Meanwhile, our wages are frozen.

We definitely need a "no loitering" policy as we have a horde of kids every afternoon after school. We are baby sitters of small unsupervised children and wanna be little thugs. We need a security guard. There needs to be an atmosphere of openness- we have been told never to say anything negative to our executive director. When the exec director tours the branches, she needs to be willing to discuss what we need, not discuss her latest vacation or outside interests.

Take feedback into consideration when dealing with large changes like branches going mobile, reviewing managers' performances/asking staff for management feedback.

Taking into MEANINGFUL consideration how decisions made from the SLT affect those of us at branches. I.E. the deskless model- I have not talked to a single patron or employee who thinks this is a good idea. I have even talked to people in administration and at branches at a different library system, and they think that the model is ridiculous as well. The effect that it has on employees- especially older ones or those of us with disabilities, is despicable. The SLT needs to realize that innovation for the sake of innovation is not innovation- it is stupidity. Before being a "top workplace," PLCH needs to learn to listen to their employees. Not just hear, but listen.

Taking the employees into consideration. There are a lot of times that the library will not delay opening or even close, when the weather conditions are horrible. If so, they wait until people are already at work or trying to make their way there. When employees have to come in early in the morning and the parking lot is all ice, that's dangerous. I feel like our welfare is not of importance. Also, offering employees more benefits than rules when it comes to being a patron ourselves. I also don't like how there's a change in the pay scale and those who have worked here for several years, will only be making what those who just become employed. It really makes us feel like we are not worthwhile. I have to train those who come in but yet, I'm making the same money they are. This right here shows me just how valuable and important the library sees me- not at all. All of my expertise and years I put into this job, should show for something. My raises for years should not be wiped away. Also, making us do a "Personal assessment" for our review but then being told that we will not have a raise because of the new pay scale. There's so much extra work for nothing sometimes. I also feel when there are complaints or legit concerns, the senior leadership doesn't really seem to care. There are a lot of people who have legit questions or concerns and use staff association to ask. It will be months for someone to respond or the answer will be "thank you for your comment." I understand that we are a public service but senior leadership needs to remember that we are humans and people ourselves, we need to be taken into account. We are important because without us, they wouldn't be where they are.

Thank you for allowing me to air some grievances and make some constructive comments. Senior leadership makes decisions without regard for how it will affect the employees and at times without any benefit to the customers. They also tell us on a regular basis that we will try something new and evaluate how it is progressing and make changes if improvements are needed. This NEVER happens. Our director decides that something will be so and it is so. Whether practical or not. One recent example is the "mobile service" movement. There are some real advantages to some of the components of being mobile. But staff are on their feet for multiple hours a day and are not allowed to wear supportive footwear. This is upsetting because in order to be comfortable and perform well at work, you would need to visit your doctor for a note asking for an accommodation. Many of us can't afford a doctor visit with the HSA, which I will address later. The customers are receiving no benefit from removing the desks from our

locations, NONE!!! Our customer service standard has actually been degraded by this change. Has Senior Leadership asked for any feedback from staff? NO. Has Senior Leadership surveyed the public to find out if not having a desk or point of service is a good thing for them? NO. It's ridiculous.

Senior Leadership/Director implements changes to our service delivery system that our equipment and software does not support. Again degrading our standard of customer service. Our Director visits our branches once per year, always during closed hours. This is a complete waste of time. It literally serves no purpose. If Senior Leadership wants to know what is happening in the library, they need to be visiting during open hours and do some job shadowing. They are completely out of touch with reality.

Most staff members try to avoid HR. I have personally been blindsided by our HR director and will never trust her again. At least the former director was adversarial up front. Staff development is very superficial. The Management Academy is a HUGE waste of time and money. In my opinion, it amounted to corporate hazing. Everything I learned during the agonizing, yearlong process could have been condensed into a month of weekly classes. It was offensive.

The merit-based raise system we currently have in place is ludicrous. The amount of money available for these raises is so trivial, that our salaries do not even keep up with the cost of living. Combine this with the cost of the HSA and I have actually received decreases in my salary over the past several years. I'm sure I'm not alone. Also, blanket changes are made regularly that cause inequity. For example, with the new pay structure just introduced, my LSA who has been here for 12 years will now be making 11cents more than my LSA who has been here for 6 months. Really?

Only Main Library should be open on Sundays. It is a waste of time and resources to have any other branches open on Sundays. If someone really needs assistance on a Sunday or has an information need, they can go downtown which is easily accessible by public transit or utilize our online resources that Senior Leadership is constantly touting as the wave of the future. Our other branches are slow on Sundays and are basically serving young people playing online video games. We should also be closed on all national holidays.

Senior Leadership places too much emphasis on statistics, losing sight of the actual people we serve and their needs.

The HSA is a terrible health plan for me and many others. I cannot emphasize enough how much stress being put on an HSA has had on my life. During the last few months of the year, I am unable to afford my daughter's asthma medications and have to resort to begging my pediatrician for samples. It's an awful feeling. I owe doctor and hospital bills to four different agencies around town that I will be paying off for years. I work hard. I have an advanced degree. I am employed full-time. I should be able to provide health care for my family. It's very disheartening. There are many ways the library could afford to offer an HMO choice again. For example, we have very generous sick time. But most people will never use any but a small fraction of the sick time hours. The library knows this is an area that can give the appearance of caring for the employees. Please, I would take a 50% reduction in sick time if I could be back on an HMO. PLEASE!!! Offer it as a choice. If some people like the HSA and lots of sick time hours, let them keep it and give the rest of us a choice to return to an HMO.

Security guards should be placed in all library locations. Period.

The library could solve 90% of security problems by having a no loitering policy. There is

absolutely no reason to allow people to loiter in our buildings, causing problems and harassing "real" customers. The handful of people loitering cause major security problems. Let me be clear. I'm referring to people who do not use ANY library resources. They don't read the paper, connect to free wi-fi, check out a book, look at a magazine, attend a program, use the public computers. Are we really fulfilling our mission to connect people to the world of ideas and information when "real" customers are becoming more and more afraid to even enter our buildings? It's such a simply solution. Why do we allow it? No other public organizations would. Do you think a group of people could go to the post office, hang out in the lobby, eat a fast food meal, drop garbage everywhere, curse loudly at other customers as they enter, wrestle each other to the ground and stalk pretty girls? NO! Why do we allow it? Why??? I don't want to hear about the Standards of Library Behavior. It's not enough to keep our staff and customers safe and our buildings clean and safe. Add no loitering to the standards! PLEASE.

There is a perception that positions are created at the top that are a waste of money. This has taken many forms over the years. Two assistant directors, community relations person, multiple layers of administration that don't seem to be necessary. And it's a very top down organization. Micromanagement and an environment of fear are the norm. If I wasn't absolutely assured at every step of the way that this survey is anonymous, I wouldn't have made half of these statements.

Even when teams are formed to get projects done, it's a courtesy only. ALL important, and even most unimportant, decisions are made by one person-the director.

That said, it's not a very good place to be an employee. A lot of staff seem to be actively afraid of upper management - the sense of fear is something I have never encountered in any other workplace. Management decisions seem arbitrary and front line staff have no input into them. The management structure is entirely top-down. This is the only place where I have ever worked where management and HR do not have an open-door policy - they literally have a locked-door policy. The entire admin suite, including HR, is only accessible via keycard entry, and staff who work in the building but do not have an office in the suite must be met and walked in. In general, HR is not welcoming; I would only recognize the faces of the HR rep who participated in my interview (nearly 3 years ago) and the office support person whom I passed off paperwork to (at previous workplaces I considered HR staff my first allies in any work-related concern, and was quite friendly with them). On being hired I received an email packet with information about benefits; every other place I have worked as a professional explanation of benefits was a one-on-one sit-down meeting. From the time of my hire, I felt that I was of no importance to the leadership of the library as a whole - I am merely a body that fills a position to them. I am a cog in the machine. My growth as an employee or an individual is of no importance to the people managing things (including my supervisor, whom I like personally but have little respect for in terms of management ability - though I tend to blame the organization's management culture as opposed to my supervisor personally.) As I have an advanced degree and fill a professional-level position, this was a surprise! in previous jobs in this field I was been much more actively welcomed by leadership and the immediate team. My immediate team's reaction to my hire felt like, "well, we'll see if she makes it through the first 6 months, and then maybe we'll be friendly" - again, that sense of the need for staff to protect themselves as the primary activity at work. Oh, here's another example - my supervisor has a new boss, as of about 3-4 months ago, following

a retirement. I have never met this person and would not recognize him if I saw him. I doubt he knows who I am. The leadership simply does not care at all about the people who works for the organization, and we all know it. I cannot imagine calling this workplace a "top workplace" unless that culture changes, and I cannot imagine that culture changing.

That senior leadership listen to their employees.

The ability of work 4- 10 hours days.

The ability to express ideas to senior leadership more openly.

The absolute most important thing I could think that would make this organization a top workplace is listening to the feedback that is received from employees of the library. I am so glad this survey is being offered and I just hope that our replies are really taken into consideration. We interact with our patrons every day and if multiple employees are shouting the same thing, it is important to really listen. I love the focus that this organization has on the public, but I just think some additional steps need to be taken to focus more on children. As a child, I really remember the time I spent at the library and I can say it had quite an effect on me and is largely a reason I chose to work here. My issue is with the availability of books, especially for children as a result of floating material. For example, if a child starts a series, they want to get the next book as soon as possible and they are so excited to start the next book. They expect that the library will have a copy readily available. Frequently, we do not have the particular book they want, but another branch may have several copies. A lot of the time, when you ask a child if they want us to place a hold on the book, they reply with something along the lines of "No, that's okay... I'll just wait for it to come back in" and the excitement turns into disappointment. For the most part, I think floating materials was a good idea, but it really has some issues. Another issue with this is that smaller branches get overwhelmed with items that they simply have no room for on their shelves. Additionally, I love that holds can be made on new DVDs now, but I do not like that they have become floating. If nothing else, I think that new DVDs should not be floating. It would be best if they were treated in the same as magazines and sent back to their home branches. Also, as a newer employee I want to express that I too feel it is unfair that I will be making the same amount of money as my coworkers who have been working at the library for years longer. I feel that pay rates should be determined by experience and contribution to the job. This way, newer employees who are performing well above the level of older employees will make more and vice versa, with older employees who demonstrate excellence making more than new employees with less experience.

The administration is very out of touch with the staff. For ex. recently a new roving model was instituted at several locations. The administrators responsible for this do not work or even visit these locations. Nor do they solicit feedback from the staff or from customers. Managers at

these branches are afraid to honestly express their opinions about the problems experienced with the roving model. In addition the library director schedules visits to talk with staff at various locations. However staff are encouraged NOT to ask any question that might be construed as at all controversial for fear of angering the director. It appears to staff that our input is not considered important.

In addition, security at some branches is pathetic. One branch that is supposed to have a deputy arrive each day at 3 does not have a deputy actually arrive until 4:30. Some days the deputy does not arrive at all and there is no backup plan. So no security that day.

The administration needs to explain policy and procedure changes to employees, especially when those changes affect patrons. If staff understood why we are doing what we are doing and how these administrative actions/decisions help the library grow and serve the community better, we would have a lot more confidence in the administration.

The biggest problem this organization has is that the Senior Leadership Team has a bad relationship with the rest of the staff. To be quite honest, most staff members do not trust the Senior Leadership Team to listen their concerns. The SLT implements new initiatives with very little staff input and without seemingly having any concrete plans for how these new initiatives will function, publicizes these changes and then lets the staff sort out how to implement them. Then, when staff try to inform those higher up of the difficulties that they are experiencing because the new initiatives weren't thought out, they are ignored for the most part. This can be seen over and over with such initiatives as the sorting machine (which was supposed to eliminate hand sorting and didn't, partially because there are more branches than there are spaces to sort on the machine, plus it took a while make the machine sort the W's for some reason and so on), the rearrangement of Technical Services (which when from a fluid cart-based system of moving materials around to a static conveyor belt system that experiences back ups much like a traffic jam that take a long time to unclog), to the mobile service model (which involves using technology that is, while more mobile, slower and more inefficient in terms of connection times and ease of use for staff not to mention means that patrons have no easy point of reference for finding staff members and waiting for service). I'm sure this is not unusual in large bureaucratic organizations in general, but I do believe this situation is more pronounced here. The way to alleviate this problem is for their to be more actual communication between staff and the SLT but to be quite honest it doesn't look as if SLT is interested in that sort of engagement.

The care of personal safety whether it be bad weather or the atmosphere at the location you work.

The cost of our benefits has risen drastically since I began here, but we have not received better compensation other than our uncomfortably modest annual raises. It feels like we are asked to do more and more but we are getting less and less. We need to do something about this

PLEASE! Working weekends with kids is heartbreaking. Having weekends off or at least more weekends off would be great motivation for many staff to take on more positions with more responsibility. It should be a benefit of working your way up in the organization. The deskless service model is absolutely terrible and illogical. It makes us less efficient, it impedes the quality of our work, it turns off patrons, and it is a real mistake. I care a great deal about producing quality and a deskless model hurts my ability to do so. We could have a rover at all times but still keep staff at the desk. Most transactions require several steps which can be done much faster and better on a computer, and can we just mention how often people need a stapler, tape, to have staff print directions or whatever. (I still have never seen wireless printing work even though I've seen probably 20 people at least try over the years including myself.) Customers like knowing where to go. I've heard several complaints about people feeling awkward trying to make sure they are next in line, and leaving out of frustration. When people don't know what to do it makes them feel stupid and it drives them away. I have repeatedly heard about people who will not go back to certain locations. Administration refuses to listen to this even though most front line staff is screaming the same thing. It feels like we are ruled with fear tactics and a opinion that we are just trained monkeys. Our regional managers and HR team have gotten more positive, honest, and empowering. We need to see that trend hit all aspects of admin. Our staff award programs are not working and need to be changed as well. All managers should be better encouraged to nominate staff and really the system should be completely overhauled. Also, rewarding staff with the right to wear jeans but only with a library logo t-shirt is not a reward at all. One of my biggest issues is Sunday's. It is not abnormal for full time staff to have 4 hours on the desk in a shift, and full time staff certainly has enough work to keep busy when not on the desk. Full time staff working Sundays should be able to work 8 hour shifts and not forced to take vacation time or add an hour to each day of the week. Many of us have kids and obligations that do not allow for longer shifts for a week to make up the four hours. Plus there is work that needs to be done to get ready to open so we should never be walking in at open. If staff can not be trusted to work 4 hours before opening they should not be employees. It feels like admin does not trust us, does not consider us viable intelligent adults and does not appreciate us. The way we handle initiatives is quite frustrating at times. Projects are often rushed and pushed out before ready. This can make us look unprofessional and it certainly is frustrating for staff. Connect Ed was launched but left out Manager's and Children's Librarians. That was a huge missed opportunity for valuable relationships to be built, and it would have shown that the library values and respects their librarians. Again, thanks for listening.

The decision to remove staff desks in public areas is an example of innovation being placed before practicality, patron needs, and staff comfort. Another example of innovation being inappropriately prioritized was seen during the opening of the Makerspace. It was inadequately staffed, leaving significant stress on the available staff to learn new technology, while maintaining their other roles. The limited staffing also left patrons waiting longer than necessary. I recognize that it is impossible to ensure that every member of a team feels ready before moving forward with a new program, plan, policy, or building, but administration too often moves forward without the necessary preparation, leaving a significant burden of stress and patron frustration on the staff that interacts with the public.

The fact that some staff members have to stand at the front door as greeters to the library, during the cold weather they are made to stand there for an hour in full view of the cold air that comes in. Even when they greet people, maybe half will actually acknowledge them. Seems like a frustrating demeaning thing for them to do. They are out in the open, when trouble happens (fight, unruly people, drunks etc, they have to find someplace to go to get out of the way, having to worry about people coming up and touching them, touching their hair etc. This sort of physical action is not wanted.

The following would need to change:

1. There is a lack of respect given between upper management and the rest of staff
2. There is a culture of fear that dominates the atmosphere
3. Issues of legitimate concern brought up by employees are often ignored or disregarded
4. Upper management consistently makes decisions that affect employees, but they do not ask for employee input
5. Upper management makes decisions about major policy changes without enough notice to the employees and often informs the public first
6. Upper management uses lies, coercion and manipulation to get employees to do what they want

The Library has a Mission and Vision Statement for dealing with the public. I think it would help for the Library to have a Mission and Vision statement for dealing with employees. Maybe this would lead to more consistency, equality, and fairness. There are times when one employee complains/criticizes another employee, and both HR and the supervisor respond immediately. Then there are times when a different employee reports a problem, but both HR and the supervisor completely ignore the situation and the problem continues on and on. Some employees are recognized for showing initiative or extending themselves professionally. Other employees are not recognized for their volunteer work or for trying something new as a professional. Even if that professional excursion, such as presenting at a conference, yields positive results. As a result of such situations, some employees feel blacklisted in their attempts to advance their careers or feel invisible and undervalued.

The library has a wide variety of specializations, and working to ensure that every employee has a role that best suits their abilities would make it a top workplace.

The library is in general a good place to work. However, the work culture must change, and that change begins at the top, which is where the problem lies. Understand that my concerns outlined here are NOT about senior leadership in general, but specifically about the director. The director does not practice some basic management/leadership principles. For instance, she will berate people in front of their peers and direct reports. I've known of this happening on a number of occasions. Chewing people out in a group does not create a work culture that is

effective or pleasant to work in. Also, because she will chew any staff member out over the phone or in-person for what most would consider minor infractions, she creates a culture of FEAR. Staff as a result will not step out and be creative because if their creativity is not in line with the director's approach, they'll be reprimanded – quickly! She seeks blame, holds grudges, and frequently brings up minor issues that have occurred in the past. Initiative is not encouraged. Taking the initiative potentially places someone in her crosshairs if the action is not in line with her thinking. We should operate in a more open environment and one that encourages input and open discussion, and one that provides open and productive feedback. Any honest feedback or input provided to the director that is anything other than full support, is interpreted by the director as resistance and a direct opposition to her. The culture becomes you go along to get along. If not your job is in jeopardy. Also, she does not trust library staff to do their job, so she micromanages as a result. Change starts at the top. Fear is not the way to effectively run an organization in the 21st century. Morale is a issue with management and it is directly related to how the director attacks staff and management. Positive reinforcement does not come from her, only negative. She has a very negative opinion of staff, and communicates it frequently. She makes negative statements about staff and managers to anyone who happens to be in the office at the time, which is demeaning, embarrassing, and inappropriate. We are professionals here, but she often treats everyone as if they're children. This change in culture is necessary for the organization to move into the preferred workplace category. Employees should look forward to coming into work, not fearful that a mistake was found and blame is being sought.

The library needs to be address inappropriate behavior from customers, in particular sexual harassment. We are looked at in derogatory ways, physically touched in inappropriate ways, made rude comments to ("You look cute and innocent, I would love to corrupt you"), and commented on our bodies. This is bold behavior, and it happens to STAFF. Imagine how much more so it happens to other customers. The behavior continues because the library tolerates it. There are many, many ways to address this and the library does nothing. It is seriously the only thing that makes me not want to do my job.

The library needs to implement a no loitering policy. After school our branch is overrun with unattended minors that do not know how to behave, and who also refuse to use the library properly. I also think that every branch needs to have a security officer on duty, especially during the after school hours. I do not think it is the job of the branch staff to handle fights between patrons, and to attempt to enforce the library standards of behavior. I also think that our specific branch needs a homework helper after school every day, a social worker that floats between our branch and JFS, and another LSA. In general,

the library should be a stress free place to work. the supervisors need to treat every one equally.

The library will not be a top workplace without a fundamental change in the culture of disrespect, lack of good faith, and fear of retribution that emanates from our Director. As much as the library has succeeded under her tenure, it has succeeded in spite of her leadership style. The library has had notable successes, especially in regards to transitioning from the decades old print model to one that embraces digital technology and downloadable services. However, had we a Director who fostered open communication, dialogue and respect for staff, I have no doubt we would be an even better, more innovative, library at this time. Her leadership style is combative and authoritarian. Staff is there to implement her policies and discussion is viewed as a waste of time. Any good-faith questions about why we are taking a certain direction or enacting a policy or initiative is met with hostility and the questioner is frequently cautioned for their 'negative attitude.'

Worse, there is a culture of retaliation against those who question her decision or otherwise irritate her. To highlight a couple of examples of retaliation, at one of her annual meetings at Pleasant Ridge Branch a part-time LSA asked how the library would keep teens from playing games or looking at Facebook on the proposed new teen learning stations. She was so angered by his question that she had the Regional Manager and the branch manager have a meeting with the staff member about his 'bad attitude.' This employee loved the library. He started as a student shelver and planned to make a career with the library. He was so shocked and disillusioned by the Directors behavior that he quit shortly thereafter. Another example of retaliation was against a long time manager at, again, Pleasant Ridge, who argued with her about the implementation of floating and other decisions that he felt were negatively impacting his branch. Shortly after, he was moved to the Loveland Branch for specious reasons. He had been at Pleasant ridge for well over twenty years and was months away from retirement. The move was unprecedented and it was clear to everyone that it was in retaliation for arguing with the Director.

Senior administration has to operate in an environment where every decision they take is heavily weighted by whether the Director will scream at or denigrate them. The result of this atmosphere is that no one wants to be the bearer of bad news or engage in good-faith critical discussion as to do so meets with a hostile, defensive attitude from the Director. Senior administrators walk on eggshells in regards to her erratic moods, which is an unhealthy atmosphere and not conducive to open communication. In fact, the first consideration administrative staff has in regards to decisions and planning is not how something will impact the patron or staff, but how the Director will react on that day. This leads to poorly planned or rushed initiatives, often due to unrealistic and seemingly arbitrary timelines imposed from the Director that no one seems willing to address. A very recent example is the RFID tagging project. Many branches found themselves undertaking this massive project right in the middle of Summer Learning, the single largest program the Library has in the year. So staff at these branches had to contend with the heaviest patron traffic of the year and tag thousands of items often inconveniencing patrons in the process. Regional Managers could not give a satisfactory answer as to why this massive project was scheduled during the busiest months of the year, when, clearly, scheduling it during fall or winter would put less strain on staff and be less inconvenient to patrons. 'Kim wants it done by October' was the given reason.

Employees are not treated with due respect and consideration, not so much within agencies or departments, but by senior administrative staff. The message and attitude staff has received from the Director, and former Human Resources Director over the past seven years makes it

clear that employees should be grateful that the library employs them at all and if they have a problem with anything, they can leave. This has been communicated in meetings, most recently, when the Director wondered aloud why the percentage of people who were dissatisfied in the library workplace didn't just leave. The former Human Resources Director and Deputy Director expressed this attitude when the drivers and dock workers had the temerity to complain about the mismatch between staffing and workload in their department. They were assured that they were replaceable. The same attitude can be found in the Fiscal Office, where the Fiscal Officer seems to be wholly ignorant of what staff do and need.

The disrespectful attitude towards employees is further evidenced by the manner and method new initiatives are rolled out. Communication is expressly from the top down. Little to no input from staff is solicited in advance of decisions that affect them and the patrons. A recent example of this is the push to convert to a deskless model of customer service despite extensive negative feedback from employees and patrons. When the test agencies met with the inevitable difficulties inherent in the model, rather than admit the problems were valid, staff were blamed for not putting in enough effort to make it work. Staff are regularly handed last-minute initiatives that they are expected to implement in short order. A recent example of this is the StoryCorps program that managers only first heard about December 30th and then weren't told any of the details or times until a week before the event. Work schedules were already made and agency programs were already planned. Managers were not given the courtesy of knowing before the work schedule was created that they would need to staff those days to accommodate the three hour program.

This lack of consideration is not an isolated event. This is how initiatives are implemented in the library. The details of Summer Learning are communicated in late April or early May, but programs –especially paid performers– must be booked months in advance. The 'go-live' for Sierra was arbitrarily scheduled for September and even when it became clear that more time was needed to make the transition, the date was not altered. In regards to Sierra, the Director replaced Sirsi with a product in the beta stage, which has proven to add minutes to tasks that took little time at all under the old system. It is widely known that we went with Sierra because the Director screamed at the Sirsi representatives for charging an extra \$10000 or so for an upgraded catalogue interface. So we paid many times that amount for a whole new system that had never been tried in any library and has proved inferior simply by the fact that it is not possible to have two windows open doing different operations at the same time. Sirsi was not perfect, but we had largely worked the bugs out over the course of 5 years or so. This was a decision based, not upon what was best for staff or patrons, but upon the Directors petulant attitude towards Sirsi.

Communication is poor, especially between departments, agencies and administration. It is not at all uncommon for patrons to know about a library initiative before staff, making us scramble to find the details of something we've never heard about. The recent prize drawing for new library cardholders is an example, as well as the recent StoryCorps program.

The library was closer to being a top workplace ten years ago, when great benefits in some measure made up for the hostile culture. However, there has been a steady decline in the past five years in these benefits from the loss of the shift hour to the lack of cost of living adjustments to the evisceration of our health care benefits. The latter is the most distressing as it impacts my decisions in regards to my own care. I have a chronic condition, and often put off necessary visits to a specialist or tests because I do not have the money left from the monthly budget. The

\$1000 the library provides does not go very far. Also, the burden it places on full-time LSA's, many of whom have stayed with the library because of the generous benefits, is enormous. \$3000 dollars represents over 10% of their income, not including the premiums taken out of their pay. For them, it is almost like not having insurance at all. Basically, it is catastrophic care insurance. More is being asked of them. They are expected to be 'information experts' and knowledgeable of technology to a degree never expected in the past. Yet, they are remunerated less than ever. The benefits hurt the most. That, and the work culture, makes for an unsatisfying workplace. It confirms to staff that their needs are not important beyond keeping them from unionizing.

In conclusion, I would call on our Director to retire, and make way for a Director who is just as, or even more, forward thinking, but with a temperament conducive to effective leadership. Leadership that seeks information and fosters communication. Leadership that does not penalize good-faith efforts or critical input. Leadership that has a balanced and generous personality. Leadership that allows staff to feel ownership and be on-board with new initiatives, so that they can most effectively translate them to excellent patron service. I am concerned, however, that when she reads these criticisms, she will cast about for blame. I do not blame the Deputy Director, the Head of Service Operations, or any other member of the administrative staff (perhaps with the exception of the Fiscal Officer, who has a hand in allocating library resources) for the culture of the library. In as much as they struggle, it is mainly due to the knots they must twist themselves up into to keep the Director 'even' if not happy.

The main issue as I see it is Administration has unwittingly fostered an "us vs. them" culture within PLCH, pitting Librarians, LSAs and other staff against HR and executives. Human Resources and Administration offices literally sit on the penthouse level of the Main Library behind a locked door. Non-executive Library staff can't simply walk in, say, to suggest ideas for improvement. Staff often refer to HR and the Executive suite as "The Ivory Tower." Where workers have seen cost of living increases steadily declining, our Executive Director earns a salary roughly equal to the Cincinnati Mayor and Chief of Police combined. Combined! The explanation is that executive payment is at the sole discretion of the Board of Directors, but to pay the Library Head almost double the city's top civil servants is, at best, tone-deaf. The general personnel budget has been cut to afford extra administration, without so much as an e-mailed paragraph of explanation. Calls of itemized personnel budgets for administration in relation to general staffing budgets have gone yet unanswered. I understand executive offices sit behind locked doors due to recent threats against staff, but Administration's physical presence, their poor communication addressing employee's concerns, and the perception of other benefits (such as reserved parking) not afforded common Library workers creates a sharp divide between those running the Cincinnati Library run and those who actually make the Cincinnati Library run. If PLCH strives to be a top workplace, Executive Administration must actually get their hands dirty and work to remove the impression of their living in an "Ivory Tower."

The option for part time employees to enroll in health insurance benefits.

The organization is so large and there is such a turnover rate between Main departments and reshifting of job descriptions that I often don't know who to call to get something done quickly. Rufus isn't very helpful when searching for answers and many of the information is out-of-date or the links are bad. The culture is different at the branches than it is in the departments, so often we have to provide answers more quickly to a customer in front of us. Also, a lot of the information about system-wide programs isn't communicated effectively. Sometimes customers know something before we do. (i.e. Customers knew about the Halloween giveaway before staff did, or we receive posters to promote the book of the month literally the day of or sometimes after even though these are picked months before. Often we get an e-mail about what are you doing for Library Lovers the week of. There needs to be more prep which comes from communication so branches don't have to plan an on-the-spot program.). I would also like to use my PTO when I see fit and not have to rely so much on the branch schedule. Often my coworkers claim the time and I can't be out at the same time because of branch/system policy. I am about ready to max out.

The organization would be top notch if I felt like we were being heard and appreciated. If when we knew that things weren't working, we wouldn't keep going through with it but would regroup and try a different way.

The parking lots at the library branches need better lighting at night. They also need security cameras.

The pay raises are meager and insulting. In addition to that, the fact that everyone's wages will be made equal, despite working for years to get a few extra dimes, is discouraging. Surely someone who has been working for several years should earn at least a little more than a new hire.

The temperatures at the branches I've worked at are unbearable. It is either burning hot and staff are sweating in the backroom for eight hours, or it is bitter cold and we're forced to wear heavy coats and gloves. Little is done to update and improve the HVAC systems.

the people

The relative scarcity of full-time positions makes advancement difficult for part-time staff. The numerical system by which we evaluate employees often seems to produce sub-optimal results - I'm not sure of the best way to change this. Also, administration sometimes might do well to solicit employee feedback before continuing with the implementation of "advancements" that are poorly received by both staff and the public.

The removal of or movement of poor performers to other departments that would better meet their interests. People who constantly complain about their job and changes in their job only bring everyone else down. We need staff who are willing to move forward and realize that their job responsibilities are fluid. We need to be able to realistically tell people - this is the job - get in or get out.

The senior management of this organization should do more to communicate the rationale behind decisions which effect how the staff work. Many seemingly arbitrary and unhelpful decisions which go against common sense are handed down without explanation. The decision to implement mobile only reference in certain agencies without testing the adequacy and compatibility of the equipment, i.e. tablets and wireless connectivity, and software to handle the needs of sometime complex reference tasks, to the detriment of best service to customers and morale of staff.

the top leaders to take time and listen to us

There are three things. The first is wages, and the structure under which raises are given. This organization has been spending a lot of money on bells and whistles that they think gives the organization some kind of status as a "leader" in the library world. They give us tiny raises from an inadequate pool of money per agency, and our piece of that tiny pie is given divided up among our coworkers. This means that we are competing against our coworkers for our little raise, when in fact we are all excellent. This system is demoralizing and disincentivizing. So the solution is a bigger budget for raises and a structure based on each individual's merit. Secondly, our senior leadership is committed to this mobile service, and taking away our service desks. Everyone who works with the public knows this is a bad idea. They are taking away our tools and expecting us to give better service? It's crazy. But they don't care what we think. Just shut up and deal with it. When I have an idea and it doesn't work, I admit it and move on. We could be a top workplace if our senior leaders would admit when they are wrong and have the respect for their frontline staff to listen to us, give it up, and move on already. But egos are involved. Finally, we would be a top workplace if it were not a culture of fear. This comes from the top of our administration. It's the emperor's new clothes; people are afraid to tell the truth to senior administration because if you tell the truth you are not a team player, not open to change, a troublemaker. When we lose our service desk at my branch I will be pretending that I love it, which is what everybody else who already has mobile service does. I will lie. That's not a top workplace.

There exists in this organization an extreme disconnect between upper management and people who actually have to work around the decisions they make. As a lower-tier employee, I am consistently made to feel as if my contributions and ideas about the library are unimportant and that I am just a 'cog in the machine'. If it were just me feeling this way I could get over myself and assume it was just my problem, but many changes implemented by management

consistently make a majority of frontline employees feel extremely undervalued, and the glib attitude in delivering the news, or having our managers do it, is just insulting. Other decisions (such as the recent deskless initiative) seem to be made for the betterment of the public, but without any regard to what the public actually thinks. They were not surveyed at all, and everyone seems so gung- ho about scrapping desks as fast as they can no one realized that many of our patrons still are uncomfortable using the self-checks, which have been here for 10 years. Along those same lines, we have 40 branches in this system, and live in a very diverse city. Not all branches and departments serve the same clientele and some are vastly difference sizes. I don't think all rules can be applied exactly the same across the board, and not all resources can be allocated exactly equally to all branches, when some only have 4 staff members and others have over 20. If staff make requests relating to their or department it's because they KNOW THEIR PATRONS and their needs. Please listen to them I understand that this may come across as simply complaining about the new deskless model or my feeling uninvolved, but these are symptoms of a bigger problem. Admin needs to treat their employees better. You've already got our loyalty; we stay here out of a love of what we do. Please treat us as if you actually care that we keep your library running and the community satisfied, rather than just a series of statistics to maintain.

There have been times when decisions and change have been put into place before I and others have felt completely informed or prepared. Sometimes I think the focus is too much on numbers and statistics. I don't think those in upper management have a real sense of what is happening at the lower level, the branches, etc. Some changes have created negative results where if those working in the everyday workplaces were consulted, it would have been helpful.

There is a gap in communication between the administrative level and the lower levels of employees. Little staff-buy-in is attempted when large, organization changing decisions are made, such as the desk-less reference model or the change in staying for 10 to 15 minutes after close. If the administration were to survey employees and give a better rationale for these changes other than "because we said so" or "because we are leaders in the library community," I believe staff would be more willing to consider and accept change. As an organization, and this should come from the top down, we should also be willing to accept when new projects fail and change results not based on an idea but actual data and customer feedback. Furthermore, staffing needs should be re-examined. I am happy with my department, but I know some branches are understaffed for the foot traffic their location receives/the neediness of the patrons present. Burn-out would be lower if these small but stressful departments were taken better care of.

There is a sense that frontline employees are not valued by Senior Leadership, and that leads to feeling like we aren't all on the same team at times. (1)There is almost no incentive to do well aside from personal integrity and pride. The previous recognition program has essentially disappeared and the new, promised one has not materialized in the year since it was announced. "Merit raises" don't work because many managers understand that cost-of-living

matters so everyone gets some raise, whether it was merited or not. Additionally, the newest pay structure will give new hires the same rate as someone who has worked here for 4-5 years. It can be difficult to feel like loyalty and experience matter when the administration sends you a different message. (2) Senior Leadership will sometimes push out changes (e.g. removal of service desks) without explaining why the change is being made, or the specific way to do it. There also seems to be no asking for feedback. This leads to confusion, resistance, and resentment. Further, when the affected staff ask questions, the responses often don't answer those questions. Sometimes there is even a sense that asking too many questions may put your job in danger. Again, there is a sense that the experience and opinions of the affected workers is not relevant or worthy of consideration. The disconnect between the people who make decisions and those who must implement them is present in many companies, but I specifically think the Library could find better ways to make every employee feel valuable.

There is a very strong sense of disconnect between staff at different locations - greater opportunities to brainstorm/connect/speak with others in similar positions would help increase the sense of being in a unified organization.

There is an obvious disconnect between those who are a part of "senior leadership" and the employees who actually interact with our patrons on a daily basis. It is disappointing that decisions are regularly made with little to no interest in the opinions of employees lower on the totem pole. The desk-free model is an example of this. Downtown IRF employees expressed overwhelming concern and complaints about how this model negatively affects their ability to deliver good customer service and customers also expressed complaints and frustrations at the new model. These concerns were all ignored and the model was implemented at branches where it is still a growing problem for both staff and employees. I would guess that the senior leadership members who are responsible for this decision have never worked at any of these branches or dealt with the specific problems employees at these branches are facing. I believe this organization at times cares more about being on the cutting edge of technology and keeping up with current trends than in actually providing good customer service to our patrons. If we really want to be a top workplace we need to be able to admit when we have made a mistake and take steps to fix the situation. We need to listen to the employees at the bottom of the organization who have the most interaction with our customers. I really feel like senior leadership doesn't care about how their decisions affect employees, they want us to jump on whatever idea they have and blindly follow their lead even when there is evidence that it is not a good decision. Currently I have the impression that doing whatever we can to make customers happy and to make our organization look good from the outside is more important than the impact these decisions have on our employees. If I have an opinion that goes against what administration wants or thinks is right, I know it will be totally ignored. I love my branch and my manager and my coworkers, but anyone above that level seems to only be concerned with making the organization look good above the well-being of the organization as a whole.

There seems to be a need for a more well-informed and considered salary structure, as it continues to be a point of contention amongst many people. In particular, the lowest pay brackets could use some differentiation, since at least two positions that have significantly different duties fall into the same grade.

There's a lot of dissatisfaction regarding benefits. The cost/benefit ratio is very low. Improvement in this area would go far in making this a top workplace.

These are the top four things the Library needs to correct to be a top workplace in my mind:

1. Senior leadership needs to make a better effort to communicate with lower library staff. I have met the director twice in my three years of working here at the library and neither time was particularly inspiring or even pleasant. I have seen my regional managers maybe 5 times in the last three years, both of them seem nice, they just seem to only talk with the manager when they stop in. I'm also willing to bet that neither of them know who I am or what contributions I've made to the library. My only connection to Senior Leadership is through director emails, a once a year visit from the director, and Staff Association Notes. On staff association notes, the responses occasionally seem dismissive to employees' legitimate concerns. It also feels like Senior Leadership makes decisions without getting information from lower level employees. Policies and changes are sometimes implemented before properly tested. For example we launched the tag scanners here at our branch on the same day they were installed. Staff did not have the time to test them or make sure they would work correctly for our branch before the public started using them and of course there were lots of issues. Other branches in the system weren't even done tagging all of their books so launching everyone before this was complete made no sense and didn't help us provide better customer service.
2. Training needs to be better. The trainings we take are not very helpful and are random and forgettable. There needs to be a clear training path that builds a foundation for working here and continues to develop the skills employees will need to have as they grow and move up here. This is a somewhat radical idea, but why not build some kind of in house librarian certification program for all employees. Almost all the employees would benefit from taking classes that are offered in a Librarian program, so why not use that as a template to our training. If employees could earn some kind of Library certification here, it could save them and the library a lot of money on tuition assistance. And if this is not possible, there definitely needs to be better tuition assistance for staff who want to move up.
3. Pay, evaluations, and raises need to be improved. I make \$12.45 an hour which is now going to be about the minimum in my pay grade after consistently getting the top performance raise available to me for the last three years. First of all, a 3% raise barely outpaces inflation, which means at top performance, I can expect to keep up with the economy. I will never be able to actually make a meaningful amount more in my position since my buying power will always stay steady. This leads to the next problem that I am now at the bottom of my pay bracket even after getting consistently high scores over the last 3 years. I will now make almost the same as a new hire. This is a problem for morale because I feel no more valued than a person who is just hired and has absolutely no experience. I was told by HR that even though this would be the case, our wages are still more competitive than other libraries for the same job. This is an answer that

does not address that the situation makes no sense nor does it address that the salary provides a barely livable lifestyle. Instead it justifies these problems by pointing out that others are doing worse. Stores like Costco that provide a \$20 an hour salary for their low level employees understand that there is a difference between being competitive in a market place and actually caring about the well being of their employees. From a business standpoint, they can see that caring for employees increases retention and dedication which can provide better service and lower costs. Plus my situation will only continue to happen here if raises are only 3%. There really needs to be a cost of living wage that matches the rate of inflation for that year, and then on top of that a merit raise based on your performance. To be meaningful, these two raises should add up to at least 5-6% for the best employees. If all pay brackets were adjusted on a yearly basis to account for inflation and other changes this would also probably help from running into a problem like mine. This all leads to the problems with evaluations. There needs to be clear distinct objectives for how to receive each score. I was told by my manager that it really isn't possible for me to get above a certain average because it would require the library to approve more money for raises. I also have learned that the scoring is done differently in different regions. First of all, it's demoralizing to know that there is nothing I can do to get top scores and it's unfair to dangle it out there to employees and not allow us to achieve it. Secondly, if it is achievable, there needs to be clear standards on how it is achieved. If my manager can't tell me how to reach a top level average, there is a problem with the system. Finally, the pay is too low for my job duties. I do 90% of the same work that a librarian does and librarians even come ask me about policies, procedures, and technology but my pay barely covers my rent, car, gas, and food. LSA's should make at least \$15 an hour.

4. More time off and paid lunches. This is just a personal hope but I think this organization would stand out above an average job if it provided an extra 5 days of vacation a year for all employees and changed the work day to an actual 8 hour day by providing paid lunches. In order to be a top workplace, the Library is going to have to get more innovative in how it's going to stand out.

This is an autocracy where long term employees stay for OPERS benefits. Upper management must listen to staff concerns/complaints instead of being condescending or dismissive. Example--we hate mobile service model. There is favoritism in hiring at management levels (people are told/encouraged to apply and then get the job). Regional managers don't always follow HR processes and get away with it. I follow directives out of fear rather than respect. Director made staff 'volunteer' for levy campaigns in 2009 and 2013. Need I go on?

This organization could be a top workplace if Administration (Director) really showed the staff that they mattered. Actually listened to concerns that have been voiced instead of always trying to save a buck at the cost of the staff. Here are some examples:

- 1) healthcare plan used to be a great plan now it's pathetic. How is it fair that a family of 2 has the same deductible as a family of 6-7. Even with a donation of \$1000 that just doesn't help. Not when we went from having \$5 or even \$25 office visits. And that cost isn't even offset by pay increases!
- 2) pay increases not being given for years at a time. If you are able to get a raise so many

hoops have to be "jumped through" to earn it. The raise doesn't even keep up with the cost of living. Since we are a top library and have been awarded as such for 3 years in a row, it would seem that the contributions of the staff would be recognized by Administration (Director) who gets a raise of a much larger percentage than staff. Also this organization is so top heavy that the real worker bees can never get a piece of the pie.

3) floating collections have destroyed the collections. They haven't save any time or lessened any deliveries now we just never have what customers want and some people aren't willing to wait in this on-demand society. Managers and Children's Librarians used to be able to select exactly what the customer's needs reflected. Now the great "Oz" who is so far out of touch with the communities is making all of these important decisions. Our collections are unbalanced.

4) there are no perks for staff. We are treated just like the customer, but we can't place a MOVIE on hold until the day of its release. That's ridiculous and exasperating. We pay fines, we wait for our requests for books but we don't rank high enough to be able to place a hold like a customer.

5) staff morale is way down. Our concerns are not seriously addressed. Staff association is a joke. Project teams are a sham. Administration (Director) has a pre-ordained plan that they force upon the participants so they can tell staff that a group of your peers came up with these ideas. The strategic plans are never fully revealed. What's the big secret? If staff could see the big picture it would be easier to understand than the little samples that are released.

There are probably way more examples to cite but I'm trying to be concise. This workplace needs to be examined from the top down not vice versa. This organization has been a top workplace, but under the current Administration (Director) I don't think it can ever get back to that rank. I truly hope that our comments and effort of doing this survey make a difference!

This organization is top heavy with most of the newly created positions going to non customer service areas (administration etc.) while newly created positions in customer service areas are kept "budget neutral" meaning jobs are eliminated in one area in order to fill new positions. Communication from administration is selective to the extreme. Major changes are communicated at the last moment creating distrust and paranoia. Feedback is discouraged. A more open, receptive and diverse administration would make this organization a top workplace.

This organization needs to be more aware of the needs and concerns of the regular workers. It is difficult to rate this workplace top notch when they give no value for experience when updating to the new pay scale. They have made worthless six years of experience and earned merit raises. I will be making the same pay as a new employee. That is not how a top notch company treats their employees.

The library needs to get rid of the Sierra platform. It does not do what was promised when it was installed. There is no search engine like we were led to believe. The entire system is very slow and response time when switching functions is too long. It makes people working the desk look as if we do not know what we are doing because of the delays. The system we had before was much better. The library took a step backward when they went to the Sierra platform.

This organization needs to realize that support staff are as important as the other staff.

This organization should have more full-time employees. Too many part-time employees are being forced to struggle to pay bills, and the hierarchy of different Library Services Assistants is confusing and muddled in team workplace environments. Often some employees are paid more than others for the same work because of their "status", regardless of seniority, experience, or difficulty of assigned tasks.

The library should establish itself as a top workplace by providing fair wages for fair work, and providing the benefits its employees need, such as covering gender reassignment surgery. Many employees I have talked to are unhappy with the medical benefits offered by the library. There have also been a number of large changes this year that staff were unprepared for and not consulted for.

This organization would be a top workplace if just the overall culture was different. Everyone seems so tense--relax, have some fun, it's just work! Other than that I would say that this is very much a top workplace.

This organization is a top workplace with everyone being willing to change when needed, being inclusive and respectful, and being honest and fair.

This workplace would be a top place if administration observed what those working out on the floor go through on a daily basis. I think a lot of rules/policies are put into place without being considerate to those who actually have to enforce the rules. Like having no desks in branches. It's in place at a lot of companies, but realistically it doesn't work that well at the library from experience. Patrons have made complaints about there not being a desk and not knowing where the point of service is. It'll be great if everyone who wasn't in higher up positions felt included and not just a person who works here.

Though I don't feel that I'm included in this demographic, I know there are plenty of employees who feel their voices are not being heard from senior leadership. Perhaps more direct engagement from senior leadership to lower level employees would benefit the overall morale of the organization.

To be a top workplace, I think that the Senior Leadership (SL) needs to seek feedback and build a better relationship with the rest of the staff. It seems that SL still believes that staff are afraid or resistant to change. They aren't for the most part. However, recent changes have been implemented without any feedback from staff who have greater knowledge of the processes involved. This is what is most insulting to staff. This leads to mistrust by staff of SL. There is a general feeling of fear to voice opposition to SL, believing that to do so will lead to an unwanted

job change or even termination. Staff point to past personnel changes to verify this fear. There is also a general belief that SL places patrons' welfare over staff and that staff's needs are inferior to patrons' (i.e. materials budgets are increased while benefits are decreased). The Executive Director is viewed as distrustful of staff and paranoid, a conclusion reached as more decisions need to be approved by her before being implemented causing unnecessary delays. SL is generally regarded as being out of touch with everyday operations as they are rarely seen in agencies other than the Main Library.

To be a top workplace, we have to show that we care about how staff FEEL.

Small examples include giving staff time to safely get to work on snow days - implement a delayed opening more frequently. This allows staff to be on the roads later in the morning after roads have been treated and after the rush hour times and traffic have cleared. Facilities would also have more time to properly treat parking lots so that they can be safer for staff and patrons alike. This doesn't cost the Library money.

Let staff wear jeans! Such a small thing, but it would make staff SO happy - and doesn't cost the Library money.

Continue to adjust and make improvements to the pay structure - children's librarians should have the middle tier added back in order to be fair and to be compensated appropriately.

Include merit raises for red-lined staff. It's so very important to reward our most long term and most loyal staff members.

Bring back the shift hour for evening shifts.

Include more part-time professional positions. Times have changed and it's important to offer these opportunities and allow staff the choice of a better work/life balance.

Stronger and more open communication is needed between our highest leader and the rest of the staff. Often our highest leader is disrespectful to front line staff and disrespectful to other administrators when dealing with issues. ALL STAFF should be treated with dignity and respect. Administration should be more open to feedback, constructive criticism, and ideas. Often this is taken personally and results in a defensive reaction (and at times punishment.)

The new deskless service models are being met with a lot of complaints from patrons. When staff at these locations have tried to pass along their concerns and suggestions, they were met with discipline. We continue to move forward with other branches and departments without first fixing the problems. It's important to capture what is working and what could go better BEFORE moving forward with other locations. Please listen to front line staff. There should be a way to have both - so that patrons are happy and so that staff have the resources and tools needed to do their jobs well. It's important that staff are happy too!

Please be willing to make changes to the floating collection model. There are many benefits to floating collections. There are also some challenges that have resulted in "drought" branches. If we don't have materials, patrons will not return. Circulation has plummeted. There should be a compromise and a better solution.

To be able to have input on issues, and the input to be implemented.

To consider Patron AND employees in decision making

To enforce more restrictions on the younger, unchaperoned patrons (i.e limited computer access or mandatory children's activities) would not only improve the overall employee experience but also allow employees to devote more time and energy to more job appropriate activities.

To feel valued by Senior Management

To make this organization a top workplace, I feel that there needs to be more attention put on the number of staff members per branch. I've noticed this, from my branch and others, that it is completely messed up. The branch I work at is very small, but is extremely busy and it's hard to get everything done because we do not have enough people. In contrast, another branch has too many staff that half the time they can hardly find work to do, which makes it unfair. They have 5 shelvers but they hardly do work while I'm the only one doing my job and I'm struggling. I believe that by analyzing the branches we can then balance the staff based on the activity of the branch, not the size.

To make this organization a top workplace, I would suggest the the Senior Leadership team take the staff's opinions and comments into more serious consideration. Having no desk has not improved the service our customers receive whatsoever; I think the same results could have been achieved by having a desk and someone "Rove" with a surface. Having Sierra on the floor has been very helpful, but can be utilized with a hybrid of desk/mobile models instead of a desk-less model. The only difference is we can monitor volume better sometimes. When people need help they come up to the "Ergotron" before asking the rover anyway. With no desk we have no room to work and a majority of the time it actually takes longer to help a patron if people have to go in and out of the back room for supplies. Also we don't have any barrier between patrons, they can touch you get really close; intentionally/accidentally see your computer screen, which can lead to a severe breach of privacy. A desk wouldn't allow any of that. Also, not being able to provide monetary change is very frustrating and shows a lack of branch experience in Senior Leadership. It has been very disheartening to see all these changes with the mobile service model implemented without any consideration for the staff's feedback as to how things could be done more smoothly and efficiently. Senior Leadership should be hired from within or shadow branches heavily before starting in their positions. Everyone needs to be on the same page, working in an isolated office for years doesn't yield branch friendly policies. A basic understanding of circulation seems to be lacking among senior leadership, ex. RFID check-in. There seems to be no real opportunity for full time positions. I have seen and heard of many occasions where full time jobs are taken and split into multiple part time positions. This leaves little room for people who want to move up within the library system.

So the basically, in my opinion, the only thing that would make this organization a top workplace is if Senior Leadership listened to staff and made them feel like they were actually contributing to the growth and change of the library system.

To make this organization better – I would begin with a holistic approach of positive thinking. To value all opinions so employees feel that they are a solution and are a significant part to the whole.

1. I would like to see all questions in staff association responded to not referred.
2. I would like to feel valued as an employee by having a better health care plan. Or a better distribution. A couple w/o children receive the same complimentary \$1,000 as a family of 5. You could also raise my salary by \$4,000.
3. Annual cost of living wages would also help.
4. It saddens me daily when I can't put a book into a child's hand that that need and want. Nine out of ten say no to ordering. I feel helpless – they do not want to download or wait. I feel we could use our funds towards children's material on popular titles and classics because they are the future users and you want them to remember the library as a place where they can get what they need. There is nothing more satisfying than to see a child light up when you give them what they want! It makes me feel I'm making a difference in someone's life.
5. To have top of the line technology - and then have proper training on the technology. If you need to close branches then do so to make a stronger better place for all. I'm tired of being compensated.
6. Safety! Protect us and the public by giving us more patron guidelines. Have a backbone – it's o.k. to say no to certain behaviors in order to make it safe for all. As of now, I would never advise anyone to visit the downtown library.
7. Finally, to be able to critique our manager for overall job effectiveness. Another idea is to rotate managers around to avoid job complacency and favoritism.

Top administration shows little regard for the work environment and happiness of staff. Decisions are made by those who have no concept of the day to day workings of a branch and show no interest and sometimes contempt for feedback provided by staff. The most recent and notable example is the move to a deskless model. It is neither wanted by customers or staff. Our customers are extremely happy with the level of service received at our branch. They like to have a desk to go to for help if and when they need assistance. It also provides a certain level of privacy for customers with sensitive needs. Mobile service is cumbersome and difficult for staff. It is physically demanding to carry a surface pro and necessary supplies for long periods of time. And in no way is the customer service improved by eliminating service desks. But, once a decision is made it doesn't matter if it's a good decision. It is a "my way or the highway" mentality. The goal to be a top workplace, in my opinion, is not because administration cares about staff satisfaction. It is merely to say, "Look at us! We're a Top Workplace".

Top leadership is seriously disconnected from rank-and-file. Anything that improves that would improve the workplace. Although the library's mission is to "be the first choice for information"

staff members often do not receive information necessary to do their jobs before the public is informed. Information about planned changes is withheld until the last minute. Respect for employees that is reflected in behavior--not words and initiatives--would go a long way.

Top-level transparency and communication. A more thorough (and communicated) investigation of major changes and more flexibility to modify plans pending investigative outcomes (for example, before committing fully to mobile service model, ensuring that our software can adequately support full mobile...which it currently cannot). Currently I believe locations are staffed to do basic services and programming. Would be good to try to staff so that all staff have more time to complete learning or spend time on new and special services. More encouragement/support for collaboration between locations and departments -- such as more children's and teen meetings. More support (or more vocal support) for staff to take part in external conferences for collaboration with other libraries. We are a large system with many locations and it can be hard for staff to feel connected to the greater whole when they are often isolated at their own location. With current staffing model it can be difficult to spare someone for training or conferences but that should not be the case.

Translate that great sense of teamwork and caring to be on a system wide level instead of mostly on the branch / department level - so that each branch / department has this sense of teamwork as well as a sense of teamwork between locations.

Transparency absolutely needs to be worked on. There are no conversations about changes in operations, initiatives, or policies between senior leadership and regular staff members. Our opinions are not asked for or valued on these matters, and any concerns we have about new policies are ignored or barely addressed. For example, going deskless is a big change coming up. Instead of taking the initiative and talking to staff about their concerns, we are being completely ignored. As a result of this, regular staff members are angry about any changes related to this and any suggestions they have about improving or implementing this decision aren't being shared specifically because senior staff has already proven they are unwilling to listen. A similar conversation needed to happen about changes in pay. We are all aware that something that should have made all staff happy has in fact highlighted the differences in thinking between senior leadership and on the ground staff. Putting aside the problems with the incorrect numbers being released, it is unacceptable that employees' merit raises will not be added on top of the new base pay. Anyone who has been given one of those raises earned them by going above and beyond, and being a resource to their branch/department. To refuse to add their past merit raises onto the new base pay, senior leadership is saying that the actions that resulted in those raises were valueless. That that employee is as valuable to the Library as an organization as any new employee, that their past experience in this organization is useless. Senior leadership is refusing to recognize their most important resource, their staff and said staff's skills and experiences. They are saying that it is now valueless, when before it was being rewarded. There is now no reason to try, seeing as any raises may again be taken away with

changes to the base pay. Any claims that the money was not in the budget are baseless, as the new base rates should have been calculated with the currently held merit raises in mind. This was an unacceptable decision, and the Library is currently losing valuable employees because of.

Similarly, staff needs a way to communicate between themselves that is not the Staff Associations Q&As. Staff is fully aware that this service is not confidential and it heavily limits what is posted and who responds to posts. It prevents frank conversation outside face-to-face interactions. There's a huge delay between a submission and it's posting to the page, there is no way to easily track conversations over several days/posts, and STL takes an extremely long time to respond to questions, even if they are basic yes or no answers that do not require debate. There needs to be something else, something similar to a bulletin board system or message board. This should be about staff sharing their information between members and branches/departments. If someone needs help with simple things, like a tried and true policy or how to do a new task, they should be able to have fairly immediate response from other staff members who already have that information/experience. For example, there is currently a question about recalibration on the Q&As. There's no reason that shouldn't have been answered by anyone instead of the SLT. That is not a change to policy, or interpretation of policy, it's mechanical help and can be given by most staff members. The asker is going to have to wait several days for either the STL to respond or for another employee's response to be posted. A semi-formal way of posting these questions and answers would be incredibly helpful and could also allow staff to share ways they deal with similar situations in various branches/departments.

Safety of staff needs to be taken more seriously. Branches that have security are constantly without their sheriffs. This is just fact. While I recognize that part of the problem is staffing problems on the County Sheriffs' side, that should have been taken into consideration when deciding to contract with them. In my experience, 90+% of the time if a branch is not receiving a sheriff for a shift, they will not be informed. Similarly, requests about changing the hours the sheriffs are at the branches are ignored. This is not a system that's working and it needs to be revised beyond specific branches switching from County Sheriffs to Cincinnati PD. Similarly, patron requests and complaints are given incredible weight while staff comments are ignored. The lack of trust and respect from senior leadership is unprecedented. Some of this may be able to be contributed to the lack of transparency shown by senior leadership, but that is not better than the lack of trust. Senior leadership is incredibly out of touch with staff, their needs and desires, and even what patrons want. This can be traced right back to the 10 minutes extra added to all schedules. This was not explained, and the two most prevalent lines of reasoning are both ridiculous. If this is to make patrons feel less rushed at the end of the night, that is a conversation that needed to happen with the individuals we were receiving complaints about. Similarly, if this is about patrons being found in branches after close, this also needs to be addressed to staff in those branches. Instead we have a new policy implemented without any explanation, and without conversations with staff. Staff in smaller branches with fewer members on shift are now being punished, needing to show up later and being less likely to finish all of their work before opening.

Senior leadership and hiring staff seem to see specific branches and positions as problems to be filled with a body, not teams that should be developed. The ways some of these positions

have been filled is downright deceitful, with hiring staff bringing possible employees to branches without them being open.

Transparency by senior leadership in future plans and appointments at high levels based on qualifications not favoritism. The org is working toward being supportive of a family life and work life balance, but has a long way to go.

Transparency from Leadership.

Transparency. I think with the increasing push for the deskless service model and the corresponding employee frustration, the most challenging part has been the continual push by the administration without regard for the day to day experience of employees. Aside from any small solution such as fewer hours at a desk, a chair to sit on, or a combination of standing and sitting, the key improvement in my view would be to make more clear how and why decisions are being made so that improvements can be made or not made with some input.

Transparency: PLCH has assumed a very top-heavy model, where the few people in administration who make decisions affecting the rest of the staff don't seem to be too concerned or have meaningful interaction with the much larger workforce on the front lines-- aside from the spontaneous notifications of the decisions that they've already made. There is no transparency, and no way to vocalize one's opinions until after something has been executed; by then, it is too late to affect any sort of modification or change in the system (i.e. the sudden change in 2015's SLP registration system, information of which was released May 21st, with trainings offered on May 27th and 28th (one being a Wednesday morning, which automatically means children's librarians couldn't go because of their scheduled storytimes)-- right before the June 1st start of SLP). Most recently, the news about how the pay scale restructuring will unfairly affect part-time workers by eliminating their eligibility for a mid-year raise was revealed after it was reported that over half the PLCH staff had already taken this survey seems quite underhanded. If senior leadership actually cared about what goes on in the library day-in and day-out and how it affects their employees' well-being (perhaps by spending a few days at each branch every year to get the full experience) it would show that we are all, in fact, on the same team.

Security: Once upon a time, PLCH recognized that inherent in being a public institution where everyone is welcome are safety considerations, and they partnered with the Cincinnati Police Department to provide peace of mind and, when needed, the authority of the law, to ensure both patron and staff security. These days, it would seem that the only course of action is for the staff to write up carefully-worded incident reports. Aside from staffing actual police officers at every single branch-- or at least making sure that every branch had an official contact instead of having us dial a non-emergency line-- the use of up-to-date surveillance would also be highly beneficial in all areas of the library: the entrances, the circulation self-checks, various corners and hard-to-see places, and especially, having recently taken the Stewards of Children training, in the juvenile areas. Some of the cameras at the branches are so old and fuzzy that they

render the footage completely obsolete.

Communication: Proper and timely communication is key. Often times, either patrons are more informed than the staff are, or something has been changed/implemented just days before staff are even notified. In most cases, no one even knows that senior leadership was considering changing/implementing something, which makes absolutely no sense, given that their decisions literally affects hundreds of peoples' jobs and daily workload. On a related note, considering how the answer to most questions is "find it on RUFUS", PLCH's internal website needs a massive overhaul.

Respect: Surveys such as this one are a nice gesture, but it takes years of honest feedback and data to actually make anything great. The problem with feedback is that we aren't asked for it for most things, and then when we are, it is misrepresented to support the Senior Leadership's own agendas. The reason Staff Association is filled with so many similar complaints is that people rarely feel as though they've actually been heard.

Ownership and Accountability: We all know that there have been decisions made and hyped up that have flopped (i.e. the Green Machine was more expensive and no substitute for employing living, breathing human beings) and yet senior leadership still tries to spin things in a positive light when the rest of us know otherwise. Most recently, it was going deskless in IRF and at branches as well as the restructuring of the pay-grade to letters-- which never made sense in the first place, and now we're going back to the previous numerical method. It is hard to respect, much less feel loyal, to someone/a group of someones who don't own up to when they've misstepped.

Trust: Senior leadership does not appear to trust that each branch/department can handle their own unique situations; instead, because one person or one branch does something incorrectly or implements something, PLCH then mandates the changes to affect the whole entire system instead of addressing the individual/specific branch. For instance, most recently, implementing the scheduling decision that everyone now has to change their shifts to stay 10 minutes after closing-- there are some branches where that works best, and that should be the manager's discretion.

Clear Sense of Identity: Many of the issues that are brought up in our staff forum are in reaction to the changes illustrated here, as well as others-- and for the most part, the party line is that the library is being progressive when they implement the changes. The implementation is not the issue; it's the lack of dialogue and seeking of opinion and true consideration of the ramifications these decisions will have on the majority of the work force. The library is first and foremost a non-profit organization who people seek out for culture and information; as such, we have patrons, not customers. Administration and senior leadership seem to have forgotten this, as they trend more and more into modeling the library after a for-profit business.

Treating its employees as a kind of patron. Administration bends over backwards to provide innovative service to "traditional" patrons, meaning those utilizing library services from the public side. But staff are often an afterthought, and there is an impression that is left by management and administration that staff are a headache, a necessary inconvenience to fulfilling our mission statement, a group that should be given only as much as is necessary to maintain a manageable level of low morale. Staff concerns are often dismissed out of hand, such as the roving deskless model, where staff concerns about patron access and basic staff comfort are

dismissed as not being willing to change. RFID, while useful, was not implemented with staffing levels to match the added workload, especially in technical services, where all new material is now being RFIDed yet no new staff has been added to keep up with this new responsibility, and as such they are woefully behind on workload. Requests for supplies needed to do a good job go ignored, leaving us to do merely passable work. Flex time for staff in production-type jobs where variable work schedules do not affect the efficacy of the department (such as the Processing and Catalog departments) was severely cut back a couple years ago, which makes it much harder to balance our work and our families. Health insurance benefits are continually cut back, requiring us to pay out the nose before the insurance company starts picking up the tab. If the library truly wishes to be a top workplace, they need to start respecting and listening to its employees in the same way they respect library patrons. Allow us more flexibility with schedules. Implement and fully resource staff recommendations for better patron service. Do not treat employees as replaceable cogs in a machine. Give employees access to decent health care, including equal coverage for transgender health needs. These would all be a good start.

Tuition Assistance for those that would have trouble furthering a career on their own dime. Merit increases barely keep up with cost of living (if at all) and we do not get a cost of living wage to make up for this. Raises are rather small. Better information sharing (new implementations aren't always discussed before the go-live date or staff is notified with very short notice, staff is not always told how will it pact daily business or why they believe it will be successful for staff as well as patrons) Some staff feel as if some of the implementations do not have the patrons ideals in mind as the top priority rather than the ideals of administration or senior staff. I feel as if better information sharing would help with this.

Unfortunately, despite all of the wonderful things a public library can provide for the community, PLCH is a very toxic work environment. I have worked at the same branch for several years, and have become increasingly aware that people are afraid of the administration. While I myself have had very few interactions with administration, I have been warned that I should not ask too many questions or speak my mind, because it will likely get me in trouble. I have heard horror stories of people losing their jobs or being denied promotions for simply asking the wrong question or making the wrong suggestions. Whether these stories are true or not, I cannot say, but the culture of fear persists and until this is addressed the library will not be a desirable place to work. People do not feel like they are being listened to by administration. Decisions seem to be made based on what will look best on paper, what will bring in the most numbers, what appears to be innovative and what will win awards. For example, it is widely understood among staff that this survey is being given because administration wants to win another award, not because they care about the staff.

Specifically, it would be nice if administration addressed some of the real concerns staff had about ongoing activities with the public. Theft is a major problem. DVDs are stolen constantly, it is easy for parents to manipulate child-only cards so they are able to check out more and more DVDs which they never plan to return. I realize this is a nearly impossible problem to fully address, but more can and should be done. Administration turns a blind eye to this and refuses to acknowledge the problem for fear of losing public support. In the same vein, public staff deal

with threats and harassment on a daily basis, but there is little support from administration to ban these individuals from the library across the system. Frequently staff do not even write incident reports because they are more trouble than they are worth as they are told by administration they cannot be submitted as written.

The library attracts a lot of employees who are passionate about learning, literacy, and community. They quickly become disillusioned when they see that the PLCH is more concerned with numbers, statistics, and public perception than actually providing a vital service to the community which empowers and educates rather than enabling.

Updating some of the building aesthetics: maybe adding metal detector functionality to exits, lessen the gaps in the bars surrounding the CLC garden so people are unable to squeeze through the bars.

Upper level management needs a better understanding of how low level employees work, and take their needs into account. Letting employees have simple things like personal space would go a long way in making people happier. The library needs to be a leader in supporting diversity and minorities by actively helping. Back diverse books/movies by and about minorities, not just the most popular titles. Basic steps like medical care for transgender employees should be taken and implemented ASAP. I'd love it if the library was supportive of any staff education even if not directly benefiting the library so somebody could, say, take time off for a 6-week Clarion workshop without losing their job.

Upper management accessible and caring.
Opinions heard. Not being afraid to be honest. Listen to workers along with the uppers who often hand down dictates that make no sense to the job.
Upper management seen as and acting like a gated community.
Reward workers that do exceptional jobs not equally to those that do not.

Upper management being more open to feedback from all staff before implementing (major) changes, more system-wide staff/librarian meetings and training, more chances to get to know our coworkers at other branches and locations

Upper management does not listen to it's employees, patrons and managers. An example is the desk less model. Everyone tells them it is terrible, but they insist it works. It would be nice for them to actually try and use it for a week or two!
Snow days!!! I think the moral of the staff is very low when we have to come to work on days when most of the city is shutdown. Other library systems are closed, but our staff has to risk their lives to come in. Several staff have been stuck in our parking lot because it hasn't been plowed. No patron will die if the library is closed for a day. We are not a hospital. We are not an essential service.

If nothing else, we could delay on such days. Maybe staff could report at 10:00 and the library open at noon. Just a thought.

Bring back the premium hour!!!! It was a little thing, but it meant a lot to the staff. Something simple that was a great job perk.

I've often thought that maybe some of the top administrative positions shouldn't be held by librarians. It might be nice to have at least one business person, just to get a different perspective.

Every year our manager asks for honest feedback. When we do give honest feedback, she gets angry! There should be a way to give feedback about a manager to his/her supervisor. I'm not just talking about negative feedback, but positive as well. I recently had some nice comments to make but was afraid of going over her head.

Upper management listening to the people who work "on the ground." Even though staff is asked to participate in discussions, at least the times I have been involved, I have felt like the decision was already made, and they were just paying lip service to our opinions.

As an older member of staff (age 50 and over) I also feel like only the younger staff are encouraged to continue education and apply for advancement.

Upper Senior management who actually listened to "front line" people. Although they do come to branches in very structured prearranged visits, if questioned about a policy they react negatively. We are expected to tow the company line w/o question. Even if the policy remains the same, it would be help if opposing viewpoints were genuinely listened to with compassion.

Way too many administrators. This is a top-heavy, corrupt organization. The administrators have made it very obvious they do not want or respect the input (feedback) of its employees. It is very common for the administrators to make a decision without consulting staff, or conducting a quality insurance run before throwing something out to the public. The staff are left to deal with very angry customers. The administrators then refuse to concede mistakes and proceed with their implemented plan, damn the consequences.

The administrators here are very insecure and will not brook dissension, or any sort of constructive criticism. They can sometimes be punitive to anyone who questions their motives or actions. Unless you are an administrator, it is close to impossible to get a raise. Haven't had a raise or even a cost of living adjustment in seven years. This is discouraging. Administrators get raises every year. Their offices are in a closed-off section of the building and locked. This speaks volumes about their lack of trust and honesty with the staff. A top workplace respects its employees, respects their input, encourages discussion of procedures, encourages helpful ideas, provides a genuine, positive atmosphere. A top workplace doesn't pretend to have opportunities for raises; it actually does reward its employees who have earned it.

We are a dictatorship where everyone is afraid to express their ideas/concerns in fear that their career will stall.

We are not fully utilizing the talents and abilities of the staff. We are very much a top-down organization where decisions are made almost exclusively at the top level of the organization. While I am not at all advocating a completely democratic approach, we are not currently seeing lead style management from the top. In order to be a top rated employer, staff must feel engaged and a part of the decision making and implementation process. Project teams, as they currently exist, are often comprised of the same handful of individuals who are often implementing a decision that has already been made by administration. By releasing some authority and allowing staff to participate in the decision making process, you will see an increase in engagement among staff and the members of the team making the decision will become ambassadors for the change or decision. In my position, I assume that the line-level employees know the most about their particular position. I don't get that impression from senior leadership. Also, increasing the flexibility/authority of department and branch managers while at the same time holding them accountable for results is the direction that we should be going we are going to be a top employer.

We have a slavish devotion to "Good Customer Service". And there is nothing wrong with that, but sometimes it is randomly implemented. Enough, that it becomes an excuse when implementing a new policy that negatively impacts the staff. I would like to see every once in a while a focus on staff needs even if that slightly inconveniences a patron. There also seems to be a weird culture in the upper management of changing things that work for seemingly no reason, and then never admitting anything we did was a mistake or doesn't work. They make a big sweeping change, and it either doesn't work, doesn't work as well as the former policy, or creates unforeseen consequences, and before examining and undoing or fine-tuning the change, we immediately move blindly to the next big change. So then we have to deal with this new change, which is also full of bugs, while trying to adjust to all the problems created by the last one. And for some reason we can never say, "You know what, we tried it and it didn't work. We're going to go back to the old way." In fact, it usually seems that we just have to blindly pretend everything is better, and move on. This attitude obviously can create major problems.

We need a revised annual employee evaluation system that removes the "scoring" system and instead gives a set proportional cost of living increases on an annual basis to satisfactory performers and no pay increases for unsatisfactory work. Our current system was intended to reward high performance with higher increases in wages, but in reality the increases are very inconsistent between agencies. Its not even clear that this is actually a motivator for better performance, but it is clear that staff fixate on their "score" and experience a high degree of anxiety about them.

Performance evaluation happens all the time, and managers are working with their staff constantly to improve performance. If someone is doing what they are supposed to, it doesn't really help to put that satisfactory performance under the microscope and try to rank individuals against each other. If someone is not doing what they are supposed to, we have a lot of tools in

place for dealing with it, all of which are essentially outside of the annual review process. Additionally, the whole process is incredibly time consuming and stressful for all parties involved. The simpler, the better. Not just for productivity's sake but also for staff's stress levels.

We need better internal customer service- especially between Main staff and Branch Staff. Better security at branches. Check in with staff about their security concerns regularly and follow up on their concerns. Better system-wide enforcement of policies. Example: We constantly get customers coming in saying things like, "They take money at the counter for print jobs at _____ branch" or "They just hand out guest passes at _____ branch." And I know things like this to be true from talking to staff members at other locations. This is terrible customer service. Branches that follow the policies properly look like jerks and it sends the message to customers that we are inconsistent and disorganized. Stop all the Staff Association emails! Seriously!

We need to stop rushing out new services and procedures before staff have completed any necessary work for those services to work. For example we went live with RFID check out before all of the branches had a chance to tag all of their items, and the branch received the pads the morning we went live with it. This didn't allow any of the staff responsible for showing our customers how to use the new system a chance to learn and get familiar with how it worked until we were trying to help our customers. It would be nice if we had a place on Rufus that listed upcoming and potential changes that are being worked on, with regular updates on their progress. This could be set up in a way that provides staff members, especially branch staff, with a way to give input on potential changes that affect the customers and the services we provide for them. Which would hopefully help pinpoint potential problems before we start doing it. It would also give us something to talk about when we have our yearly meetings with Kim. As it is now, those meetings are completely pointless. Instead of having new ideas to talk about, we consider it a successful meeting if we don't get told we need to read our emails. At one time we had an agreement with Microsoft that allowed staff members to get a copy of Office for a huge discount. It would be nice if we could get that back, and possibly add more options similar to that. I wish we had more online training. It seems like most of our required training could be filmed and put on the training site, which would make it easier for the staff and should save the organization money in parking and mileage reimbursements. It would be nice if we actually used the 1-2 hour delay option when winter weather hits. When a storm hits right at morning rush hour, that extra hour or two could make a big difference. It would also give our guys time to get around to all the branches to clean and salt the parking lots.

We perform a vital service, and having all employees feel a part of that is crucial. We also need everyone to feel free to share ideas, and for them to have space to challenge assumptions from higher up. It often feels like we innovate ideas, but there is no mechanism for improvement suggestions. Sometimes staff concerns are not adequately addressed before implementing changes.

We should be able to write citations with confidence because we witnessed the situation. We should be trusted by administration regarding incidents instead of harangued. I don't want the only thing between me and an intoxicated patron to be an iPad. This organization would be better if our administration didn't provide themselves with such cushy benefits and privacy while creating a terrifying atmosphere for employees. We are severely understaffed. You shouldn't have a branch in a high crime neighborhood with only two employees for any amount of time. I feel like our problems are just ignored or treated with disdain. The only reason you are asking us how we feel is so Administration can put us on some list for recognition, when the real truth is that this is a potentially dangerous place to work. Why do you need numerous computers with unfiltered access? We are exhausted and we have no support. Our working conditions are getting worse, not rising up to 5 star status. The policies aren't for the benefit of the library and families, its to benefit Administration so they don't have to deal with the atrocities that are really going on here. We shouldn't have a director that denies us cost of living raises for years, outsources jobs, then gives herself an 8% raise every year. Administration has the tools to fix our problems, but they have become so detached and greedy that they think the employees are the problem.

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 of 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.
- 4) Grossly overpaid administration. Giving yourself a 6% increase when everyone else gets maybe 2% is NOT acceptable.
- 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) Increase maximum pay for staff so that their salaries aren't maxing out halfway thru ought

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) 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.

Well, I used to be super loyal to this organization, and I told everyone what a great place it was to work, etc. But over the years I have worked my rear off for the library, only to have my pay scale adjusted several times now so that I am making the very minimum possible for an entry-level person in this position. It makes me extremely resentful to come to work knowing that, as hard as I have worked for the library and with as many innovations as I have brought to my branch in particular to make it successful, I am making the exact same salary as incoming personnel who have no particular skills as yet. I have more training and experience. I am an Information Expert. I take on far more responsibilities at my branch. And I make the exact same amount as people I am helping to train. When I got this last call from HR informing me how the new pay scale would work, I wanted to turn in my resignation letter that same day.

Another thing that has always bothered me is that managers are told, in effect, that employees are not to be rated a 4 or a 5 on the PMP unless that manager is basically willing to put their own career on the line to prove the employee deserves anything higher than an average, or 3, score. Well, I bust my hump for my managers, and I always have. I wasn't taught to show up and do the minimum. But I go to my reviews and have been told by two different managers that I should be happy with a 3 rating and that they've been told to give 4s and 5s sparingly (I do get 4s and 5s, in case you are thinking this is just sour grapes). As the raises are dependent on your average numerical rating, you then can't earn much more than the average raise, even if you work much harder than your fellow employees. Combine that with the fact that I am now back to earning minimum entry pay, and tell me, what is my incentive to do anything but come in every day and do the minimum work to keep from getting fired (other than my own personal

sense of pride and ethics)? The library has set its PT and lower-level employees up to want to be mediocre. They've lost my goodwill, and I'm quite sure I'm not alone in this. I'm now looking for another job--hopefully one where hard work and dedication are rewarded with \$.

So to answer your question, what would make this a top workplace for me is if the library (1) took some of the thousands of dollars it spends in doing salary surveys and satisfaction surveys, and used it to reward the PT LSAs and others who have been messed about for the second or third time by having their years of working hard for raises squelched because there was "no money available" to fairly raise our hourly rate to reflect the raises we'd earned over the years. And (2) it would help to let the managers use their own judgment in evaluating their employees' efforts, instead of telling them that they must quantify their opinions in order to rate employees above average. Lower-level employees have little way to quantify their performances. Why not let the people who manage them decide how deserving they are?

Well, if we had some actual fucking healthcare, that would help. I think high deductible health insurance is bullshit, but the biggest problem with our healthcare is the gaps in coverage. There is no coverage for transgender employees, or people who are struggling to have a baby. There are other significant gaps in the library's healthcare coverage that I can't think of at the moment, since they don't affect me individually. But they affect people who work in my organization. It's shitty to know that my co-workers aren't getting their healthcare needs covered. I am fortunate enough to be on a non-library health care plan, but it still makes me angry that the one we have is such half-assed bullshit.

It would also be nice if senior leadership actually fucking listened to the employees. They just stay in their glass tower and don't listen to us. What do they even do? They tell us how things are going to be, we don't get to put in any input. Senior Leadership is switching the library to a desk-less service model. Lots of smart people in the library see various problems with this approach, but we aren't given any way to give feedback. Customers aren't given an opportunity to give feedback about the new service model. I hear comments from customers, but I don't have any way to pass those comments on. Any time we give feedback on the new model it is shot down. I wish we were treated as collaborators rather than pawns and cannon fodder to be shot out at the public. Several librarians and I think a partial-roving model would be good, but we have no way to tell that to senior leadership. I am afraid of telling senior leadership what I actually think. I am afraid of being fired for giving feedback, because my feedback is not solicited.

Well, money has certainly been an issue for some of us in the past few years, even with stellar performance evaluations.

We need desperately to hire more people whose faces reflect those of the community, especially in the professional jobs.

Bring back full-time jobs. There is a constant hamster wheel of training new people who leave before six months are out, both professional and support staff. And that takes an incredible amount of time and energy. We tread water now instead of moving forward, doing new programs and learning new things. I have observed that staff does not know our customers as

we have in the past. No one's here long enough to do that.
I think this is a top workplace. Always have.

What could make this a better workplace?

-Schedule issues.

I am part time.

-Scheduling for part time employees is based on library needs. And does not always take into account many part time employees have second jobs. We already have to juggle two schedules. The library treats us as if the library is our only concern in life. It is not. I have two jobs and a private life. A fixed schedule that changes for one time swapping to accommodate for another employees need for a day off is one thing. Changing the schedule every month is difficult to juggle with another job or school. Especially Friday and Saturday which are often also requirements at another job. Making a deal with both employers to always work either Friday or Saturday can work. Telling them I can only Fridays every other week. And Saturdays other weeks doesn't go so well.

-Trying to promote within the system to a better part time job runs into the same issue. The expectation is that I will be available for rotating ever changing schedules leaves me explaining I can't do that because I have another job that needs to know what my availability is for them. I feel that this makes me less of a prospect for promotion and leaves me feeling there is no future for me here.

-Scheduling a month in advance leaves us in a pickle if a need for a day comes up with less than four to six weeks notice! It happens occasionally in life and we are left with few options for getting a day off without significant notice before the day we need off. This is especially burdensome to staff at small libraries or in specific job classes where there are few options for switching with other staff. Maybe we could schedule out with flexibility of two weeks notice to take a day off.

ATTIRE

-Staff dress code should be more relaxed for non-management staff. Sneakers, jeans and t-shirts with no logos or offensive language should be allowed.

-Staff at desks in branches should have chairs to sit in. This would improve customer service because people who stand for long periods are tired and frustrated. This is conveyed to patrons in body language and less enthusiasm in the staff members voices.

JOB DESCRIPTION vs REALITY and FAIR PAY FOR THE WORK WE ACTULLY DO!

Job Description for my position (LSA I) is NO WHERE EVEN CLOSE TO WHAT I AM EXPECTED TO DO ON A DAILY BASIS!!!!

The library has unreasonable demands of us to be all things to all people.

I know libraries are struggling to evolve with the advent of the information revolution. That said we are asked to be too many things.

-I am not paid to be an IT professional. I understand that there are some IT related areas that I should have an understanding of in performing my day to day work activities. I understand that knowledge of our ebooks/music/movies is reasonable for a library employee to know. It is directly related to the library.

I am not in any way compensated to help people with wireless issues on personal devices. Or could be reasonably expected to assist patrons with setting up and using various online

accounts, email, social media, web browsers, how to fill out job applications, paperwork for various other things. Yet we are expected to do exactly that. I am not a personal IT assistant. Not that I do not know how to use some of the things related to software/hardware people ask about. But I used to work in IT at a Help Desk they paid me 15.00/hr. in 1999. The posted requirements for THAT job, from a tech stand point was familiarity with MS Word and Win XP. Yet the job was more technical than this one. From the IT part of this job, I am expected to know far more than I am paid for or is part of my job description or pay.

-I am not a Social Worker at Hamilton County Jobs and Family Services (HCJFS)! Patrons not only come here to fax their paperwork which makes me feel like I work at Kinkos as front desk help. They are told by HCJFS that if they go to the library WE will find and print all their forms for them for free! I do not work at HCJFS. I have no training at all in what paperwork needs to be, or should be, filled out for benefits. I have no idea why something as important as an individual's benefit needs are left to untrained library staff or why the library system thinks it's a good idea to be involved in this at all.

Caseworkers make more than I do and are trained in a way well beyond what is reasonable to ask of me in assisting people with a very personal area of their lives that is not one size fits all. Do you need food stamps, and child care, and rent? Or, do you just food stamps? What programs does the state offer for your children? What about worker training? I am not qualified to answer these questions.

We do a very large disservice to our patrons when we allow ourselves to be intermediaries for HCJFS. I am sure HCJFS is overwhelmed and it's helpful to them to have us as a first line resource. But we are NOT an adequately trained resource. We are taking time away from our defined role as a library to inadequately assist people who need much more than we are capable of providing.

It is demoralizing to me to be put in this position and it is not part of the job description for my job. (Note over the next four paragraphs I was interrupted twice to stand in at the desk so other staff can fax paperwork to HCJFS).

The same can be said of Taxes. Why should people be allowed to come to library staff and ask that we print forms for them? We are better at no getting into tax advice than welfare advice. That said I am not a counter person at Kinkos. It is my job to get the phone number and web address for the PATRON to contact a professional about their tax needs. It is the PATRONS responsibility to print their own forms at their expense or order it from the IRS/State. Not local taxpayers to pay for my time and the printing for an issue that does not relate to the library at all. I am not counter help at Kinkos. I am not a copy machine for other government agencies. I am not sure how many schedule A forms there are for the 1040 (more than one I found out last tax season). I am not qualified to tell you or predict which one you need. It is demoralizing to me to be put in this position and it is not part of the job description for my job.

I am not a day care provider. Everyday people leave their children younger than 10 or even 8, alone in the library. Far too many little kids without adult supervision left to run loose in the library. They run. They shout. They hit each other then come to staff to deal with it. I am not here to watch other peoples children and constantly be required to intervene in who hit who or took someone's computer.

I am not backed up by my supervisors and in turn they are not back up by senior administration when we try to enforce a quiet place free of running and hitting and yelling. Then parents call here and want us to find their children for phone calls, or children call parents several times a

day to arrange for transportation that sometimes doesn't show up for hours. This leaves a child panicked in the library crying. While some of this is part of a libraries day to day operation. There should be clear rules for all patrons including small children to obey.

A library is not a day care. No one should be permitted to use it like one. We are not backed up when immediately addressing misbehavior with an unattended child (or adult too often).

Inappropriate behavior in any patron adult or child should result in code of conduct violations that are handled immediately and progressively until the child/adult behaves or is not allowed to be in the library based on poor behavior. Obviously children are going to be more excited, but they should not be allowed to disrupt other patrons.

I am not an operator or message service. In the same vein as above people want to use our phone to call friends, taxis, Dominos, mom to find out what's for dinner. Or people calling to find out if so and so adult or child is in the library. While I understand that there are emergencies. In non-emergency situations I am not an operator or a message service. It is demoralizing to not have clear guidelines that are enforced as to use of staff as operators or message services.

WORK CONDITIONS

-Sr. LSA's should not be standing at entrances downtown. They cost more than guards. It's a waste of money and they have a murky role as enforcers of bag searches.

-Staff at desks in branches should have chairs to sit in. This would improve customer service because people who stand for long periods are tired and frustrated. This is conveyed to patrons in body language and less enthusiasm in the staff members voices.

-I work in a library that is old and cramped. Too many computers copy machines, printers, childrens AWE literacy computers, books, etc., are crammed together in far too small a space. I know computers are high use items in the library. I feel that addressing the limited space of a small branch by cramming far too many resources too closely together does not make for a pleasant environment for staff or patrons and can lead to fights with patrons who are already crammed together in too small a space. It is a claustrophobic place to work. Again, not a positive environment for staff or patrons.

-Library facilities. In the case of my branch library, the carpet and indeed the whole environment feels dirty and neglected and outdated. We have had two major leaks from the roof causing water to run from the roof on the second floor through the ceiling in the first floor and the basement. Both times ceiling tiles and plaster have fallen off the ceiling on the first floor. We have asbestos in our building. Is that exposed when plaster falls off the ceiling and walls? What about black mold?

There is a window on the second floor that is out of the frame and opened by nearly a foot. We have put in work orders to fix it and it is not fixed. This allows in the elements. It makes heating and air-conditioning (when they work), more expensive and allows for insects and rodents free access to the building. Over half of our building is not handicapped accessible including our meeting room and the second floor which has been closed to the public for several decades. There is an open container of something labeled as hazardous lead waste on the second floor. Again nothing has been done despite work orders. Thank god we are not out in the suburbs where the library would actually have to pay for upkeep of the facilities or senior administrators would lose their large raises!

It is demoralizing to work in this environment and makes me wonder why we are even trying to be a "best workplace" when we leave hazardous led stored in a barrel at our worksite, a library. Maybe starting with basic health and welfare of employees and patrons including small children

would be a better use of our senior administrator's time. Or senior administrators may find that the award is not for best workplace but an award of millions of dollars to employees in a class action lawsuit for unsafe workplace environments is the award they will be losing. Staff does not in general do not like the mobile service model. Many have complained on the Staff Association page. Many have said the model does not work for patrons either. Senior administration seems deaf to the idea of at least surveying patrons to see if this service model is working. Senior administration seems blind and deaf to the idea that the model may not work in every branch/department. Another example of senior leadership ignoring staff and deciding for themselves what they want to see is reality. It isn't always true not matter how much you want it to be.

SAFETY AND SECURITY

There are multiple issues surrounding safety at our libraries. Far too often unacceptable behavior is overlooked or dealt with by ignoring it or not having consequences for poor conduct. A patron has threatened to shoot me. He was suspended for six months. When someone threatened the library administration several years ago, a deputy sheriff was placed outside their already secured area of the library. People who threaten staff or cause or threaten to cause violence should be banned for longer than a few months.

Patrons who repeatedly cause disruption are not handled in a consistent manner, and often the behavior is not appropriately escalated. As a result we have loud disruptive patrons and there are inconsistent or no consequences.

I do not feel that management backs up staff when dealing with behavior issues at the library. Managers have expressed frustration to me that senior leadership does not back them up when dealing with behavior issues in the library.

I would suggest that we get rid of private security guards who are often (but not always) ineffective. I am wondering if it is a big cost difference to hire guards who actually work for the library. This would result hopefully, in more consistent day to day security at facilities that have a need for a guard. There would be more accountability and more power to consistently enforce the rules. I want to emphasize that this is not the beginning and end of the problem. The biggest problem with feeling unsafe in branches is that senior management does not care about our safety or the fact that some parts of the library system are a zoo.

Patrons who are kicked out of one branch often just move to another branch and begin disrupting behavior there. Their cards should be barred as soon for the duration of their suspension. So they do not work at other places.

This is not a healthy work place environment.

HIRING/PAY

-Branch managers/department heads have too much input in the hiring process. Otherwise qualified applicants are routinely passed over in favor of an applicant the specific branch manager/department head knows (often from the very branch/department that has the opening). It's difficult to get to know every manager in hopes of a promotion. It is more difficult when you need to work at these branches to impress each manager when you work a second part time job and have no time to work extra hours at each branch that may potentially have a job open someday.

Hiring should be based on qualifications of an individual. Not what branch manager they know. I think it would be fairer to have a panel of three people interview applicants. Collectively decide in a ranked order who was most qualified and let the board decide who is best based on the

panels recommendations.

I have also heard that Kim Fender has the last say on who gets promoted after the manager has basically handpicked their candidate. No one person should decide for what are essentially civil service jobs.

-Merit pay is a joke.

Expectations do not equal reality. I have only been here about 18 months. I started in department downtown where the other employees told me point blank that merit raises were a joke here. EVERYONE in the department received the same raise each year no matter how hard you did (or didn't work). I was promoted before I could see that for myself there. However in my new job I was told my raise was smaller because I hadn't been in the department very long. What happened to merit? What about the time I spent proving myself in the branch AND the department downtown before that? Raises are at best arbitrary and left to the branch manager, and do not reflect merit in my experience. The people who have been here a while range in opinion on this matter but seem to agree hard work isn't worth the effort. I would have higher morale if the raises were more predictable and fair even if it was on seniority alone. I would still work harder knowing I was getting a fair shake based on quantifiable and predictable levels without the lie of merit meaning something here when it doesn't. It's a lie and it's demoralizing.

I also wonder if it is fair to give each branch a percentage of that branches/departments current staffs pay to distribute for raises. A great employee who happens to get a bigger piece of the pie still gets a smaller raise in a branch where all the staff are relatively new vs. a branch/department where people are on average well above the starting pay rates. It seems more likely to have high turnover in tough branches and thus less money to give out to truly exceptional employees because they are all new, thus causing exceptional employees to leave, further exacerbating the problem of retention in high turnover branches.

I asked about the extra merit raises that are touted in the HR part of Sierra. They are unobtainable. My manager told me the paperwork for a manager to fill out to get any employee those raises is so cumbersome and the process so grueling that it's not worth it at all.

-Innovative ideas should be evaluated by a panel. Not solely the director.

GENERAL

-I do not get the sense that we are accountable as a public entity to anyone outside the library. The county commissioners don't seem to have a role. The state doesn't seem to have a role. We seem to be self-policing with few opportunities for anyone outside the director to have meaningful input. The library board is appointed by elected officials and judges but aren't really accountable to anyone once appointed. I am so distrusting of this cozy situation that I would vote for a union in less than a heartbeat.

-Our budget should be online and available to the public for inspection. All of it.

-Senior administrators should not be given free parking downtown with a mostly private entrance to the building. It is unethical and demoralizing to watch them take a benefit that should be paid for. Our property is not privately owned. It is a public facility and the public have a legal right to be compensated for it's use. There may be a semi valid reason why senior administrators need to park on our property so close to the building. There is no reason they should abuse their status as the senior management team to essentially steal from taxpayers in the form of free parking. What else are they taking advantage of that is not a benefit to all employees or members of the general public? Senior management should act ethically above

reproach.

Senior administrators also receive maximum number of paid time off hours starting the day they are hired. How is that fair to employees who are here for roughly 10 years to work up to that point? They should work for more PTO over time like the people they supervise. To me it's another example of senior management feeling like they do not have to pay for parking or put in any real work to get the best perks.

If I forgave a ten cent library fine on my card I would be fired. Maximum perks on day one like PTO and free parking for senior management makes me feel like I work for crooks. I cannot respect them. I cannot say I feel that we are in a top workplace when I feel like the people who run this public agency are dishonest or unethical.

-The directors title should not be sold. The title should be basic like 'Director'. Two names in the directors title is confusing. Is the director Eve Roamine Coombe, or Kim Fender? I always remember the name in the title and never the person who actually runs the library! We should not auction off titles for public employees, what's next? The Nike Student Shelver, or the McDonalds Teen Librarian? How about the Ronald Reagan memorial Page?

-Two of my direct supervisors have stepped down in the 18 months I have been here. It hurts my morale and I feel that my needs as an employee have fallen through the cracks. No incentive to perform. WOW cards do not matter. Merit pay is a joke and subject to a manager who may or may not be a good manager.

-There is disparity between how urban branches and suburban branches are treated. Urban branches do not seem to have the level and type of programming that suburban branches get. Many times I have heard librarians in charge of programming talk about how little

what I feel is missing is a connection between the administration and the employees and the day to day goings on in my dealings with the public. for instance, when the RFID system was installed there was very little consideration or dialog concerning how to help our senior patrons or patrons with mobility issues use the technology. I received a lot of feedback from older patrons who expressed their dissatisfaction with being told they had to use the new technology. not everyone is comfortable using technology, for a variety of reasons. many people feel like we have lost a very important piece of meaningful connection with our patrons by forcing them to use a system they are not comfortable using. not everyone loves technology. there should be space for people who feel that there we are too reliant on technology (over-digitization) also, I have been a part time LSA with the library since august 2010. now, five and a half years later I only make 81 cents more per hour than someone coming in off the street with no previous library experience would make.

What I feel would make this organization a top workplace would be for the upper administration to actually listen to the staff members. We are not all out to get out of work, we take pride in what we do but, are treated by administration as if we are 16 year old kids trying to get out of work. We believe in what we do, and want to do a good job. We enjoy the work, the customers, the environment, the only serious issue is administration. The encourage staff to use proactive customer service, but could not smile at us in the halls to save their lives. They take desks away from the public areas, to show Proactive customer service yet do not listen when we tell them

that the public is upset by this. They act as if we are resistant to change. We love change if it makes sense! Not changing things, just so you can act like some leader and brag about it at a conference as the next best thing.

What would make this a top workplace is if the leadership would actually listen to its employees. As it stands right now the people that work in the leadership positions have no real direct contact with how things work everyday in the different departments. They see things from afar or on paper and make new regulations and policies based on that. Then they refuse to change their minds about something even when the employees say that a particular implementation does not work, well after trying it for a long period of time. Patrons will even come to the employees about issues that they have with how certain things work and think that we can have some influence in changing it. And unfortunately we do not. It's like those in leadership are breaking the lamp and then telling us it needs to be fixed. Or even sometimes they look at the completely fine, 'in one piece lamp', then tell us it's broken and it needs to be fixed. What makes it so frustrating, is that a lot of the problems that exist in our workplace would and could have easy solutions. But it would require those in leadership to actually ask the staff how something works or how it would work in the department and library, seeing as how they are the ones that would work in the environment. Or they could at the very least take into account that the employees that they hired have the astuteness to know why something in their department works and doesn't work. And that those in leadership can at least accept that those employees might know what they are talking about and actually listen to the problems even when they don't ask. I can understand how there might even be other things at play that we as employees may not know or might not be privy to that can affect decisions that they make. But in those cases, it would be easy for them to say that, instead of brushing off whatever issues there are under the guise of some other reason that makes no sense when explained.

What would make this organization a top workplace is if Sierra/Encore didn't crash on a relatively regular basis. I have never worked anywhere where the computer system crashed as regularly as this one does. When Sierra crashes regularly we instill a lack of confidence in our patrons, which is not a good feeling for them or for us. Secondly, our system does not seem to be able to handle as many users as we have logged on between 3p-6p, which necessitates waiting for the computer to boot up and then waiting for Sierra to load which can take upwards of 10 minutes, which again instills a lack of confidence in our patrons in our ability to provide timely assistance to their needs.

When I first started working here, there was more autonomy and we were considered different from other organizations because we are a non-profit. Later, a more corporate model was adopted which made the organization top heavy and people were viewed as replaceable and there was no longer any job security. There has also been a great deal of micromanaging which has instilled a sense that we are always being watched and not to be trusted. Also, people have been moved to different locations without any consideration and without discussing it with the individual before hand. Important decisions are made at the top without, without input from the

staff, and the full impact of these decisions is never fully considered. The staff has to learn how to deal with the fallout. Generally, moral is low, there is little loyalty, and there is fear of retribution if you try and voice your opinion. We don't feel as if the administration cares about us and we are at their mercy. There used to be a strong staff association and we were given a voice through committees. That no longer exists. Also, the professional staff, librarians, no longer are considered as important as they were in the past. All the time, the professional positions are disappearing. Even with all this, it is a credit to the staff that many of us still feel that what we do is important, even if the administration does not.

When I said in the survey that I have a strong sense of loyalty to this organization, I meant that the loyalty is who I am. I take my job seriously. I go the extra mile. I don't feel that it's reciprocated necessarily. I would need wages that correspond to the length of my employment. I have 10 years of service here. I do not make a living wage. With an income of \$13+ per hour, I am not able to pay monthly bills with my paycheck alone and yet I work fulltime x 10 years. The ONLY way to improve one's income is to hope you are promoted for one of the limited jobs that are controlled by nepotism. I have NEVER gotten an annual raise over 35 cents/hour. Our director always says there is not enough money for cost of living wage increases. She is aware of money being wasted however. Here's a for instance: this organization is willing to spend \$20,000 to buy 900 copies whenever James Patterson (and numerous other authors) has a new release book. Patterson releases a new book about every 3 WEEKS. The glut of Patterson's previous books quickly lose their shelf life. There's no interest by patrons. Most of those 900 copies will be discarded within the year. The waste of money is horrendous !! The employees who work at the branches have a pretty good sense of what works; what patrons like; what gets wasted; where costs could be cut. Do we get invited when new plans are being discussed ? NO. Our input seems to be meaningless. Here's a for instance :The new, very expensive RFID tagging program should have been tested for a year before setting it up at all the branches. It doesn't work the way it was advertised. Patrons can't get it to work and items are leaving the library without being checked out. The director says our circulation numbers have dropped. Could it be that circulation numbers are no longer accurate because things aren't getting checked out ? Could it be the fault of the RFID system ? MAIN Library took its desks away and you can't find staff anywhere. I don't work at MAIN; I just recently visited there. The 3rd Floor was like a ghost town. I couldn't find my way around, couldn't find staff, so I left. Is that a good customer service model ? NO. Why doesn't the director listen to us ? That's the question on everyone's mind.

When I was a patron before I was hired, I was struck with how unfriendly the library staff was to the patrons. I noticed this behavior in several branches. The Main library was the only branch where I was made to feel welcomed as a patron. When the library opened, I would say "Hello" to the librarian who was opening the doors. I rarely got a response. Now that I'm an employee, I make sure every patron is greeted and welcomed to the library. This is something I strongly believe in, making everyone feel welcome to the library.

While I believe that the library had little choice but to move to a high deductible plan for its employees, I do not believe that the overall benefits package was adequately considered when making this transition. Just over three years ago this organization restructured the salaries cutting almost 10% from the incoming librarians pay. They have since decided to increase beginning pay for entry level librarians, but this pay is still not remotely competitive considering how much an employee must pay for out of pocket medical expenses. In addition to higher out of pocket medical expenses, 10% of our pay goes directly to OPERS. PLCH, used to be known regionally for their exemplary benefits package would attract the very best librarians and staff. In my opinion it is now considered to be just like any other public library organize in the area. I believe that administration should strongly consider a shift differential for evenings and especially Sunday shifts. If staff are required to work on Sunday they should either be given the option to work an 8 hour shift just like any other work day, or be given compensation equal to an 8 hour shift for working that day. It is unreasonable to expect staff to either work 9 hour work days, a six day work week, or use PTO to offset working on a Sunday.

While I do believe that the pay is relatively fair for the job that we're doing, I find it difficult, as a part-time employee to justify staying in my position, when it is certainly not enough for me to support myself. I want to continue in this field and am working to get my MLS, but the job prospects are not heartening. The majority of fellow employees that I've met in my time here have all been incredibly intelligent and hardworking, and when you think about what we're all capable of and asked to do, it's rough to think about how many people are putting that much effort into a part-time job. I understand that with budget cuts it's difficult to support a large full-time staff and their benefits, but it's also terrible that people have to go somewhere else to be able to pay their bills or that, in my case, I have to go into debt in order to *maybe* get a better job and one that may not be in a this system that I've already put time into. So even though our library is supportive of its employees, I just wish there were more opportunities to advance or have branches more fully staffed.

While it is not so much my belief but rather responses heard from other staff that they do not feel appreciated as staff members. Many people feel as though Senior Leadership implement new initiatives without considering the thoughts or feedback of frontline staff to which these initiatives impact most. Communicating these endeavors and enticing feedback from staff would aid in the acceptance of these initiatives, staff morale, and ultimately help make this organization a top workplace.

While it isn't something I need, I believe a lot of employees here at the Main Library would like on-site day care, or perhaps some paid benefit at an off-site location for employees at other locations.

While the administration are big on "ideas", they have NO Interest in hearing any comments or suggestions from staff on how it is going or what could be done to make the idea more

successful. Staff are never involved in such moves and yet it is staff that must live with such decisions. If an idea is implemented, there is once again, no interest on the part of administration as to whether it is working well or liked by the public. Comments are then hand picked and that idea is deemed a success on the part of administration. They do not want to hear from those on the front lines as to what could be done to make the system run more smoothly with more positive reactions from the public. The mobile service model could work and be pleasing to the public if staffed properly. The mobile service model could work with better staffing, reliable equipment and a central service desk that customers could gravitate towards when seeking assistance.

With the recent restructuring of pay scale people in the middle of their salary range got a raw deal and not much is done to address or rectify this problem. There is no one standard for weeding out older materials. For us to be good stewards of people's money we have to make sure that we are not weeding just because someone wants to revamp the collection or rearrange the stuff. Do not buy a million copies of items for which the interest and demand will dwindle in a couple of months. We have to be judicious and open to revising the policies based on the feedback of customers and public service staff members, If a particular piece of equipment or policy does not work, admit that it was a mistake and change it. For committee memberships pick people who have not served on any committee before and infuse some new blood in the committees. Do not always pick the same people to serve on all committees. Provide more anonymous outlets for constructive criticism and do not penalize people for expressing their opinion. We do have to have a good re calibration process for items received in the mixed bins so they routinely do not get friended or withdrawn. Most important step will be for the SLT to get feedback from the front line staff and value that feedback.

Yes
