

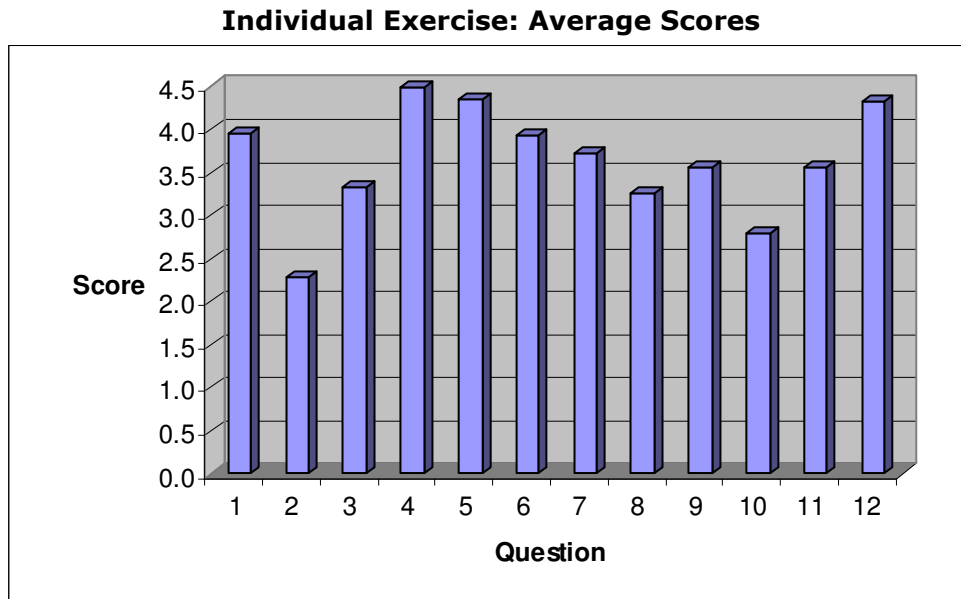
**APL Planning Retreat  
February 19, 2007  
Individual Exercise – Revisited**

This exercise was originally completed by those in attendance at the February 16, 2004 President’s Day Staff Retreat. The same exercise was completed by those in attendance at the 2007 Planning Retreat.

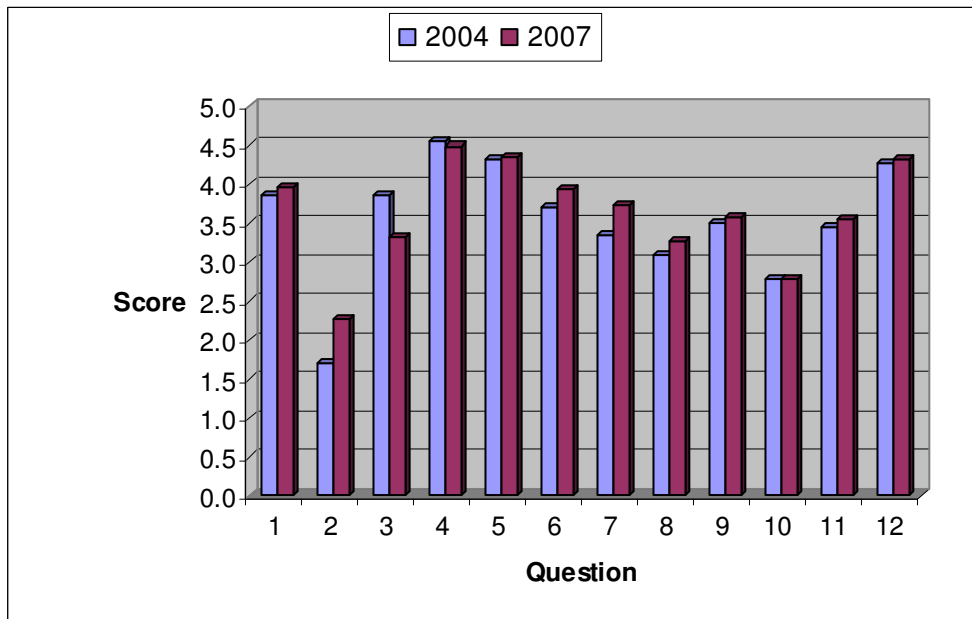
In the first section of this exercise, individuals were asked to indicate their level of agreement with a number of statements. The statements and results are listed in the table below.

	Average Score	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. The library building is well maintained.	4.0	0	4	5	23	11
2. The library has adequate parking for patrons.	2.3	10	20	6	5	2
3. The library is a safe place to work and visit.	3.3	0	11	12	15	5
4. Everyone in my section works hard to provide the best possible library services to library patrons.	4.5	1	0	5	8	29
5. The whole library staff works hard to provide the best possible library services to library patrons.	4.4	0	1	2	20	19
6. Library employees are fairly compensated for their work.	3.9	0	5	4	23	11
7. The library is administered efficiently and effectively.	3.7	0	5	8	24	6
8. The library board is in touch with what goes on at the library.	3.3	0	8	17	15	2
9. The library administration is supportive of library employees.	3.6	0	7	12	15	8
10. City of Appleton officials appreciate and support the library.	2.8	4	9	23	4	2
11. When I have an idea, I can talk to someone and be heard.	3.6	1	7	9	19	7
12. The library is a good place to work.	4.3	0	0	3	23	17

The average score for each statement is shown on the graph below.



The graph below compares the average score for each statement in 2004 and 2007.



In the second part of this exercise, individuals were asked to respond to each of the following questions with a word, a phrase, a sentence, or several sentences. The responses to the questions are reported below.

## **1. What do you find most satisfying about working at the library?**

Working with people  
Helping deserving public  
It's a good fit  
The other staff members  
Working with the public  
Co-workers  
Hard working staff  
The staff  
Close to home  
I love my co-workers, and I like the challenge  
Staff works hard for library – loyal  
Coworkers and serving patrons  
Co-workers  
I love library  
Access to materials  
Doing what I love  
Constantly learning, challenging work  
The staff  
Hours, pay, health care  
Nice place with friendly people  
Patience of the library staff  
To have a job  
Patrons who appreciate all we do  
Great library staff  
Influencing people to attend a program or try a book  
Informing people  
Fulfilling a need  
Helping patrons find answers  
Job is very creative – always options for trying and learning new things  
I love the diverse work environment, the promotion of the arts and the belief in “the right to privacy” and “freedom of speech”  
Helping people who come in  
Working conditions are good, teamwork is good, atmosphere is good  
I feel we have a good mission and genuinely try to help people  
The hours are good, my schedule can be pretty flexible, I like what I do  
Being around books  
Ability to provide a service that is actually beneficial to the public rather than being only “bottom-line” profit driven  
Staff friendships and working relationships  
Pleasant place to be  
I like being able to see all the different materials that come through my hands  
I often see things that I check out for myself  
Good group of people who work hard for the most part  
Helping people find what they need or even what they didn't know they needed

Working with some great people  
Like working with people – at least the ones that appreciate it  
Providing service to the public  
The cohesiveness of some departments regarding supportiveness (i.e., illnesses, tragedies, etc.)  
Challenges – always something new to do  
Helping people  
Helping people  
I find such value in the library as a resource for quality living, and I love the opportunity to help others in the community find that in their own lives

## **2. What do you find most frustrating about working at the library?**

Dealing with the public, i.e., mental health, drunk, etc.  
Patrons who are unhappy (irrationally)  
Not enough staff to do more things  
Not enough time to get work done  
Administration  
Not enough staff  
Changing policies/direction  
I have a lot of ideas that never seem to go anywhere or shot down w/o discussion  
Not enough staff  
Need more staff  
Communication of needed information  
Working in “groups”  
Ideas aren’t encouraged or welcomed  
The micromanagement! Being encouraged to not talk to administration. Co-workers who aren’t able to adequately do their jobs.  
Hours/inflexibility  
The hours  
Reserves  
Lazy people getting away with doing nothing  
Not enough hours  
Lack of support  
Lack of respect shown for some patrons because of their “special” needs. Staff who feel this is an unsafe place to work/be.  
Dealing with homeless people  
Too many things to implement  
Negative attitudes of co-workers  
Not enough help  
No cross training allowing people to help out in other areas of the library  
Some of the patrons are not always supporters  
Needing to jump through so many hoops to get things done  
Dealing with the public  
Funding issues and general lack of appreciation for the efforts we put forth for the community  
Non-flexible hours  
In summer there are certain times when the workload is very overwhelming because of the large number of items circulated.  
Knowing we do not get adequate funding

Problem patrons especially the sex offenders and violent ones  
Sometimes it's difficult to time consuming to complete a project – time is wasted,  
making everyone less efficient.  
The people who don't actually use the library but just as a place to sit all day  
Working in a dirty environment (back circ room needs to be cleaned on a regular  
basis)  
The increased control by a supervisor...more rules on vacations and the poor role  
models of some  
When we're told our concerns are just "misperceptions" and are not in reality an  
issue  
Hours, working beyond normal hours  
Unfairness of some staff getting heard more and their opinions promote actions,  
changes, purchases  
Difficulties in communication based on fear, oversensitivity, mistaken perceptions,  
and feelings of separateness from other staff and sections

### **3. What is the most important thing the library could do to help you succeed at your job?**

Keep up the good support  
Listen to front desk staffs  
Job security and education  
Already doing everything  
More off desk time  
Security guard  
More staff  
Support of ideas  
Listen  
Support my ideas  
Leadership training  
More staff or fewer tasks  
Get more staff  
Keep up with technology  
Have more definition of job description  
Be willing to try things  
Additional leadership training  
Increased dialogue between administration and professionals which don't involve  
supervisors  
Listen to ideas  
Support my ideas  
Keep maintenance staff  
All staff support each other  
Continue to listen to suggestions  
Keep the environment safe. The monitors are a plus.  
Implement technologies in circulation  
Help with goals/mentoring  
Being supportive  
Cross-train so there could be more cooperation and help between library staff  
Provide training opportunities – that is the time to leave for technology programs.  
Sometimes the programs are offered during the day.  
More materials budget money

Be available for questions and willing to listen to my suggestions, comments or concerns  
More computer training  
Training and funding  
Provide more training for creating spreadsheets  
During high circulation time have extra help available  
Don't second guess our decisions and quit monitoring Internet access  
Eliminate time wasting and inefficient practices so time can be better spent  
Time to do off desk things  
Keep me informed of changes  
Give us adequate manpower  
Eliminate unnecessary tasks  
Recognize or value strengths. Help me cope and adapt to challenges.

#### **4. What is the most important thing the library could do to help you enjoy your job?**

Keep up the good support  
Rewards or just praise  
Job security  
Already enjoy job  
Opportunities for creativity  
Close Sundays  
Advocate for more staff  
Appreciation  
Better lighting and more staff  
Faster responses on problem patrons  
Support suggestions and ideas  
I enjoy it  
I'm happy the way it is  
More light and windows  
More communication  
Hire competent people and force incompetent people to become competent or lose their job. No more coddling!!!  
Technological support  
Appreciate our input  
Flexibility of hours and schedules  
Try to keep everyone happy  
More time to do things  
Staff support  
Another computer in staff lounge for staff on break to use  
Work less evenings  
Be supportive of staff, or be more supportive  
I like my job!  
Support  
Provide additional equipment or software programs on individual computers  
Keep on doing what you're doing! I like to be involved and considered to be a valuable asset to the whole.  
More freedom in vacation/flextime – which I understand is really a City of Appleton issue  
More staff development (fun) activities

I enjoy it now  
Little more appreciation  
More positive attitude from some staff members  
Hold other staff accountable for doing their jobs  
Tighten security – secure staff areas, security guard  
Save my lunch and break for the end of the day since I usually work through both  
    anyway to finish project w/o interruption  
Flex time  
Laugh, include staff in humor

## **5. What is the most common complaint that you hear from library patrons?**

Late charges  
Parking  
Parking/fines  
Paying for parking  
Not finding items on shelf  
Parking  
Parking tickets  
Fines, parking  
Parking  
Library parking  
Availability of popular materials  
Parking  
Paying for parking  
I have to wait or I cannot wait so long to get that  
Difficulty finding material  
Staff is rude and unable to answer questions  
Not enough story times for very young  
Parking problems  
Having to deal with other patrons just hanging around  
You close at 6:00 on Friday  
Paying for parking  
Not enough signage  
No parking  
Not enough parking space  
Unaware of parking at the ramp for \$1.00 – don't know it exists  
Parking  
None – my friends always complement the library  
Parking  
Parking meters  
Not enough parking  
They cannot use the Internet longer  
Parking  
Not enough computers (I disagree)  
Parking costs  
Fines  
That we're not very friendly – and that we're in a bad neighborhood  
Area the library is in  
Things they brought back but are lost and still on their cards

Parking cost and people on sidewalk  
Can't find item (out, not shelved)  
Can't find things on shelf where it should be  
Cannot locate items on shelf when item comes up as "on shelf"  
Faulty parking meters, not enough spaces, parking tickets issued  
Other patrons' behavior, appearance, or presence  
Computer time (email)  
Unavailability of materials  
Parking

## **6. What are the biggest challenges that the library will face during the next five years?**

Population growth of all diverse groups  
Drawing in public w/growing home PC use  
Money  
Funding, funding, funding, funding, funding, funding  
Multicultural population  
Space  
Dealing with big increases in demand for services w/o corresponding increases in resources  
Doing more with less  
Funds and public support  
Growth of area, poverty, perception the public has of the library and the support they give  
Keeping up with technology  
Growth – need more room and staff  
Space, finances  
Space  
Money  
Poverty – language barriers, tax freezes, no needs for librarians – paraprofessionals do the same job anyway  
Funding and enough staff for increasing workload  
Diversity and poverty  
Keeping us all in our jobs  
Money issues  
Budgets, taxes, more patrons  
Increased circulation  
Poverty, more bodies, no more space, more demand from public to have expensive formats  
Providing service to a growing patron base  
Overcrowding the facility, lack of staff for maintenance, i.e., checking out, shelving  
Turn over in long-term staff  
Budget  
Greater circulation numbers, not enough staff  
Having the funds to provide the advanced technology and to increase the collections  
Not enough space in building  
Fines  
Funding, funding, funding  
Money  
Budgetary

Staying relevant with more people using the Internet

Money and space

Money

Too many things coming through the library, but not clearly identified as such, i.e.,  
online things are not perceived as being from APL

Budget

Employees expected to do more with less manpower and less compensation (i.e.,  
smaller raises, no vision insurance, worse health insurance, etc.)

Money and space

Space, staff workload, more technology change

Parking, bigger city

## **7. What are your hopes and dreams for the library's future?**

Expand and keep up the services we deliver

Safe and fun learning experience

Branches, RFIC, continuing growth and use

It will be a vital, happy place in the community for many years

New building and more staff

Better funding, better administration

That it remains a vital part of the community

To continue to serve the community

Expand building

They will find a benefactor w/ bottomless pockets

Library branch

Branches

New, bigger, spacious, with windows library

That it adapts to changing circumstances

I hope all citizens will recognize the importance of the library and what it can do for  
them

Adequate staffing and branch library

Keep my job and retire

A branch or expansion

To live a very happy and successful time

Continue to serve people in a positive manner, accept/educate about differences

Continue to provide professional service

A second building and implement RFID

More space, more funding, strong advocacy

To grow and build bigger and newer library in nice location

To have the funds to keep all the services, collection and staff to help with all the  
changes in the community

That we are a valued and valuable part of the community

That eyes are opened among our city fathers that we do indeed serve the better  
good of the community, and that taxes are not necessarily a bad word when  
applied toward library offerings

Possible satellite library

More full-time staff and funding for materials

Continued good source of books and AV

Hope we can get a branch library

Cleaner, brighter, more spacious space

Separate area for teens – more room, better facilities

It will stay open and be able to offer services for free

To change as needed and stay up with the times  
More flexibility for employees...32 hour work week  
That we would be a safe, clean place providing quality services and materials to the  
community. That we would help people in their lives to accomplish what they  
want.  
More new materials, branches  
Help everyone find resources