



2022 Climate Study Presentation

Ice Miller Racial Equity Solutions

Climate Study Methods

Qualitative & Quantitative Data

Document Review

Interviews

Focus Groups

Survey

Go Team



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

Comparative Analysis

Multnomah County Library, OR

St. Louis County Library

Denver Public Library, CO

Salt Lake County Library System, UT

Salt Lake City Library System, UT

Findings Overview

Tension & Lack of Trust

Hierarchy & Rankism

Mistreatment Among Staff

Authentic Commitment to Change

DEIA Learning & Effectiveness Advancing DEIA

Strategic Plan Implementation & Staffing Levels

Misconduct Complaints & Accountability

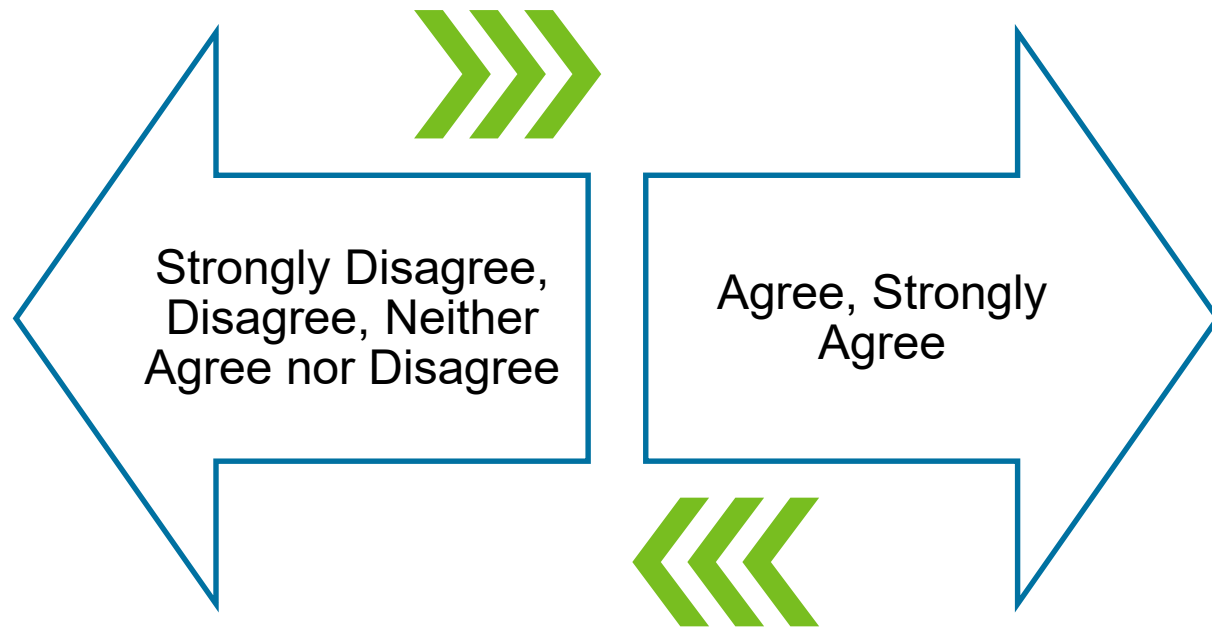
Hiring & Promotion Practices

Communication & Transparency

Executive Committee

Board of Trustees

Survey Data Presentation



**Divergence Among
Black Employees and
White Employees**

Tension & Lack of Trust

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
I trust my <u>colleagues</u> and co-workers to do the right thing for this organization.	17% (overall) 27% (Black) 14% (White)	82% (overall) 74% (Black) 87% (White)
I trust the <u>Executive Committee</u> to do the right thing for this organization.	43% (overall) 55% (Black) 38% (White)	49% (overall) 35% (Black) 56% (White)
I trust the <u>Board of Trustees</u> to do the right thing for this organization.	62% (overall) 72% (Black) 59% (White)	29% (overall) 16% (Black) 34% (White)
At the Library, people of different backgrounds work well together.	17% (overall) 29% (Black) 9% (White)	82% (overall) 66% (Black) 89% (White)

I think the library has tried to make moves towards racial equity, inclusion and accessibility but I also think that the workplace culture has gotten progressively worse with the events that happened in the last year. There is broken trust between employees and management and the board, and there is a sense of constant anxiety and having to walk on eggshells in regard to these issues.

The past year and a half have been very difficult. We lost a CEO, a lot of angst among staff, who was doing what to whom, lot of distress, very difficult to work through, so many major changes, and only more changes ahead, no light at the end of the tunnel, makes it hard to love your job, come to work and be invested, the uncertainty about where things are going, lots of frustration.

Some days I just don't want to engage at all for fear of doing/saying something wrong.

Hierarchy & Rankism

Results by Department & Not Management	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
I believe the Library's Culture is engaging and empowering.	33% (Public Services) 45% (Closed Dept.)	66% (Public Services) 49% (Closed Dept.)
I am satisfied with the culture of my workplace.	35% (Public Services) 50% (Closed Dept.)	63% (Public Services) 49% (Closed Dept.)
My work is fairly acknowledged and rewarded.	27% (Public Services) 46% (Closed Dept.)	70% (Public Services) 52% (Closed Dept.)

The executive level of the library needs to start focusing on its workers in general and put some of the decision making into their hands. The top-down business model does not work for a public entity such as a library. When workers are left out of important processes, the heart of the organization is removed and felt by all. The staff is capable and willing to create a better organization but need supportive leaders.

Stopping the focus of expecting a Master's in Library Science to promote or to be worthy of listening to. There are many aspects of working at a Library this large, which includes people coming in with different strengths, backgrounds and degrees, who can all add to the culture of the library.

Making sure executive level employees and board members listen to staff concerns and are open to talking about these concerns.

Mistreatment Among Staff

	Race or Ethnicity	Gender or Gender Identity	Sexual Orientation	Disability
In the past year, I have personally received offensive comments, harassment or bullying from colleagues regarding (check all that apply)	8% (overall) 22% (Black) 3% (White)	4% (overall) 6% (Black) 4% (White)	2% (overall) 0% (Black) 2% (White)	4% (overall) 6% (Black) 3% (White)

I have dealt with micro/macro aggressions. Questioning my credentials or experience. Questioning if I'm an employee when going to the employee entrance with a badge (not seeing Black people as librarians is a real issue). Asking if I had a nickname and inferring that my legal name was too difficult to pronounce.

Being trans – people asking me about my genitals and what I am going to do with them by MULTIPLE people which is incredibly inappropriate. People making jokes about pronouns.

The problematic comments I hear the most frequently are definitely in regard to disabilities.

Authentic Commitment to Change

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
The current focus on the climate improvement process as a reaction to recent events represents an authentic interest in changing the Library's culture.	31% (overall) 35% (Black) 26% (White)	65% (overall) 63% (Black) 70% (White)
I believe there is active support for diversity, equity, inclusion, and accessibility among <u>my</u> colleagues and co-workers.	13% (overall) 31% (Black) 9% (White)	84% (overall) 66% (Black) 89% (White)
I believe there is active support for diversity, equity, inclusion, and accessibility among <u>the</u> Executive Committee.	33% (overall) 45% (Black) 25% (White)	53% (overall) 40% (Black) 60% (White)
I believe there is active support for diversity, equity, inclusion, and accessibility among <u>the</u> Board of Trustees.	44% (overall) 57% (Black) 39% (White)	41% (overall) 25% (Black) 45% (White)

Still too superficially focused on PR, how we look to "the public", how we treat "the public", and not authentically being sensitive to how employees actually experience their work culture/environment day-to-day.

I would say the organization tries to push forward with racial equity inclusion and accessibility but there is much work to be done to ensure it is for the right reasons not just for show to mend the work atmosphere.

Changing only due to public pushback; seems to only be at face-value/on the surface, not yet dedicated to actually solving internal issues involving uplifting POC staff

DEIA Learning & Effectiveness Advancing DEIA

	Ineffective, Somewhat Ineffective, Unsure	Somewhat effective, Effective
How would you rate the overall effectiveness of your <u>colleagues and co-workers</u> in advancing diversity, equity, inclusion, and accessibility at the Library?	17% (overall) 26% (Black) 13% (White)	80% (overall) 70% (Black) 84% (White)
How would you rate the overall effectiveness of <u>the Executive Committee</u> in advancing diversity, equity, inclusion, and accessibility at the Library?	42% (overall) 47% (Black) 37% (White)	45% (overall) 44% (Black) 48% (White)
How would you rate the overall effectiveness of <u>the Board of Trustees</u> in advancing diversity, equity, inclusion, and accessibility at the Library?	56% (overall) 63% (Black) 52% (White)	29% (overall) 24% (Black) 32% (White)

My concern is that we have focused on historical education (IPS training and reading "Stamped") which are good and important, but do not clearly translate to in-workplace actions. Other things that might help our DEI issue - like manager training, personal conflict resolution...have been less focused and could be potentially more impactful for staff.

IndyPL has thrown a lot of DEI training at the staff in the last 12 months. I'm not confident that any LEARNING has been done as a result. There have not been any impact/measurements to demonstrate effectiveness that I'm aware of at this time.

Take the lessons we are learning and really turn this into practice. I feel a lot of what we are doing is academic right now instead of practical.

Strategic Plan Implementation & Staffing Levels

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	54% (overall) 63% (Black) 48% (White)	36% (overall) 29% (Black) 41% (White)
A commitment to diversity, equity, inclusion and access based on race, gender, sexual orientation, gender identity and disability is incorporated in the Library's policies, practices, and operations.	26% (overall) 32% (Black) 24% (White)	67% (overall) 58% (Black) 71% (White)

Well-intentioned but unsure about the most effective ways to change current practices or habits and move in a better direction.

I think the bigger question is whether we're going to be able to incorporate these ideas and changes deeply enough in our processes and culture that they'll stick long-term or whether when the active part ends the processes and culture will slip back into the previous patterns.

But burnout is now an issue, because we never seem to have enough off-desk time to do the important team building and staff development work necessary to reach our goals of racial equity, inclusion, and accessibility, nor do we have buy-in from our current manager that this kind of work is even necessary.

Misconduct Complaints & Accountability

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	36% (overall) 37% (Black) 31% (White)	57% (overall) 56% (Black) 61% (White)
I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace.	46% (overall) 46% (Black) 39% (White)	45% (overall) 47% (Black) 50% (White)

People frequently turn a blind eye to inequity.

Address issues in a timely manner and hold employees accountable.

I am genuinely concerned that any issue brought up will have some retaliation by an employee's colleagues or lower management.

Hiring & Promotion Practices

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
People are selected for positions at the Library because they have the right skills and competence to perform the job.	44% (overall) 53% (Black) 39% (White)	49% (overall) 33% (Black) 55% (White)
I have fair and equal access to new job opportunities at the Library.	27% (overall) 30% (Black) 23% (White)	67% (overall) 64% (Black) 70% (White)
The process for career advancement/ promotion is transparent to all employees.	48% (overall) 47% (Black) 45% (White)	42% (overall) 42% (Black) 44% (White)
Promotion decisions are fair at the Library.	54% (overall) 51% (Black) 49% (White)	28% (overall) 26% (Black) 31% (White)

We are also not following any rules as to filling positions - we are often changing requirements in order to fill positions and then changing the rules back for others. It is not consistent.

There is a strong impression among staff members that people are hired and promoted solely because they are "diverse" in some way. there is strong evidence to suggest this and this is a common belief among rank and file staff and lower management and supervisors. in many cases, it is presumed by other employees that minority employees who are promoted are given opportunities in the name of diversity and not because of their skills.

Transparency is a real problem, don't know what the practices are until you go through the process, there's confusion about what information can be shared with candidates and it appears there's less communication because people are fearful of making a mistake.

Communication & Transparency

	Strongly Disagree, Disagree, Neither Agree nor Disagree	Agree, Strongly Agree
The information and resources I need to do my job effectively are readily available.	24% (overall) 27% (Black) 21% (White)	75% (overall) 73% (Black) 79% (White)

There is so little consistency in how managers at the branch level function and treat their staff.

There is not sufficient transparency from leadership, information is either outdated or disorganized to the point of inaccessible (in regards to processes and procedures), and staff members who are ambivalent (or apathetic) about DEI work will continue to create barriers for the potential benefits the library can have for the community and vice versa.

Divide between employees based on tenure (newcomers and long tenured employees), there are subtle communication differences on how they talk about the workplace. The onboarding experience has a lot of holes and the divide on experience is felt keenly. Need to be more mindful of new employees and their integration into the workplace.

Additional Findings & Observations in Report

Library Union Influence

Attendance Policy Inequities

Compensation & Pay

Opposition to DEIA

Patron Mental Health & Need Gaps

Disability & Accessibility

LGBTQ+

Executive Committee

I think the recent change in leadership gives a new opportunity for issues to be heard and addressed in an appropriate manner, and the retention of a DEI professional will only assist with that

I think the new and interim EC members are doing well at improving things.

Transparency with regard to Library business, projects, and new staff initiatives. The Interim CEO's town hall meetings have been a nice change from the previous CEO's hands-off approach when it comes to staff.

Board of Trustees

The Board of trustees seems to be involved in a power struggle that is bringing the whole library down.

I trust a portion of the Board of Trustees to carry out this mission but have lost faith in most of the Board.

I'd get rid of the entire Board and start over. We have two types of Board Members currently—those who are invested too much in the day-to-day management of the library and those who I'm not sure have ever actually been in a branch for a full day.

Recommendations

1. Improve Board of Trustees Governance
2. Implement a Leadership-Led Strategy to Restore Trust within the Library System
3. Update Interview and Hiring Processes to Utilize Structured Interview Methods
4. Update and Reinforce Harassment Reporting and Investigation Processes
5. Conduct a Compensation and Pay Review
6. Implement Formal Upward Feedback Process for Leadership Positions
7. Implement Office of Ombuds
8. Enhance Internal Communication Practices and Processes
9. Supplement the 2021-2023 Strategic Plan with a Robust Internal Employee Facing DEIA Plan
10. Develop a Stewardship Plan for Reviewing and Maintaining Progress on the Internal DEIA Plan
11. Enhance DEIA Learning and Managerial Leadership Training