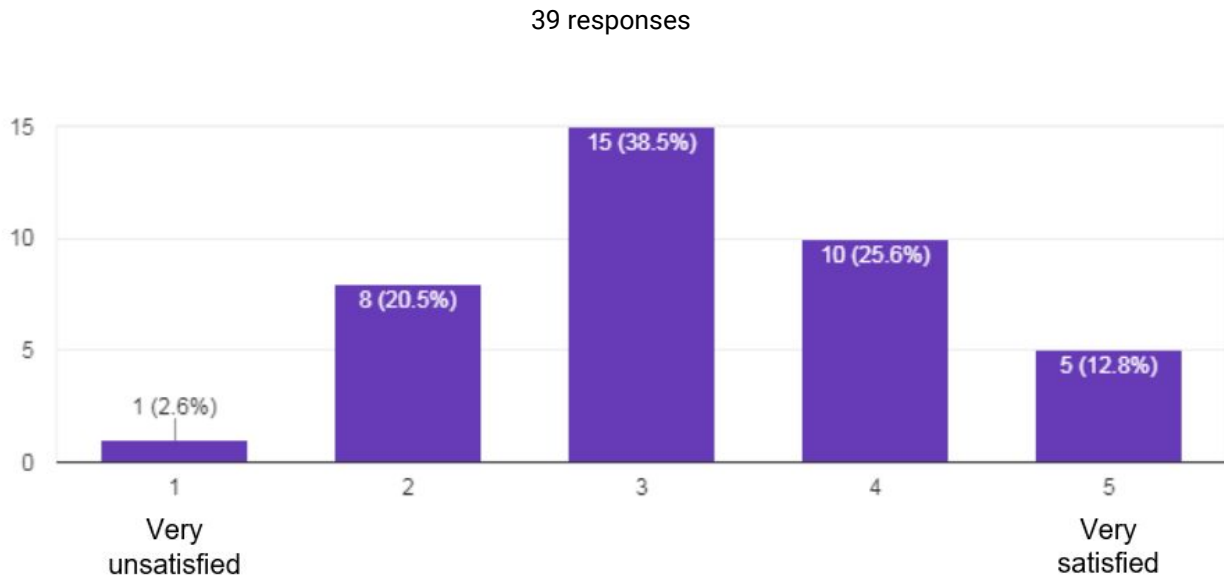


## TULUP Internal Communications Questionnaire Executive Summary

The Outreach and Communications Strategic Steering team launched the TULUP Internal Communications Survey to gauge staff members' general feelings about communications within the Libraries/Press. Utilizing a brief 14-item questionnaire, the committee sought to: 1) reveal perceived strengths and limitations with the current communication methods, 2) identify staff members' communication preferences, and 3) provide staff members with an opportunity to share their communication recommendations, questions, and/or concerns. The survey was distributed to 156 TULUP staff members on June 19th, 2018. The survey closed on July 7, 2018. We received 39 responses, or a 25% response rate.

Question #1: How satisfied are you with internal communications at the Libraries/Press?



Question #2: What internal communications gaps or problems have you noticed?

32 responses

The greatest number of respondents reported poor top-down/administration to staff communication, most citing lack of transparency in operational decisions, including personnel decisions and the creation of new positions, changes in reporting lines and organizational structure, and changes in services. Likewise, there is concern that administrators are not communicating with department heads and therefore information is not being passed down through the organization. In related concerns, respondents noted that poor communication across departments and within departments contributed to a general lack of awareness about work across TULUP. There were concerns about overlapping work and lack of coordination. Some respondents noted there is no standard method of communication within departments and some communication within departments is often too infrequent, fractured, and informal. Several respondents noted the lack of a new staff orientation, specifically that it is difficult to identify who is the appropriate staff member to contact with a question, and how information should be shared across the Libraries or with an external audience. Some noted that communication for external programming tends to be strong, but communication about internal policy development and change is sometimes lacking. Other responses reported that information is spread through informal conversation and gossip, and information that is shared is often inappropriate or irrelevant. Additionally, there was reported confusion about communication platforms, and lack of structured decision making processes.

Question #3: How do you think internal communications could be improved?

32 responses

While several respondents did point out that ideal organizational communication can be subjective and difficult to achieve, a majority of respondents did suggest more targeted and frequent information sharing from the top down, especially regarding restructuring and organizational changes, as well as more guidance for departments and supervisors on fostering good communication practices. Several respondents suggested that the all-staff meetings include more opportunities for staff members, other than the Dean, to speak. Several respondents thought that more meetings within their departments and across departments may be useful. Many respondents expressed a desire to see our current communication tools (Slack, blogs, e-mail, *Don't Hit Delete*, etc) be used more effectively or at least that better training and guidance be provided to staff on the use of these tools.

Question #4: What projects, departments, or issues at the Libraries/Press would you like to learn more about?

25 responses

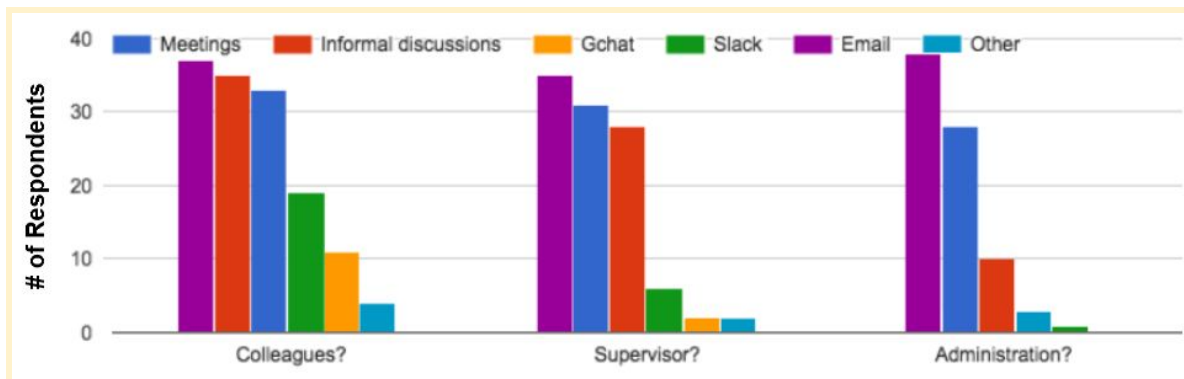
Respondents were interested in learning more about a variety of topics, including how the move into the new building will work, how reorganization plans are proceeding, and long term operational planning (policy changes, donor development, technology planning, and budget concerns). Respondents were also interested in hearing more about initiatives in other departments, the work of the new strategic teams and other working groups, and university-wide initiatives and changes that may affect TULUP.

Question #5: What do you do currently when you feel uninformed about projects, departments, or issues at the Libraries/Press?

31 responses

A majority of respondents to the question state that when faced with communication gaps they will actively seek out information by asking questions of colleagues, within and outside their departments, and sometimes their supervisors, either in-person or electronically. A handful of respondents reported frustration and being resigned to not knowing “what they don’t know.”

Question #6: How do you currently receive information from... (check all that apply)

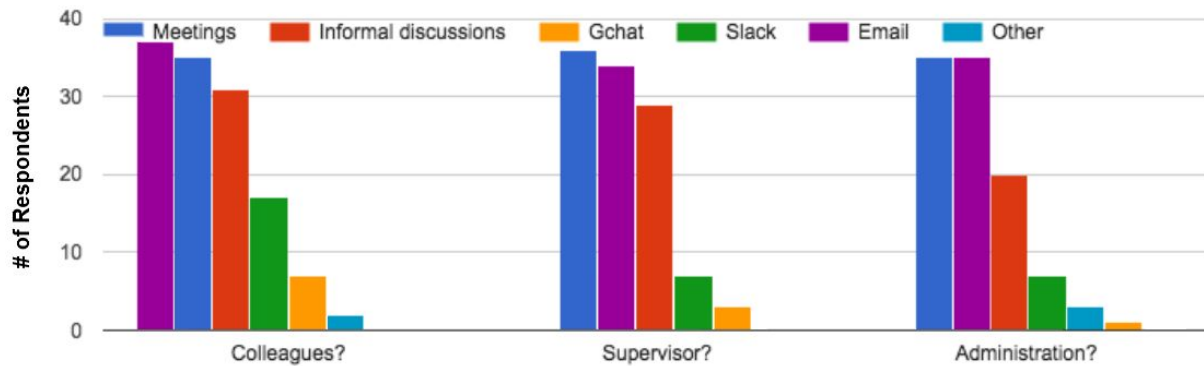


Question #7: If you selected other above, please explain.

8 responses

Respondents selecting the “Other” option to this question listed the following additional methods of communication: Confluence, e-mail from administration, gossip, video chat, social media, texts, phone calls, and TULVox.

Question #8: How would you like to receive information from... (check all that apply)

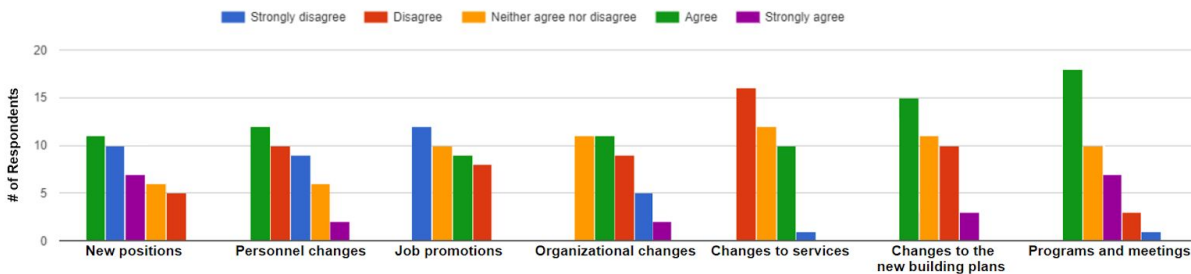


Question #9: If you selected other above, please explain.

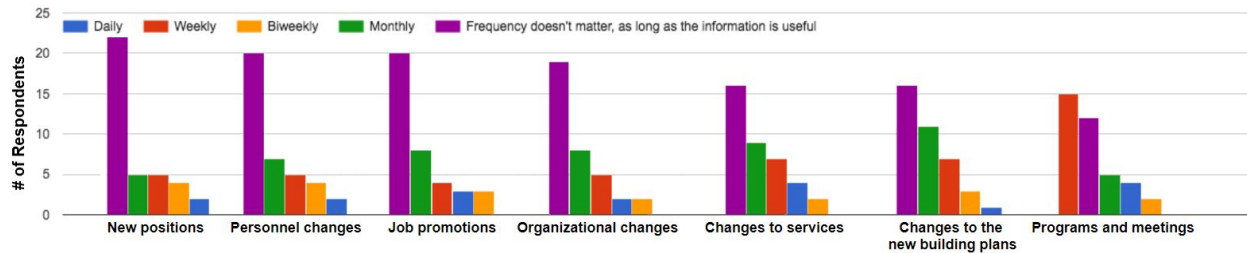
5 responses

Respondents selecting the “Other” option to this question recommended the following methods of communication: more transparent and consistent delivery of content from supervisors and administration, video chat, formal networking opportunities, RSS feeds, and webinars.

Question 10: The library administration shares information about their decision-making process with the staff regarding...



## Question #12: How often do you want to receive information about the following?



## Question #13: What other questions would you have liked to see on this survey?

11 responses

This question was an opportunity for respondents to volunteer further topics for discussion around internal communication in the TULUP organization. Many were interested in understanding more about the varying levels of comfort among staff with the various communication tools used across the library, including Confluence and Slack. Others were interested in more questions on how staff members feel about the effectiveness of meetings in general and, specifically, how we can restructure our All Staff meeting to provide communication from other departments.

## Question #14: Is there anything else you'd like to share?

10 responses

Responding to this final open-ended question, three respondents expressed concern with the lack of communication from administrators regarding personnel changes, specifically that the relevant stakeholders and colleagues were not consulted, and that when new positions are announced it is often not clear how they fit into the organization. Two respondents didn't see the need for a committee about communication.

One respondent suggested that TULUP find ways to allow staff to feel safe to speak up and share their ideas (an internal suggestion box, for example).

## Recommendations

### Short Term

1. Use a regular “Dean’s/Admin Update” column in *Don’t Hit Delete* to share information that is relevant to All Staff, in order to free up time in All Staff meetings to hear from a greater number of voices.
  - a. Addresses sense of “Poor top-down/admin-staff communication” and “Direct communication from Administrators” (Q2)
  - b. Direct communication from administrators was the top response to Q3 (how do you think internal communications could be improved)
2. Write guidelines with department heads / supervisors on when and how to share information such as updates from ADC, so that all staff members receive the same information.
  - a. From Q2: “Some respondents noted there is no standard method of communication within departments and some communication within departments is often too infrequent, fractured, and informal.”
  - b. From Q3: Some specific recommendations include: “a reporting template that is shared with everyone,” “more direct email from library admin to all staff,” “communicating organizational changes simultaneously to all staff”
3. Create and share ADC and LLC meeting minutes and recruitment updates with all staff.
  - a. From Q2: “The greatest number of respondents noted poor top-down/administration to staff communication, most citing lack of transparency in operational decisions, including personnel decisions and the creation of new positions, changes in reporting lines and organizational structure, and changes in services. There is also concern that administrators are not communicating with department heads and therefore information is not being passed down through the organization.”
  - b. From Q3: “While several respondents did point out that ideal organizational communication can be subjective and difficult to achieve, a majority of respondents did suggest more targeted and frequent information sharing from the top down, especially regarding restructuring

and organizational changes, as well as more guidance for departments and supervisors on fostering good communication practices.”

- c. From Q4: “Respondents were interested in learning more about a variety of topics, including how the move into the new building will work, how reorganization plans are proceeding, and long term operational planning (policy changes, donor development, technology planning, and budget concerns). Respondents were also interested in hearing more about initiatives in other departments, the work of the new strategic teams and other working groups, and university-wide initiatives and changes that may affect TULUP. “
4. Standardize meeting expectations for unit heads and units. While some units may elect to meet more frequently than others, there should be a minimum expectation for meetings.
    - a. From Q3: “a majority of respondents did suggest...more guidance for departments and supervisors on fostering good communication practices... Several respondents thought that more meetings within their departments and across departments may be useful. Many respondents expressed a desire to see our current communication tools (Slack, blogs, e-mail, Don't Hit Delete, etc) be used more effectively or at least that better training and marketing be provided to staff on the use of these tools.”
  5. Create structure for All Staff meetings so that departments, units, teams, and individuals have dedicated time to share about the work they're doing (e.g., a specified number of lightning talks at each meeting, or department presentations each semester).
    - a. From Q3: “Several respondents suggested that the all-staff meetings include more opportunities for staff members other than the Dean to speak.”
    - b. From Q13: “Others were interested in... how we can restructure our All Staff meeting to provide communication from other departments. “

## Long Term

1. Explore opportunities for staff to get to know each other beyond quarterly coffee hours.
  - a. Requests for opportunities to learn about specific/other departments was tied with requests for Library and University Wide goals and objectives (see Q4).



2. Increase transparency in decision making at all stages of a process (department reorganizations, position changes)—not just sharing the outcome, but also sharing the rationale and how it fits within the strategic goals.
  - a. Direct communication from administrators was the top response to Q3 (how do you think internal communications could be improved)
3. Standardize an orientation/onboarding procedure for new TULUP staff.
  - a. From Q1: “Several respondents noted the lack of a new staff orientation, specifically that it is difficult to identify who is the appropriate staff member to contact with a question, and how information should be shared across the Libraries or with an external audience.”
4. Investigate a process for staff to provide feedback about their supervisors.
  - a. From Q2: “Respondents noted that poor communication across departments and within departments contributed to a general lack of awareness about work across TULUP.”
5. Offer staff development on communication and running effective meetings. These communication channels can be very effective if utilized well, and staff value interacting with their colleagues in these ways.
  - a. From Q2: “Some respondents also noted that there is no standard method of communication within departments and some communication in departments is often too infrequent, fractured, and informal.”
  - b. From Q3: “Several respondents thought that more meetings within their departments and across departments may be useful.”

## **Strategic Steering Team**

The Outreach and Communications SST plans to respond to the survey responses and suggestions in these ways.

1. Create a series of Reddit-style AMA sessions on Slack (and attendable in-person for those not yet comfortable with Slack) to get updates and ask questions about particular departments and projects.

- a. From Q4: "Respondents were interested in learning more about a variety of topics, including how the move into the new building will work, how reorganization plans are proceeding, and long term operational planning (policy changes, donor development, technology planning, and budget concerns). Respondents were also interested in hearing more about initiatives in other departments, the work of the new strategic teams and other working groups, and university-wide initiatives and changes that may affect TULUP."
2. Work to develop various communications guides for staff.
  - a. From Q3: "Many respondents expressed a desire to see our current communication tools (Slack, blogs, e-mail, *Don't Hit Delete*, etc) be used more effectively or at least that better training and guidance be provided to staff on the use of these tools."
  - b. From Q13: "Many were interested in understanding more about the varying levels of comfort among staff with the various communication tools used across the library, including Confluence and Slack."
3. Support administration in their efforts to develop and implement changes informed by survey responses.