



# CLIMATE IMPROVEMENT PROCESS RECOMMENDATION PROGRESS REPORT

December 18, 2023

This progress report encapsulates the collective efforts and achievements made during the implementation of various initiatives aimed at enhancing our organizational climate. This is the library leadership's commitment to maintaining a climate that embraces diversity, equity, and inclusion. The collective efforts of our library community have laid the foundation for an even more welcoming and accessible space for all.

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## Recommendation: **Improve Board of Trustees Governance**

The Governance Enhancement initiative focuses on strengthening the Board of Trustees' governance practices at IndyPL. This summary outlines measures taken to improve board governance and highlights accomplishments and ongoing efforts.

*In-The-Public Trust Review:* The Board members underwent a comprehensive Public Trust Review, examining each aspect outlined in the Public Trust Manual. Significant time was dedicated to discussing the assessment survey, specifically focusing on future board training.

*Annual Board Retreat:* A highly productive annual board retreat occurred on September 29. Alexis Thomas from the Art Group discussed and facilitated various topics critical to effective governance. The Board has scheduled training sessions for 2024 in January, April, July, and October, ensuring continuous learning and development.

*Access to Professional Memberships:* Board members hold United for Libraries and ALA memberships, providing access to resources such as "Short Takes for Trustees" and United for Libraries on Demand. Starting in January, monthly live webinars will further enhance their knowledge base.

*Board Communication Expectations:* Clear expectations for board communication with staff were communicated on October 17, 2023. When responding to staff, board members were provided with suggested specific language guidelines, fostering appropriate and effective communication channels.

*DEIA Workshops and Training:* To actively participate in Diversity, Equity, Inclusion, and Accessibility (DEIA) efforts, board members engage in DEIA workshops and training sessions. This aligns with the organization's commitment to fostering a diverse and inclusive environment.

*Enhanced Board Orientation:* The orientation process for new and current board members was revamped in May. A dedicated presentation on facilities and the Collection Management Services Area (CMSA) was introduced to deepen understanding of these critical operational areas.

*Committee Review of Resolutions:* To ensure thorough committee discussions, committee liaisons strive to ensure that discussions occur and all questions are addressed before resolutions move forward. Liaisons will confirm that board members receive relevant materials in advance to facilitate informed decision-making.

Collectively, these initiatives contribute to an enhanced governance framework, promoting transparency, continuous learning, and effective communication.

**Recommendation: Implement a Leadership-Led Strategy to Restore Trust within the Library System**

In response to identified challenges in trust within our organization, a Leadership-Led Strategy has been implemented to rebuild and reinforce trust among staff members.

*Recognition and Appreciation:* The STAR AWARDS has been reintroduced to acknowledge and appreciate staff's hard work and contributions. This initiative aims to celebrate outstanding achievements and contributions, fostering a culture of appreciation and recognition.

*Investment in Professional Development:* A crucial aspect of the strategy involves a significant investment in staff training and professional development. Employees are given opportunities for growth and career progression through the Career Development Program (CDP) and a Mentorship Program. Additionally, in-person leadership training for system managers ensures leadership is equipped with the necessary skills to lead effectively.

*Open Dialogue and Communication:* Creating forums for open dialogue is imperative to rebuilding trust. Bi-monthly Town Hall meetings provide a platform for transparent communication, allowing leadership to address concerns, share updates, and engage in constructive dialogue with staff. The Executive Committee Liaison Initiative further emphasizes open communication channels.

*Visibility and Accessibility of Leadership:* Leadership visibility and accessibility play a vital role in trust-building. Through the Executive Committee Liaison Initiative, leaders actively engage with staff, participating in informal interactions and activities to build personal connections. This approach fosters a more approachable and relatable leadership presence. The Executive Committee also meets twice a month at system locations.

*Empathy and Wellness Support:* Recognizing the importance of empathy, the organization has introduced a Traumatic Event Wellness Day to address staff challenges, focusing on mental and emotional well-being. This initiative underscores the organization's commitment to understanding and supporting employees during difficult times.

The Leadership-Led Strategy is a multifaceted approach to restoring trust through appreciation, investment in professional development, open

communication, visible leadership, and empathetic wellness support. By implementing these measures, the organization aims to create a positive and trusting work environment that fosters collaboration, growth, and a shared commitment to success.

Recommendation: **Update Interview and Hiring Processes to Utilize Structured Interview Methods**

The initiative to enhance recruitment and hiring practices at IndyPL encompasses several key strategies to streamline and improve the interview and hiring processes. This summary provides an overview of the implemented enhancements.

*Structured Interview Processes:* Standardized questions have been developed for each IndyPL position to create consistency and fairness in the interview process.

An interview toolkit on the intranet provides hiring managers with a comprehensive resource. This toolkit includes questions and skills that managers can select for interviews and is regularly updated.

*Manager Training Program:* A training program focusing on interview and hiring best practices has been scheduled for all system managers. Training is scheduled to be held in May 2024.

New managers undergo mandatory training covering essential topics such as onboarding, time and attendance, confidentiality, and supervisor training with an HR focus, including interviews, change forms, accommodations, and management reviews.

*Diverse Panel Participation:* Guidelines now require a minimum of four panelists for all interviews, ensuring representation from various diverse groups.

This strategic approach aims to foster diversity in staff and brings varied perspectives to the hiring decision-making process.

*Targeted Training for Public Services:* Recognizing the unique challenges in the Public Services department, which constitutes 78% of the staff and experiences the highest turnover rate, particular emphasis has been placed on tailored training and resources within the interview toolkit.

Collectively, these enhancements contribute to a more streamlined, inclusive recruitment and hiring process at IndyPL. The ongoing commitment to refining these processes reflects an initiative to improve recruitment and hiring practices.

## Recommendation: **Update and Reinforce Harassment Reporting and Investigation Process**

This summary provides an overview of the updates and initiatives undertaken to enhance Harassment Reporting and Investigation processes within IndyPL. The focus has been on deploying an advanced reporting tool, reinforcing standard operating procedures (SOP), tracking and monitoring submissions for trends, conducting formal training for relevant staff, and updating policies to address evolving modes of harassment.

*Deployment of Fortis Reporting Tool:* In the 4th quarter of 2022, the Fortis reporting tool (Integra) was successfully deployed. To ensure effective implementation, the former Diversity, Equity, and Inclusion (DEI) Officer and Human Resources Director conducted branch visits to raise awareness and address employee queries. Supporting this effort, instructional posters were distributed to all locations, guiding employees on utilizing the reporting system.

*Standard Operating Procedures (SOP):* Comprehensive SOPs were formulated for harassment investigations, incorporating accountability measures for managers and human resources. This initiative was completed in August 2022, solidifying our commitment to maintaining a transparent and fair investigative process.

*Tracking and Monitoring Report Submissions:* Quarterly reports are diligently tracked, enabling the identification of trends and concerns. Encouragingly, “reports by location,” has seen a notable 83% decrease in reports from the 4th quarter of 2022 to the 3rd quarter of 2023. As the “subject of reports,” the executive committee has witnessed a 100% decrease, reflecting an improvement in the organizational climate. The same positive trend is observed across various business processes (subject of reports), with a 100% decline in reported library administration incidents.

*Dashboard Comparison:* The dashboards from the 4th quarter of 2022 and the 3rd quarter of 2023 visually represent the significant improvements achieved.

*Formal Training on Harassment, Discrimination, and Retaliation:* Title VII Training for Managers, focusing on Harassment and Retaliation, was conducted for managers, circulation supervisors, supervisor librarians, and human resources staff. Two comprehensive sessions were held in March and April, and the training was completed in April. This initiative aims to empower key personnel with the knowledge and skills to manage harassment issues within the organization effectively.

*Policy Manual Update:* The Harassment and Bullying policy underwent a thorough update in October 2022. The revised policy now explicitly addresses the modes through which harassment may occur, including phone, email, text, and social media, ensuring our policies remain current and aligned with the evolving nature of workplace interactions.

The efforts to enhance Harassment Reporting and Investigation processes have resulted in improvements, reflected in the decreased number of reports and the elimination of incidents involving the Executive Committee. Collectively, these initiatives foster a healthier and more respectful workplace environment.

Recommendation: **Conduct a Compensation and Pay Review**

In response to a commitment to maintain competitive salaries and address potential compression issues, Chief Financial Officer Lolita Campbell, in collaboration with Human Resources Director Tisha Galarce and their respective teams, reviewed all positions within our organization. This initiative aimed to align our compensation structure with industry standards and ensure equitable pay for employees.

*Comparative Analysis:* An extensive evaluation compared our positions with other libraries and peer institutions. The review focused on roles such as Area Resource Managers, Branch Managers, and Public Services Librarians. Additionally, insights were drawn from the Allen County Compensation Study, providing valuable benchmarks against various libraries.

*Salary Adjustment Decision:* Following a thorough analysis, a decision was reached to implement a 5% salary increase for all employees. Special attention was given to addressing potential compression concerns for staff members over ten years of tenure. The project was completed, with adjustments made as a flat 5% increase or moving staff salaries up to market rates based on the updated compensation study conducted in July 2022—whichever proved more significant in the comparison.

*Revised Pay Grade Schedule:* A revised pay grade schedule was instituted to reflect the outcomes of the comprehensive compensation study and the subsequent salary adjustments. This adjustment ensures transparency, fairness, and alignment with industry standards in our compensation structure.

The Compensation Study and Salary Adjustment Initiative, led by CFO Lolita Campbell and HR Director Tisha Galarce, signifies the organization's commitment to maintaining a competitive and equitable compensation structure. The 5% salary increase, and careful consideration of compression

issues demonstrate our dedication to ensuring that our employees are fairly rewarded for their contributions.

Recommendation: **Implement Formal Upward Feedback Process for Leadership Positions**

The process involves research, training, and adopting best practices to enhance leadership effectiveness and foster a culture of continuous improvement. Key Steps Taken:

*Research and Evaluation:* Explored best practices for upward evaluations to inform the development of an effective feedback process.

Two software platforms, Trakstar and Typeform, alongside Survey Monkey, were identified as a top-tier 360 upward feedback platform.

*Selection of Feedback Platform:* We opted for Survey Monkey due to the existing systemwide subscription, ensuring a cost-effective and accessible solution.

*Identification of Best Practices:* Identified best practices, including defining purpose and goals, ensuring anonymity and confidentiality, providing training for leaders and employees, offering regular and timely feedback, encouraging constructive input, focusing on specific leadership competencies, and using third-party tools for enhanced support.

*Pilot Implementation for 2023 Performance Review:* It was decided to conduct a pilot for the 2023 performance review cycle, focusing on system managers. The plan will expand the implementation to include supervisors in the 2024 performance review cycle. Surveys were distributed to staff in November, emphasizing anonymity to encourage candid feedback.

*Training and Implementation Timeline:* We have scheduled systemwide training for October 2024, coinciding with the system managers' meeting, to ensure widespread understanding and adoption.

Survey distribution to staff will begin in November. Staff self-review will start the first week of December.

The formal upward feedback process aims to provide valuable insights into leadership effectiveness and areas for improvement.

The pilot implementation will inform adjustments for a full-scale rollout in the 2024 performance review cycle, including the inclusion of supervisors.

Recommendation: **Implement Office of Ombuds**

After consulting with various staff members, including the Diversity, Inclusion, Culture, and Equity (DICE) team and the Human Resources Advisory Team, the consensus is that we would not hire an additional person for the specified job. Currently, a human resources professional serves as a mediator, and in instances where staff requests mediation, Kim Ewers also performs this role. If the issues involve a director or the CEO, a third-party mediator will be brought in. We have identified mediation and ombuds training for HR staff and the Diversity, Equity, and Inclusion (DEI) Officer to enhance our capabilities. The human resources staff and the DEI officer are scheduled to undergo certification training in early 2024.

Recommendation: **Enhance Internal Communication Practices and Processes**

This summary outlines the strategic initiatives to enhance our organization's internal communication practices and processes. The focus has been on delivering engaging newsletter content, establishing guidelines for content submission, organizing regular all-staff town halls, and formalizing pathways for staff feedback to foster a culture of transparency, information sharing, and collaboration.

*Engaging Content and Newsletter Timeliness:* Efforts to enhance internal communication began with adding more exciting content to the internal newsletter. Guidelines and timelines for content submission were established, ensuring a consistent and timely newsletter delivery. The content now includes updates on CEO priorities and system updates, effectively engaging and informing the staff. The internal newsletter is scheduled monthly with a special edition focusing on safety. Our open rate for internal newsletters has been consistently above industry standards.

*All-Staff Town Halls:* A structured approach to all-staff town halls has been implemented, with clear procedures and expectations for timing. Town halls were successfully conducted in May, July, September, and November 2023, and a bi-monthly schedule has been established from January to November 2024. The format involves Q&A sessions where questions are submitted and answered by the Executive Committee. The Executive Committee fully participates in these sessions, addressing all submitted questions and providing necessary follow-up.

*Formalized Staff Feedback Processes:* The Executive Committee initiated branch meetings in January 2023 to establish direct pathways for staff feedback. These meetings allow the Executive Committee to receive updates from location leadership, address questions, and gather valuable feedback for organizational improvement. The Executive Committee Liaison Initiative further enhances staff

feedback by assigning Executive Committee members to three locations, engaging in regular staff meetings, drop-in visits, and facilitating one-on-one interactions by scheduled meetings. This approach has proven popular and influential in fostering open communication channels.

Moving forward, these initiatives will continue to strengthen internal communication, ensuring that the organization remains responsive, informed, and aligned with the needs and perspectives of library staff.

Recommendation: **Supplement the 2021-2023 Strategic Plan with a Robust Internal Employee Facing DEIA Plan**

On December 5, 2023, Kim Ewers, the Diversity, Equity, and Inclusion (DEI) Officer, introduced a supplementary plan to complement the 2021-2023 strategic plan. This presentation took place during the DPHR committee session. The supplemental plan has been shared with all Board of Trustees members to gather their feedback. It outlines five pillars, each with specific objectives and critical goals.

Recommendation: **Develop a stewardship plan for reviewing and maintaining progress on the internal DEIA Plan**

Kim Ewers is putting the final touches on the stewardship plan, and she will present it to the DPHR Committee for review in January.

Recommendation: **Enhance DEIA Learning and Managerial Leadership Training**

This summary outlines the efforts made to elevate Diversity, Equity, Inclusion, and Accessibility (DEIA) learning within our organization, focusing on mandatory competencies, managerial leadership training, DEIA modules, and biannual surveys to gauge the effectiveness of our initiatives.

*Annual Competencies:* Improve annual competencies around Race and Racism - The 2022-2023 period saw a significant enhancement of annual competencies, emphasizing DEIA principles. Mandatory competencies included foundational modules such as "Diversity, Equity, and Inclusion 101," "Equitable Services and Access," "Addressing Microaggression," and "How to be an Ally" (Pages only). Non-mandatory competencies featured "Tangram Disability Etiquette" and "Autism and Libraries." Future mandatory competencies will encompass "DEI Belonging for Library Leaders and Staffers," "Supporting Transgender Patrons," and "Supporting Staff with Disabilities Accommodations and Inclusive Environments," with non-mandatory offerings like "Creating an Inclusive Culture for Transgender Staff."

*Manager Participation:* A key objective was achieving 100% manager participation in annual competencies focused on race and racism. We are pleased to report that all system managers and circulation supervisors completed their competencies for the year.

*DEIA Modules - MVMT10K:* IndyPL has adopted the MVMT10K modules, a digital platform designed to advance racial equity through learning, behavior change, action, and engagement. Developed by The Indianapolis Foundation, MVMT10K aims to mobilize 10,000 individuals within the community over the next three years, fostering anti-racist actions and an ongoing commitment to equity. Pages will complete MVMT10K Pathways 1 and 2 due to their availability of hours, while all other staff positions, both part-time and full-time, will satisfy all MVMT10K pathways. The deadline for completion across all staff is April 1, 2024.

*Biannual Training and Surveys:* Despite a canceled training with Martin University (National Center for Racial Equity and Inclusion (NCREI) Training Workshops), the Diversity, Equity, and Inclusion Officer will schedule two system-wide trainings in 2024, accompanied by pre-and post-surveys to measure effectiveness. This approach aims to gather valuable insights and continually refine our DEIA learning initiatives.

We are committed to enhancing DEIA learning and managerial leadership training for all staff. IndyPL is dedicated to fostering an inclusive and equitable environment, ensuring that staff at all levels are equipped to contribute to a more diverse workplace. Continuous evaluation and improvement will remain integral to our DEIA initiatives.

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