

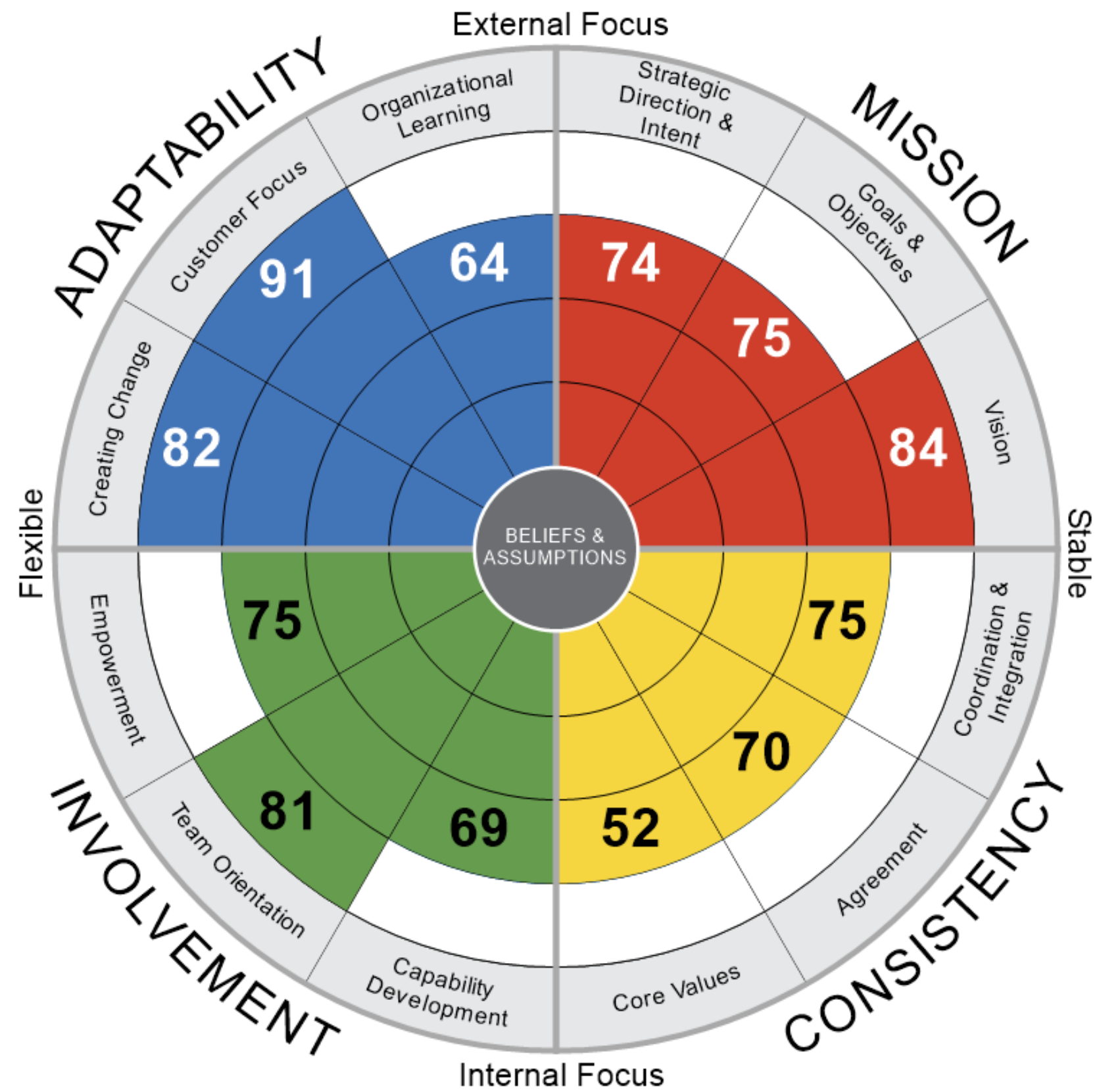


Agenda Item 7 a  
Requested Action: Informational



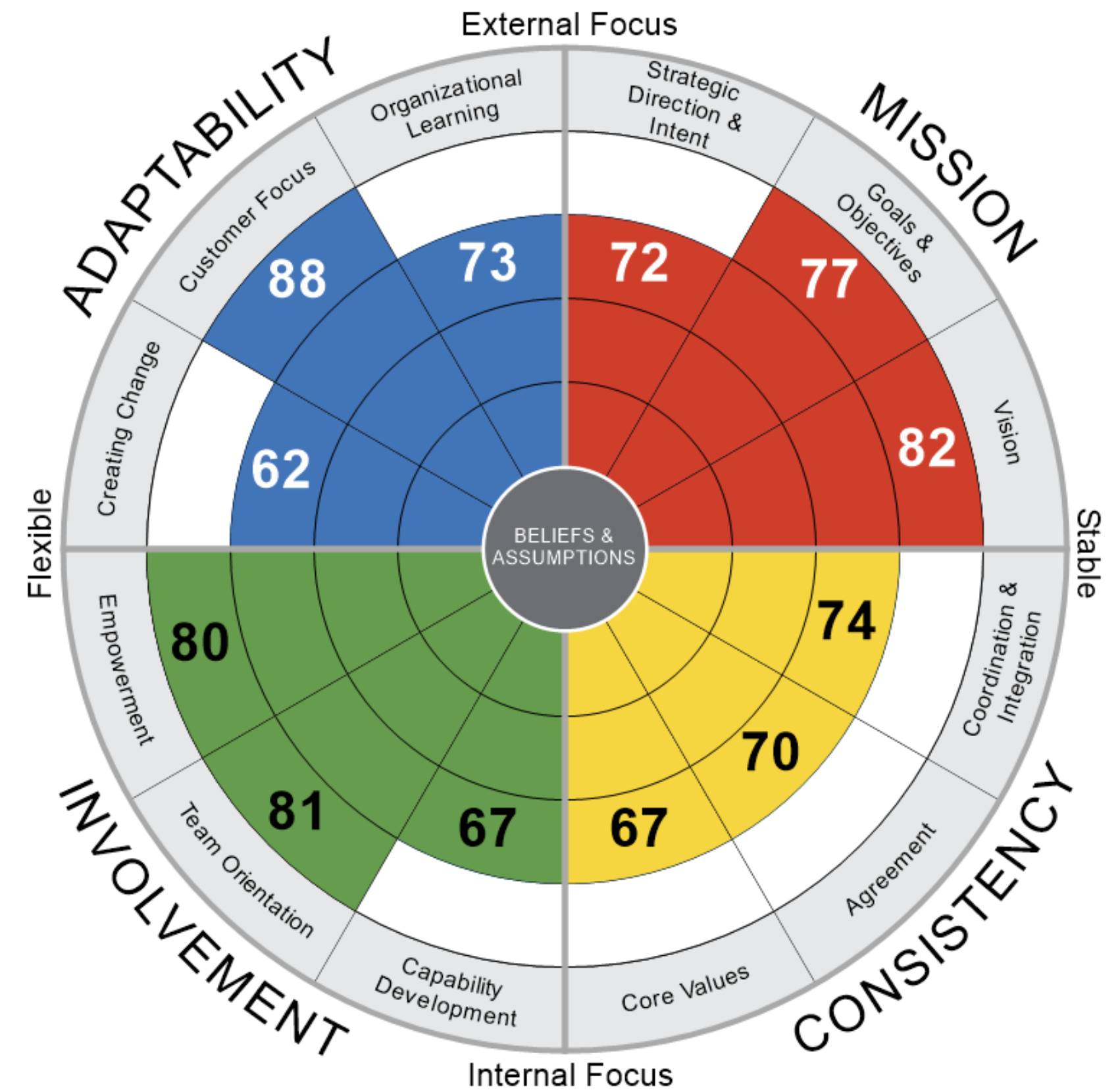
Poudre River Public Library District  
Organizational Culture Survey  
2020 vs 2022: Overall Comparison

## 2020: Overall



N = 90

## 2022: Overall



N = 116

# Index Scores

2020: Overall (N = 90)

2022: Overall (N = 116)

DIFFERENCE

PERCENTILE

0 25th 50th 75th 100th

## Mission

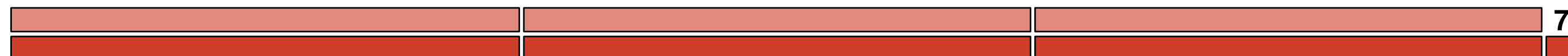
Strategic Direction & Intent

-2



Goals & Objectives

+2



Vision

-2



## Consistency

Core Values

+15



Agreement

0



Coordination & Integration

-1



## Involvement

Empowerment

+5



Team Orientation

0



Capability Development

-2



## Adaptability

Creating Change

-20



Customer Focus

-3



Organizational Learning

+9



QUARTILE

1<sup>st</sup>

2<sup>nd</sup>

3<sup>rd</sup>

4<sup>th</sup>

# Mission

2020: Overall (N = 90)  
 2022: Overall (N = 116)

## Strategic Direction & Intent

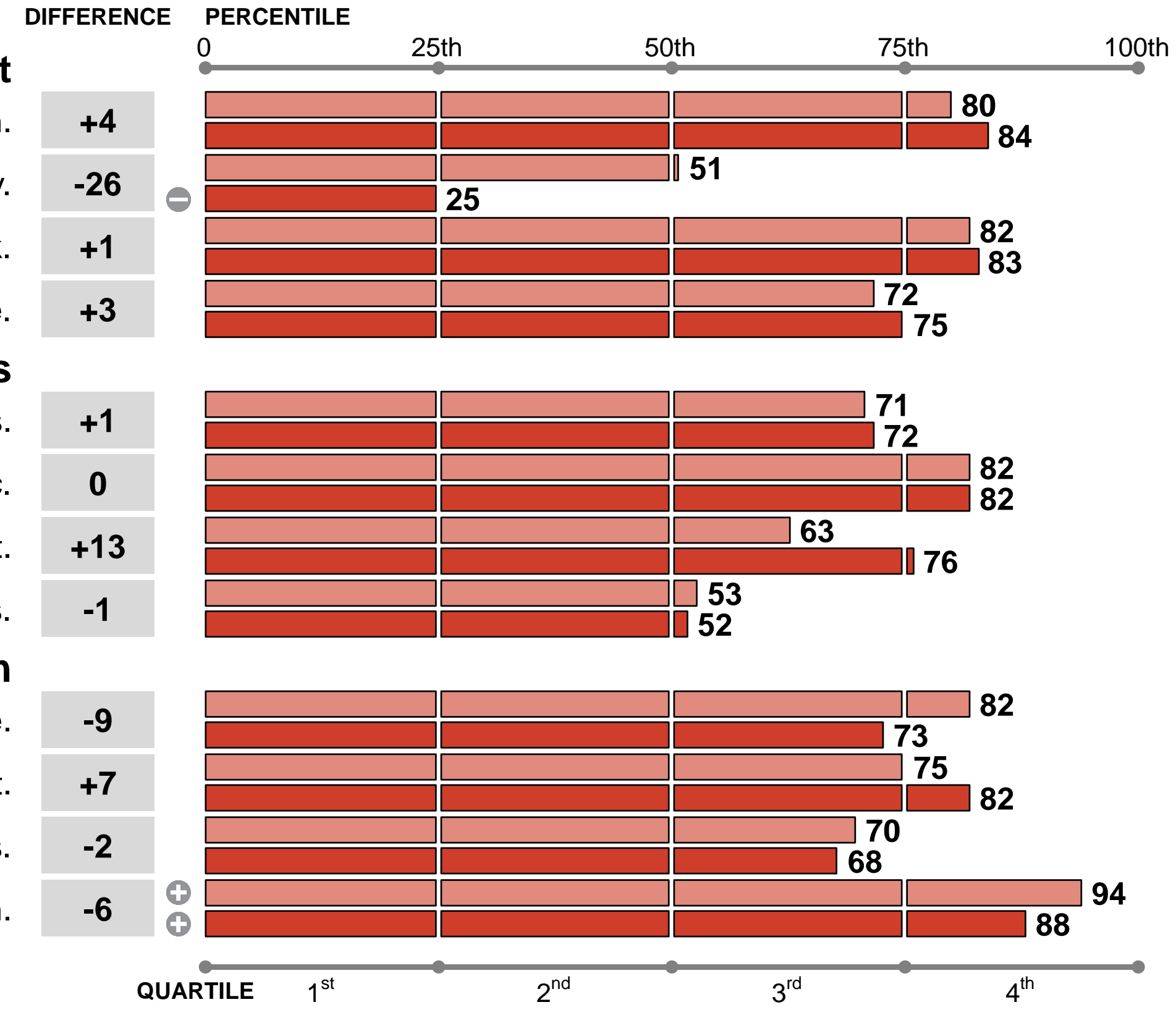
There is a long-term purpose and direction.  
 Our strategy leads other organizations to change the way they compete in the industry.  
 There is a clear mission that gives meaning and direction to our work.  
 There is a clear strategy for the future.

## Goals & Objectives

There is widespread agreement about goals.  
 Leaders set goals that are ambitious, but realistic.  
 The leadership has clearly stated the objectives we are trying to meet.  
 We continuously track our progress against our stated goals.

## Vision

We have a shared vision of what the organization will be like in the future.  
 Leaders have a long-term viewpoint.  
 Our vision creates excitement and motivation for our employees.  
 We are able to meet short-term demands without compromising our long-term vision.



# Consistency

- 2020: Overall (N = 90)
- 2022: Overall (N = 116)

## Core Values

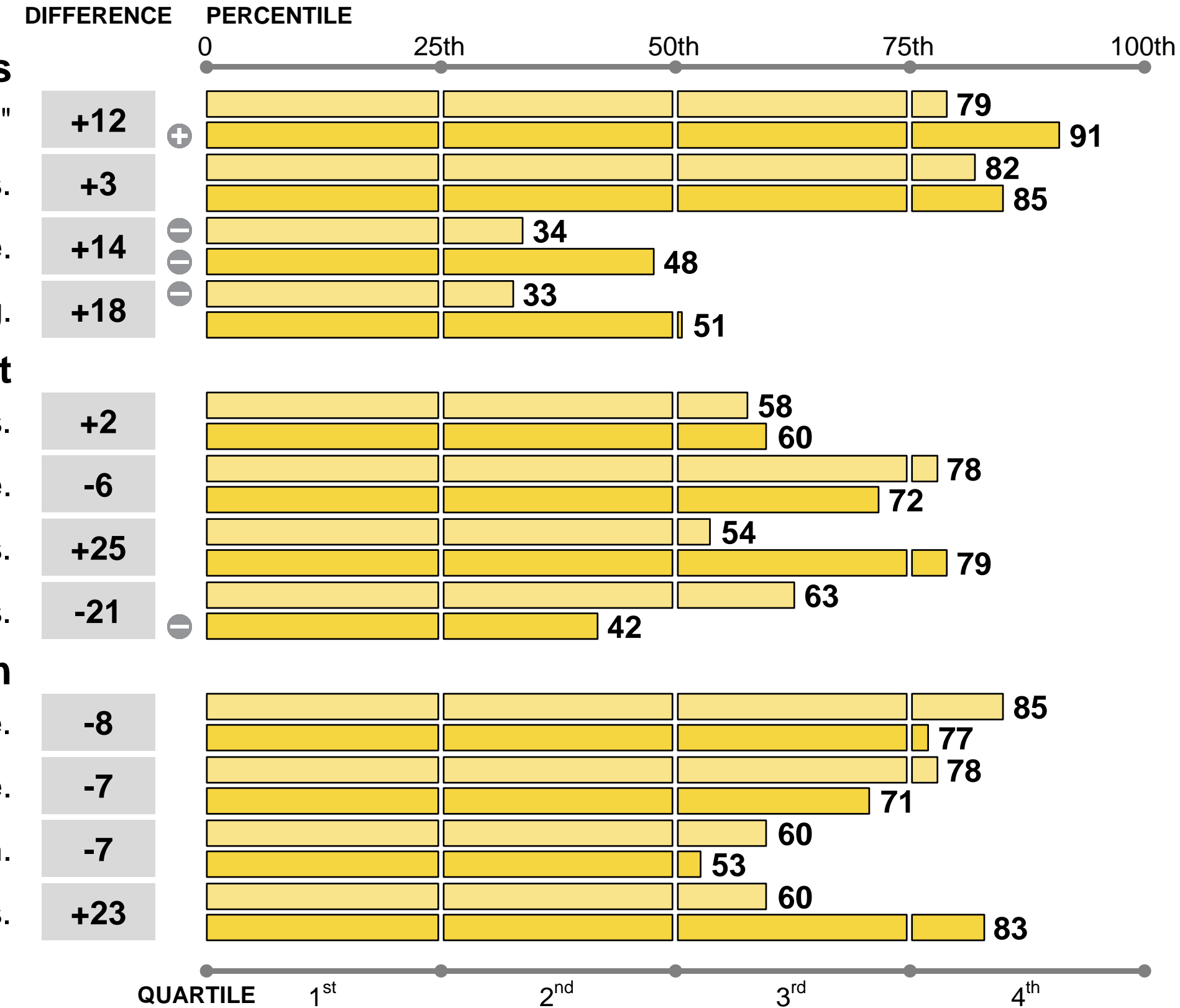
- The leaders and managers "practice what they preach."
- There is a clear and consistent set of values that governs the way we do business.
- When people ignore core values, they are held accountable.
- There is an ethical code that guides our behavior and tells us right from wrong.

## Agreement

- When disagreements occur, we work hard to achieve "win-win" solutions.
- There is a clearly defined culture.
- It is easy to reach consensus, even on difficult issues.
- There is a clear agreement about the right way and the wrong way to do things.

## Coordination & Integration

- Our approach to doing business is very consistent and predictable.
- People from different parts of the organization share a common perspective.
- It is easy to coordinate projects across different parts of the organization.
- There is good alignment of goals across levels.



# Involvement

2020: Overall (N = 90)  
 2022: Overall (N = 116)

## Empowerment

Decisions are usually made at the level where the best information is available.

Information is widely shared so that everyone can get the information he or she needs when it's needed.

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

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

## Team Orientation

Cooperation across different parts of the organization is actively encouraged.

People work like they are part of a team.

Teamwork is used to get work done, rather than hierarchy.

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

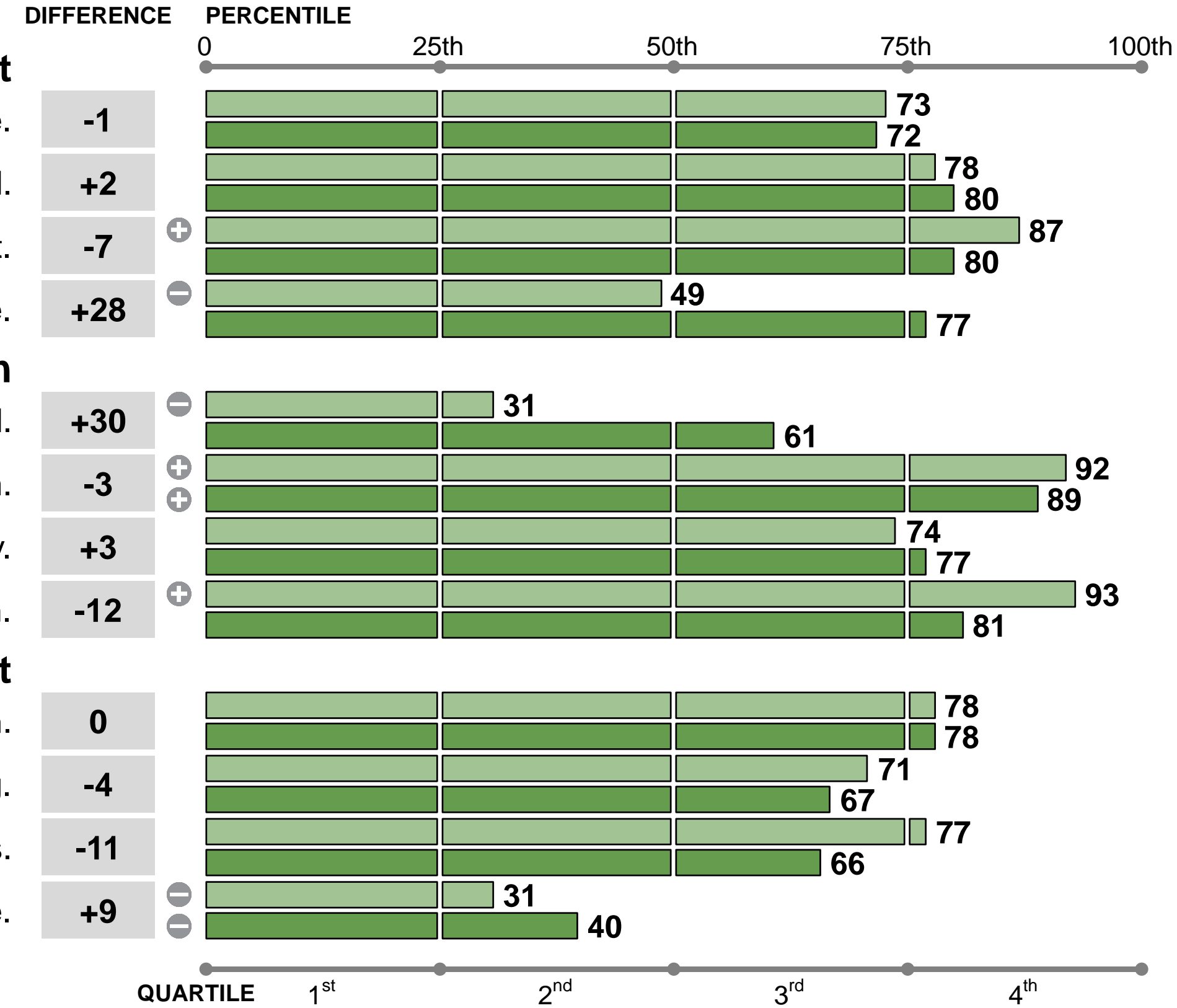
## Capability Development

Authority is delegated so that people can act on their own.

The "bench strength" (capability of people) is constantly improving.

There is continuous investment in the skills of employees.

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

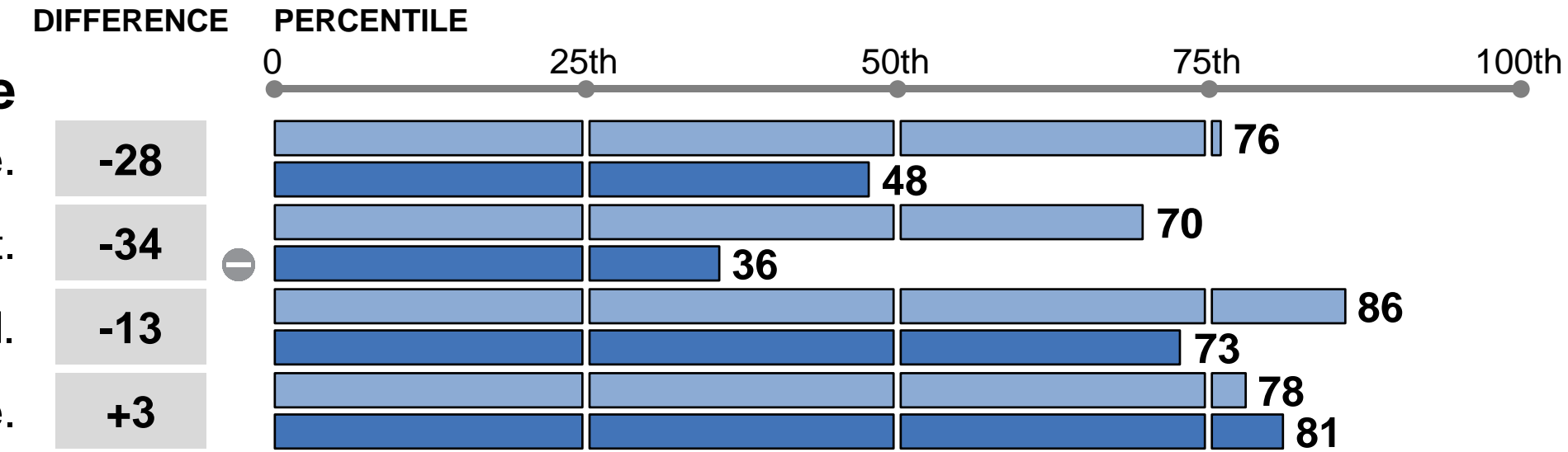


# Adaptability

2020: Overall (N = 90)  
 2022: Overall (N = 116)

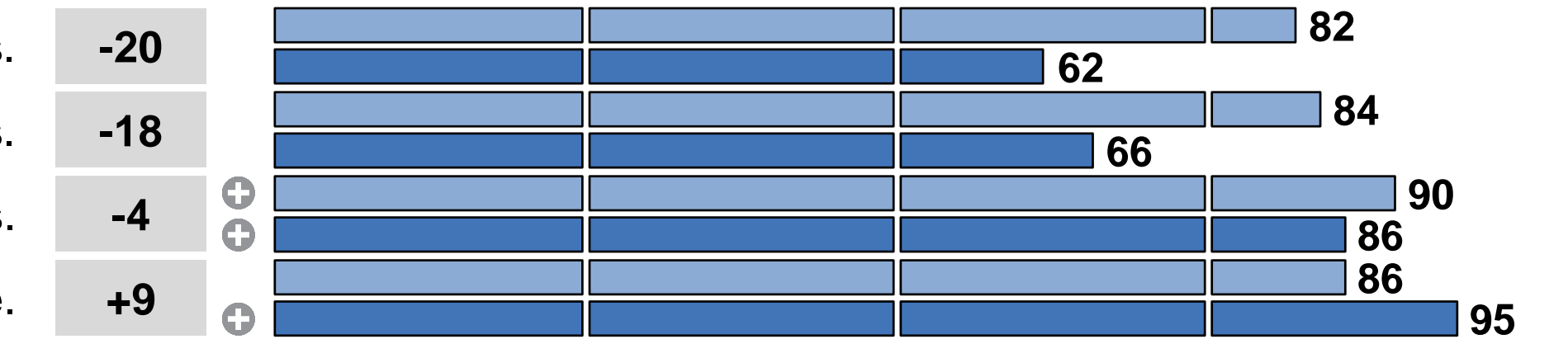
## Creating Change

The way things are done is very flexible and easy to change.  
 We respond well to competitors and other changes in the business environment.  
 New and improved ways to do work are continually adopted.  
 Different parts of the organization often cooperate to create change.



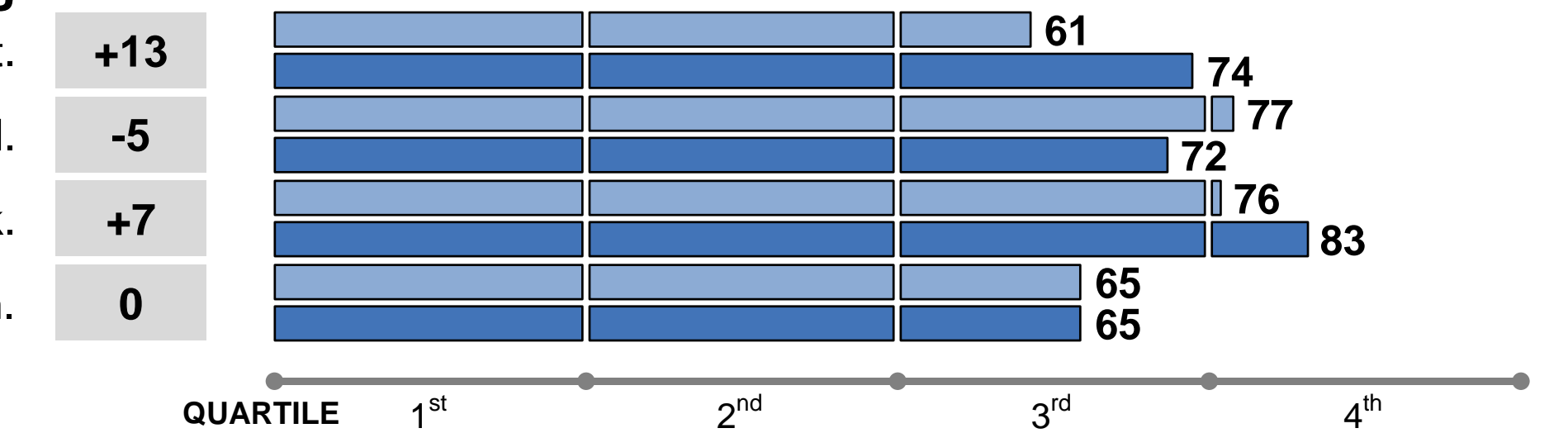
## Customer Focus

Customer comments and recommendations often lead to changes.  
 Customer input directly influences our decisions.  
 All members have a deep understanding of customer wants and needs.  
 We encourage direct contact with customers by our people.



## Organizational Learning

We view failure as an opportunity for learning and improvement.  
 Innovation and risk taking are encouraged and rewarded.  
 Learning is an important objective in our day-to-day work.  
 We make certain that everyone is informed about what is going on across the organization.



## 2022: Overall

### HIGHEST SCORES

- 95** We encourage direct contact with customers by our people.
- 91** The leaders and managers "practice what they preach."
- 89** People work like they are part of a team.
- 88** We are able to meet short-term demands without compromising our long-term vision.
- 86** All members have a deep understanding of customer wants and needs.

## 2022: Overall

### LOWEST SCORES

- 25** Our strategy leads other organizations to change the way they compete in the industry.
- 36** We respond well to competitors and other changes in the business environment.
- 40** The capabilities of people are viewed as an important source of competitive advantage.
- 42** There is a clear agreement about the right way and the wrong way to do things.
- 48** When people ignore core values, they are held accountable.

## 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.

## 2020: Overall

### LOWEST SCORES

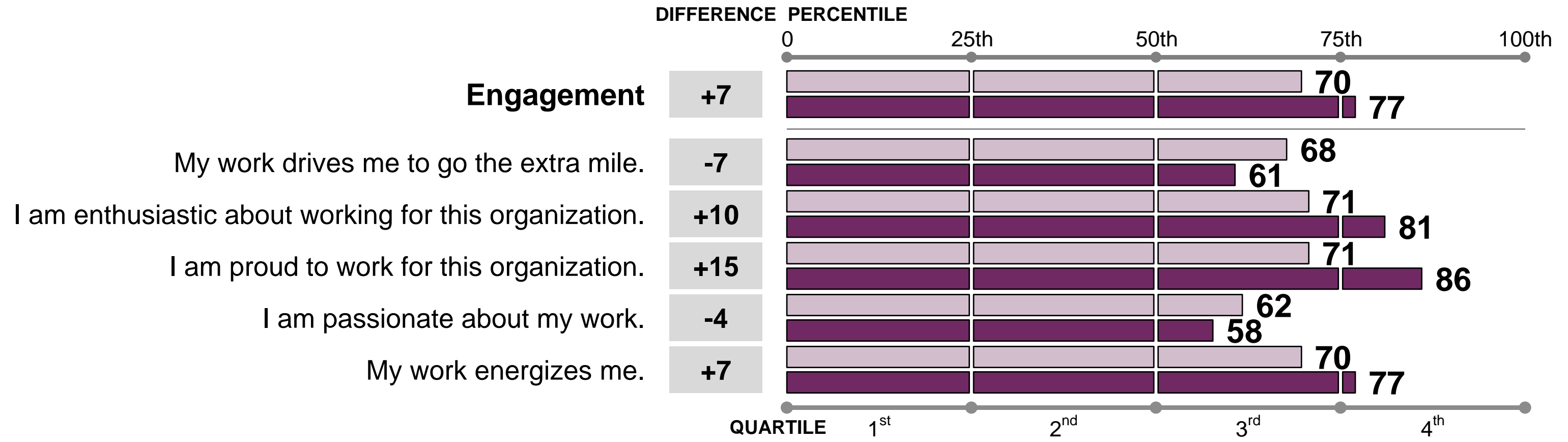
- 31** The capabilities of people are viewed as an important source of competitive advantage.
- 31** Cooperation across different parts of the organization is actively encouraged.
- 33** There is an ethical code that guides our behavior and tells us right from wrong.
- 34** When people ignore core values, they are held accountable.
- 49** Business planning is ongoing and involves everyone in the process to some degree.



# Engagement

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.

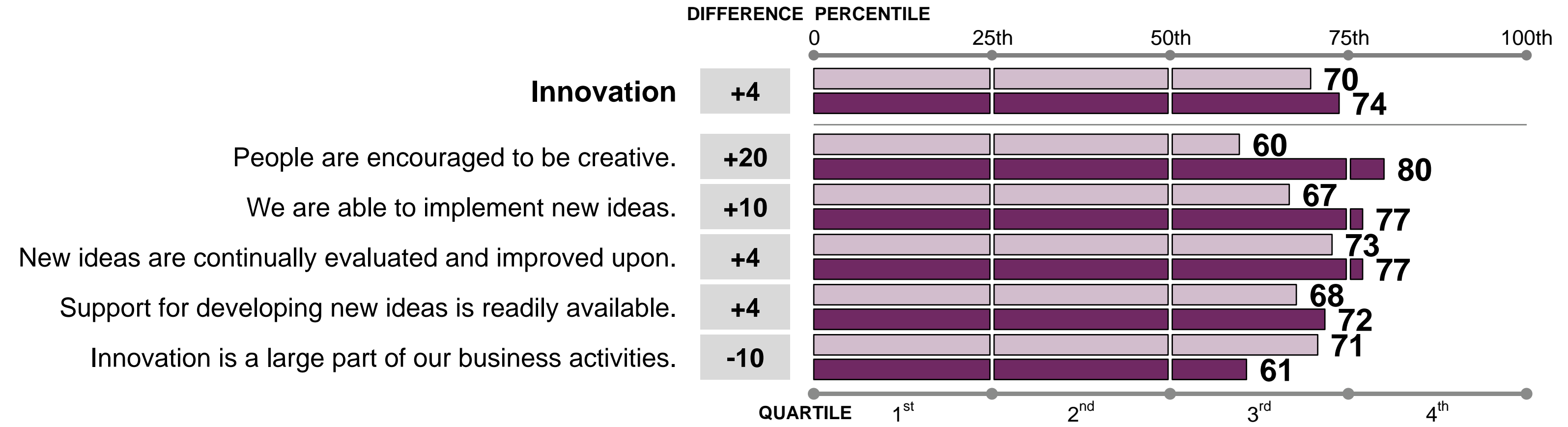
- 2020: Overall (N = 90)
- 2022: Overall (N = 116)



# Innovation

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.

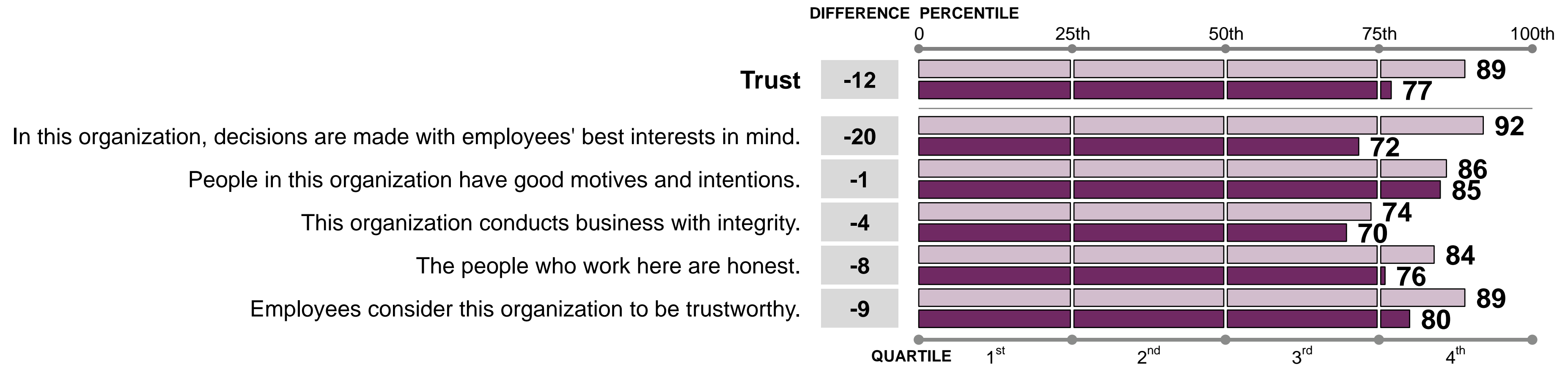
- 2020: Overall (N = 90)
- 2022: Overall (N = 116)



# Trust

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.

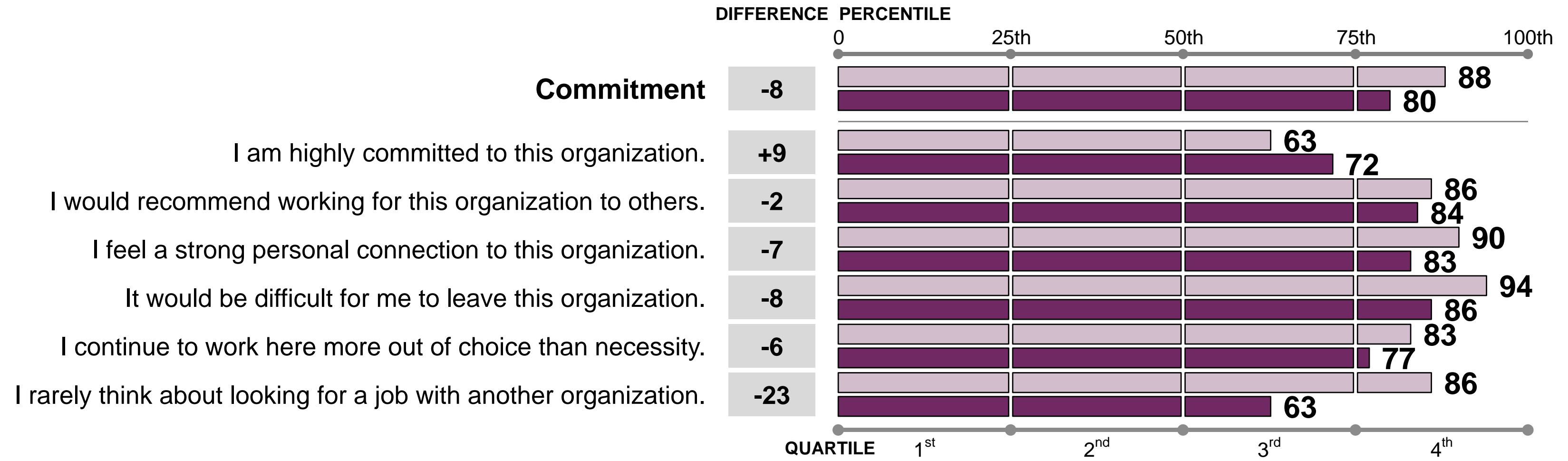
- 2020: Overall (N = 90)
- 2022: Overall (N = 116)



# Commitment

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.

- 2020: Overall (N = 90)
- 2022: Overall (N = 116)



# Diversity & Inclusion

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.

2020: Overall (N = 90)  
 2022: Overall (N = 116)



# COVID-19 Resilience Assessment

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.

- 2020: Overall (N = 90)
- 2022: Overall (N = 116)

