



2020 Culture & Engagement Survey Results

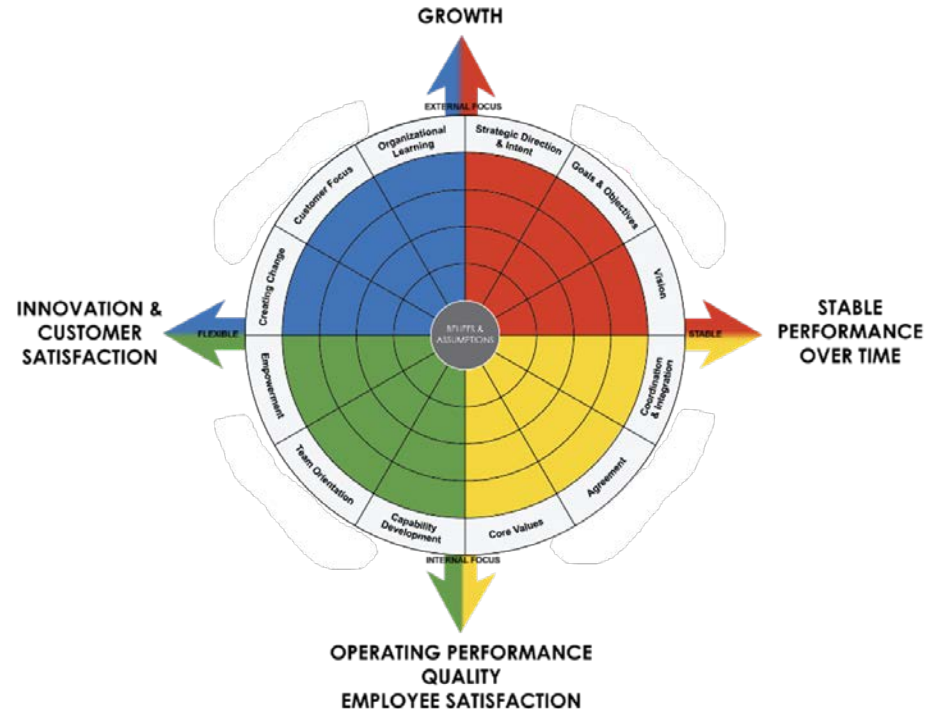
February 8, 2021



Overview of Our Model



- Culture is linked to many critical performance measures.
- Culture is about the 'collective' effort of individuals and teams and collective perceptions of the organization.
- **More color is better.** High scores indicate that individuals are clear and aligned regarding **what** to do, **why** to do it and **how** to do it.
- Less color often point to **uncertainty, ambiguity, or confusion.**



The Denison 'Systems' Model of High Performance

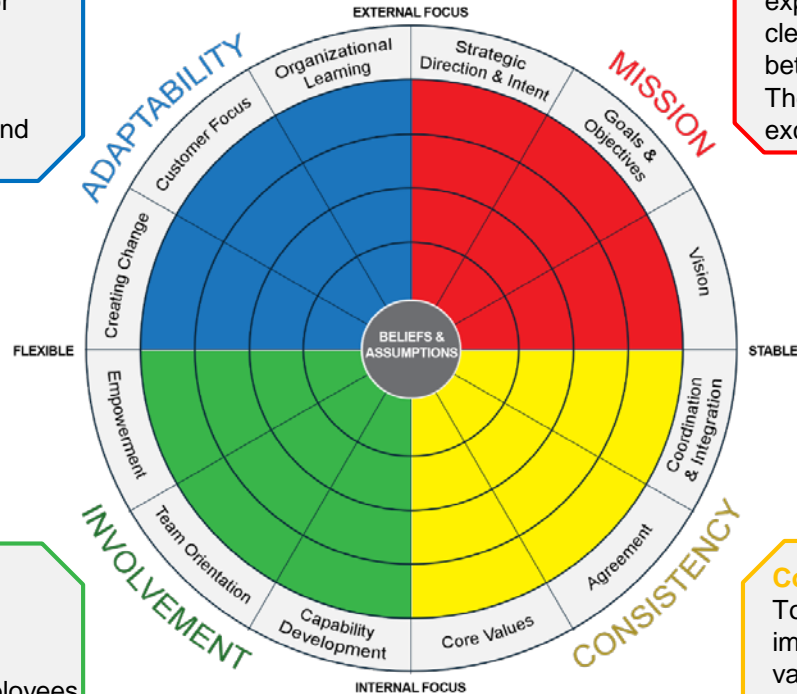


Adaptability

High performing organizations go beyond 'responsiveness' and proactively look for new and improved ways to do work. Successes and failures are considered learning opportunities. Customer needs and expectations are both understood and considered as decisions are made.

Mission

Employees need to know what they are expected to do AND why. When Mission is clear and aligned there is visible line-of-sight between near term and long-term priorities. The longer-term purpose of the work creates excitement and motivation.



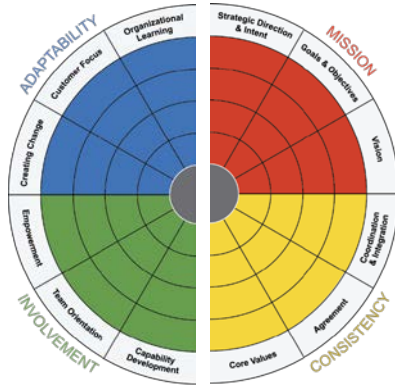
Involvement

The workforce must have the skills and information to execute against strategies and goals. Teamwork should be encouraged and practiced. Involved employees feel valued, believe they can make a difference and act with a sense of ownership.

Consistency

To maximize execution in the workplace it is important to be able to coordinate across various boundaries and eliminate silos. Problems must be resolved, and agreement reached. Core Values set clear and consistent behavioral expectations.

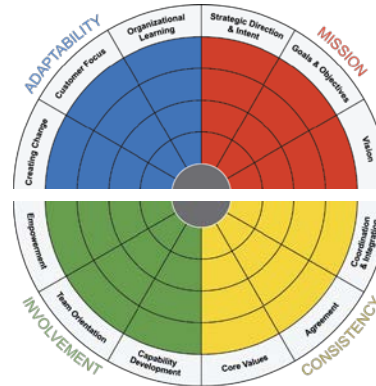
Balancing Dynamic Tensions



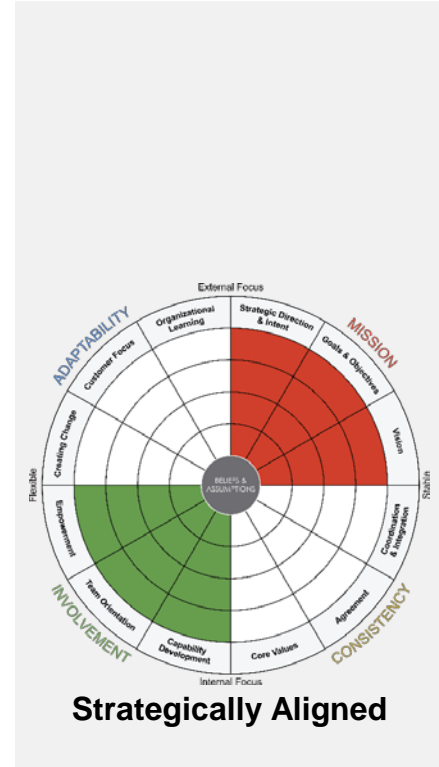
Flexible & Stable



Adaptable & Integrated



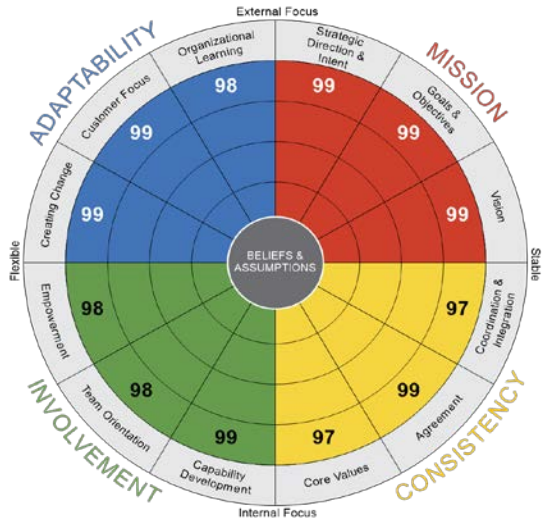
External & Internal



Strategically Aligned

Culture data should do 3 things:





Overall Results

Organizational Culture Assessment Results



Highlights of Overall Culture Results



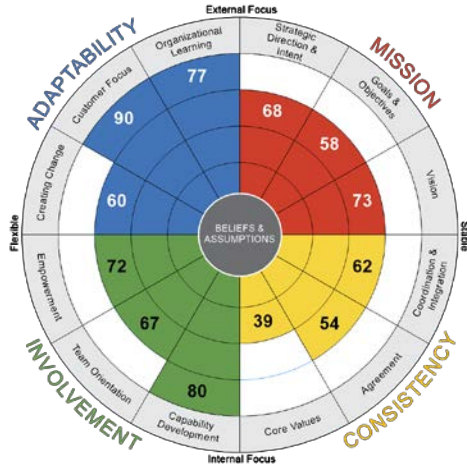
- ***Notable increases in clarity and alignment in 7 of the 12 Denison Indexes (10 percentile points is significant)***
- ***We have not only maintained levels of clarity we have increased levels in 7 indexes***
- ***Understanding what the Library District has done to maintain and increase levels of clarity will be further evaluated and explored by the Leadership Team and potential focus groups with staff***
- ***Notable increases in clarity and alignment for ‘classified’ staff and sustained clarity for hourly staff***
- ***All department level data indicate greater levels of clarity now than in 2019***

Highlights of Engagement, Trust, Innovation, Commitment and Diversity and Inclusion Results



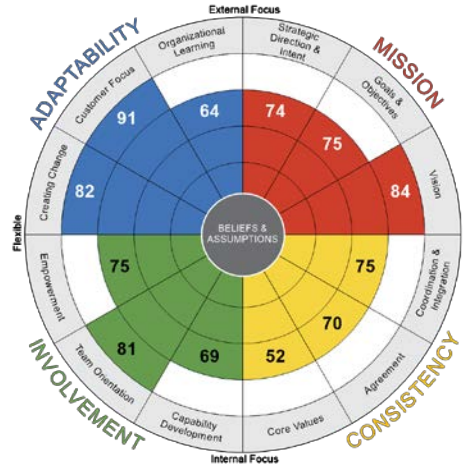
- *Overall Engagement scores suggest lower levels of engagement now than in 2019*
- *Trust results suggest greater levels of trust is experienced by employees now than in 2019*
- *Innovation scores remain stable with the exception of the level of support employees feel for new ideas decreased*
- *Commitment scores suggest minimal difference between 2019 and 2020 except for their overall commitment to the organization*
- *Diversity and Inclusion scores indicate a more critical view of a sense of pride in the organization's diversity and the hiring practices, as well as the organizations ability to minimize subtle acts of discrimination*

2019: Overall



N = 64

2020: Overall



N = 90

- Notable balance and sustained levels of clarity and alignment
- Significant increases in clarity and alignment on 7 of the 12 indexes
- Team Orientation, Agreement, Goals and Objectives and Creating Change are the most notable increases
- Organizational Learning and Capability Development decreased significantly which warrants a deeper dive into the 'why' behind the lower scores

QUARTILE

1st	2nd	3rd	4th
1st	2nd	3rd	4th
1st	2nd	3rd	4th
1st	2nd	3rd	4th

	2019 Overall	2020 Overall	DIFFERENCE
Mission N =	64	90	
Strategic Direction & Intent	68	74	+6
Goals & Objectives	58	75	+17
Vision	73	84	+11
Consistency			
Core Values	39	52	+13
Agreement	54	70	+16
Coordination & Integration	62	75	+13
Involvement			
Empowerment	72	75	+3
Team Orientation	67	81	+14
Capability Development	80	69	-11
Adaptability			
Creating Change	60	82	+22
Customer Focus	90	91	+1
Organizational Learning	77	64	-13

2019: Overall

HIGHEST SCORES

91 Innovation and risk taking are encouraged and rewarded.

90 Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

88 Customer comments and recommendations often lead to changes.

88 We encourage direct contact with customers by our people.

84 There is a clear mission that gives meaning and direction to our work.

2020: Overall

HIGHEST SCORES

94 We are able to meet short-term demands without compromising our long-term vision.

93 Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

92 People work like they are part of a team.

90 All members have a deep understanding of customer wants and needs.

87 Everyone believes that he or she can have a positive impact.

2019: Overall

LOWEST SCORES

26 Cooperation across different parts of the organization is actively encouraged.

28 When people ignore core values, they are held accountable.

29 We continuously track our progress against our stated goals.

34 Our strategy leads other organizations to change the way they compete in the industry.

39 There is an ethical code that guides our behavior and tells us right from wrong.

2020: Overall

LOWEST SCORES

31 The capabilities of people are viewed as an important source of competitive advantage.

31 Cooperation across different parts of the organization is actively encouraged.

33 There is an ethical code that guides our behavior and tells us right from wrong.

34 When people ignore core values, they are held accountable.

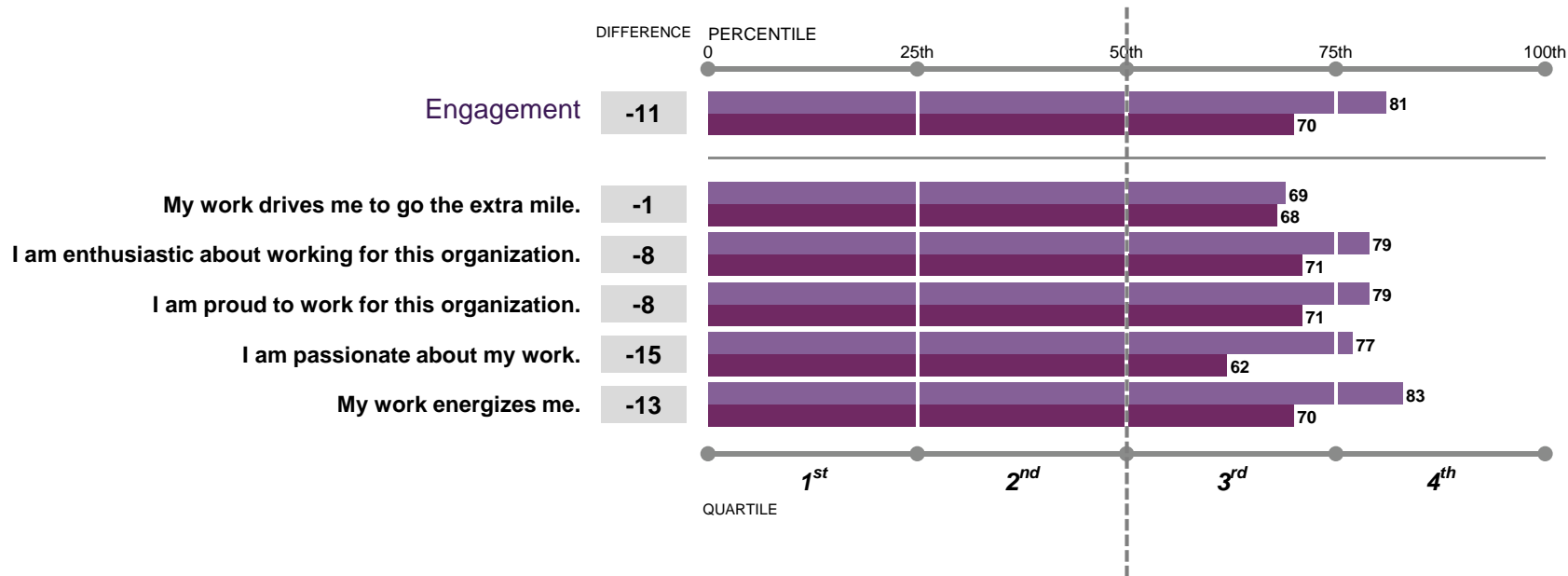
49 Business planning is ongoing and involves everyone in the process to some degree.

Engagement

2019: Overall (N = 64)

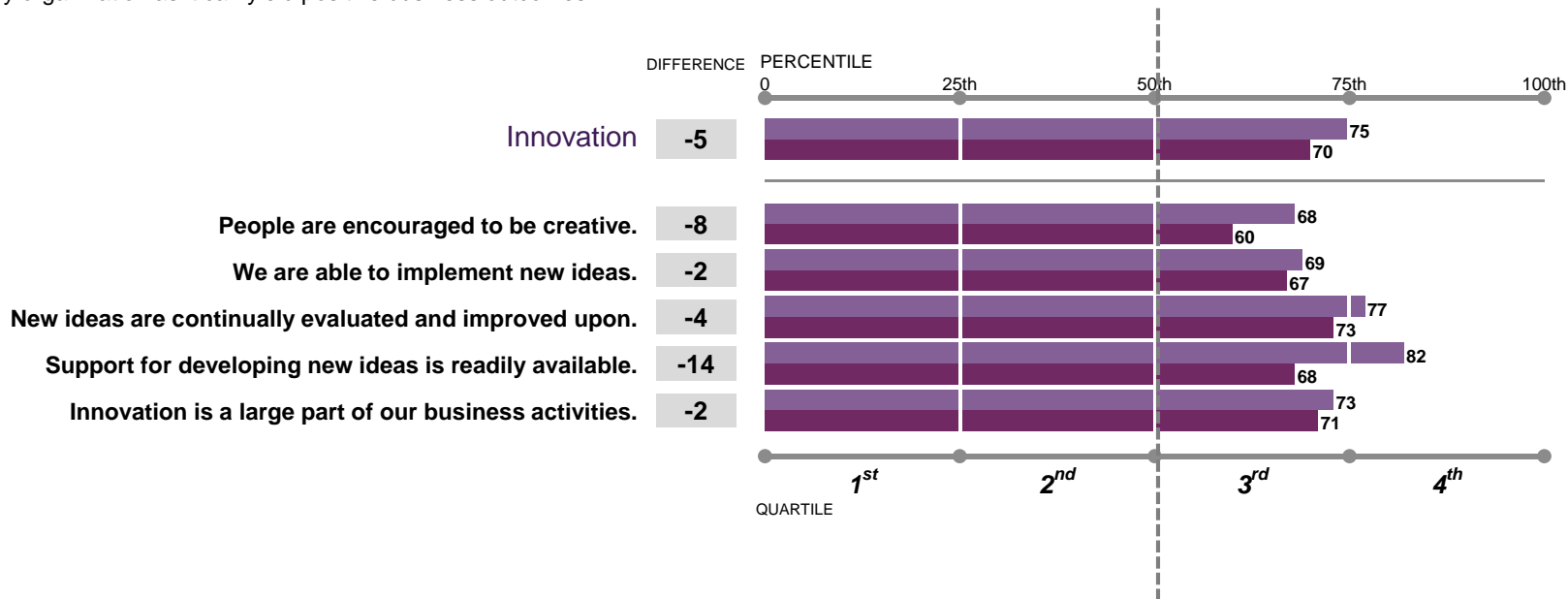
2020: Overall (N = 90)

Employee Engagement is an enhanced positive attitude that someone feels toward their work. **Engaged employees put forth extra effort and are enthusiastic, energized, and passionate.** Employee engagement results can help leaders and managers understand their employees' attitudes towards their job and organization.



- Engagement scores are well above average (50th percentile) even though there's a decline this year
- Employees are feeling less passion and energy toward their work this year

Organizational Innovation involves two primary processes: **the generation of creative ideas and the successful implementation of those ideas**. Innovation is important for every organization as it can yield positive business outcomes.



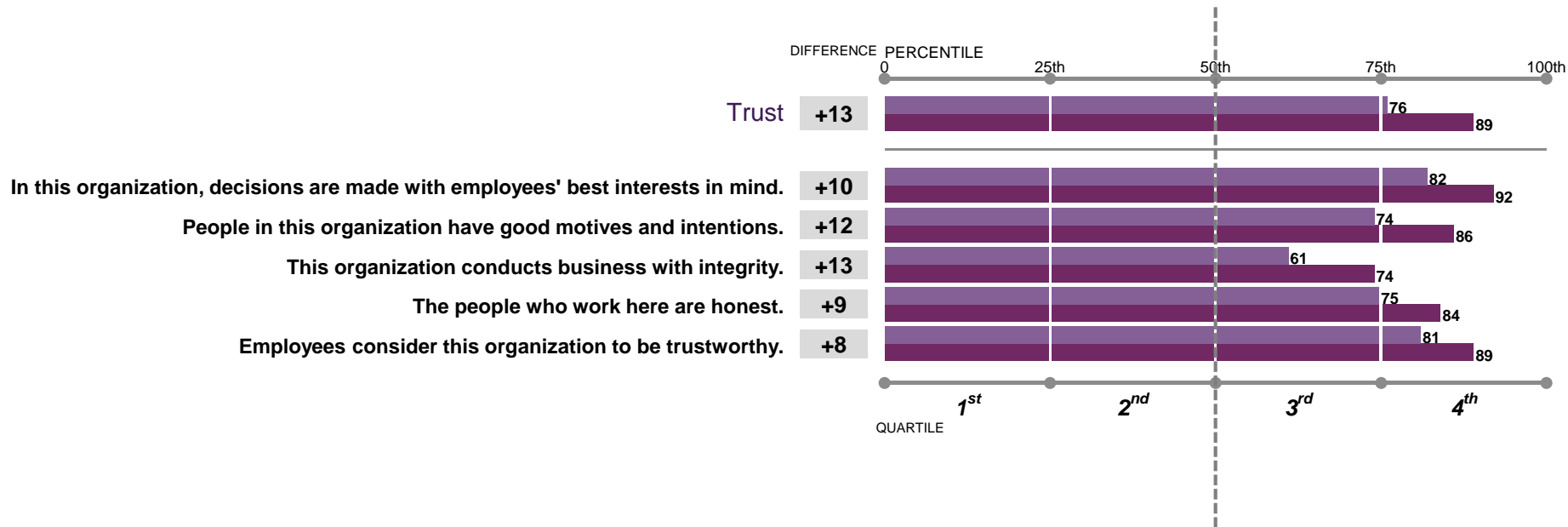
- Innovation scores remain relatively stable
- Employees may feel less support for developing new ideas – a deeper dive into what support they need is warranted

Trust

2019: Overall (N = 64)

2020: Overall (N = 90)

Trust is a belief that co-workers have positive motives and intentions - **that one's best interests are considered and that others can be relied upon**. In a trustworthy organization, people communicate honestly and openly, and business is conducted with integrity by adhering to moral and ethical standards.



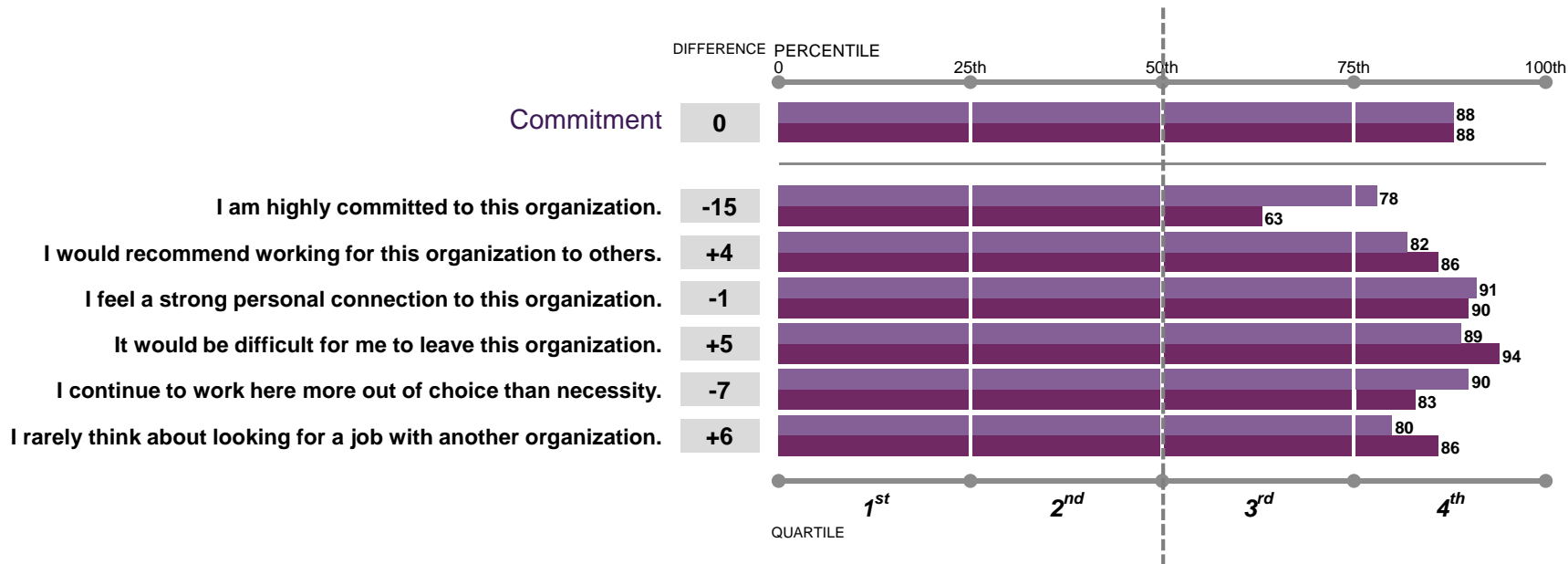
- Trust scores indicate higher levels of trust is felt this year compared to last year
- The District's response to the pandemic might have influenced perceptions

Commitment

2019: Overall (N = 64)

2020: Overall (N = 90)

Employee Commitment reflects the strength of employees' commitment to their organization in terms of (a) their personal attachment to the organization, and (b) their need and/or desire to remain with the organization.



- Overall commitment scores indicate stable levels of commitment
- While the first item declined the other items remained steady
- We will work to understand what would increase levels of commitment to the organization

Diversity & Inclusion

2019: Overall (N = 64)

2020: Overall (N = 90)

The Diversity & Inclusion module measures how effectively an organization fosters **diversity (diverse representation of people) and inclusion (an inclusive and supportive work environment)**. The module includes four areas: (1) perceptions of inclusion and respect, (2) a workplace free of discrimination, (3) fair and equal access to opportunities, and (4) leadership commitment to diversity values.



- Diversity and Inclusion results suggest an opportunity for us to define what Diversity and Inclusion mean to the organization
- Consultant will help us determine where we are on a deeper level, define where we want to be, and help us prioritize the action items needed to lead us forward.

The COVID-19 Resilience Assessment is designed to help organizations hear from their employees about how they are managing during the COVID-19 crisis. The assessment measures a number of topics related to resilience, such as **employee well-being, work-life balance, communication, tools and technology, goals and priorities, and coordination.**

COVID-19 Resilience Assessment

I understand my organization’s recommended policies and practices for working effectively

I have the tools and technology that I need to work effectively

The goals and priorities for my work are clear to me

I am aware of the key priorities that my teammates and colleagues are working on

I feel that our organization is taking care of me

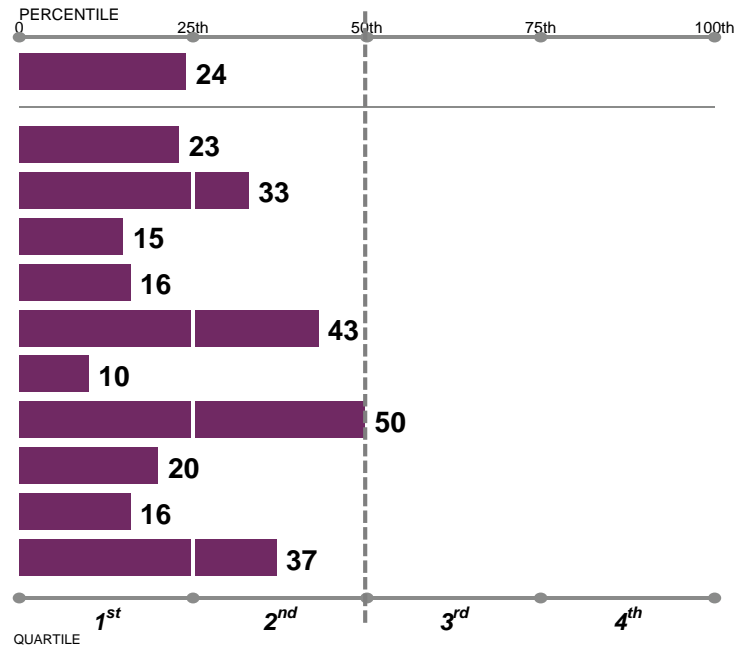
I believe that my voice is being heard by leadership in our organization

I have the support that I need to manage my work-life balance

I feel that we are keeping in close contact with our customers

We are coordinating effectively across different parts of the organization

I believe that our organization is adapting effectively



- Resilience scores suggest an opportunity to share more widely the policies and practices for working effectively; ensuring employees have the tools they need; and more communication regarding key priorities of their colleagues
- Leadership could be more explicit on the goals we are trying to meet during the pandemic, and that we hear the voice of employees

Parallel Path to Action Planning



Next Steps

- Library Leadership Team will meet to further evaluate survey results and determine areas of focus for 2021
- Overall results of the survey along with focus areas will be shared with all staff
- Focus groups will be conducted to help us better understand what we're doing right and how we can improve
- Library Leadership Team will evaluate data collected from focus groups and establish an action plan
- Action plan will be shared with all staff
- Diversity and inclusion is a priority
 - Our Equity, Diversity and Inclusion Team has sent out a Request for Quote (RFQ) to 7 consultants
 - Quotes are due by February 22, 2021
 - The consultant will help us evaluate where we are, where we want to be, and help us develop an ongoing EDI program that will lead us to where we want to be

Questions?



Appendix



Mission

The Denison Model



Strategic Direction describes a deliberate and targeted set of emergent activities chosen to achieve the vision.



Having clear, measurable Goals & Objectives directs action and provides ongoing feedback regarding progress towards the strategy and vision.



Vision is intended to describe an optimal future-state that stretches and challenges the organization.



Adaptability

The Denison Model



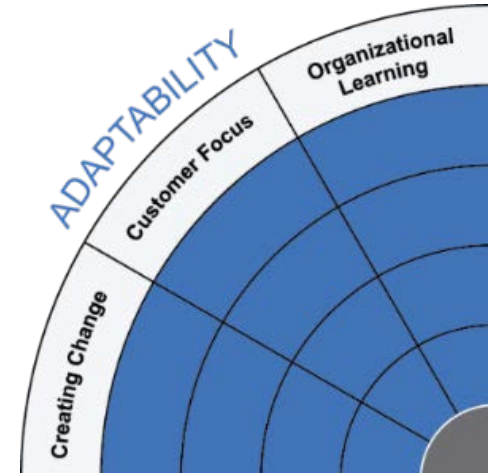
The Creating Change index demonstrates the organization's ability to effectively implement necessary change to achieve the vision and strategy.



The Customer Focus index demonstrates the organization's ability to effectively incorporate customer input into decisions and processes.



The Organizational Learning index demonstrates the organization's ability to create a safe environment for learning from both successes and failures and the ability to manage risk.



Involvement

The Denison Model



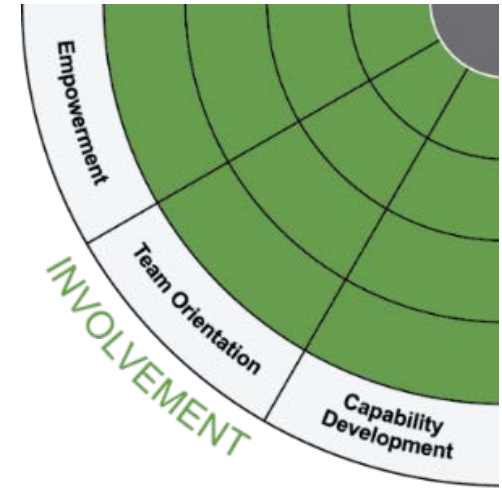
The Empowerment index demonstrates the organization's ability to delegate responsibility and provide clarity on goals and outcomes relative to the strategy.



The Team Orientation index assesses the organization's ability to effectively utilize teamwork to get results.



The Capability Development index demonstrates the organization's ability to invest in their talent for both current and future needs to successfully execute their vision and strategy.



Consistency

The Denison Model



The Coordination and Integration index demonstrates the organization's ability to effectively build key stakeholder relationships and coordinate across functional boundaries.



The Agreement index demonstrates the organization's ability to effectively reach agreement on key issues and align actions in accordance to the decision.



The Core Values index demonstrates the organization's ability to align behaviors to the values to successfully execute the strategy.

