

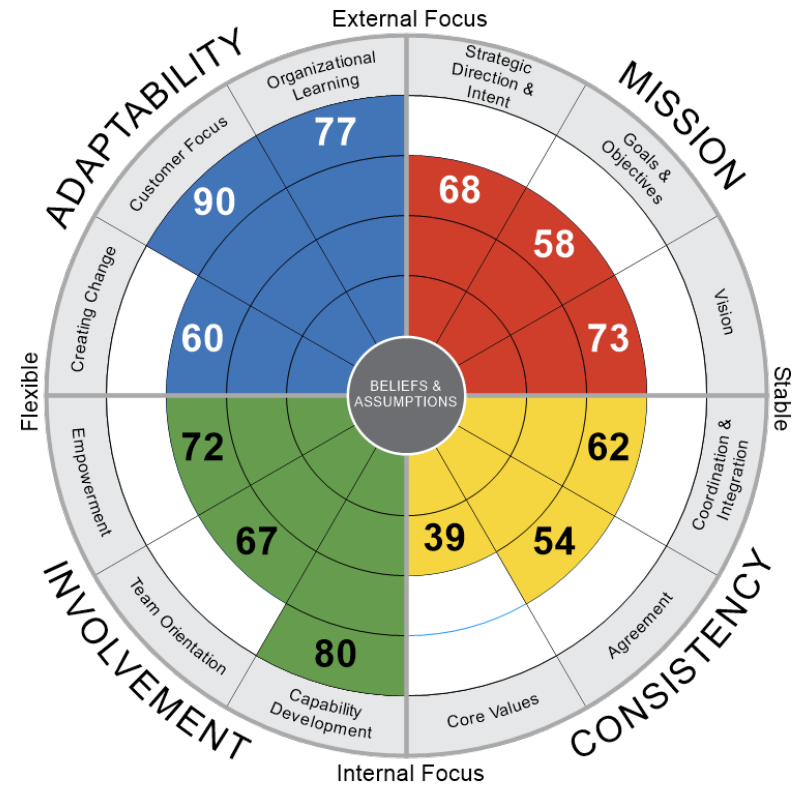


Poudre River Public Library District

Organizational Culture Survey

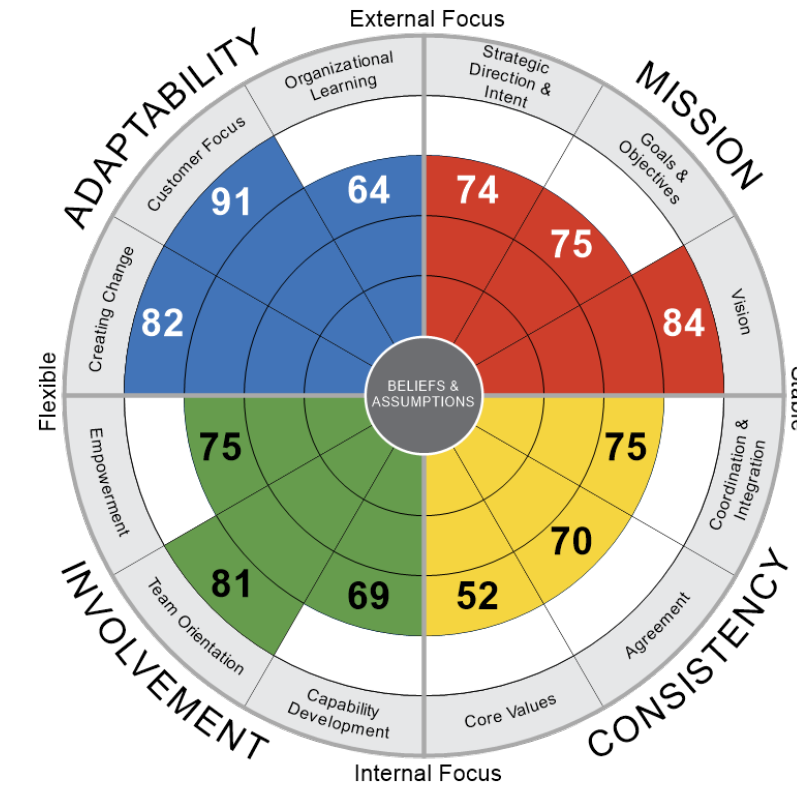
2019-2023 YOY: Overall Comparison

2019: Overall



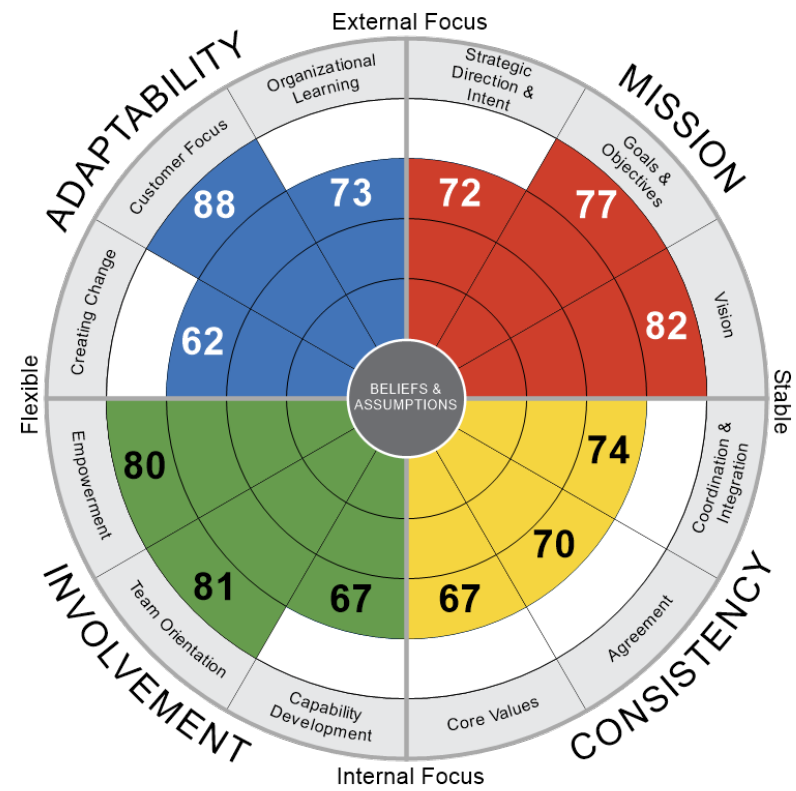
N = 64

2020: Overall



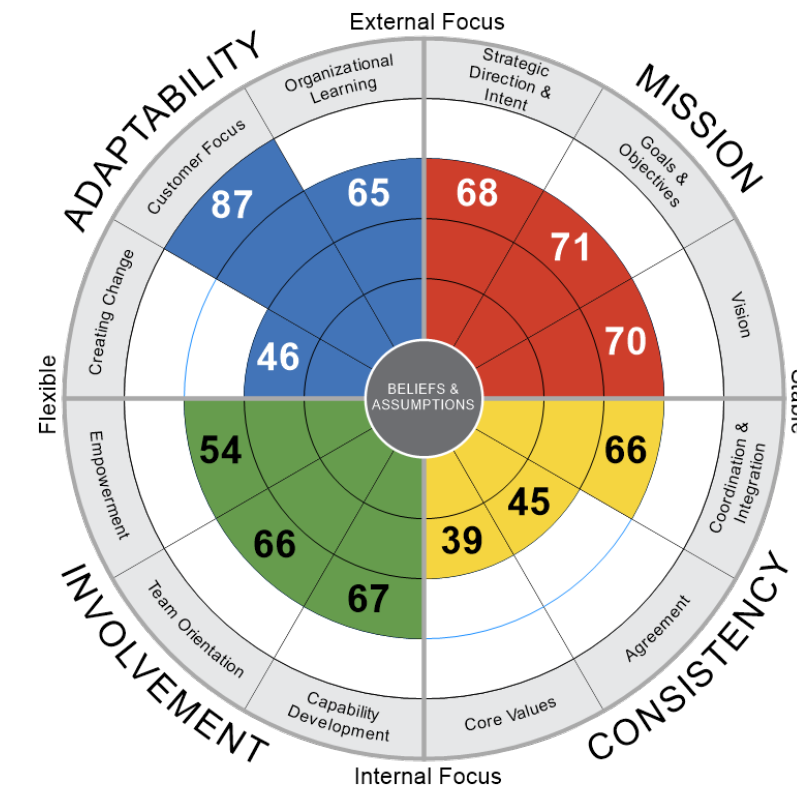
N = 90

2022: Overall



N = 116

2023: Overall



N = 117

Index Scores



QUARTILE

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

	2019: Overall	2020: Overall	2022: Overall	2023: Overall
Mission N =	64	90	116	117
Strategic Direction & Intent	68	74	72	68
Goals & Objectives	58	75	77	71
Vision	73	84	82	70
Consistency				
Core Values	39	52	67	39
Agreement	54	70	70	45
Coordination & Integration	62	75	74	66
Involvement				
Empowerment	72	75	80	54
Team Orientation	67	81	81	66
Capability Development	80	69	67	67
Adaptability				
Creating Change	60	82	62	46
Customer Focus	90	91	88	87
Organizational Learning	77	64	73	65

Mission

QUARTILE

1st	2nd	3rd	4th
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Strategic Direction & Intent

N =

- 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.

	2019: Overall	2020: Overall	2022: Overall	2023: Overall
	64	90	116	117
There is a long-term purpose and direction.	71	80	84	72
Our strategy leads other organizations to change the way they compete in the industry.	34	51	25	29
There is a clear mission that gives meaning and direction to our work.	84	82	83	80
There is a clear strategy for the future.	72	72	75	73
Goals & Objectives				
There is widespread agreement about goals.	62	71	72	57
Leaders set goals that are ambitious, but realistic.	71	82	82	69
The leadership has clearly stated the objectives we are trying to meet.	40	63	76	72
We continuously track our progress against our stated goals.	29	53	52	64
Vision				
We have a shared vision of what the organization will be like in the future.	70	82	73	71
Leaders have a long-term viewpoint.	70	75	82	66
Our vision creates excitement and motivation for our employees.	61	70	68	53
We are able to meet short-term demands without compromising our long-term vision.	83	94	88	73

Consistency

QUARTILE

1st	2nd	3rd	4th
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	2019: Overall	2020: Overall	2022: Overall	2023: Overall
Core Values N =	64	90	116	117
The leaders and managers "practice what they preach."	67	79	91	70
There is a clear and consistent set of values that governs the way we do business.	61	82	85	67
When people ignore core values, they are held accountable.	28	34	48	25
There is an ethical code that guides our behavior and tells us right from wrong.	39	33	51	36
Agreement				
When disagreements occur, we work hard to achieve "win-win" solutions.	43	58	60	26
There is a clearly defined culture.	45	78	72	64
It is easy to reach consensus, even on difficult issues.	54	54	79	41
There is a clear agreement about the right way and the wrong way to do things.	54	63	42	32
Coordination & Integration				
Our approach to doing business is very consistent and predictable.	76	85	77	72
People from different parts of the organization share a common perspective.	51	78	71	50
It is easy to coordinate projects across different parts of the organization.	53	60	53	58
There is good alignment of goals across levels.	59	60	83	70

Involvement

QUARTILE

1st	2nd	3rd	4th
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Empowerment N =

- 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.

	2019: Overall	2020: Overall	2022: Overall	2023: Overall
Empowerment	64	90	116	117
Decisions are usually made at the level where the best information is available.	71	73	72	35
Information is widely shared so that everyone can get the information he or she needs when it's needed.	69	78	80	66
Everyone believes that he or she can have a positive impact.	76	87	80	70
Business planning is ongoing and involves everyone in the process to some degree.	70	49	77	38
Team Orientation				
Cooperation across different parts of the organization is actively encouraged.	26	31	61	41
People work like they are part of a team.	64	92	89	72
Teamwork is used to get work done, rather than hierarchy.	68	74	77	56
Work is organized so that each person can see the relationship between his or her job and the goals of the organization.	90	93	81	85
Capability Development				
Authority is delegated so that people can act on their own.	80	78	78	71
The "bench strength" (capability of people) is constantly improving.	80	71	67	72
There is continuous investment in the skills of employees.	80	77	66	64
The capabilities of people are viewed as an important source of competitive advantage.	59	31	40	45

Adaptability

QUARTILE

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Creating Change

N =

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.

2019: Overall	2020: Overall	2022: Overall	2023: Overall
64	90	116	117
45	76	48	30
53	70	36	42
72	86	73	61
63	78	81	57
88	82	62	66
84	84	66	81
79	90	86	82
88	86	95	91
78	61	74	57
91	77	72	61
71	76	83	82
70	65	65	60

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.

QUARTILE

1st	2nd	3rd	4th
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	2019: Overall	2020: Overall	2022: Overall	2023: Overall
Engagement	81	70	77	62
My work drives me to go the extra mile.	69	68	61	63
I am enthusiastic about working for this organization.	79	71	81	74
I am proud to work for this organization.	79	71	86	61
I am passionate about my work.	77	62	58	45
My work energizes me.	83	70	77	54

N =

64 90 116 117

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.

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Innovation

People are encouraged to be creative.
 We are able to implement new ideas.
 New ideas are continually evaluated and improved upon.
 Support for developing new ideas is readily available.
 Innovation is a large part of our business activities.

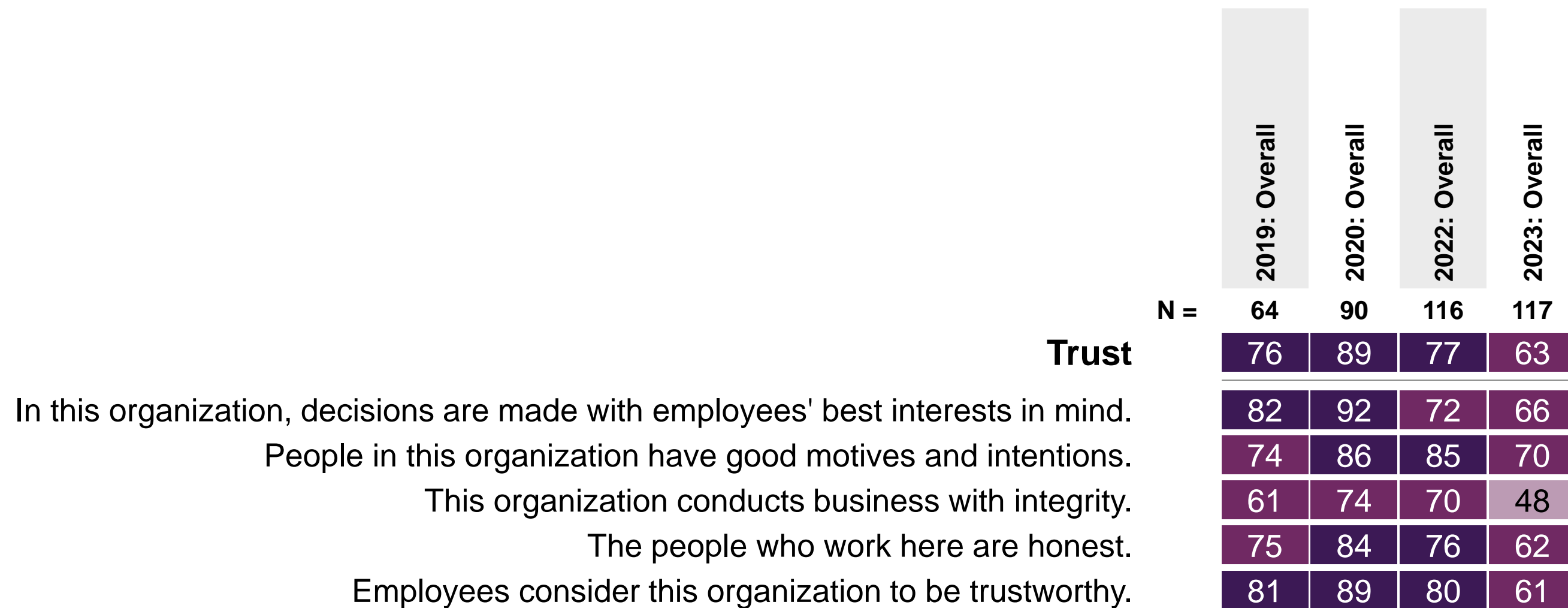
	2019: Overall	2020: Overall	2022: Overall	2023: Overall
N =	64	90	116	117
	75	70	74	62
	68	60	80	64
	69	67	77	63
	77	73	77	68
	82	68	72	65
	73	71	61	43

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.

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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.

QUARTILE

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	2019: Overall	2020: Overall	2022: Overall	2023: Overall
Commitment	88	88	80	75
I am highly committed to this organization.	78	63	72	47
I would recommend working for this organization to others.	82	86	84	64
I feel a strong personal connection to this organization.	91	90	83	83
It would be difficult for me to leave this organization.	89	94	86	83
I continue to work here more out of choice than necessity.	90	83	77	70
I rarely think about looking for a job with another organization.	80	86	63	68

N =

64	90	116	117
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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.

QUARTILE

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	2019: Overall	2020: Overall	2022: Overall	2023: Overall
Diversity & Inclusion	55	50	39	16
People with different backgrounds are treated with respect.	35	39	34	13
People with different backgrounds are made to feel included and like they belong.	41	49	36	11
Even subtle forms of discrimination are not tolerated.	38	22	23	4
Our recruiting and hiring practices enhance our diversity.	46	22	12	8
People with different backgrounds have fair and equal access to personal and professional development.	75	58	31	25
People with different backgrounds have fair and equal opportunities for promotion.	24	18	19	16
There is good support for learning about diversity.	82	84	69	76
We can be proud of our diversity.	28	12	9	13
Leaders are committed to diversity and inclusion as top priorities.	89	85	85	45
We do a good job of rewarding positive diversity efforts.	68	80	51	47

N =

64	90	116	117
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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.

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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.

	2019: Overall	2020: Overall	2022: Overall	2023: Overall
N =	64	90	116	117
	--	24	7	--
	--	23	5	--
	--	33	23	--
	--	15	17	--
	--	16	9	--
	--	43	2	--
	--	10	13	--
	--	50	44	--
	--	20	56	--
	--	16	5	--
	--	37	11	--