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?
“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 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
Approachable – We listen
Supportive – We help
Knowledgeable – We inspire

Always Friendly, Always Enthusiastic, Always Inclusive
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
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

Communicate: Libraries & Archives Newsflash

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 70th birthday celebrations. Lil, Pam, Bowie and Allor 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?

- 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

<table>
<thead>
<tr>
<th>Our Commitment measures</th>
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<tbody>
<tr>
<td>My line manager keeps me informed about issues that affect me directly</td>
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<tr>
<td>I think it's safe to speak up and challenge the way things are done</td>
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<tr>
<td>Working here makes me want to do the best work I can</td>
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<tr>
<td>Different teams work really well together</td>
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<tr>
<td>Changes that impact on me are well managed</td>
</tr>
<tr>
<td>In order to meet my objectives, I have the freedom to work in a way that is most productive</td>
</tr>
</tbody>
</table>
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 & 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?

<table>
<thead>
<tr>
<th>Our Commitment measures</th>
<th>2017</th>
<th>2018</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>My line manager keeps me informed about issues that affect me directly</td>
<td>65%</td>
<td>66%</td>
<td>+1%</td>
</tr>
<tr>
<td>I think it's safe to speak up and challenge the way things are done</td>
<td>54%</td>
<td>54%</td>
<td>0%</td>
</tr>
<tr>
<td>Working here makes me want to do the best work I can</td>
<td>67%</td>
<td>75%</td>
<td>+8%</td>
</tr>
<tr>
<td>Different teams work really well together</td>
<td>38%</td>
<td>43%</td>
<td>+5%</td>
</tr>
<tr>
<td>Changes that impact on me are well managed</td>
<td>14%</td>
<td>25%</td>
<td>+11%</td>
</tr>
<tr>
<td>In order to meet my objectives, I have the freedom to work in a way that is most productive</td>
<td>59%</td>
<td>71%</td>
<td>+12%</td>
</tr>
<tr>
<td><strong>Our Commitment score</strong></td>
<td>50%</td>
<td>56%</td>
<td>+6%</td>
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<table>
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<tr>
<th>Libraries and Archives Top 5 most improved scores</th>
<th>2017</th>
<th>2018</th>
<th>+/-</th>
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<tr>
<td>I would recommend the council as a great place to work</td>
<td>29%</td>
<td>47%</td>
<td>+18%</td>
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<tr>
<td>I believe I will have the opportunity to be involved in the actions following the survey</td>
<td>29%</td>
<td>44%</td>
<td>+15%</td>
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<tr>
<td>My role gives me a feeling of personal accomplishment</td>
<td>61%</td>
<td>75%</td>
<td>+14%</td>
</tr>
<tr>
<td>I am proud to work for the council</td>
<td>46%</td>
<td>60%</td>
<td>+14%</td>
</tr>
<tr>
<td>In order to meet my objectives, I have the freedom to work a way that is most productive</td>
<td>59%</td>
<td>71%</td>
<td>+12%</td>
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Moving on.....

Business Plan | Service Direction | Site Leads