



# We could write a book about all that we've accomplished together this year.

We've implemented dozens of improvements recommended by our staff – collaborative changes that demonstrate our commitment to listening to the voices of our staff.

## Improved operational procedures and budget autonomy

1. Allocated operational budgets to 48 staff across the Libraries.
2. Aligned merit increases directly to managers' performance ratings for their staff.
3. Conducted budget training and communication of budgetary capabilities and responsibilities.
4. Developed and shared standard operating procedures as they pertain to financial processes.
5. Created a wiki for staff policies and procedures.
6. Created a supply closet for easy, immediate access to standard office supplies.
7. Eliminated required paperwork for standard professional development.
8. Instituted a streamlined per-diem traveler meal reimbursement policy.

## Enhanced communication

9. Created and distributed a monthly email newsletter to staff, highlighting updates in career opportunities, new hires, exits, promotions, departmental updates, and leadership announcements.
10. Created a Van Pelt-only email listserv for location-specific information-sharing.
11. Developed and distributed the "Penn Libraries Information Sharing and Platform Guidelines" to normalize communication across the Libraries.
12. Reinstated the annual "State of the Libraries" presentation from the library director.
13. Improved communications from Senior Leadership to be more frequent, informative, and straightforward.
14. Regularly surveyed staff using Qualtrics for confidential feedback.

## Emphasized community building

15. Hosted and catered 6 annual staff social events to enhance community and staff recognition (e.g., Fall Welcome Back luncheon, Winter Party, Eclipse Watch, Staff Service Awards, Spring Town Hall luncheon, Open Mic Social).

16. Created a new employee break area at the Holman Biotech Commons.
17. Scheduled monthly meetings of departmental library heads at locations outside of Van Pelt.

## Increased leadership visibility and inclusion

18. Established monthly conversations with senior leaders to increase visibility and accessibility to staff.
19. Implemented twice-annual Town Hall meetings to allow for staff and senior leadership to address concerns and seek input from staff on strategic and operational changes within the library system.
20. Invited dozens of staff to present their work and recommendations at the Leadership team's meetings.
21. Shared minutes from Senior Leadership meetings with all staff.
22. Made Senior Leadership more visible, not only attending Libraries-wide events but also staff presentations.
23. Reviewed library organizational chart to determine alignment of management reporting and reduced hierarchical leadership in some areas.

## Improved human resources and onboarding

24. Reduced staff turnover by 75% compared to two years ago.
25. Reduced reliance on term-limited positions through converting term positions into regular positions (4 out of 8 positions not limited by finite funding were converted in the past 9 months alone).
26. Improved Business/HR office support for hiring student workers.
27. Added a designated Libraries Human Resources staff member (Destiny Miles).
28. Enhanced HR onboarding trainings provided through Central HR.
29. Provided training on hiring and recruiting from Central HR.
30. Provided managers training on management skills through DeEtta Jones & Associates.

**No union cares more about our people than we do. Let's continue to innovate and improve our Libraries together.**



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