Library Staff & Faculty Associations
December 2005

Compiled by:
Ross C. Edmonds, Lori Lee, Shirley Moede, and John Cosgriff
**About the Survey:**
During the fall of 2005, the Library Staff Association (LSA) and the Library Faculty Association (LFA) asked all library faculty, classified staff, and non-student full and part-time wage employees for input on the organization’s climate. The survey sought to assess the perceptions of the general work climate in the Library. It closely paralleled a similar survey used at the University of Virginia (UVA) for library staff and faculty in the summer of 2004.

**Confidentiality:**
A team of three LSA members and one LFA member formed the survey compilation team. To assure confidentiality, all respondents submitted surveys and the team recorded the responses anonymously. We asked respondents to supply their answers in a printed and not handwritten form. We provided a locked collection box and envelopes. The team evaluated all comments to assure anonymity. The team destroyed all original surveys.

The team that compiled this report did so with dispassion and does not necessarily agree or disagree with any or all of the statements within this report.

**Results Analysis:**

**Response Rate**
Of the 123 employees working at the library at the time of the survey, there were 92 respondents, which yielded a 74.8% response rate. The respondents consisted of 25 faculty (27.2%), 59 staff (64.1%), and 8 respondents who did not indicate a status (8.7%). The respondents fell into the following demographics: 40 with 0-10 years of service (43.5%), 20 with 11-20 years of service (21.7%), 21 with 21+ years of service (22.8%), and 11 who did not indicate years of service (12.0%).

**Scoring Conventions**
Other surveys have shown that with a 1 to 5 scale: a mean score of 4.5 is very good; a mean of 4.0 is still good; a mean below 3.8 indicates improvement is needed; a mean below 3.5 is very poor; and a mean below 3.0 is very bad.

Our survey used a 1 to 5 scale but did not ask the respondents to indicate satisfaction. Instead, it asked respondents to agree or disagree with a positive statement, using 1 to indicate “strongly disagree” and 5 to indicate “strongly agree.”
Because the workplace survey was based on a similar survey used by UVA, it is possible to compare the results of this survey with the scores they provided to us.

Later in this report is a statistical results and comparison section that includes the mean scores (on a 1 to 5 scale) for each question and for the topical summaries. We have also included the percentage agreeing (those marking ‘4’ or ‘5’) with each question and we use the mean as our standard of comparison. This indicates whether our standard is higher or lower than that of the results provided by UVA.

A final consideration was that some respondents accidentally indicated more than one option on the scale for a particular question. For those questions, the recorded response was a “No Comment.”

Observations on the Responses
In the statistical results and comparison section below, the questions are listed as they were in the survey. Summarizing the results by topic shows clearly the wide range of the responses.

**Job Satisfaction:** The average positive rating in this area was 41.5% and the questions with a mean of less than 3.5 were 83%. Scores for the questions regarding advancement, salary, and hiring were significantly lower; these ten questions have an average of 29.1%. Chart 1-1 shows the faculty/staff mean scores in comparison.

**Interpersonal Relations:** The average positive rating in this area was 48.7% and the questions with a mean of less than 3.5 were 69%. Scores for the questions regarding respect and rewards were significantly lower; these four questions have an average of 28.8%. Chart 1-2 shows the faculty/staff mean scores in comparison.

**Communication & Collaboration:** The average positive rating in this area was 30.4% and the questions with a mean of less than 3.5 were 100%. Chart 1-3 shows the faculty/staff mean scores in comparison. The data shows that this is one of the areas that need the most improvement.

**Diversity:** The average positive rating in this area was 64.0% and the questions with a mean of less than 3.5 were 60%. Scores for the questions regarding goals, tolerance, and fostering of diversity were somewhat lower; these six questions have an average of 52.6%. Chart 1-4 shows the faculty/staff mean scores in comparison.
**Resource Availability:** The average positive rating in this area was 38.4% and the questions with a mean of less than 3.5 were 100%. Chart 1-5 shows the faculty/staff mean scores in comparison. The data shows that this is one of the areas that need the most improvement.

**Staff Development:** The average positive rating in this area was 40.8% and the questions with a mean of less than 3.5 were 78%. Scores for the questions regarding offered or received training were significantly lower; the six questions have an average of 24.1%. Chart 1-6 shows the faculty/staff mean scores in comparison.

**Health & Safety:** The average positive rating in this area was 44.9% and the questions with a mean of less than 3.5 were 67%. Scores for the question regarding occupational health, ergonomics, and environment were somewhat lower; the three questions had an average of 31.5%. Chart 1-7 shows the faculty/staff mean scores in comparison.

The highest positive rated statement (87.0%) was: “I am comfortable working with or being supervised by people from various diverse backgrounds.”

The second highest rated statement (85.9%) was a tie between: “I do not display materials or make insensitive or disparaging comments in the workplace that could be considered offensive” and “I do not joke or make negative comments about gender, race, ethnicity, disability, age, and/or sexual orientation that could be considered offensive.”

The only other statement that was rated higher than 75.0% was: “I am given appropriate flexibility in my job scheduling” which was rated at 77.2%.

All other statements received less than 75.0% agreement (or a mean less than 3.8) indicating that all other areas need improvement.

**Charts**

Chart A: The average of all positive responses for all questions in each section.
Chart B: The percentage of questions in each section with a mean of less than 3.5.
Chart 1-1: A comparison of faculty mean scores to staff mean scores for the topic Job Satisfaction.
Chart 1-2: A comparison of faculty mean scores to staff mean scores for the topic Interpersonal Relations.
Chart 1-3: A comparison of faculty mean scores to staff mean scores for the topic Communication & Collaboration.
Chart 1-4: A comparison of faculty mean scores to staff mean scores for the topic Diversity.
Chart 1-5: A comparison of faculty mean scores to staff mean scores for the topic Resource Availability.
Chart 1-6: A comparison of faculty mean scores to staff mean scores for the topic Staff Development.
Chart 1-7: A comparison of faculty mean scores to staff mean scores for the topic Health & Safety.
Chart 2-1: A comparison isolating each group of years of services’ mean scores for the topic of Job Satisfaction.
Chart 2-2: A comparison isolating each group of years of services’ mean scores for the topic of Interpersonal Relations.
Chart 2-3: A comparison isolating each group of years of services’ mean scores for the topic of Communication & Collaboration.
Chart 2-4: A comparison isolating each group of years of services’ mean scores for the topic of Diversity.
Chart 2-5: A comparison isolating each group of years of services’ mean scores for the topic of Resource Availability.
Chart 2-6: A comparison isolating each group of years of services’ mean scores for the topic of Staff Development.
Chart 2-7: A comparison isolating each group of years of services’ mean scores for the topic of Health & Safety.

Statistical Results and Comparison
The table lists every question that was on the survey along with the percentage of respondents agreeing (answering ‘4’ or ‘5’), the mean (average), and the comparison of our scores to UVA’s. Any question that has a shaded area in the comparison column indicates a question we added that was not on the UVA survey.

Comments and Open Ended Questions
All comments and answers to open ended questions were carefully reviewed to improve anonymity. Any statement that the team identified as putting the respondent in a position of being identified was removed. In a few rare cases, statements were merged or were edited in such a way as to make the statement more general. Also, in all the cases where a supervisor was referred to as he or she or similar pronoun the team replaced that pronoun with a he/she. None of the changes made altered the idea presented. Every attempt was made to leave it intact without compromising a respondent’s identity.
Average Positive Response

Chart A

- A. Job Satisfaction: 41.5%
- B. Interpersonal Relations: 48.7%
- C. Communication & Collaboration: 30.4%
- D. Diversity: 64.0%
- E. Resource Availability: 38.4%
- F. Staff Development: 40.8%
- G. Health & Safety: 44.9%
A. Job Satisfaction

Chart 1-1
B. Interpersonal Relations

Chart 1-2
D. Diversity

Chart 1-4
E. Resource Availability

Chart 1-5
F. Staff Development

Chart 1-6
G. Health & Safety

Chart 1-7
B. Interpersonal Relations

Chart 2-2
G. Health & Safety

Chart 2-7
## Statistical Results and Comparison:

### A. Job Satisfaction

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I enjoy coming to work.</td>
<td>64.1%</td>
<td>3.60</td>
</tr>
<tr>
<td>2. I am challenged by my work in a positive way.</td>
<td>54.3%</td>
<td>3.40</td>
</tr>
<tr>
<td>3. Through my work at the library, I realize my full potential.</td>
<td>29.3%</td>
<td>2.77</td>
</tr>
<tr>
<td>4. There are chances for me to advance at the library.</td>
<td>17.4%</td>
<td>2.07</td>
</tr>
<tr>
<td>5. There are clear, planned goals and objectives for my job.</td>
<td>41.3%</td>
<td>3.05</td>
</tr>
<tr>
<td>6. I know exactly what is expected of me.</td>
<td>52.2%</td>
<td>3.34</td>
</tr>
<tr>
<td>7. Creativity is encouraged in my job.</td>
<td>50.0%</td>
<td>3.05</td>
</tr>
<tr>
<td>8. I am aware of the vision and guiding principles of the library and how they relate to my job.</td>
<td>38.0%</td>
<td>2.86</td>
</tr>
<tr>
<td>9. I feel I am making a significant contribution in my job at the library.</td>
<td>59.8%</td>
<td>3.57</td>
</tr>
<tr>
<td>10. I feel empowered to make decisions and changes within my area of responsibility without approval from my supervisor.</td>
<td>38.0%</td>
<td>3.01</td>
</tr>
<tr>
<td>11. I am satisfied with my job.</td>
<td>51.1%</td>
<td>3.25</td>
</tr>
<tr>
<td>12. My salary and benefits are adequate for the work I do.</td>
<td>22.8%</td>
<td>2.51</td>
</tr>
<tr>
<td>13. My impression is that the salary I receive is equitable when compared to co-workers in similar positions.</td>
<td>21.7%</td>
<td>2.39</td>
</tr>
<tr>
<td>14. I am given appropriate flexibility in my job scheduling.</td>
<td>77.2%</td>
<td>4.02</td>
</tr>
<tr>
<td>15. My annual evaluation process is fair and useful.</td>
<td>47.8%</td>
<td>3.15</td>
</tr>
<tr>
<td>16. The library provides an environment that motivates me to do my best.</td>
<td>32.6%</td>
<td>2.78</td>
</tr>
<tr>
<td>17. I feel that the process of hiring staff at the library is fair.</td>
<td>28.3%</td>
<td>2.37</td>
</tr>
</tbody>
</table>

VT vs. UVA

- 64.1% vs. 60.0% (z = 0.46)
- 54.3% vs. 52.2% (z = 0.37)
- 29.3% vs. 27.1% (z = 0.18)
- 17.4% vs. 19.3% (z = 0.60)
- 41.3% vs. 41.6% (z = 0.47)
- 52.2% vs. 52.2% (z = 0.35)
- 50.0% vs. 50.0% (z = 0.69)
- 38.0% vs. 38.0% (z = 0.89)
- 59.8% vs. 59.8% (z = 0.41)
- 38.0% vs. 38.0% (z = 0.34)
- 51.1% vs. 51.1% (z = 0.37)
- 22.8% vs. 22.8% (z = 0.01)
- 21.7% vs. 21.7% (z = 0.41)
- 77.2% vs. 77.2% (z = 0.17)
- 47.8% vs. 47.8% (z = 0.45)
- 32.6% vs. 32.6%
### A. Job Satisfaction (continued)

<table>
<thead>
<tr>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
<th>VT vs. UVA</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.7%</td>
<td>2.22</td>
<td></td>
</tr>
</tbody>
</table>

**Overall Job Satisfaction**

<table>
<thead>
<tr>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
<th>VT vs. UVA</th>
</tr>
</thead>
<tbody>
<tr>
<td>41.5%</td>
<td>2.97</td>
<td></td>
</tr>
</tbody>
</table>
## C. Communication & Collaboration

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
<th>VT vs. UVA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Library faculty/staff in other departments understand what I do in my job.</td>
<td>15.2%</td>
<td>2.28</td>
<td>† 0.26</td>
</tr>
<tr>
<td>2. Staff and faculty outside of the library appreciate what I do in my job.</td>
<td>28.3%</td>
<td>2.46</td>
<td>† 0.87</td>
</tr>
<tr>
<td>3. I am informed in a timely manner about new policies and changes with the department I work in.</td>
<td>31.5%</td>
<td>2.98</td>
<td>† 0.56</td>
</tr>
<tr>
<td>4. Information from my department is communicated to me effectively.</td>
<td>39.1%</td>
<td>2.96</td>
<td>† 0.67</td>
</tr>
<tr>
<td>5. Collaboration is encouraged and supported in my job.</td>
<td>50.0%</td>
<td>3.17</td>
<td>† 0.80</td>
</tr>
<tr>
<td>6. I get cooperation from staff in other library departments when we work together.</td>
<td>47.8%</td>
<td>3.28</td>
<td>† 0.57</td>
</tr>
<tr>
<td>7. I feel I am updated on important matters related to my job in a timely manner.</td>
<td>34.8%</td>
<td>2.97</td>
<td>† 0.53</td>
</tr>
<tr>
<td>8. I am aware of changes in other departments that affect my job.</td>
<td>17.4%</td>
<td>2.40</td>
<td>† 0.58</td>
</tr>
<tr>
<td>9. I have opportunities for input regarding policies, decisions, procedures, and other changes within my department.</td>
<td>34.8%</td>
<td>2.74</td>
<td>† 0.86</td>
</tr>
<tr>
<td>10. I have opportunities for input regarding policies, decisions, procedures, and other changes within the University Libraries.</td>
<td>9.8%</td>
<td>1.92</td>
<td>† 0.80</td>
</tr>
<tr>
<td>11. Information from the library administration is communicated to me effectively.</td>
<td>16.3%</td>
<td>2.21</td>
<td>† 0.84</td>
</tr>
<tr>
<td>12. I have opportunities for input regarding policies, decisions, procedures, and other changes within the University.</td>
<td>12.0%</td>
<td>2.08</td>
<td>† 0.33</td>
</tr>
<tr>
<td>13. I seek opportunities to share work-related information with other library faculty/staff.</td>
<td>50.0%</td>
<td>3.21</td>
<td>† 0.47</td>
</tr>
<tr>
<td>14. I feel the library administration is willing and available to listen to my concerns, comments, and recommendations.</td>
<td>22.8%</td>
<td>2.22</td>
<td>† 0.88</td>
</tr>
<tr>
<td>15. Overall, communication at the library is effective.</td>
<td>10.9%</td>
<td>1.99</td>
<td>† 0.95</td>
</tr>
<tr>
<td>16. I feel comfortable bringing difficult issues to my supervisor.</td>
<td>51.1%</td>
<td>3.18</td>
<td>† 0.62</td>
</tr>
<tr>
<td>17. My supervisor deals with these issues effectively.</td>
<td>43.5%</td>
<td>3.00</td>
<td>† 0.66</td>
</tr>
</tbody>
</table>
### C. Communication & Collaboration (continued)

18. I feel that my workload is appropriate for my job.  
   - Percentage Agreeing: 40.2%  
   - Mean Score: 3.05

19. I am expected to take on more responsibilities than others in my department without any additional reward.  
   - Percentage Agreeing: 30.4%  
   - Mean Score: 2.85

20. I feel excluded from an informal network in my department in which others seem to know about policies or opportunities of which I am unaware.  
   - Percentage Agreeing: 21.7%  
   - Mean Score: 2.50

**Overall Communication & Collaboration**  
- Percentage Agreeing: 30.4%  
- Mean Score: 2.67

### D. Diversity

1. I am familiar with the library’s goals regarding diversity.  
   - Percentage Agreeing: 55.4%  
   - Mean Score: 3.28  
   - VT vs. UVA: ↗ 0.83

2. I believe the library’s guiding principles on diversity are consistent with my own.  
   - Percentage Agreeing: 52.2%  
   - Mean Score: 3.00  
   - VT vs. UVA: ↗ 0.79

3. My co-workers show tolerance for individuality.  
   - Percentage Agreeing: 60.9%  
   - Mean Score: 3.46  
   - VT vs. UVA: ↗ 0.70

4. The library values diversity in its workforce.  
   - Percentage Agreeing: 50.0%  
   - Mean Score: 3.00  
   - VT vs. UVA: ↗ 1.03

5. My co-workers value diversity.  
   - Percentage Agreeing: 52.2%  
   - Mean Score: 3.05  
   - VT vs. UVA: ↗ 0.90

6. I am comfortable working with or being supervised by people from various diverse backgrounds.  
   - Percentage Agreeing: 87.0%  
   - Mean Score: 4.25  
   - VT vs. UVA: ↗ 0.37

7. The library’s diversity initiatives foster a diverse environment.  
   - Percentage Agreeing: 44.6%  
   - Mean Score: 2.75  
   - VT vs. UVA: ↗ 0.78

8. I do not feel intimidated, harassed, or discriminated against.  
   - Percentage Agreeing: 66.3%  
   - Mean Score: 3.63

9. I do not display materials or make insensitive or disparaging comments in the workplace that could be considered offensive.  
   - Percentage Agreeing: 85.9%  
   - Mean Score: 4.22

10. I do not joke or make negative comments about gender, race, ethnicity, disability, age, and/or sexual orientation that could be considered offensive.  
    - Percentage Agreeing: 85.9%  
    - Mean Score: 4.32

**Overall Diversity**  
- Percentage Agreeing: 64.0%  
- Mean Score: 3.50
### E. Resource Availability

<table>
<thead>
<tr>
<th></th>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
<th>VT vs. UVA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I receive assignments with adequate resources and materials to complete them.</td>
<td>44.6%</td>
<td>3.25</td>
</tr>
<tr>
<td>2.</td>
<td>I am rarely asked to do more with fewer resources.</td>
<td>38.0%</td>
<td>2.96</td>
</tr>
<tr>
<td>3.</td>
<td>I have adequate procedural documentation accessible for use while doing my job.</td>
<td>32.6%</td>
<td>2.75</td>
</tr>
</tbody>
</table>

**Overall Resource Availability**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>38.4%</td>
<td>2.99</td>
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</table>

### F. Staff Development

<table>
<thead>
<tr>
<th></th>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
<th>VT vs. UVA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I feel supported by my supervisor in pursuing training and educational opportunities.</td>
<td>68.5%</td>
<td>3.65</td>
</tr>
<tr>
<td>2.</td>
<td>I seek opportunities to learn new skills or improve my skills.</td>
<td>73.9%</td>
<td>3.92</td>
</tr>
<tr>
<td>3.</td>
<td>There are adequate opportunities for professional growth in my job.</td>
<td>37.0%</td>
<td>2.82</td>
</tr>
<tr>
<td>4.</td>
<td>There are adequate staff development opportunities at the library.</td>
<td>23.9%</td>
<td>2.53</td>
</tr>
<tr>
<td>5.</td>
<td>I feel the training I receive from the library helps me do my job better.</td>
<td>32.6%</td>
<td>2.74</td>
</tr>
<tr>
<td>6.</td>
<td>The training offered by the library is relevant to my job.</td>
<td>30.4%</td>
<td>2.74</td>
</tr>
<tr>
<td>7.</td>
<td>The training offered by the library is relevant to my personal and developmental goals.</td>
<td>20.7%</td>
<td>2.39</td>
</tr>
<tr>
<td>8.</td>
<td>I feel the training is of a quality that makes attendance worthwhile.</td>
<td>27.2%</td>
<td>2.50</td>
</tr>
<tr>
<td>9.</td>
<td>I receive adequate support to attend workshops, conferences, and other learning opportunities outside of the library and/or University.</td>
<td>53.3%</td>
<td>3.21</td>
</tr>
</tbody>
</table>

**Overall Staff Development**

<table>
<thead>
<tr>
<th></th>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40.8%</td>
<td>2.94</td>
</tr>
</tbody>
</table>
### G. Health & Safety

1. I feel safe in my work environment. 67.4% 3.84 † 0.35
2. I know what to do in the event of an emergency or disaster. 51.1% 3.39
3. I feel the library is concerned about my occupational health (e.g., ergonomics) 32.6% 2.92 † 1.10
4. I am aware of proper ergonomic positioning and lifting techniques. 56.5% 3.53 † 0.66
5. The library is addressing my ergonomic needs. 31.5% 2.63 † 1.34
6. I feel physically comfortable in my work environment (e.g., temperature, light, noise) 30.4% 2.72 † 0.50

<table>
<thead>
<tr>
<th>Overall Health &amp; Safety</th>
<th>Percentage Agreeing</th>
<th>Mean Score</th>
<th>VT vs. UVA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>44.9%</td>
<td>3.17</td>
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</tr>
</tbody>
</table>

### Comments & Open Ended Questions:

#### A. Job Satisfaction

- I think if you have a person already working here it's easier for you to get a job.
- I feel the work environment in my case is very good, but the salary is seriously insufficient to live and support a family in this area.
- I am at the top of my classification given my education and experience. There is nowhere else to go.
- I am earning my living and working toward retirement that is what is important to me now. Equal pay for equal work would increase morale at the library.
- I do not believe that the library tries to motivate its employees to do their best. I also no longer know what the mission and goals are. I went out to the library home page and could not find them there either. I also do not believe that hiring practices are as good as they could be. Often the person hired in a job is not the person who is the best for that job. There is more to hiring than just qualifications. Will the person fit into the current organization, will they bring new ideas to the organization, are they the best fit for the department. I have participated on committees for hiring employees since coming to work for the University Libraries and even when the committee believes that a better candidate could be found, we are told you must go on their experience and Human Resources says the person who
has the best credentials is the person we must hire. In a few cases, this has later proven to be a bad decision for the library. Human Resources does not tell you who to hire. More attention needs to be paid to references and the personality that the committee sees during the hiring process. Hiring relatives of other employees happens too often in the University Libraries and often makes other employees very uncomfortable, because they do not believe they can express an opinion about that employee if they are not doing a good job. I know the University does not have a rule about hiring relatives, but the University Libraries does it so much that comments in other areas of campus are things like "don't even bother to try to get a job in the Library, they all ready have a relative that will get the job, they hire their friends and relatives". There is absolutely no way to defend this statement, because it happens too often to have a defense.

- Lots of employee's family and friends are hired as students and wage positions or emergency hires, this is not a bad thing, but it is bad when only certain employee's get to do this, at least that's the way it seems to me. I'm lucky that my boss is nice and fair in what's expected of us, not the impossible like other bosses. I think it would be better if bosses were accountable to not be tyrants that their bosses question when it seemed like someone was getting bad reviews or comments to get the other side. So many people are afraid to speak up for themselves and what you see others having to go through. There is harassment to certain people who work differently. I wish the library or the people at the top really cared about us.

- Over the years when my responsibilities have changed, I seem to be the last to know. I have seen several examples of this with others as well. Communication with regard to respect for individuals as human beings with feelings and job prestige need to be handled more professionally. People share their experiences when they perceive that they have not been treated fairly and the impression is left that the administration operates in secrecy.

- It has been my experience that it depends on who you are and how well liked as to whether you can get promoted within the library. It has also been my experience that a single person can influence hiring decisions within the interviewing team. Although I do enjoy the work that I do in the library it is obvious when looking at other job offerings around campus that I am not comparatively compensated.

- Creativity is actively discouraged because the dept. directors do not appear to believe in it, nor do they empower us to do our jobs effectively. Micromanagement and top down decision making do not help workplace climate, use and empower the people we have effectively.

- My experience with evaluations has been poor. It's too bad that evaluations can be effected by the personal relationship of the staff person with the evaluator. Unfortunately, that happens all the time. As for job satisfaction, there is still a clear division between faculty and staff that is not based on individuals skills and performance. It's very demoralizing when, after being asked to give an opinion or make decisions, the supervisor simply discards or ignores that input and does everything the way he/she would have done anyway. Pleas don't ask for input if it is going to be ignored.
• Creative or new ideas are met with resistance. Mindset is stuck in the way things have been done in the past. All decision and/or changes have to be approved by supervisor/s. Creativity and new ideas should be met with open minds, with at least an attempt to consider options. Just because things have been done a certain way in the past, it doesn't mean there is not a better or more efficient way.

• Salary compression is an important issue. When new employees are hired for the same position at a higher salary than someone who has been here longer, it can reduce morale. Salary equity between comparable positions (and comparable seniority in the position) in units in the library should also be addressed.

• I don't feel there are changes because the library will drop the pay down to the bottom of the pay band when it should only be dropped to what the old grade level was as well as the library won't give you a decent raise when changing jobs. Yes, I know exactly what is expected of me. Do my job for no reward no matter how hard and excellent a job I do and to keep my mouth shut and don't ask any questions or complain about anything. Only by my department. It is fair & useful only from my supervisor but not from the library administration. The library administration does not think any of its employees are worth much except their favorites. The library promotes people to do only what they have to get a contributor on their evaluations. Since that is all that you will get no matter how exceptionally well you do your job. I have seen too many times where family members are given preferential treatment over excellent performance and qualifications. It is not what you know but who you know in this library.

• I have a great boss, who is kind, patient, and very clear about training and what he/she expects from me. He/She always encourages me and assures me that I am doing good and that no question is too stupid or will be used against me. He/She lets me do my job and I feel part of a team. I feel grateful to work for someone like my boss, but it is not because of anything the library has done to make it a good situation, it is because my boss is a good person and what a boss should be, he/she's not trying to make brownie points with his/her boss. He/She is honest, ethical and a moral person, different from other bosses here. My old boss told people I could not learn anything, but my present boss made up his/her own mind. I wish I could do better for my boss, I make sure I do the best I can for him/her. I hope he/she never leaves, but he/she gets paid so much less than other supervisors, some of the others are jealous of him/her or don't like him/her because he/she is not fooled by them and doesn't get caught up in the climbing the ladder no matter who you step on. But he/she probably isn't as respected because of that and will probably leave because he/she gets paid so little. The library should make that right, they pay others so much more and they don't work half as hard as my boss does.

• I feel that staff are often promoted beyond their intellectual capacity and or educational level. I think we should value education more highly in this library. There are staff who are much more intelligent and productive than others who cannot promoted or paid appropriately because the pay is based on years of service rather than merit.

• I do my job and I'm grateful to have one, I was transferred to this job, it turned out better than I thought. People are nice to me. I work hard because of me, not anything the library or my department has done. My supervisor is a good
to me. Others not too good. But I don't cause trouble, I mean they don't either, but I just do what I'm told and as fast as I can. That's what my supervisor likes, but he/she is not good to let people work at their own speed, he/she's not too hard working his/herself but I keep my thoughts to myself, you only get hurt, but it makes me feel bad that I can't help the other ones. My supervisor seems fair to me, but not to others. I can't understand it myself. I don't know if they are fair at hiring, I guess they have to be don't they. My evaluation is fair, it's good so I think that. But I don't think they are useful, because you don't get more money, the little raise we get is supposed to be I think for inflation but it sure don't cover that. And then sometimes it's just a way to for people in charge to make others feel bad and themselves good. Sorry but that is just the way it is.

• If you mean flexible scheduling as in what hours you can work, I am fortunate to have flexibility in this dept. But if mean with jobs that I work on in my job, then no, everything has to be done yesterday, no valid reason for this and interestingly this doesn't appear to apply to the supervisor. Of course, after delegating just about everything to everyone else, there's not much to appear behind on. Used to have a supervisor (the good ones leave this place) who let you work at your own speed, encouraged you, inspired you and made you want to shine for yourself. This supervisor never felt threatened, you could disagree and not be retaliated against, he/she knew how to problem solve and do it in a way that made everyone feel respected. At the very least, the library administration should take charge and do their job by making sure managers/supervisors toe the line in treating staff with respect, support, nurturing, and have an open door policy for staff and ensure they are NOT retaliated against. They should make a priority that the library is one, that everyone is important as the other. They should not tolerate attitudes (especially from faculty) that are negative (I don't mean respectfully disagreeing and offering alternatives) and hostile to the staff. Instead the administration is aloof, cold, and unapproachable.

• Those hired on a part-time or restricted basis are unlikely to feel they have clear expectations to meet or any fair change of advancement within the library.

• I realize the annual evaluation process is mandated by the state, but it means nothing except a few check boxes on a piece of paper.

• There is a marked preference for hiring externally rather than for promoting within. While external hires may seem more exciting and energizing to administrating than well-known staff, they frequently are less experienced and stay only 1-2 yrs. Internal faculty/staff feel they can only improve their positions by going elsewhere.

• don't know what you mean by creativity, don't think so.

• I have been told by my current supervisor that there was no chance for me to advance. My job lacks structure without any clear set goals. My duties change often without a plan. My department is micromanaged. Decision making is not encouraged. With the exception of a few word changes for appearance, our evaluations are a copy of the previous year. The University hiring procedures are fair if followed. I do not feel that those procedures are followed in our department. Favoritism seems to have more influence on promotions than good job performance.
Money, money, money. This is what drives decisions about whether someone deserves an upgrade, whether innovative ideas can be implemented, etc.

My job is actually providing me with good experience. I am working in an area that I enjoy, and my benefits are good. My salary however, is almost LAUGHABLE!-compared to others that perform my duties. Currently, if I took a position somewhere else, the number one reason would be salary.

I feel very under valued in the workplace. I have a graduate degree that means essentially nothing because it is not in Library Science. I am not compensated for my education or my skills, nor do I ever see a possibility for promotion. Unfortunately, the MLSers in the Library have zero management and interpersonal skills...it seems that decisions are based on whim and personal desires. No one can get anywhere (as far as career) in this Library if they do not have a MLS.

The evaluation process: Fair, yes. Useful, no.

I enjoy my job. I don't feel that the work I do is appreciated by the library administration or the contributions I make to the University Libraries is recognized or accepted. That is a major reason I don't feel that many of us work up to our potential and just earn a salary and leave.

Favoritism determines salaries and advancement.

I have been treated well working here. I do a good job and get good reviews but it's because of me, not my supervisor, the library, the university or because of any atmosphere here. I don't know if the hiring is fair. Lot's of related people hired in our area, not sure how I feel about that, are they given a edge when it comes to choosing? Probably I think evaluations are a waste of time, mine is always good, but most supervisors here and other places in the university use it for the power and to punish. There is no creativity here on any body's part. You have a way of thinking that is like a plant that has a production line and not well educated. They are brow beaters. That seems silly at a university. I do have other people I know on campus who say they have heard the library is a bad place to work, it is real embarrassing to hear.

I choose to do the best job I am capable of. If I could actually get my assigned work fully completed it would be thoroughly satisfying and rewarding. However, the climate in which I work mitigates against achievement and success. Everyone is assigned more work than an individual no matter how efficient can possibly accomplish. Many people have so many different responsibilities that they are pulled in multiple different and competing directions. Therefore, nothing is ever really completed or finished before one has to jump to the next thing. Everything is left partially done and many times something which needs doing simply "falls through the cracks" and does not get done at all. This is frustrating in the extreme. A climate of favoritism that starts with the Dean and filters down through the library's administrators dominates the entire library. If you are "favored" you are heard, if you are not you are ignored. An individual with the real knowledge or skills to solve a problem or issue is often ignored in favor of someone who is a
favorite but does not have the needed knowledge or skills. Departmental directors appear to have been chosen for their ability to curry favor with the Dean rather than their ability and competence.

- I try to find satisfaction within myself and with my coworkers as a hedge against lack of recognition from my supervisor.

- We seem to lack a "vision" for the university libraries as a whole. If someone were to ask me what are the goals of the library, the visions, I wouldn't know what to say. I could talk about various projects going on and on the horizon, but in terms of long-range planning, I'm not clear about where the dean sees us going. Most importantly, how the goals she has made directly tie into the desires of the university community at large and to those of the university libraries staff and faculty. I really don't feel this is a collaborative process when it ought to be. The situation with the reference desk is a prime example. One could look at it as a case study of why things go wrong in the library.

- My full potential is met by all aspects of my life not just within the library and the job. Although I am aware of the library's strategic plan, I do not feel that the current goals of the library have been clearly communicated and I am certainly unclear on the relationship of the plan to my job. This is especially true when procedures are changed to improve workflow in one area but results in an increase workflow in another area with little or no additional support. Motivation to do my best comes from my personal values and work ethic not from the environment within the library. It disturbs me that many colleagues have lost their passion for their job and say "It's just a job".

- It would be nice if personnel's needs and efficiency in their work environment would be considered more than the "beauty" of the workplace.
B. Interpersonal Relations

- I hear a lot of "back biting" between my fellow co-workers. They do things to intentionally put others in a negative light to the supervisor.

- Interpersonal relationships are good where I work, but there are persistent stories of less optimum work situations in other parts of the library.

- I have no idea how employees in other areas are supported.

- The employees are working together to get the job done. We get the job done. We aren't paid enough to stay ahead of inflation. Our costs to live are soaring. We show up and get the job done. A little financial reward would raise morale.

- I believe things could be better in this area. It varies from department to department, and I have found there are people in the library who hold grudges. If you accidentally make a person mad, they don't forget it and let it go they hold it against you for a long time. Some of our staff even pride themselves on holding grudges. I have also found that your knowledge and opinions are not always respected. Even when you have the knowledge and expertise others do not respect that knowledge. I have also seen situations where some employees can get others into trouble by not being truthful about something. Always go to the source if you want to know what the truth is and don't believe everything you hear from chatter boxes. I think it is time people listen to each other and respect each other.

- The library rewards most people who are in the popular group, there is so much favoritism here, always has been and I don't know why it keeps on happening, I mean that it is allowed and seems to be approved of. So many others could shine too.

- For classified staff, the overall "extraordinary" on the evaluations should have criteria other than you must do something outside of your job description. Many people perform their responsibilities on their job descriptions in a superior manor and should be rewarded. There is little to no distinction in rewards for those who come to work and do as little as necessary and those who participate and often volunteer in teams, university committees, etc. Also when people are asked to assume extra responsibilities because positions are vacant or not being filled they should be recognized in some way then they adapt quickly and with a good attitude. I will say the Awards & Recognitions is very good.

- It is my perception that people tend to show one face to those they have to and completely different face to those they trust. In other words, respect seems to be a relative term in the library.

- It's a shame when staff have to pull together to get work done in spite of a poor supervisor. There are far too many supervisors/managers in this library who know nothing about the work of their own units and who make bad decisions and reject the input of people who know more than they do about getting things done. It's pretty hard to have good morale and dedication under those circumstances. I think a lot of us would like to know why these obviously inept people are allowed to stay in their jobs, drawing large salaries. If it's because they have an MLS, that's a very poor
reason. It’s too bad that political games allow unsuccessful people to stay in jobs they can’t do well. Besides of being unfair and self defeating its not proper use of state funds.

- Supervisors generally are treated with respect and their word is taken as true. The people who are not supervisors are not given the same courtesy. Scheduling time off is treated differently depending on who makes the request.
- There is too much competition between departments; each one has to be right all the time. The win/lose mentality needs to change; we are all in this together for the patrons.
- Nothing is kept confidential in the library. Why have a Library Personnel Services…. The Dean should meet with everyone individually.
- I am treated with respect by most people in the library face to face but behind closed doors a few have not treated me with the respect that I deserve. Only by my department for the most part. I have seen where certain employees are given preferential treatment and other are just ignored. Some employees can do as they wish but others get punished for nothing just because they are not the favorites of the library administration. Supervisors know what their employees do and try to give what is fair to there employees but then the library administration make the supervisor change the evaluation to be just contributor no matter how well the employees job was done. As far as my job in my department my morale is fine. As far as the library my morale is very bad.
- Administration needs to show more respect for employees.
- In my unit we all respect each other and help each other. That makes us do more and work harder.
- Again my situation makes it impossible to feel appreciated, although there are coworkers who do know my real worth and experience, it only helps a little when you are wrongly pushed down to a level of disrespect you don't deserve. But with a supervisor who is good and really knows what's going on and allows people to show their strengths and creates an atmosphere of trust and no fear my answers would be totally different. I don't think that upper levels respect any of us, because of the lack of interaction with their own people.
- Co-workers outside my department do not always work together or treat each other well.
- I have some amount of freedom to get involved with internal activities or activities on the campus. I have noticed that many others do not. Although the majority of supervisors make an effort to be flexible so that employees can get involved with other activities, we also have several that have become tyrants once they are in charge of others. They will not allow any freedom of activities and keep staff on a very short leash. This situation does not need to exist.
- The workload is not distributed equally in my department. Some of us are fully utilized while others take advantage of state time. My supervisor degrades the employees. Our opinions are not valued and are made a mockery of. Our supervisor does not encourage team work.
- The Dean and Assoc. Dean make decisions about our department without relying on the knowledgeable and experienced personnel who have the library’s users’ best interests in mind.
• I don't think there is an "equality" among positions, in respect to compensation, or treatment. I see one supervisor to come and go as he/she pleases with absolutely no consequence. If I could come in late every morning, I'd perform much better. Getting enough sleep at night is bound to improve one's outlook and performance. In question 3 above, I am clarifying upper level positions as library-wide administrative positions. I don't think administration can truly respect a library employee with whom they do not communicate with REGULARLY.

• I supervise staff and students and I know that without them, I am nothing. I try to treat them with respect and support them in anyway I can. Since I supervise students, I feel a responsibility to mentor them also. I do not feel supported by my supervisor. I do not feel that my supervisor really knows what I do! I would rather work with my co-workers to work out a problem than have to ask my supervisor. I think that part of the reason that my supervisor is difficult to deal with is because this supervisor feels powerless.

• The interaction that I've had with members of the staff throughout the library has been overwhelmingly positive. We're fortunate to have here a friendly, helpful and cooperative staff that deserves a collective medal for what it's asked to do and what it's given to do it with. The faculty, likewise, are mostly very capable and cooperative.

• I don't expect universal acceptance. There are people here I would not choose as friends. But I try to treat everyone with respect and value the contribution they make to the library. I don't feel I have that respect from everyone, especially those in upper level positions. Many people shun interdepartmental social events which I believe shows a lack of respect for fellow employees and low morale in the library.

• I don't know how higher ups feel about me in particular. I don't know how you could know, it's a strange way of running a place, you don't feel like you are part of anything. Some people are treated like dogs and no one deserves that, I think some of these supervisors need to be moved to doing something else and let some one new give it a try. I think these supervisors we have and they are mostly staff can't learn new tricks. Some really good people who could do better if they had a supervisor who doesn't hound them and poor people they get no reward or good comments when they do something above the average. I get complements all the time and sometimes I don't deserve it.

• Horizontally interpersonal relations are not too bad and sometimes good -- barring the effects of the favoritism mentioned above. Vertically interpersonal relations are terrible owning to the totally top-down nature of the organization. Not all, but most department heads are incompetent and self-serving. They do not "stick-up for" or defend their employees. The Library administration is secretive and autocratic. Divergent opinions are not welcome nor is employee input into decisions that affect the library as a whole and its ability to serve the University community. The Dean gives the impression that she would much prefer to work with machines (computers) than people; that employees are an unpleasant necessity to be reduced to the barest minimum possible.

• There needs to be more interaction and communication between staff and faculty. I liked it when we took a day to visit each other's departments. I think it helped foster relations between the two groups, get to know one another better and have a better sense of what people do in other departments. I know the FAC is working on revising the evaluation
procedures and I hope this will result in a better evaluation process. Morale is very low across the entire university libraries. At least within my own department I think part of the problem is the lack of leadership and mutual respect. Collegiality strongly desired and is what is lacking in many departmental meetings. The state contributes to other morale problems (our badly designed staff evaluation procedures, for instance) but many more problems could be easily remedied within the university libraries.

- I do not feel that my years of experience are valued especially in regards to reference service and resources in the reference collection. I am disturbed about the lack of respect among some of my colleagues, especially derogatory comments behind their backs or comments/rumors started to "stir-up the pot" these activities are counter productive. I think that the library can do more to reward staff for a "job well done" even if it is just a letter of recognition that goes into personnel files. In most work environments we are quick to point out shortcomings but not to recognize positives. A simple thank you goes a long way to encouraging employees.
C. Communication & Collaboration

- If you are not one of the "favored" or "in crowd" you are left out of communications.
- Communication in my department is very bad, particularly during this time of implementing a new library system. I often find out things pertaining to my job or work area after the fact, by accident, or from another supervisor in the department, or from a co-worker elsewhere in the library. Other than the lack of communication, I am satisfied with my current situation.
- E-mail has been the greatest tool for getting information out there. I read my e-mail everyday and save in a work file all the policy changes and work related ideas.
- When I first came to work for the University Libraries, the communication channels were quite good. Over the last two or three years communications has progressively gotten worse. With the new ILS system, a lot of the staff has no idea what is going on who to talk to when there are problems, and left out of the information. Yes we have gotten newsletters, but they are not that informative. I also believe that a lot of decisions about changes (construction for example) have been done without communications or input from the employees. With the recent constructions that have occurred over the last year. No one was asked for input until it was to late to resolve any problems. This created unnecessary stress and problems for the employees involved in the entire process. The employees that work in those areas do the job, understand their patrons and should have had some input into how the area should have been designed. it is surprising how often employees have some really good ideas about what will work best to create a good job flow. Why not believe in your employees and get some input the end results might actually be great. Waiting until an area is completely designed and then consulting with the people that will be involved in the project shows a lack of respect for your employees thoughts and ideas. Employees do not feel good about their work when this lack of respect happens. We are told that our opinion counts, but walking the talk is not happening. Team work is not encouraged in some areas of the University Libraries. good business practice would say that people should share information and more than one person should know how to do a job. I have found that my supervisor does not listen to everything that is said and sometimes takes the word of others rather than checking with the employee. I have found that information that use to be readily passed down to employees from the Library Advisory Council and the Deans, Directors and Department Heads list is only being shared with part of the employees. This information is not a secret, why not have one person send it to everyone then you know that your employees are informed. When I first came to work in University Libraries information was sent from the Library Advisory Council and all employees saw information from the Deans, Directors and Department Heads list was sent to every employee. We were well informed and rumors were not rampant. The rumor mill is dangerous. Parts of the information gets out and distorted why not eliminate this problem by informing everyone. In my department the director shares information with some employees and not the rest of us. I think the director believe it is being passed along, that is not necessarily the case. When something comes up later, those of us who are not in the special circle are told you were told about that. Wrong, we were not told about
the changes or given the information. Directors should be sure they pass information along to all their employees. Don't rely on others to do the job unless you specifically tell them to pass the information along. The strange thing is I have learned some things about what the Libraries are doing from outside sources. That sure makes you feel stupid. I am not talking about things that need to be confidential, but information all employees or everyone in a department should know. The rumor mill is dangerous, and effective communications is one the most important things to have a smooth running organization. I have to say that over the last couple of years the administration of Virginia Tech did a good job informing all employees about the Charter University Process. This eliminated a lot of tension, rumors and misconceptions. Being up front with employees sure goes a long way in making the working environment better. Over the last couple of year decisions have been made that change my job, and I don't even find out about them until I can no longer perform a tasks I once could perform. Then I am told well that decision was made by another employee and no you won't be able to do that any more. My question is who is the director all the employees or the director.

• The head of the department seems to be chained to his/her computer, no relating to staff, no meetings, only talks to supervisors who are big part of in crowd. As good as my immediate boss is no one even him/her appreciates any thing extra that I do, I mean nothing is said about that on my evaluation or with a bonus or raise. We all think the department head is stingy with the budget except for him/her or the supervisors or the in crowd. My boss tries to help when I take an issue to him/her so I don't fault him/her, maybe he/she is not as in or doesn't know to insist to the dept. head.

• I am very pleased with my department head who confronts issues with individuals in a direct, constructive manner. He/She is a true coach. He/She models honesty and openness and takes the time to show personal interest in his/her employees. As a result, this makes me feel empowered and trusted to do my job while at the same time I can go to him/her for direction when needed.

• Communication is the key to any good organization to run smoothly. Secrets and withheld information cause distrust and abuse of power. The more open communication, both positive and negative, help us work together as a unit. The traits of withholding information or considering mundane day-to-day tasks as confidential or secrets should be discouraged and those who do so without cause should be reprimanded.

• In my job, I have to interface with the staff and when I ask them questions about anything, it is viewed as incompetents, not as learning experience. The same attitude is evident when trying to ask a faculty member.

• I feel both my supervisor and senior management have no clue about what constitutes a reasonable and manageable workload-downsizing around here has gone too far and it is not cool.

• Genuine communication in the library from administration and most supervisors rarely happens. Often I only find out about what is happening through the grapevine or when there is a problem. This is very much an institution where "stuff" runs down hill. One of the most demoralizing things about working in the library is the volume of work that is expected. We have so many unfilled positions. The work continues to increase as more and more is asked of people
who are already at their limits. Many, if not most projects are rarely completed properly because a new demand is issued before the work at hand is completed. There is quite a bit of speculation about what happens to the "salary savings." This issue is the source of considerable discontent and resentment of the administration who apparently have no problem taking advantage of the fact that … [missing]

- All department heads should share information that they receive in Manager's and Staff meetings with all of their staff. While some issues need to be kept secret, there is a lot that needs to be shared - not with just a chosen few.
- Whatever is communicated to my supervisor is given promptly to my department but I feel not much is communicated. I feel I have opportunities for input in my department but it will go no further because the library administration does not feel the need to listen to it's employees. The library administration says we are going to do it this way and that is it, no opportunity to voice any opinions and if the administration hears any negative opinions because of what they did then you are labeled a trouble maker. The library administration does not want any input from its employees because they want to do it there way or no way. They don't care if there employees are unhappy and that morale is low. The reason I feel there is more opportunity with the University is because I have seen what the Staff Senate has done for Classified Staff within the University. The University seems to want to work with its employees to make it a great place to work. I have tried in the past but then the library administration thinks that you care causing dissention and labels you a trouble maker and they hold it against you at evaluation time even though all you were doing was passing along information you felt needed to be passed along. The library administration is not willing to listen to any concerns, comments and recommendations, if you did give any you would be labeled a trouble maker, a liar, and you would be black balled for any and everything else you did no matter how well you did your job. Communication in the library is very bad. The rumor mill is much better. The library administration is the cause of this, they keep to many things that should be public secret and things that should be confidential are all over the library. My supervisor can only do what the library administration will allows no matter how hard my supervisor tries to deal with difficult issues. I feel that the library administration doesn't feel as if any of its employees are worth anything and expects the employees to work at the very best without any reward for an excellent job done. You can do your job good or you can do an extremely great job. Why do it extremely great when you will not be rewarded for it and it gets tiring and others get more and do less.

- Does middle management affect change in the workplace? Do employees advise when change is eminent? Is anyone consulted before change occurs? Observation is that the answer is "NO?".
- More staff is needed to do our jobs efficiently Administration rarely concerns itself with the concerns of staff.
- LSA should be responsible for getting messages about policy changes from the University to the staff. We may get occasional postings telling us to go to a website where the policy is written in formal language that is hard to understand completely. Someone (LSA) needs to boil that down and give it to us in a simpler, quicker-to-read way.
• Communication is time-consuming but important. Sometimes I feel that the Library Administration withholds information that it would be helpful to know about, especially changes to the building.

• My boss makes sure we know everything he/she knows or is told about things here in the library, my department and the university. But I think he/she can only tell us what he/she's told, I don't think he/she is told everything. But in my unit we communicate real good with each other. My workload is okay because my boss knows what we can handle, but if it weren't for him/her, we would probably have to do more than we should.

• I just come in and work. I've learned that is just the best way, I don't get involved with other stuff, I guess these answers are the best I know.

• I think the whole library is lacking in making sure there is communication, in fact the policy seems to be keep as much secret as possible. My own supervisor does tell us some stuff, more than others, but still too much is kept from staff with the misguided arrogance that it's better to operate without agitating the masses, which is also a lazy way of doing what they want to do regardless of the staff.

• The executive administration feels it is appropriate to make decisions that greatly impact everyday working conditions, our ability to perform our jobs, and service to our patrons without any input from those affected. Although personable, they are not approachable and do not take our concerns seriously if employee concerns conflict with their vision for the library. Most employees are concerned with the future of the library and the quality of services it offers, and their practical knowledge and insight into library functions should be sought and valued.

• Administration might spend a bit more time on the "front lines" to have a better sense of what employees are facing. They might also consult with those on the front lines about how best to serve our patrons.

• The overly centralized control and almost fanatical secrecy that characterize the upper library administration here represents the biggest challenge library faculty and staff face in trying to do their jobs effectively. Employees are rarely involved in any meaningful way with decision making, even when it directly affects their area. Key information is not shared and those who dare ask a question or suggest a possible alternative may be actively punished for doing so. As such we are forced to work under a constant fear of retribution. Fortunately things are somewhat better within my own department but even there it is often the "one right answer" from above that best represents how we operate.

• The results of this survey will hopefully reveal how willing they are to listen.

• Communications from the Dean and Associate Dean are very rare and often unclear. They enter departments without announcing why and make decisions without regard for the staff who have better understandings of the library users' needs and appropriate department activities because staff have more contact with them.

• Where is the communication? There are less than 100 people working in this library. Communication among such a small group should be MUCH more effective than it is! It is like the people who are in positions to implement communication policies, who manage this library, have never had one day of management training. Communication is
so very BASIC! Personally, I feel it should be mandatory, and time given specifically for collaboration and communication. It needs to flow in BOTH directions, from the top down, as well as from the bottom up. The lack of it fosters a void of direction, a loss of respect and increase in strife, and a serious lack of teamwork. Many decisions are made, money is spent, and work is done that eventually requires additional funds and labor and causes undue frustration, simply because collaboration was never exercised during the decision making process. With such of group of talented and willing staff members, it is truly a shame to not utilize, or at least attempt to understand their positions, job-related needs and ideas.

- A perfect example of how ineffective communications are in the Library is the new renovations throughout the Library. No one seems to know what is going on or who is in charge. It seems that decisions are made in a random manner and it appears that experts have not been consulted for key and important decisions...Another example is the new Library Webmaster...No one knew that the old Webmaster was replaced...and that duty was given to a Librarian...I know of several staff that have skills and degrees in Instruction, Technology, but there has been no mention if these qualified persons were even considered.

- I really do not believe the administration of this library has any interest in communicating with, or receiving communication from, the staff as part of the decision-making process. The same could be said for certain department heads. The library obviously can't be managed by referendum...the buck has to stop somewhere...but it seems the staff might be consulted on matters that affect the day-to-day operations of their respective departments. You can have all the surveys you want, attend meetings, ad museum, pretend to solicit staff opinion, yadda, yadda, yadda, and none of it really adds up to much of anything unless management has a basic, honest, and sincere respect for the work that the staff does, our combined experience and the insights we might be able to offer on decisions that immediately impact our work. Right now, we don't have that at Newman Library, and it's not something that can be learned by studying the latest trends in management theory. It's something that comes from self-awareness, humility and a basic respect of others.

- Communication within my department is effective and efficient. Communication between departments or with the library administration are terrible. Many things are done in secret. We only find out about construction projects when the contractors have been hired. Decisions about the new library system were made by the Steering Committee when wider discussion would have been appropriate. Calls for search committee members used to go to the faculty and staff associations but now search committees are populated by someone, I don't know who. Library hours and circulation policy changes are made without wide discussion and then not openly communicated. We find out only by accident. These and other decisions affect all our working lives and should be discussed and communicated freely and we should have the impression that our opinions are being listened to and considered.

- Those who work for the University Libraries are continually asked to do more with fewer resources. New tasks continue to be added to existing and on-going tasks. Tasks which should logically and logistically be done by one unit
get assigned to another unit which logically should not be doing that task - there is no opportunity for discussion or negotiation of the assignment. There is no clear, consistent vision which we all buy into for where the library is going and how it should get there.

- I often seek out updated information because it does not come from above. I believe administrators believe they are communicating effectively, when in fact, library employees are generally uninformed, confused, and frustrated.
- IRO needs very badly a new department head and it needs to be someone new from outside the libraries.
- Yes, definitely! Especially in the academic departments that I serve. Information is shared within the department, but communication and information sharing in the library as a whole is a weakness in the organization. Although I think that my work load is appropriate, I am concerned that additional initiatives are undertaken without a clear strategies on how the task will be accomplished and the impact of new projects on the already existing workflow.
- I think the biggest problem the library has is lack of communication from administration. Many times we do not know what decisions are until they are implemented. Decisions may be made jointly by a department and these decisions are not taken into account when decisions are made by administration. They do what they want and don't seem to respect the decisions of departments.
D. Diversity

- I strive to be very thoughtful of diversity and not offend anyone.
- I do not know what the library's diversity policies are, so it is hard to comment upon their effectiveness.
- I do not make disparaging or offensive comments; however, I may at various times of the year display or wear religious materials. I do not do this with intent to offend anyone. I am not offended by others' religious practices and materials, and I expect the same consideration for mine.
- Do unto others as you would have them do unto you.
- The University Libraries really needs to work on diversity issues. I know what the University's policies are, but I do not know if the University Libraries endorse these policies. If we do we are not showing it. What better place than to have the Principles of Community proudly displayed on every floor and in study areas. Our employees have not been informed by the Library about these principles. Many people in the University Libraries do not believe that diversity is important. Diversity is very important, and we should be adhering to the Principles and other policies. Often diversity issues are sort of glossed over and yet the University Libraries could be one of the best places to show a diverse campus. There is no reason the library could not feature books on diversity, do displays on diversity. Show the students each month or week on our home page books that are available on other cultures. there are various groups that celebrate special weeks or months. The University Libraries could easily make these special events more meaningful by participating with a display for Native American Month. Disability Awareness week etc. and have links to books on these subjects. What better place to educate the campus than at the library. Libraries are a great source for showing diversity if we just would.
- I try to remember not to offend anyone, but I think when you make a joke, it's hard to remember or understand that someone might be hurt or get mad..... It's just a joke, but I do try. I think people think diverse means race and some are resentful because they think they understand that, but they don't know that's not all there is to it. I guess people need to be made to go to those meetings about it, but they think they already know or they are too busy to go, maybe their boss won't let them go to meetings. I think that the dean could have meetings herself for the whole library and then present the idea or have someone speak about it or make the department heads do that. Sometimes you have to do it that way to get people to go. I think the dean needs to take a stand on things so that there are no misunderstandings on what she or the library's policy stands for.
- While the library supports a Diversity Committee, few people participate or seem to value the effort. There are some people who are apathetic and don't see the need and there are others that are just negative. Our administration supports the mandated or politically correct university initiative but does not take a leadership role. A lot more could be done. We need at least part of one librarian's responsibilities devoted to diversity issues and especially to promote our resources.
• In my experience the library is not at all a diverse place to work. There are both faculty and staff who are verbally opposed to making the library a welcoming area to a diverse population and it is shown through our hiring practices as well as our treatment of those who are hired. From observation I would say that the library is far more diverse in its student employees than the faculty and staff but even those diversities are not cultured or encouraged.

• Diversity is only genuinely served when the person hired is hired for his or her skills, background, and so on. Reverse discrimination only creates problems where none existed before. I don't know of anyone in the library who discriminates or disrespects others regardless of their race, religion, or gender. The discrimination that I see go on is that between faculty and staff. Staff remain an underclass in the library regardless of potential or accomplishments. That's particularly hard to take when there are faculty who perform their jobs so poorly.

• I have no idea what the library's goals are regarding diversity and I don't see diversity in the library workforce. I have to believe that the library doesn't really want to do anything but what it absolutely has to by University requirements and no more. I have heard things said about me and how these people might try to get me into trouble just because I brought something to light that they did not want to know about. I also feel that the library administration has discriminated against me.

• The library needs to do more to promote diversity, not just within the library but in the community.

• I did feel harassed and intimidated by my previous boss.

• I don't know much about this.

• "Diversity" throughout the university is mostly sanctimonious cant. What about inclusiveness?

• I don't really know what the library does about diversity as it's not very diverse. I do feel harassed because I do work differently, even though most of my co-workers are not better workers than I am. I try not to joke about things I would outside of work, I am lighthearted and joke, usually at my expense. Things or comments that might bother others, I would probably see the humor. But you have to think that they the other person is coming at it differently and if it will save someone's feelings that's worth the effort. I do not however approve of the politically correct, I think that is a bland uninteresting and potentially undemocratic and robotic way to be. I don't think it serves the American people well, it's not what people have given their lives for to be conformists and play it safe. But you should be diplomatic and not hostile. I think if they library wants to and even the university wants to champion diversity then it's got a lot more work to do. I think everyone should have to attend workshops, not be an option to do this and I think most people think diversity is race and that they understand what it's all about. But they don't.

• I feel that the politically correct initiative has gotten out of hand and has made individuals hypersensitive to casual comments. I resent the fact that we have tried to make things so bland in an effort not to offend anyone such as eliminating terms such as Christmas. This offends me.
• don't know how the library deals with diversity, I have never been supervised by anyone but a white woman or white man and a once a gay man.

• Racial and sexual slurs are common place in my department.

• The direction given the library's Diversity Committee does not promote a diverse work force. The search committees do not have the necessary support to seek a diverse pool of applicants. The diversity-related activities in the library are appropriate but very limited. The library does not appear to be doing ANYTHING to diversify the work force.

• I was emailed about and did visit one diversity function concerning students, so I know that diversity concerns exist. I can honestly say, however, that I do not have a clue as to what the library's specific diversity goals are. I am also unaware of the extent of their practices to enhance diversity, or their effectiveness at reaching their goals. If this information was handed out on some sheet of paper at some point, with no other follow-up, I may have missed it.

• This is one area that the Library does seem to have paid attention too…but I never saw it as a real issue to begin with. This is not that I am blind to discrimination, but I think the Library does pretty well as far as diversity goes.

• I am not sure how the library or the university really feel about this, I know legally they are supposed to. There have been workshops I know, I don't feel like I can take time from my work to attend these or anything really. I go when I am told I have to, which is a relief, I don't have to feel guilty.

• While the library is not particularly a culturally diverse organization, I have only very occasionally witnessed any behavior that I thought was intolerant or harassing. However, I think that there is another kind of diversity - intellectual diversity - where we are very weak. The Dean appears to be so focused on creating a 100% online or electronic library and meeting every whim of undergraduate comfort that we are losing sight of the ability to provide the variety of resources and services necessary for a graduate research institution. By the time she retires Newman Library will have become an undergraduate reading and group work library with no plans for or possibility of a new and much larger research library for the graduate students and faculty. This is a profound frustration to those who work with graduate students and faculty.

• There could be worse problems but I think ageism shows itself more often than it should here in the libraries.
E. Resource Availability

- I am comfortable with the resources I have.
- I know my job and I know it well. Good luck to the next person there is big learning curve.
- First being asked to do more than you get paid for and without help meaning assistants or student worker help or unreasonable deadlines just pulled out of the air, and the boss never helps as much, this is really true. Procedures are not done that I know of, maybe once they did real procedures, mostly they do examples instead, that is not adequate.
- In general we get all the supplies, computers, etc to do our jobs.
- There is no documentation for my job in the Library. There is plenty of documentation on the internet for the rest of the campus, but the Library does not follow those procedures verbatim.
- For years now workloads have increased with regularity without a corresponding increase in staff. We need more staff and there's no way around it. It makes me wonder where the money for the unfilled positions is being used.
- Not enough money is spent on what we actually need (supplies, decent furniture, etc.) and is instead spent on worthless items such as expensive plants, rugs, and non-useful furniture.
- I do what I'm told.
- Procedures are very important and they should be done in a way that anyone can understand.
- Funds available for supplies has remained the same over the last several years.
- I have a job description but have never seen procedural documentation
- The 's directors are mostly expected to do more with fewer resources. This has been the case for at least a decade. The continuing decline in the number of faculty positions means that those who are still motivated are stretched too thin and it is very evident in the lack of innovation and creativity in so many library services. We do not have the support or the resources to do much more than maintain the status quo. How can we possible improve our standings in the ARL or goal to be a Top 30 university.
- I'm still looking for the manual! As many policies, and "unwritten" rules as there are when working for any government institution, there seems to be very little written documentation about actual job functions. I am NOT one for MORE "paperwork" but basic instructions would be nice to increase consistency in training, reduce replication of instruction and provide support for new staff members, or experienced staff members performing rarely executed tasks.
- In my mind both manpower and supplies/computers are resources. When a person leaves their position and are not replaced, the whole Library suffers due to lack of resources. I have enough computer to do my job but feel that there is not enough manpower to complete the job. My department has been doing too much with too little for too long...and for some crazy reason, we take on more!!! I do not have the time to work on writing or updating the "procedural documentation!"
• Regarding question 2: I'm constantly being asked to do more with less, largely because certain people often make decisions and commitments with no understanding of what would be needed to bring their ideas to successful completions.

• We have some snapshot type of instructions since the new system, but no real procedures and they are not well done. We used to have a better way of doing it, but we have some one different in charge. Not only are we asked to do more with less, but we have lost a lot of people who's jobs are not filled, but we still have to work as fast and at full speed anyway. We have a strange supervisor who doesn't seem in the real world.

• There is too much to do and too few people to do it. Why does the Dean continue to allow positions to remain unfilled??!! Why does the Library not have long-range plans for significantly increasing the number of library faculty and staff. Being the ARL Library with the lowest number of faculty and staff is not a compliment, it is a slap in the face of both the library employees and the University community they serve because it says that the library administration does not value the University community enough to provide adequate staffing to properly serve their needs.

• We need more people to do the work. This is not a matter of people needing to manage their time better. We simply need more bodies.

• Although I feel that I have adequate resources to do my job, I don't think that the library has adequate human resources to support current as well as new initiatives (see comment above). In the past, we have celebrated that as a library we do so much with so few but I think that philosophy is hurting us. I don't feel that I can concentrate on anyone task or project for a sufficient amount of time to do it well. We continue to take on new projects (which is a good thing) but we do not identify things that we will no longer do. For a library, that supports the teaching and research of a major university we are very poor in human resources.
F. Staff Development

- Most of the staff development opportunities seem to be geared more toward reference services and those who are in constant contact with patrons. I'd like to see some development opportunities for those "behind the scenes".

- We have just been through a summer of learning how to do our work on different systems. We have learned and we are up and running. I feel good about that.

- Over the last year the University Libraries training process has declined. I believe that training for the new ILS system has not been any where near as good as it should be. My basic training was a joke. You don't train someone when the searches are limited to one or two items. I was recently told to use the tutorial. I do not find the tutorial a good teacher of what is going on with the ILS system. We each learn differently, and the tutorial is not a good teacher. It would be good if the tutorial had you try out the thing it was telling you about, but it does not. Any new system needs good training. I have been through several major changes in the University over the years I have worked for Virginia Tech. The training for other new systems has been much better than the new ILS system. For some reason it is believed we all learn identically. Educators will tell people this is not the case. It is time the University Libraries really helped the employees working with this new system to adequately train all employees.

- The new system training was just awful, don't know how much the library paid them but they were rooked, and not my boss but others have not been tolerant of any of their people learning and they keep adding more for them to do to the records while they are trying to do the one thing and they were not experienced with that other stuff to begin with and now they are in trouble because they make mistakes trying to learn and do it all, their trainer told me they all make mistakes but the boss just picks on the ones he/she doesn't like or approve of just because they aren't like his/her other robots, everyone thinks his/her people are mostly robots even on other floors, not against them because they don't know better and are scared of the boss, they look like they get it done but the quality is not as good and maybe they don't do as hard of stuff. But worse of all if you want to take a class some people can't go because it's not related to the job, but shouldn't the university be a leader in encouraging and supporting higher learning. If not it makes the library and the university look like they don't want to be the best and give those who are not rich to have gotten a chance to go college. the university makes it to hard to take classes because the boss or department have to approve it. And they don't all the time. The library and university should make sure staff can pursue their dreams and that may be a different career, the library and university could be responsible for a citizen who contributes to everyone by giving them a real chance not hold them down to second class people by the way it's done now. What a bad thing. Maybe the library could be a leader in this. A long time ago some computer classes were given to staff and they were so good at how they taught the class and didn't make you feel stupid and came around personally to make sure you got help even if you didn't ask I think a lot of staff can only do so limited tasks on the computer because they haven't been taught, and even if they took a class through the university they didn't get enough individual help and everyone else in the class was too advanced for the class they were taking, so you either get overlooked or you are too embarrassed to let on you don't really understand. The library could
make sure everyone has their knowledge of the computer and skills up to par at a their own speed, this is something the library could advertise that they have this plus for staff, if it is done more one on one and to what is needed for the job but lots more, no staff person should be afraid to use the computer to it's fullest. My boss might try to be supportive but is seems to be department, maybe even library policy to only let you do things for your job, or they don't consider classes and such to be done on library time. That is so oppressive and discriminating compared to faculty, even on campus but worse here at the library.

- Training is available through the Training Office but also at the unit level and LSA/LFA funds many be requested as well. However in general right now the staff seem to need more training on the new Addison--more training specific to their jobs. Directors should be identifying the needs.
- The training that is offered within the library has greatly diminished in the time I have worked here. Previously in years past there have been some very good training opportunities, but it does not appear that staff training is any longer a priority of the administration.
- We have all attended plenty of the how-to-get-along workshops. What we need is the opportunity to do meaningful work where we can learn new skills. Training needs to be directed toward a demonstrated need. Having training just for the sake of having training is a waste of funding and time. There hasn't been anything really relevant for me to attend for years. Technical training for the new Innovative system was very well done.
- Some workshops or conferences are offered once. When staffing is limited, not everyone has the opportunity to go to the workshop or conference.
- Training should be a continuous process. I don't feel that our training department does enough to sponsor/development workshops or other training for library staff. More communication between the training department and the library faculty and staff is needed, possibly via a newsletter or email. No one inquires about topics that are of interest for training possibilities. Right now we hear from the training dept on an infrequent basis.
- Training has gone downhill.
- What training?
- My boss supports this kind of thing, but I don't really feel comfortable taking classes, but he/she would let me if I wanted to. I don't think the library lets staff do much to get ahead, at least in my department they don't, some have more trouble than I would.
- I don't get involved with this stuff, I only go to stuff like this that I have to.
- I get most of my training at university-sponsored events, followed by conferences and webcasts produced by outside bodies. Library-sponsored, formal training has been mixed at best--little more than I can get from one-on-one conversations with my more expert colleagues. As training opportunities (and I don't come to work to socialize), in-service days have been a waste of time, inconveniencing patrons without improving services or resources.
• The university and the library need to dramatically improve in this area. It is shameful that an educational facility does not support, encourage and insist that supervisors champion that their people be allowed to attend workshops, classes thru the university. I mean that they should not have to have approval and it should not be only work related. Shame on the university and the library in not doing more to correct and for holding staff back. And please try to understand no one should be turned down because they are being punished. But I know the library administration is too unconcerned about it's people and will not step in to correct anything a supervisor does.

• I am impressed with the TREC funding and hope it continues.

• I haven't been aware of any in-house training activities for some time except for the new library system sessions.

• I don't like to go to workshops actually, I only if I have to. They only do job related stuff, except for Commonhealth, but I don't go to those either.

• When one already has too much to do, there isn't enough time to pursue training or education opportunities. There's hardly enough time to read professional literature.

• The university does support education. Offering such opportunities as ElementK, the FDI, etc. are great! Offering tuition reimbursement is always a nice perk to attract and retain, upwardly mobile staff members. I have been lucky that my supervisor believes in continued education, and has supported my efforts of securing it. The library however is hasn't provided the most adequate training. Without giving specifics, most of it is only mediocre, some of it is bad. The ones that have been the worst have come from trainers from companies other than the library.

• I do feel some support to increase my skills and as a supervisor, I provide my staff with the opportunity. I have even passed on info about classes to my co-workers. I lack the time to take classes and devote time to study.

• I have attended some in-house training sessions that were very helpful and others that have been a complete waste of time. Those who are conducting the training should make sure that all the equipment that they need is present, operable and ready to use BEFORE the training session begins. I really have better things to do than sit and wait for 15 minutes while somebody tries to figure out how to use the equipment that they already knew they'd be using.

• Support is available for workshops, conferences and other learning opportunities. Many of the training opportunities offered in the library and university are adequate but some topics are ill conceived and speakers not adequately screened for knowledge of the topic. More training could be done for the new library system, for example. we have been offered what the Steering Committee thinks we need to know. there are other aspects many of us would like to understand that fall outside our everyday job responsibilities.

• I don't know what training the library has, if you mean within units then its okay I guess. I haven't been to any training outside my unit. But there isn't any support for training or classes for non-job related stuff that's for sure.

• There are a number of opportunities to pursue training and additional education. The training coordinator does a superb job of identifying and arranging for these and the Dean has allocated a very reasonable amount of money to support
attendance at off-campus development opportunities. However, there is no time to take advantage of these opportunities. Attending a training or educational session takes time away from the amount of work assigned and only puts one ever further behind. There is no amount or type of training that can off-set the sheer quantity of work that has to be done.

- TREC support is so critical. I don't think I could have lasted this long with less support.
- The library offers numerous training opportunities and some have been worthwhile. It is often difficult to know what the outcomes will be and the impact until the program has been completed. I feel that I receive excellent support to attend conferences and workshops related to my work.
G. Health & Safety

- While I do feel safe in my work environment, I am well aware of the allegations that a coworker has been accused of molesting a minor. The silence on this matter, except in informal conversation, is an implicit approval of the actions. I wish that we were being kept better informed of what is happening with this matter.
- Sometimes the temperature is very cold, enough that I sometimes feel tempted to put on gloves while working. But for the most part, the temperature is OK.
- It is very cold.
- I am happy with my work space.

- Over the past few years the University Libraries has been the site of several problems, a fake bomb threat, a fire and an attack in a stairwell. None of these things makes employees feel safe. There is a lot of traffic in the building and often people wander in our office who do not belong in this area. There is very little security in the work areas. Since people work late hours in certain areas, the safety of employees should be one of the major concerns. There should be a way to secure these areas by making Hokie Passports the only way to enter these areas at all times. Put cameras in our stairwells to make them safer, and always be aware that the safety of employees and our students is of utmost importance. Now that we have shelving blocking study areas on the 4th floor of the University Libraries, it makes study areas for students more dangerous and more susceptible to theft or other dangers. At one time this would not have been an issue, but in today's society it is something we must be concerned about.
- Though my office is adequately warm or cool (by using a heater in winter and no air conditioning in summer) the rest of the floor is much too cold year round -- temperatures in lower to mid 60's or even lower. This occur on both the 2nd and 3rd floors.
- I feel safe but then you don't know if you are safe enough until something bad happens. I know some things to make sure I don't hurt my back but the work areas are not set up to really be ergonomic correct. Very bad conditions, but I guess there is worse on campus or other depts.
- There is a Health & Safety office who can be called for specific problems or for a unit to do an analysis. Albert Moore does this upon request. I do think we've over simplified the building evacuation when we say just find your own way out. If there is more to it than that each director should let their staff know in a departmental meeting.
- I think one the hardest things to accomplish when working in a large office where there is no individual control is to be 100% comfortable in your work environment. In future renovation plans it might be beneficial to consider constructing smaller offices.
- There are no emergency plans to exit the Library in case of fire or any other disaster. There are no maps on the walls to help exit the library in case of any emergency. I thought that this was an OSIA requirement for any public building.
• Good, fully adjustable chairs should be bought for everyone in the library instead of leaving it up to individual department heads, some of whom are unwilling to spend the money. As far as work conditions go, the money spent to build individual study rooms for people who are in here for only a few hours at a time would have been better spend to give employees some buffer from noise and distractions that constantly make the environment unpleasant.

• It would be nice to be able to control the temperature in my area. I have cold air blowing on my neck all day.

• The library administration does not do anything about safety even after a Faculty member was assaulted in a stairwell and the bomb scare on the 5th floor, there are no cameras in the library or stairwells, people can go where ever they feel like. People wear too much perfume. they don't seem to realize that others may have allergies and that it is also a health problem for some staff and patrons.

• The mold problem is a major concern. It is unsafe and steps are not taken to prevent it. The building also contributes to the problems of those with allergies.

• Building is freezing most of the time.

• It's a office job, it's stuffy in here, I don't like a cubicle, but it's okay.

• I worry more about patron safety than my own: furniture obstructs pathways; electrical outlets are hidden so patrons string laptop power cords across aisles; humidity (hence mold) is uncontrolled; trash cans in accessible bathrooms are located so as to make soap and towels inaccessible; there is no cleaning staff for the evenings, when users trash the place; new group lounge is a crime scene waiting to happen.

• Too cheap to spend the money to make sure people are protected is my theory.

• This is not a comfortable building. The HVAC system is very poor and we have no control over it. The air is filthy and the building is humid. I have just learned that we have a terrible mold problem which is very scary. I feel that we should be investing in the basic building infrastructure such as an HVAC renovation instead of all these study areas and leather chairs.

• lights too bright, I get headaches a lot. Hand hurt most times.

• My work area is noisy because of the air handling system and my radiator rattles. The temperature is too cold. The floor is concrete with tile-very cold even when the weather is warm.

• I am aware of proper ergonomic positioning and lifting techniques from previous training. I haven't received any instruction or support from the library at all. I have requested support for ergonomic positioning, and the best of wishes are there from my department, but there seems to be NO backing by the library. Sometimes it's hard to believe that I'm working in an environment that is run by educated individuals. Another fairly basic and wise investment in personnel is totally evaded by the library.
• More emphasis should be placed on the comfort of our patrons. Harsh lighting is bad for the eyes and hard for older patrons to read. Furniture in all areas of the Library ought to take into consideration our handicapped or older patrons. There has been a lot of money spent on renovations, but our self-proclaimed "designers" are not the ones spending their time working in the areas. I would not use a busy print carpet on a ramped area (see first floor ramps)...persons with a physical handicap could be disoriented. The Special Collections door is hard to open if you are using a wheelchair. Sensitivity to these issues are why Architects, Interior designers, and Human Factors experts spend years in school, to be aware of these type of issues...speaking about safety...How about the back door by the loading dock? Ooooh we have a swipe card...Did anyone notice that the hinge pins are on the outside of the door? Guess that speaks to the Library's concern about my safety.

• In this day in time who is really safe.

• I rather doubt that the Library Administration has ever given much thought to employee health and safety beyond what is mandated or brought to their attention in some dramatic way.

• The library has supported training in the basics of ergonomics, but has not supported equipment upgrades to make the work environment more safe. It seems to me that long-term staff are the last to get equipment upgrades.

• The workplace is often cold and drafty.
H. Additional Questions & Comments

1. What are the primary goals of the library and do any need to be added or updated?

- I feel that, since undergraduates infrequently visit the library, we have the tendency to stop worrying about them and concentrate on those that come often and use our facilities. Although "going with your strengths" is a good management principle in some businesses, in higher education the emphasis should be on "education". This lack of concern for recruiting and educating undergraduates in the value of the library seems inappropriate. I would like to see if we could come up with ideas to get undergraduates back in the fold.

- I don't know what the library's goals are.

- I think the library's goals are sufficient

- Promote access to information resources for the achievement of the University's objectives in teaching, learning, research, creativity, and community service. It would be beneficial to incorporate some sort of "User First Statement"

- Serve the public by helping them access material they need in a timely and efficient manner. I feel this is being done effectively.

- As I said earlier, I can no longer find them on the web site.

- I would like to see more attention paid to the value and worth of paper resources. The library needs to be included if a move takes place to a new location on the edge of the current campus. To not do so is very poor planning.

- It seems like the library's goal is to be important to the university to survive, which makes sense. I think it's important to get people to give money for projects, but that's all that seems to be going on. What about the employees, the dean and assistant dean make a lot of money for the little we see done. We have a In-service every two years, but more and more you can tell a lot of the librarians complain, they are either the party poops who never want to do anything different than sit at their computer or they don't want anything extra for the staff. The staff I know really appreciate the in-service day, it's makes us feel valued and we learn a lot of things, but it's seemed a little forced after the last one that was really good, I wish we could of seen more of the place we went to, I hope we still get to have it. That is the kind of thing that could be done more of. But it would be even more important that staff has real support and that is voiced and shown by the library administration. It looked like things would be good when President McComas was alive, everyone feels intimidated and works in a threatening atmosphere, so far they are afraid to go to personnel or Richmond, not sure personnel is set up to help though, the university or state should have employee advocates.

- To serve undergrads. And do I dare say, build a coffee shop? Eileen needs to do her presentation on the building projects for the staff so they better understand.

- I am not certain that I know the primary goals. I would assume that top goal would be to serve the University's need as a research source, providing books, journals, and other resources to that end. I do not know if this is one of its primary
goals, but if it is not I feel it should be made one--that the library be the showplace for a welcoming and supportive environment for campus diversity.

- The goals of the Library are fine. The Goals of the Staff are not in the best interest of the Library. They are self-centered.

- One of the primary goals, I should think, would be safety of the employees. Yet we do not have an emergency response plan in place--that I am aware of. Should we have a terrorist threat, natural disaster or certain emergency situations arise there is not a plan of action and no one has been assigned duties to assist in one of these events.

- Clarified and applied

- As far as I'm concerned, the primary goal of the library is to offer support to the students and faculty by collecting, organizing, and making information available. Everything else is just a distraction from what we really need to be doing. I really believe that the service orientation of the library has largely been lost. There is too much focus on building individual careers and personal "success."

- The only goal of the library that I know is to give the best help to all of our patrons with what resources that are at our disposal.

- Providing information, service, and instruction to the Virginia Tech community. Several faculty members in other departments on campus have indicated that they don't see the relevance of Newman Library as part of the university.

- While I understand the emphasis on moneymaking and alumni donations. I feel the steps taken to "impress" these potential donors are misguided. Expensive and useless furniture and unnecessary expenditures. More money should be used to improve collection management and conservation. More money should also be used to hire more staff. A well-oiled machine is always more impressive that a bunch of plants.

- Honestly, I don't know the official primary goals of the library.

- In my mind, our primary mission needs to be service to the university community, and I think that's fairly well reflected in our guiding documents

- They are what is listed in the strategic plan.

- I don't know. I have trouble understanding that.

- We need more librarians, period. We also need more librarians in supervisory positions, rather than using staff in supervisory roles.

- More money and a place that is nicer to the people who work for them, some good people treated so bad.

- You mean there's supposed to be substance behind the management-speak?
• Should be to clean house of all the power happy managers/supervisors and others and make the library functional and relevant. It boggles the mind that the university allows the library to operate as it does, when most of campus calls the library administration/management the pit or the black hole, our reputation as to how staff is treated is WELL known. I would like to see real communication, meetings for the whole library, real action taken to make the library one big team ready to do the right thing and then move on to actually becoming the best library it can be.

• To serve our community of users in their research, learning and instructional need and to reach out to new users. The library keeps trying to do more with less. We have one-half the professional staff we had 10 years ago. People are stretched too thin and get very frustrated as they attempt to successfully meet users’ needs.

• Drafts bother me, need to make workspaces more comfortable, my keyboard is in a bad place.

• I do not have a clear understanding of what the goals of the library are.

• The diversity goals of the library are weak. We should be working hard to diversity the library’s personnel. I feel it is a token effort to, for example, display library materials about a diverse culture or to serve punch and cookies to international students. The entrance on the library and the various service points do not create a welcoming environment to students from different cultures.

• Opening the old front doors. Putting in a coffee shop.

• I’m not exactly sure what the primary goals of the library are. When I click on the link for Statement mission and purpose from innerlib, I get an error. That's the only place I've really seen them referenced. I would think serving patrons is a viable goal. Promoting a healthy work environment where staff can contribute and grow would also be a good one.

• Our primary goals is to provide services to our patrons.

• You know, I really don't know what they are.

• Service is the primary goal.

• Goals are those of Virginia Tech.

• To be a top library you have to have top people, there are plenty of top staff people (we all are) but we are not treated the way a top library should treat it’s staff, so plenty of work needs to be done in this area, this is the library administrations duty, but it is not addressed. It must be to be successful.

• It seems like appearance is important. All the departments seem very separate, no real feeling of working together. I think someone needs to come in and make big changes in management. It's the worse system of anyplace I have ever worked.

• The goals of the library are stated in the Strategic plan. However, there is a disconnect between what is written and what is implied by actions, decisions, behavior. The real goal appears to be a primarily self-serve electronic library.
Undergraduate needs and desires appear to be of paramount importance despite rhetoric on supporting a "top 30" institution. Library goals need to be thoroughly revamped and based on input from library employees who work with the University community, University faculty and graduate students, not on grandiose ideas floated in library deans' meetings. The library needs to focus its goals and development on faculty and graduates students needs and on teaching undergraduates how to function in an adult information world. Instead we seem to be determined to require faculty and graduate students to function in an undergraduate child's world. For example, continuing to move materials out of Newman into storage devolves the collection into a floating 15-year snapshot of the intellectual activity of the human species. No researcher can possibly obtain a sense of the big picture or the historical context of an idea from such a collection. Browsing materials that are in a storage site, including an electronic one, is not really possible -- you can't pick up the item scan contents, indexes, partial chapters, etc., etc. Administration's decisions and behavior seem to be driven by the following assumptions: 1. faculty and graduate students only want access to online current materials. 2. print recourses are of diminishing value and can be discarded over the next X years or so. 3. everything of any value is going to be scanned and made available online. 4. those online materials which the Libraries can't afford to purchase plus those materials that remain in print can be gotten on interlibrary loan (never mind the fact that it often takes 1-3 weeks to get such materials and a researcher may not have the luxury of that much time). 5. what undergraduates need most from the library is a comfortable, homey place to study and work in groups. 6. users will remember everything they have been shown about using information resources, so a larger staff is not necessary. My personal work experience argues that these assumptions are false.

- We are all here to provide access to information of all kinds to a broad community of users. How we do that is constantly changing and I think staff should be more involved in those changes.
- To keep our heads above water, barely. Serve students, faculty, staff and the public to our fullest potential. These two goals don't work well together.
- There needs to be clearer communication regarding future renovation projects. The opening of the original doors has been a moving target for several years. The original message (as I understood it) was that having a ramp for handicap access was a barrier to opening the original doors and moving circulation and reference to the 2nd floor. Now the message is getting funding for the cafe. I don't feel that funding the coffee cafe should be the driver, I think that providing excellent service to our patrons should be the driver and having all service points in one location and the reference desk near the reference collection would certain move us toward the excellence.
- To provide the faculty, staff and students of the University and state with high quality library resources and services.
2. Part the LSA's mission is to foster a positive dialog between the staff and the library administration in which the President and Executive Board convey suggestions, problems, and concerns to the administration. How could we be more effective?

- Whatever happened to the quarterly LSA meetings with library staff?
- It would be nice if there was some sort of weekly or bi-weekly lunch that would help to get to know other staff members.
- Sorry nothing to add here.
- You have to have the library administration's full support otherwise you are just not going to be able to do anything. I know a lot of people go to LSA members to get help because who else can they go to, but can they make the library administration understand how bad it is? Too bad that the library wants to be so important and a top 30 library when it's people are so scared. How can the library get better and try to be in the top? I appreciate those who are on the committee, it's a lot of struggle with little rewards, but it should not be that way! Good luck!
- Make sure that something happens with the upward evaluation of the dean and that it is communicated.
- I think it would be helpful to have more open public meetings with more publicity so that people get involved.
- Just do what the LSA mission is to do.
- Offer more surveys like this one, in which the individual providing input can remain anonymous.
- If you could find some way to really engage staff, you could be more effective. But given the massive problems of alienation, ineffective managers, poor morale, etc. I have no idea how that could be done. I think you are doing a fine job considering the conditions you have to work with. I think every one of you deserves recognition for your efforts.
- The survey is a good start. It hasn't been done in quite a while and I hope that the results will be looked at objectively and not as bunch of "whining".
- LSA can only be effective if the library administration listens and takes to heart what is being said and will help to correct these problems otherwise it is ineffective but it is not the fault of LSA or LFA. It is the library administrations fault.
- The survey is a start but hopefully LSA will follow through with it by not just sharing this information, but giving the administration a plan of actions to remedy the concerns of the staff. I believe the administration is so used to the way they treat staff that they would not know how to begin to change. A follow-up survey would also show if any progress has been made.
- Not in LSA
- Hold regular, informal meetings with staff (not just Executive Board) and Library Administration - coffee hour, etc.
- I am not sure what could be done. But I think it's a good thing to have.
• I would hope that the administration would demonstrate that it respects the LSA and not view it as a bothersome relic not to be taken seriously. Let the LSA really try to help people with the many requests and questions I'm sure it gets. Have an employee resource area, filled with information (pamphlets, forms, books, catalogs, flyers, DVDs, etc.) on everything you would need to know about as an state and university employee much less a library employee. Something similar to the Human Resources area. Perhaps the LSA could be advocates for staff, or they could work with advocates that the university should put in place.

• Get the administration to listen to what people on the front lines are experiencing.

• I don't know. Honestly can they do anything?

• They need to communicate more to library personnel about what they have accomplished and what their goals are

• Convince the Dean to communicate more with library staff. She keeps too many secrets, like moving the Dean's suite into Torgersen. What's the point other than to avoid anybody discussing the topic openly. I would respect her and the associate dean more for making decisions openly and allowing discussion.

• This survey seems like a good first step—if there is any follow up to it.

• This survey is an excellent start!

• I am very grateful for the work that the LSA does on behalf of the staff. I don't know how it could be more effective, especially given my opinions about the current state of communication at Newman as mentioned in Section C.

• There has to be support complete support from the library administration. There is not, staff is not encouraged by ANYONE to attend or volunteer for the LSA. There needs to be visible, verbal support from the administration or forget it.

• Management should respect the LSA and the staff and let them do real things to help and try new ideas people might have. It would be good to have someone who is on the staff's side.

• Don't know. Most employees don't really trust or have any faith in the Administration. How that can be re-built is the key question. It would certainly necessitate some major changes on the part of the Administration and a willingness on the part of employees to try to understand the constraints faced by any administrator.

• Communication is a two-way street. How would library administration respond to this question?

• I can't speak for LSA since I'm faculty, but I think LFA is doing a decent job of serving the faculty.

• We might see if stressing to administration that many staff don't feel it does any good to convey suggestions, etc., to administration because they do not implement the suggestions in most cases. In other words, if they really listened and respected what was said, and based their decisions on this input, it would probably make a big difference.
3. How could the library be made a better place to work?

- Unit supervisors be more willing to allow people to cross train and/or transfer into a different unit/department.
- Honestly, it's a great place to work as it is. The problem remains financial, and my impression is that the price of living here is higher than national surveys indicate.
- When a work space is being remodeled, the people using that work space should be consulted as to both their basic needs and desires. They should be given a chance to explain exactly what is needed from that work space so they can continue to do their jobs.
- More communication within departments.
- It would be easier, personally, if the library would pay more.
- Better pay
- One of the best ways the Library could become a better place to work is by paying attention to your employees both faculty and staff. Stop pretending there are no problems, it is time to wake up and smell the roses and take actions. Make training of the new ILS system better, be sure employees understand the system. Consult with your staff about their work areas when you want to redesign them, you might be surprised, their ideas may be better than you think. Communicate better with employees. Pay attention to this survey. These are your employees talking. Believe in your employees they are very intelligent smart individuals who know a lot more than they are given credit for knowing. Be aware that the University administration is listening to the faculty and staff when they present results of surveys and are trying to make the university a better place to work. The Library's administration has a much easier task you only have 130 some people to please not thousands. Do pay attention to us, we are not speaking out for the fun of it. Do not try to figure out who said what, it really does not matter, it is what is being said that is important not who said it.
- Have a administration that really cares and shows it in word and deed. Ask the staff for ideas to improve things, they know best. The library should be one big team but they have to feel and know it's true, then the staff who are so underappreciated but still keep everything going can really strive to be the best. The staff care about things like that too, but you have to return it!! Work to have staff paid well, contact Richmond and lobby for it. And it would be good for a real effort to make librarians know we are to be treated with respect.
- Beyond having more open, inclusive dialog between administration and staff, individuals need to take personal responsibility for being a positive, productive employee and strive to be a team player.
- I think that there are certain people who monopolize the money and resources of the library. Not all of these people have a broad enough view of what is needed within the library. Also there are a few who act as if the money is coming from there own pocket when certain things are recommended or requested. I feel that if the library as a whole were made more aware of things such as renovations and were allowed input as well as due consideration regarding the physical changes of our work environment things could be a lot better.
• Cleaner environment, temperature control per floor. Some are too hot, other too cold. Bathrooms should have toilet seat covers, soft soap and deodorizers. Signs that ask patrons to flush the toilets after each use. Cleaner carpets or no carpets., if that is easier for housekeeping.

• The Library is full of self-centered people that are out for their self and no one else. They are backstabbing, sneaking, conniving and some are right down evil. If this attitude would change, the Library would be a great place to work.

• We are very crowded in our area of work. Air does not circulate the proper way. We are either freezing or burning up. Lighting is terrible. The carpet is filthy. It has only been shampooed once in the last 5 years. Is that sanitary?? NOTE: Maybe that is why so many of the staff stay sick.

• More consideration of employee moral, not having to endure yet another tirade when events are scheduled and people stay more than a few minutes. If we are to improve the environment and the perception of others within our areas then we must improve ourselves. Some may take advantage of the situation, but the majority just need a break after the ILS installation.

• The library could be made a better place to work if it's staff worked together instead of against one another.

• Have sufficient personnel to do the work, manage workload effectively, effectively utilize the staff and capabilities we already have. Secrecy and elitism do not help workplace climate.

• If we could get back to our real mission of public service. If we could have enough staff to get the work done. If the administration would stop focusing on their own career success and support the staff. If the MLS wasn't a license to draw a large salary regardless of effectiveness. If people could feel free to speak their minds without retribution. If the administration would forge real relationships with the teaching faculty and bring them into partnership with us.

• Better communication from management. Supervisors treat all their employees with respect.

• It would be nice if we heard more from/seen more of the Dean. Currently she is a "mythical" figure that we only hear about and don't see.

• I have never found emotional inventories helpful as a leader, and it appears, as a newcomer, that the difficult task of staff 'education' must now take over in the essential areas which 'automation' can never address. This is a daunting task for even the more experienced leader/educational visionary. Especially given the age (near retirement) of your senior staff. I can offer no better help than that offered by W. Edwards Deming in his 14 key principles for managers for transforming business effectiveness- This has worked in Japan and in the U.S. (where is was applied wholeheartedly!)

• If people were consulted about there jobs and work space. Since the people are the ones working with the patrons and would know better on how patrons like things and what works better for them, they should be consulted about how to arrange or build or move things to make it a better place to serve the patrons and not to be just a so called "Show Place".
• Communication and consulting with employees regarding work issues and environmental issues from top administrators is non-existent.

• There are points of failure in communication across departments, one department makes a decision that affects another department and the affected department feels blindsided.

• More concern needs to be given to the staff. A healthier environment should be a major concern. Administration should listen to the staff because the staff truly know how to make the library run more efficiently.

• Better financial rewards, particularly for those with really good evaluations. Find some money for true merit-based raises.

• The administration could do a better job of explaining its decisions to the staff, and trying harder to incorporate them into the decision-making process; also, the organization of the library is weird, and I think rather ineffective, which I believe contributes to the issue mentioned in the previous sentence. Having only one assistant director does not facilitate good communication from the dean's office to those below.

• By encouraging people to develop their skills and knowledge in order to keep up with current needs. People who are unable or unwilling to keep up and contribute should be encouraged to find other jobs.

• To treat everyone right and everyone be lucky like me to have such a good boss. My life is so much better now. It's 8 hours a day to be here and that makes all your life better and better workers too. That is good for the library if you have that.

• Stress real teamwork, real enthusiasm, interacting, action not just lip service, meetings with the whole library.

• Attempt to foster inter-departmental interaction so that everyone's job is better understood - creates mutual respect among co-workers plus a better sense of who is an expert on what within the whole organization. Lack of communication breeds misunderstanding.

• I really feel that one of the most important things we should be doing is improving the physical climate in the building such is renovating the HVAC. The air quality is terrible. I usually have a headache by the time I leave work for the day, but feel much better after 15 minutes outside the building.

• Improved communication; opportunities for promotion and advancement; more interest by administration in workers' perceptions

• Library dean and assistant dean don't do much for staff that I can see.

• In a great many respects I feel the library is a good place to work as shown in my responses above. We have generally have up-to-date computer equipment, we get good travel support, continuing education is encouraged, and hard work is often (though not always) recognized and rewarded. Communication can be quite problematic though and people are often cut out of the decision making process entirely. Morale would improve considerably if library
faculty and staff felt their input was valued and used to help create a better environment for everyone, employees and patrons alike.

- The Dean needs to realize that the library has problems regardless of her perception. There is a definite lack of open and honest communication from the upper levels of management. Things that should be kept confidential are not and things that need to be communicated to the departments are kept secret. An example is the new renovations that are taking place without the input of the departments.

- Let the department head's run their departments. The Dean and Associate Dean should not be telling them how to arrange their furniture or where to shelve their books, for example. If they do not respect the abilities of the department heads to make these decisions then they should replace the department heads.

- Keyboard trays, decent chairs, clean air that can be controlled, and COMMUNICATION and appreciation from the administration

- More communications from the Admin, Department Heads to the staff. Ask the staff for suggestions...we work one-on-one with the patrons and know their needs better. Staff who serve patrons can tend to feel like they are on the frontline, if they are not support by the Administration or their supervisors.

- Other than improvements in communication and management (see Section C), this would be a better place to work if we had: More staff! More staff! More staff! And a bowling team.

- The library could be a better place to work if it fostered free and open communication, respect for all, and encouragement for innovation.

- Better treatment and communication for the staff. Better place to work in physically.

- A change in management style and maybe some of the management should be encouraged to retire. They are holding the library back.

- good question. Nothing is likely to change until there is a change of attitudes and behaviors at the top. The dean needs to learn how to communicate and to articulate her vision. She needs to delegate less to the associate dean. Bringing in an outside, unbiased personnel evaluation firm to do a thorough analysis of the personnel situation might be useful - if the Library and University Administrations were committed to making the recommended changes.

- I think there is a lot of room for improvement in the area of communication

- Communication, communication, communication. There is too much fear among administrators of "telling too much too soon." The way in which communication happens is important. Visibility is important. While no one wants to be micromanaged, I think there is a need for administration to be more available to staff and faculty in a more informal way. I am concerned about rumors of the Dean's office moving to a more remote location - this is exactly the opposite of what needs to happen. Also, there should be more opportunities for staff and faculty to come together on initiatives.
Right now I think there is too much division between the two groups ("us and them"). Most importantly, there are simply not enough people to support the work needing to get done. This is a surefire way to burn out really excellent workers. It's not necessarily the number overall, but how many people are really needed to do the work well. Administration consistently seems to have a completely different view of the staffing situation than that of the staff and faculty, with no rationale communicated to back it up.
- By people really communicating and respecting each other.

4. Please feel free to add any other comments you might have here:
- It seems that library management is oblivious to individuals who have disabilities and are not supportive of their needs.
- Thanks for this opportunity to give feedback.
- The library should never be satisfied with itself. It may truly be better than Google but it is never perfect. In an increasingly competitive corporate world an academic environment can benefit by avoiding apathy, cynicism, and selfishness.
- One more comment about work groups. I use to be able to do a lot of things I can no longer do, when I ask about it the reaction is it is my fault. Things have been changed and it is not my fault. I resent being blamed for things I have no control over.
- I hope things will improve instead of getting worse than it has ever been, which is now. But there is no reason it couldn't be so much better.
- I'll be interested to see what is done with the results. Hopefully some kind of summary made available so we know what our climate is. Then we need the administration (including directors) to do something with the results to make improvements.
- Some departments have nice offices or spaces, other are just a jumble of used furniture, dividers etc.
- All restrooms should have liquid soap.
- We have some amazingly talented staff and they should not be held back from what they are capable of doing simply because they don't hold an MLS. That's just political baloney, especially when so many of the MLS degreed faculty are failing to do a good job.
- I feel that Dean Hitchingham does not fully realize what giving so much power to Don Kenney without overseeing some it has done to this library. I also feel that she needs to listen to LFA and LSA without saying they are being negative because they are only telling her what was told to them and if it is negative then she should be listening and trying to correct what is wrong and stop telling them that they are being negative. I also feel that the Dean needs to be more available to all the staff and not just in her office. She needs to talk to people and not just about there jobs but
ask how are they and how are things going and really mean what she is asking not ask just for conversation sake. But most important is she needs to find out what Don Kenney has been up to where this library is concerned because he has done her a very big disservice and he has created trouble and low morale in the entire library but the Dean is at fault for letting this happen and she needs to correct it NOW.

- There are many people especially staff who work hard even if they are not recognized that way who deserve better treatment, and deserve an administration who really works as hard as staff do, we deserve so much more than is given. The university and state should question the little that the administration and managers/supervisors do, truly in this case state money is being wasted.

- I have been lucky to get higher paying jobs and my supervisors like me, I always do what they say, even things I don't want to because I know that's what they want and the only way I can keep them liking me. I have had to do things I shouldn't do or have to do, but I think that's my job to do what they say.

- Personnel Services in the Library is not trusted by the majority of the employees. Part of the reason for this is that the office for Personnel Services is so close to the Dean and Assistant Dean's offices. The head of this department also caters to the Assistant Dean. When you see one you see the other. There is a lack of privacy and confidentiality in the Dean's/Personnel Services area. Many times information is leaked to the library simply because someone had business in the offices and doors were not shut on private conversations.

- I feel I have vented pent up frustrations through this survey. To a limited extent, this is good for me and for the library administration to hear what I have to say. However, I'm very, very concerned that some of the people who will be reviewing the surveys will not be as discrete as they should be. I hope this is not the case [Spell check should not have been disabled.]

- Thank you for you work on this survey!

- The library administration is incompetent. The middle managers don't stand up for their people.

- I like the social committee efforts to have events and the in service day is great always, it's one of the really creative ideas that is done for the staff. This is something to be proud of, more could be done however.

- I just wish something could really happen to improve things. We need help from outside, like the president, someone who will really do something, give those people a kick in the butt. It is discouraging that the university and personnel seem to know that the library is in bad shape with how staff is treated and maybe even faculty too, but nothing is done and I want to know why.

- gradually add more faculty and staff until we are comparable with our peer group; build another full-sized library larger than Newman, split the collection, and bring most of the materials out of storage so that the university community has direct access to the full range of thinking on any topic. As an aside, I knew when I came here some number of years
ago that the Tech library had a reputation for bad personnel management and practices. It was unfortunately true and I think that things have gotten worse since I have been here. Too bad, this could be a superior place to work.

- Special collections/DLA needs restructuring and increased staffing is needed in special collections in particular. Staff and faculty should have much more input into decisions regarding facility changes. A library building committee would be more effective. No one seems to understand the current vision in terms of facilities. This is bad for university relations as library staff don't know what to say to colleagues in other depts. on campus when asked about library building. We don't know where we are going with it and few people feel that can back up decisions made by administration. We should be in it together.

- I feel that reference service has been marginalized. I certainly appreciate the hours that staff members spend at the desk. However, I think that many of them are being asked to do work outside the guidelines of their job descriptions and pay bands. I also feel that the GA model needs to be revisited. Beginning last year, with the exception of Ross and Edie. I don't feel that the GA's have been as dedicated to the job as expected and I think it has not improved this year. (Again there are exceptions). It has been my observation that most of the GA's do not make eye contact with the patrons as they enter the library. There is even a reluctance to refer a patron to the librarian who is double staffing the Reference Desk when the GA is unclear about what resources may be used to help a patron. I am also concerned with the current Live Ref model. Most of the hours are covered by GA's and staff members with a few hours being covered by librarians. The assumption by patron's using Live Ref is that they are talking to a librarian. If they do not receive appropriate assistance the patron decides that the "librarian can't help me". I have had students come to talk to me and indicate that they used Live Ref for help with a question and did not get appropriate assistance or a referral but on the recommendation of a faculty member or fellow student contacted me. I hold our library staff in the highest esteem but there seems to be a continuing blurring of the lines on what projects should be in the sphere of librarian/professional tasks and what projects are best done by staff members and as stated before I think that several of our staff members are being asked to do work outside their job descriptions and pay bands. If they are to continue to do this level of work, then I think that their positions need to be upgraded to reflect the work that is required. Although some efforts have been made to address this, I think as an organization we are slow to respond to the process of reevaluating and upgrading positions.

- People would feel more motivated to work harder if salaries were higher and more personnel were hired to cover the increasing workload.