

# Tri-Borough Library Services: an “Inside Out” Approach



Tri-Borough Libraries & Archives



Low motivation amongst staff, evidenced by:

- Visible anger, frustration and/or disengagement
- High sickness and low performance
- Our Voice employee engagement survey



when strategy  
and culture come  
into conflict  
culture wins.



# Context: what makes a great service?



Service or  
Product –  
how good is it?



Process  
– how easy is it?



People and  
Culture  
– how does it feel?

Context: what makes a great service?



“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel”

Maya Angelou  
(1928 – 2014)



*Making the  
intangible  
tangible...*

# Six steps to building your service culture



## Define

What the service wants to feel like in terms of how we work together and treat our colleagues and communities



## Communicate

Loudly and frequently communicate the service culture, engendering support and ownership of desired behaviours



## Measure

Measure the outcomes of the desired behaviours to track progress and deliver improvement



## Lead

Provide strong supportive leadership to ensure progress and sustainability of the defined service culture



## Recognise & Review

Embed personal development and performance management focused on behaviours. Celebrate success and share good practice



## Recruit & Induct

Recruit and induct new people in line with the definition of desired behaviours and service culture

## Define: what's involved?



**Define** what the service wants to feel like in terms of how we work together and treat our colleagues and communities

Define or refresh your Purpose as a service (Start with Why)

Define how you want your service to feel for colleagues and customers (How)

Define Observable Standards

Enable the team to lead in every role through a Team Charter



# Libraries & Archives: Our Commitment



**A**pproachable – We listen

**S**upportive – We help

**K**nowledgeable – We inspire

Always Friendly, Always Enthusiastic, Always Inclusive

## Communicate: what's involved?



**Communicate** what the service wants to feel like in terms of personality and behaviour for both customers and colleagues

Communicate Our Commitment

Launch regular Our Commitment communication

Integrate Our Commitment into all communication

Review communication structures



Libraries and Archives

## Newsflash

July 2018

### Welcome

The Libraries and Archives' monthly Newsflash is here to bring together inspirational stories, news and ideas which share the day to day delivery of Our Commitment:

**Approachable** - We Listen

**Supportive** - We Help

**Knowledgeable** - We Inspire

Always **Friendly**, Always **Enthusiastic**, Always **Inclusive**

### SUPPORTIVE - Fantastic Team work at Charing Cross

Helen and Georgina from Charing Cross Library have been collaborating with colleagues past and present, local artists and volunteers in order to create a programme of events for the library's 70<sup>th</sup> birthday celebrations. Li, Pam, Bowie and Aitor are also all contributing with their particular skills, interests and connections to ensure that the programme reflects the character of the library and local community. A great example of collaborative work which connects users, staff, volunteers and friends of the library as a single team.



**Thank you** to Chelsea Library staff, who recently received huge praise from a customer directly to Councillor Hammond. Councillor Hammond was impressed by the positive feedback, the high regard that our customers hold us in and the care that our staff devote to the Library Service. Well done to all!!

## Measure: what's involved?



**Measure** the outcomes of the desired behaviours to track progress and deliver improvement

Use Our Voice measures to track success

Ensure managers understand their responsibilities

Consider service standards / customer measures

Celebrate and reinforce success

## Measure: using Our Voice

### Our Commitment measures

My line manager keeps me informed about issues that affect me directly

I think it's safe to speak up and challenge the way things are done

Working here makes me want to do the best work I can

Different teams work really well together

Changes that impact on me are well managed

In order to meet my objectives, I have the freedom to work in a way that is most productive

## Lead: what's involved?



**Lead:** provide strong supportive leadership to ensure progress and sustainability of the defined service culture

Define or refresh your Purpose as a Senior Leadership Team (Start with Why)

Build a cohesive Senior Leadership Team capable of collaborative leadership

Establish clear accountability for every people leader

Enable leadership in every role

Range of qualitative and quantitative measures to assess how we are leading our people:

- Group 'Our Voice' results against the six questions
- Individual 360 degree feedback
- Successful completion of 'Our Commitment' related objective
- Percentage of seasonal conversations completed
- Evidence of managing sickness absence

## Recognise and Review: what's involved?



**Recognise & Review:** embed personal development and performance management focused on behaviours. Celebrate success and share good practice

Define mechanisms for celebrating success and demonstrating you value people

Embed mechanisms for continuously discussing performance in line with Our Commitment (e.g. employee-led self assessment, one to ones)

Ensure Our Commitment is fed into Personal Development Framework

Celebrate leaders in every role



“People who feel good about themselves produce good results, and people who produce good results feel good about themselves”



Ken Blanchard, *One Minute Manager*

## Recruit and Induct: what's involved?



**Recruit & Induct** new people in line with the definition of desired behaviours and service culture

Embed Our Commitment into advertisements and job advertisements

Assess using these behaviours as well as skills/experience

Send welcome and Team Charters to new candidates

Our Commitment as part of induction and probation expectations

## Measure: how did Libraries & Archives do?

Our Commitment measures	2017	2018	+/-
My line manager keeps me informed about issues that affect me directly	65%	66%	+1%
I think it's safe to speak up and challenge the way things are done	54%	54%	0%
Working here makes me want to do the best work I can	67%	75%	+8%
Different teams work really well together	38%	43%	+5%
Changes that impact on me are well managed	14%	25%	+11%
In order to meet my objectives, I have the freedom to work in a way that is most productive	59%	71%	+12%
<b>Our Commitment score</b>	<b>50%</b>	<b>56%</b>	<b>+6%</b>

Libraries and Archives Top 5 most improved scores	2017	2018	+/-
I would recommend the council as a great place to work	29%	47%	+18%
I believe I will have the opportunity to be involved in the actions following the survey	29%	44%	+15%
My role gives me a feeling of personal accomplishment	61%	75%	+14%
I am proud to work for the council	46%	60%	+14%
In order to meet my objectives, I have the freedom to work a way that is most productive	59%	71%	+12%

Moving on.....



Business Plan | Service Direction | Site Leads