



Scan for slides



Nothing Ever Changes ... Or Maybe It Can! Let's Begin by Listening

Tracie Krumbine, Becky Croxton, & Kim Looby

University of North Carolina at Charlotte
J. Murrey Atkins Library

NCLA 2023



Today's Session



✦ **01**

Introduction

02

What got us here?

03 ✦

How are we doing this?

04

What do we do with the information?

05

Conclusions



01

Introduction





**Tracie
Krumbine**

Patron Services
Manager



**Becky
Croxton**

Head of Strategic
Analytics & Special
Projects



**Kim
Looby**

Instruction &
Information Literacy
Librarian



Objectives

Session attendees will learn how to:

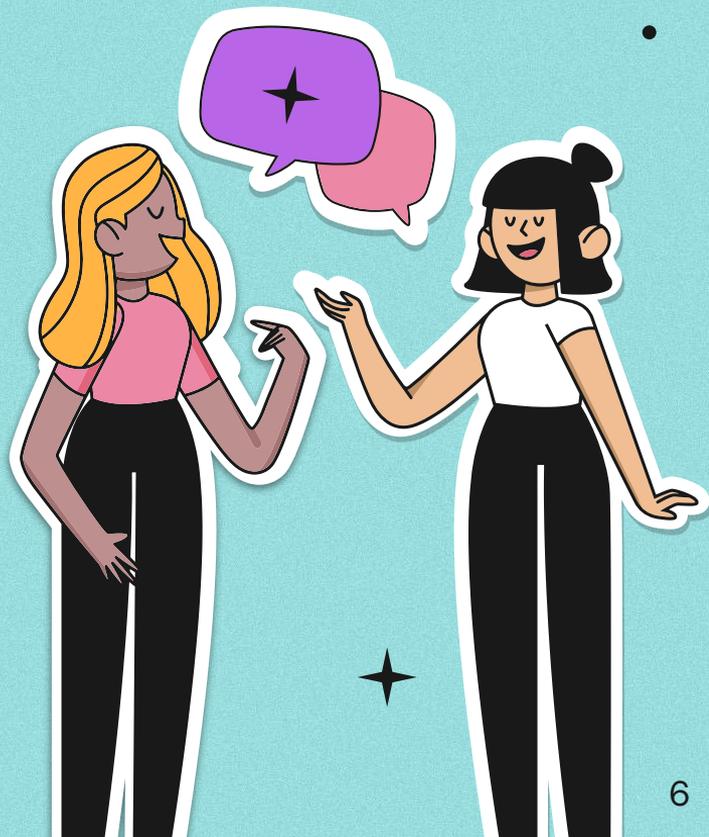


1. Structure and facilitate employee Climate Conversations in their own organizations.
2. Identify types of questions that encourage valuable and engaging sharing.
3. Utilize the information shared in the listening sessions to determine actionable items.
4. Ensure the work of the Workplace Climate Committee is transparent and actions are taken to enact positive change in response to employee feedback, concerns, and suggestions.



02

What got us
here?



Evolution of Committee



Library Workplace Climate Committee Charge



1

Research best practices & approaches to improve workplace climate & well-being.

2

Create opportunities to share in an emotionally & professionally safe manner.

3

Investigate how flexible work arrangements impact workplace functions, norms, and culture.

4

Gather input from employees.

5

Provide recommendations to Steering Committee & others as appropriate.

Library Workplace Climate Committee Charge



1

Research best practices & approaches to improve workplace climate & well-being.

2

Create opportunities to share in an emotionally & professionally safe manner.

3

Investigate how flexible work arrangements impact workplace functions, norms, and culture.

4

Gather input from employees.

5

Provide recommendations to Steering Committee & others as appropriate.



3 Ways for Employees to Communicate with Committee

1

**Climate
Conversations**

2

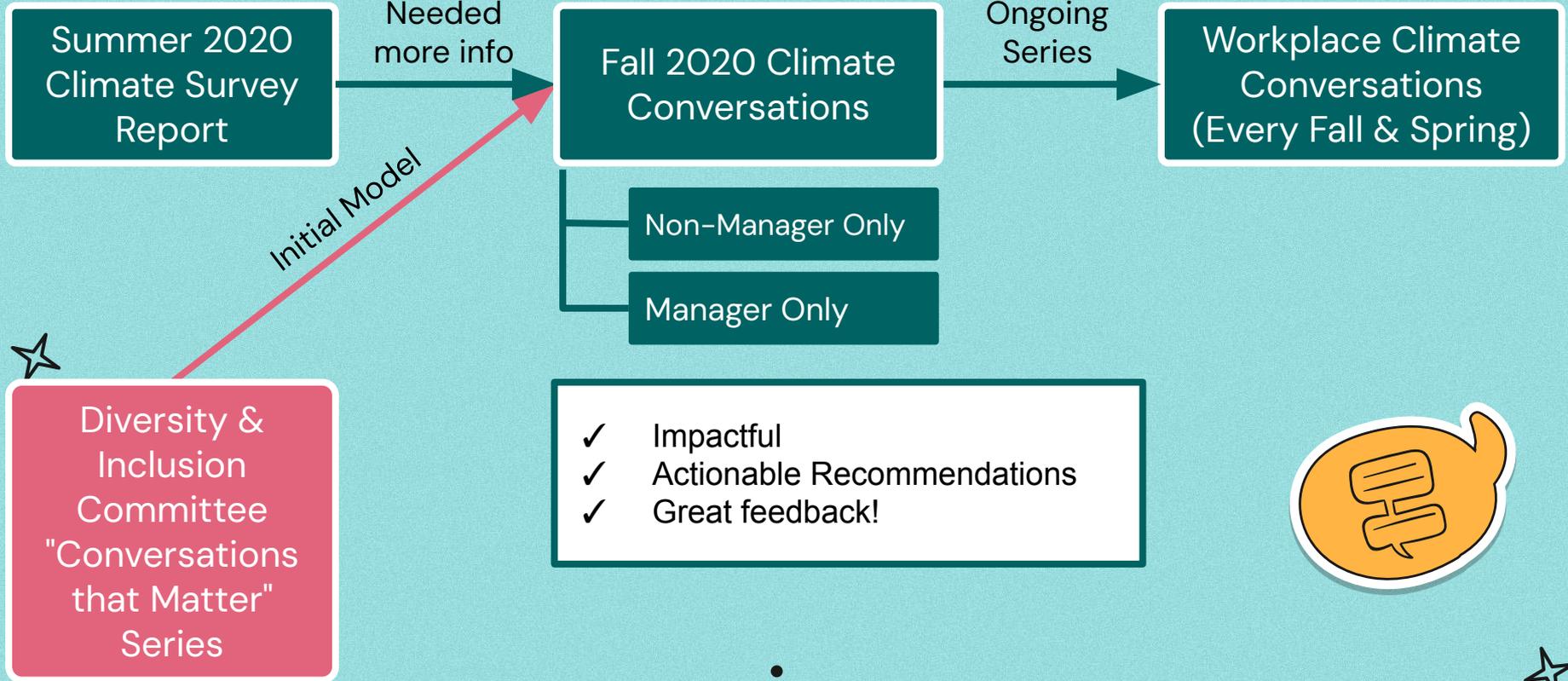
**Workplace
Climate
Committee
Feedback Form**

(anonymous or private)

3

**Workplace
Climate
Surveys**

Evolution of Climate Conversations



Climate Conversation Feedback

"This type of discussion/commiseration is more helpful and valuable to me more than anything else."

"Can we keep doing these periodically?"

"Appreciate that this is a safe space for these conversations."

"We need a place to vent/get things off our chest."

"It is good to know you are not alone."

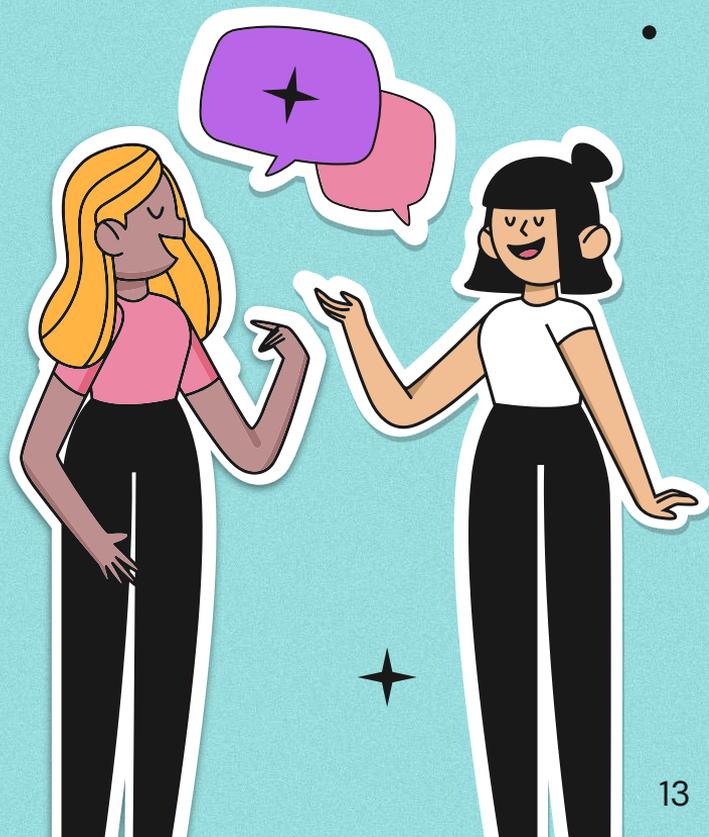
"We don't usually get to provide feedback this way."



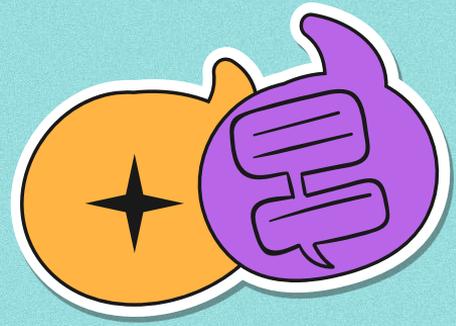
03

How are we
doing this?

Lots of planning!

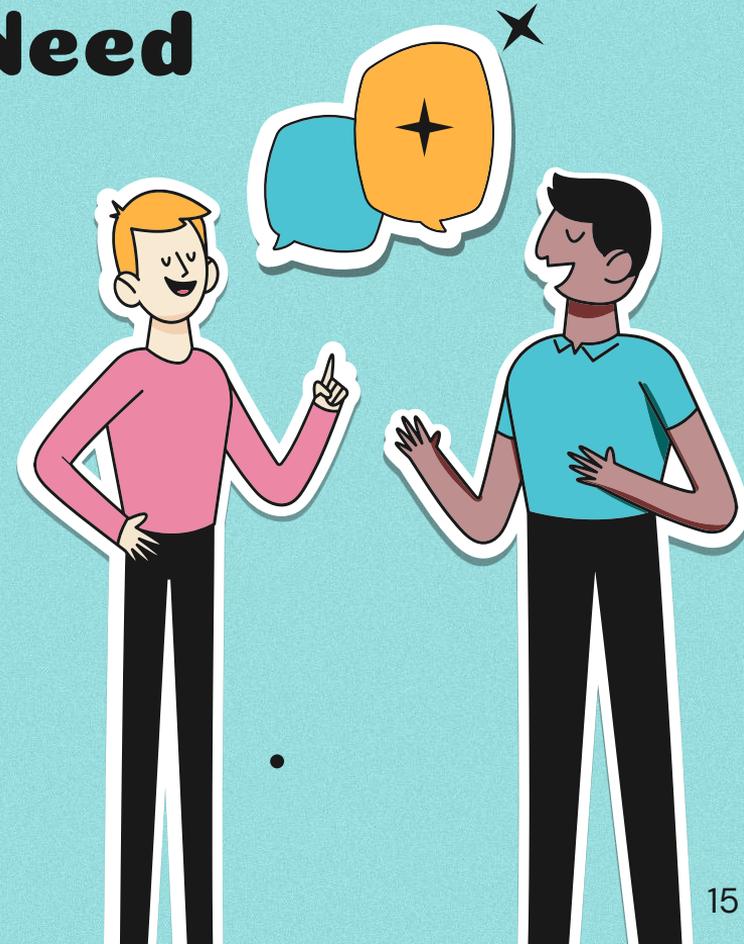


Planning



★ Planning: What You Need

1. Zoom (see comments later about the chat function)
2. Two facilitators
 - a. One to speak
 - b. One to monitor the chat
 - c. These can switch
3. Notetaker
 - a. This person captures everything said and keeps it anonymous
4. Slides with rules, questions, etc
5. Pick dates and send invites!
 - a. Try to offer two different dates and 2 different times
 - b. Exp Tuesday at 10 and Thursday at 2 in the same week





Notes: Managers vs Non Manager



- This let everyone be more honest without their supervisors present and also let supervisors share their specific perspectives and/or concerns with each other.
 - Having folks in different conversations let more ideas flow more quickly.
- This way people could speak more openly with those who may have similar frames of references.





Different Lenses



Managers

- Candid
- Problem Solving
- Best Practices
- Similar Challenges
- "Support Group"



Non-Managers

- Enables Honesty & Safety
- Discuss Generalized Grievances & Challenges

People could speak more openly/freely/candidly/honestly with those who may have similar frames of references.

Notes: Ground Rules & Expectations

★ Since we knew that a lot of these topics could become emotionally charged or could get side tracked; we share rules and expectations at the beginning of each conversation. We took this from another colleague who put these together after facilitator training she did on her own. Our library holds other conversations (for library employees only) that are on difficult subject matter so there was already an established culture of participating in these conversations.



Planning Questions



1. Questions

2-4 Themes
2-4 Questions per theme

2. Committee

Choose themes and suggest questions

3. Facilitators

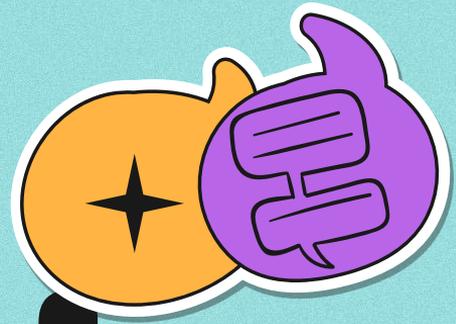
Fine tune themes and questions

4. Committee Again

Final approval



Tips and Tricks





Zoom Chat Privacy



This was our most “genius” thing we came up with

- If people wanted to submit an anonymous comment, which wouldn't be possible in a face to face setting, they could send it to either of the facilitators to be read out loud.

Maybe 20% of our comments came in that way.





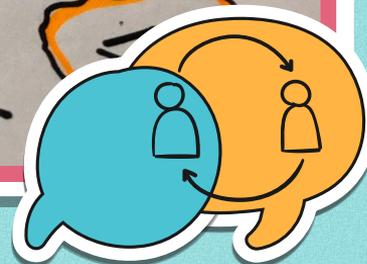
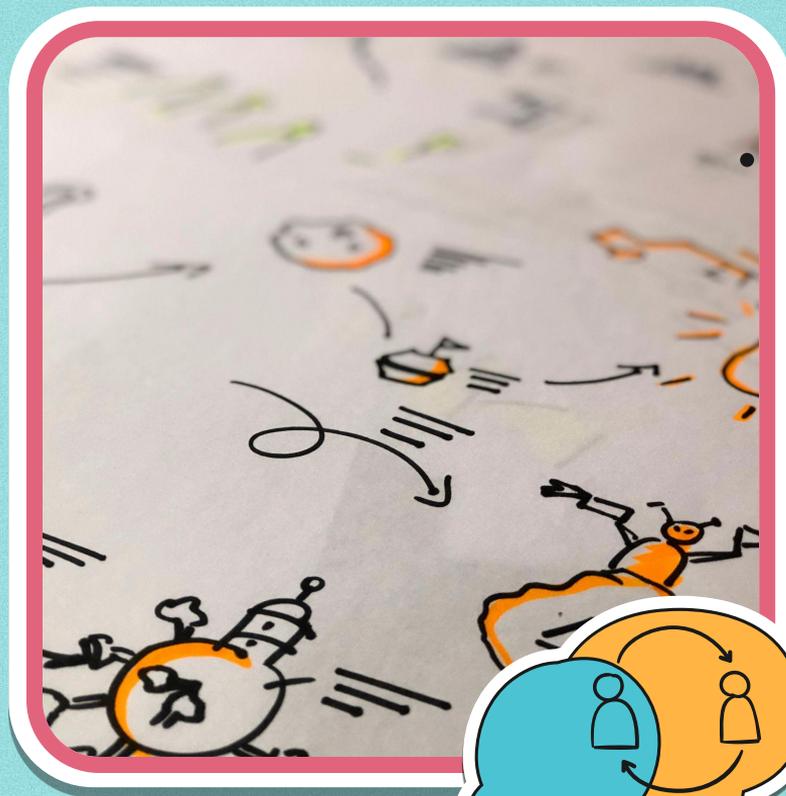
Open Swim: Padlet



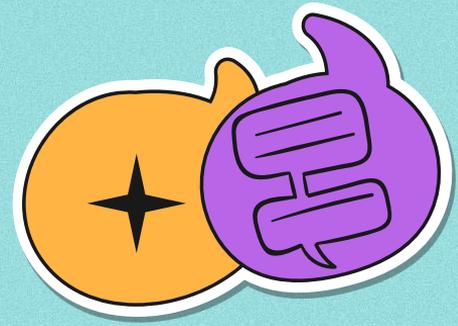
After a few cycles of these conversations, we wanted to let the attendees drive the conversation.

- We had one planned topic then let everyone choose the second topics/questions

We opened up a shared padlet with some sample questions and let all attendees enter their own questions. Then participants could “heart” their favorite questions and the one with the most “hearts” (votes) would be discussed.



Example Slides





EXAMPLE SLIDE 1: Why We Are Here

1. This conversation is a follow up to the Faculty/Staff survey sent this summer.
2. We have prompts, but open sharing and discussion is highly encouraged.
3. As we are going through these questions, if you have any examples or suggestions, please let us know.
 - a. Examples will help give specific ways of making changes and provide context.
4. Themes: Workload, Reaching Your Full Potential, Dealing with Conflict, and Communication



EXAMPLE SLIDE 2: Ground Rules & Expectations

- ★ 1. Honest sharing will help us move things forward. For that reason, no recordings will be made of session. Notes will be taken, but no name will associated with comments. Participants are asked to keep information shared here private.
2. Participants must enter the forum willing to listen and learn.
3. Participants will regard personal lived experiences as their truth.
4. Participants should be mindful of how much they speak to recognize that every voice will be heard. Everyone is invited to speak, but is not required.
5. Participants must be respectful of others in stating differences.
- ★ 6. Participants are asked to speak to everyone in the room, not just the person who originated the comment or questions.
7. Participants should be aware that this forum may put you in a vulnerable state.





EXAMPLE SLIDE 3 : Goals

1. Collect information about things that are working well
2. Collect information about things that are not working well and we could do better – offer solutions





EXAMPLE SLIDE 4 : Theme and Questions

Theme: Reaching your full potential



Questions:

- How do you visualize reaching your full potential at the library?
 - What support do you need to reach your full potential?
 - What does your supervisor need to know about you?
- What does a supportive department/supervisor look like to you?

EXAMPLE SLIDE 5: Padlet Example

:Padlet

Becky Croxton + 1 • 6d

What's on your mind?

What would you like to chat about today?

Can each team have decisions on WFH days -- amount and which days?

♡ 11

I've heard there may be a set day (Thursdays) for All Staff, Steering, and Unit meetings to occur in person. What if I'm not comfortable attending in person meetings?

♡ 9

Types of accomplishments that the library should recognize.

♡ 6

What are some ways that to build morale and work-life balance for individuals who are not eligible for flexible work arrangements?

♡ 6

Ways to recognize employee accomplishments.

♡ 6

How to professionally support colleagues who are experiencing grief.

♡ 7

Transparency around decisions that affect the whole library

♡ 7

How to bring about enthusiasm for our work!

♡ 1

I'm tired of Zoom. Is there a way we can collaborate and communicate outside of Zoom and hybrid meetings?

♡ 0

I don't get to see the folks in person who were hired around the pandemic and since. How can I see them more?

♡ 1

How to help a colleague struggling in their role or department.

♡ 5

04

What we do with the information





Facilitators



1

**Organize
feedback
into themes
and
subthemes**

2

**Neutralize
feedback to
ensure
confidentiality**

3

Draft Report

4

**Share report
with
Workplace
Climate
Committee**

Workplace Climate Committee



- **Propose recommendations where possible**
- **Share minutes of meeting with all library staff, which includes draft report**
- **Share recommendations with library leadership and Steering Committee**

Steering & Library Leadership

- Report shared with Associate Deans.
- All library employees are welcome to attend Steering meetings
- Discuss proposed recommendations and provide input
- Assign action items and responsibilities to committees or individuals
- Steering minutes shared with library that includes action items





Changes Are A Comin' & What We Learned



Before

After

Lack of autonomy within units to make flex work decisions	Unit leaders have autonomy to make flex work decisions
All meetings in person	Hybrid meetings offered but in person meetings are encouraged
Unclear when committee meetings were held	Committee meeting calendar created

05

Conclusions



- Conversations have helped us uncover and address concerns and ideas that may not have surfaced through more traditional channels.
- Pleasantly surprised by how many people did participate and share feedback -- many anonymous sharing.
- Facilitators needed to break the ice to stimulate sharing.
- People seemed to appreciate being able to share their thoughts with coworkers.
- Facilitators needed to be flexible to let topics evolve and not force a change due to time limits.
- Separate manager/non-manager conversations important for sharing.
- Establishing trust and following through on things is vital.

Q & A



Contact us for more info!



Tracie Krumbine

Patron Services Manager
tkrumbin@charlotte.edu



Becky Croxton

Head of Strategic Analytics &
Special Projects
becky.croxton@charlotte.edu



Kim Looby

Instruction & Information
Literacy Librarian
klooby@charlotte.edu