Library Survey Report

July, 1999
Overview

This report summarizes the results of the Library Survey delivered to 425 employees of University of California, Berkeley Library by the Centre for Organizational Research & Development in collaboration with Dr. Christina Maslach. The Centre received 394 completed surveys (a response rate of 93%) of which 38% had additional written comments.

The Purpose of the Survey

The goal of the survey process is to obtain information that leads to initiatives for improving the quality of worklife. The first step towards this goal is determining the current place of staff members on the continuum from burnout to engagement with work. This is reported in the Feelings about Work section. The second step is identifying the areas in which staff members throughout the organization are experiencing mismatches between their approach to work and the situations in which they are working. The Six Areas of Worklife section of the survey provides that information in a way that is directly relevant to burnout or engagement. The Areas of Management is a customized section of the survey. It contains items modified from the standard Staff Survey, as well as items developed in collaboration with the survey team to identify issues specific to the Library.

Sections of this Report

Feelings About Work
Are people feeling effective, stressed, or burned out?

The Six Areas of Worklife
- Workload
- Control
- Reward
- Community
- Fairness
- Values
Is the workload manageable?
Do people feel they have appropriate control in their work?
Do people feel rewarded and recognized for their efforts?
Do people feel they are part of the workplace community?
Do people feel they are treated fairly?
Can people live their values in this workplace?

Areas of Management
- Library Administration
- Unit and Department Heads
- Supervisors
- Training Opportunities
- Job Risks
- Social Risks
- Support
How do respondents perceive top administrators at the Library?
How do respondents perceive unit and department heads?
How do respondents perceive their supervisors?
Are training opportunities available and accessible?
Do people feel at risk for environmental threats?
Do people feel at risk for discrimination or harassment on the job?
Do respondents feel respected and supported by colleagues and management?

Individual Library Questions
Job Performance, Management, Culture.

Perceptions of Change
Are things improving or becoming more difficult?
Summary and Recommendations

Part of the function of this overall survey is to identify areas that the Library needs to explore further. The following summary and recommendations highlight a number of these issues. The recommendations are designed to encourage exploration, rather than prescribe a definite solution. Dialogue on this report among individuals in the organization, possibly with the aid of a consultant, can be used to generate the specific alternatives that are feasible for the Library. This activity continues another function of the survey process: encouraging communication and community building among units and groups within the Library.

The survey identified a number of important strengths at the workgroup level: perceived community, personal control, and supervisory support. The responses to the survey depict people with a strong sense of workgroup community. Workgroups were often identified as sources of support, with open communication and cooperation. The relationship among supervisors and workgroup members is also an asset. Supervisors of immediate workgroups were considered flexible and supportive, individuals to whom staff can talk about problems affecting work. They support their staff, and their staff support them. The strong sense of control and positive workgroup communication also reflect the positive workgroup climate. Training opportunities were also identified as a Library strength. Although there are some staff who feel they are not receiving adequate training, most Library staff see necessary training as available and accessible.

The survey also identified a number of challenges facing the Library. Beyond the smaller workgroups the organizational community appears to be experiencing strain. This is most visible in the negative evaluation of the Library Administration. Staff do not feel that the Administration values their work or their input, knows what's happening in the units, or is responsive to their concerns. As discussed in the written comments, these issues involved a lack of clear communication and a perceived isolation of the upper administration from the daily work in the units. Many of the comments also noted that the new University Librarian had made some positive changes in this regard; other comments expressed optimism he would make future ones. At the administrative level of Unit and Department Heads, the staff response was more mixed. Another aspect of general administration is the Library bureaucracy, which also received negative evaluations. According to the written comments, the bureaucracy is "staff-unfriendly" in a variety of ways, which adds to the workload and job stress.

The key area of organizational strain has to do with issues of fairness. Many concerns about fairness emerged from the survey questions and the written comments. Some involved pay, promotions, reclassifications, and service awards. Others had to do with favoritism for some units, and inequities in funding and resources. Fairness issues also cropped up in relations between staff, as seen in the concerns about the "caste system" and the conflict it engendered, and the strong perception that some staff get away with poor performance. Again, the "staff-unfriendly" bureaucracy was cited as a source of unfair (as well as unsupportive) treatment.

A final challenge identified in the survey was the physical work environment. Many respondents are suffering from poor ventilation, poorly designed workstations, and the potential for strain injuries. The written comments pointed out additional problems, such as noise, lack of privacy, and the dilapidated condition of some of the restrooms. A significant minority of staff saw their physical environment as worsening.
Recommendations:
Implementing changes can be a difficult task, and an organization needs to build upon its strengths to overcome its challenges. The Library has many strengths at the workgroup level, including strong workgroup community and positive relationships with supervisors. This, as well as staff's sense of personal control, are the building blocks on which to develop change initiatives.

§ The issue of fairness, in its many forms, needs further consideration. Many of the operating policies and procedures could be examined for ways in which revisions, or even new initiatives, would yield more fair processes and outcomes. These initiatives need to be well communicated throughout the organization to reduce the current sense of inequity and favoritism.

§ The relations between the Library Administration, the administrative bureaucracy, and the staff need to be improved. Building upon the positive start by the new University Librarian, useful initiatives would be ones that promote better communication, greater administrative support for staff, and a clearer articulation of the future vision for the Library. Initiatives to reduce the burden of Library bureaucracy would also be helpful.

§ Discussions with each workgroup about the physical work environment would help identify specific barriers to a healthy workplace and potential means of reducing them. Such workgroup discussions could also be utilized to discover where staff training is not adequate, and what training opportunities would be most useful at this time.
Feelings about Work

The relationship that people have with their job can be seen as a continuum. At one end is burnout, indicating a negative relationship with work; at the other is engagement, which indicates a positive relationship with work.

**Burnout**

Burnout has three components: exhaustion, cynicism, and ineffectiveness. Exhaustion is feeling overextended, both emotionally and physically. People feel drained and used up, and unable to unwind and recover. Exhaustion is the immediate reaction to the stress of job demands or major change. Cynicism is a cold, distant attitude towards work and the people on the job. In a way it is an attempt to protect oneself from exhaustion and disappointment. Ineffectiveness is a growing sense of professional inadequacy. People lose confidence in their capacity to make a difference in their work. And as they lose confidence in themselves, others lose confidence in them.

**Engagement**

Like burnout, engagement has three components: energy, involvement, and effectiveness. People who are engaged have energy required for a reasonable range of projects or personal relationships. An energetic approach to work is closely associated with supportive work conditions and manageable job demands. Involvement is a close, intense relationship with work and the people on the job. Effectiveness is a sense of adequacy and personal empowerment. One is able to make progress resulting in accomplishments that are meaningful. There is a sense that one is making a difference in the workplace. This effectiveness inspires the confidence of others.
Placing burnout data in context facilitates interpretation. The graph below shows the continuum between burnout and engagement. Because normative burnout data does not exist for library staff, the mean scores for the Library were compared to a sample of service providers from public and private institutions from across North America (n=2100). This sample of service providers comprises occupations such as accounting, record-keeping, administration, and technicians, with client contact being a common theme in their selection. The line in the center represents average scores of the comparison group for the three components.

The bars on the graph display the difference between the average score for Library staff and the reference point average for each measure. Bars close to the midpoint (0 on the scale) indicate little difference from the reference. Bars farther from the midpoint indicate relative strengths or challenges for the Library. This graph allows a quick overview of the organization as it compares to a reference.

Energy and professional efficacy show little difference from the reference group. Library staff members, however, had a lower rating of involvement than the comparison group, indicating they are experiencing somewhat more cynicism than the reference group.
The Six Areas of Worklife

Burnout is more likely to occur when there is a mismatch between the nature of a job and the person who does the job. The survey measures six areas of the workplace in which mismatches tend to occur—workload, reward, community, values, fairness, and control. These six factors can influence one's relationship with work in terms of the continuum from burnout to engagement.

The bars on the graph display the difference between the average score for Library staff and the balance point between match and mismatch for each area. Bars close to the midpoint (0 on the scale) indicate little difference from the balance point. Bars farther from the midpoint indicate relative strengths or challenges for the Library. This graph allows a quick overview of the organization as it compares to a reference: more detail on each measure is found on the following pages.

A match occurs when daily work experience is congruent with what people expect. A mismatch indicates that staff experience at work is incompatible with their expectations.

The graph indicates respondents’ perceptions of workload, reward, and values are close to the criterion point. Their ratings of community and control were into the match range, while their rating of fairness was into the mismatch range.
Workload

Workload is the amount of work to be done in a given time. A manageable workload provides the opportunity to do what one enjoys, to pursue career objectives, and to develop professionally. Difficulties with workload occur when there is too much to do in too little time with too few resources. A crisis in workload is not a matter of simply stretching to meet a new challenge, but of going beyond human limits.

The overall average for workload fell between the match and mismatch areas. Most respondents feel they do not have time to do their work, that they must constantly upgrade their skills, and that they work intensely for long periods of time. Most, however, do not feel their challenging work interferes with their personal lives: they did not feel their work takes away from their personal interests and agreed they can leave their work behind at the end of the workday.

Rewards

Reward is recognition—financial and social—for contributions on the job. A meaningful reward system acknowledges contributions to work and provides clear indications of what the organization values. People experience a lack of recognition as devaluing their work and themselves. Reward systems include feedback from colleagues in addition to formal management systems.

Most respondents feel their work is recognized and appreciated; they feel their efforts are noticed and their contributions are recognized. In contrast, very few people agreed the financial rewards of their work are sufficient. Staff were divided in their opinion of career advancement opportunities: while most agreed opportunities were available, a significant minority disagreed, and many were unsure.

Community

Community is the quality of an organization’s social environment. People thrive in communities characterized by support, collaboration, and positive feelings. Trust is at the heart of any shared sense of community. Mismatches occur when there is no sense of positive connection with others at work and when there is a lack of confidence in the organization.

Respondents were generally positive about the Library community. Most indicated there were feelings of trust and support, open communication, and cooperation among staff in the organization. In contrast, however, many people agreed there is a lot of conflict among people in the Library.
Values
Values are what is important to the organization and to its members. When organizational and personal values are congruent, successes are shared. Mismatches occur when there are persistent conflicts between the requirements of the job and personal principles. They occur when differences exist between an organization’s values and the values of its staff, or if the organization does not practice its stated values.

The overall average for values was in between the areas of match and mismatch. Respondents agreed the Library’s goals influenced their daily work activities, and that the Library is committed to quality. Most respondents, however, were unsure their values were like the organization’s values, and that their personal career goals were consistent with the Library’s stated goals. Finally, most staff members were unsure if what the Library does was consistent with what it says.

Fairness
Fairness is the extent to which the organization has consistent and equitable rules for everyone. An important element is the extent to which resources are allocated according to generally understood procedures that are consistent with the organization’s objectives. Fairness communicates respect for the members of an organization’s community. A lack of fairness indicates confusion in an organization’s values and in its relationships with people.

Respondents questioned the fairness in decision making at the Library. Many thought resources are not allocated fairly and that opportunities are not decided on merit. They also felt effective appeal procedures are not in place if they question the fairness of a decision. Staff members were unsure, however, if favoritism was the cause: they felt management treats employees fairly. Likewise, they were unsure if favoritism determines how decisions are made or if who you know, rather than what you know, determines career advancement.

Control
Control is the opportunity to make choices and decisions, to solve problems, and to contribute to the fulfillment of responsibilities. A good match occurs when there is a correspondence between control and accountability. A mismatch occurs when people lack sufficient control to fulfill the responsibilities for which they are accountable. A mismatch also occurs when the policies or structures at work prevent the pursuit of important career objectives.

Library Staff were confident they have control over how they do their work. Many felt they could influence management to obtain necessary equipment and space, and most felt they set priorities on how they spend their time at work. Respondents disagreed decisions about their work are made by other people or that in their daily work there is little room for choices.
Areas of Management

*Areas of Management* is a customized section of the survey. It contains items modified from the standard Staff Survey, as well as items developed in collaboration with the survey team to identify issues specific to the Library. Some of these items clustered together to form measures and will be presented together, while others did not cluster and are presented individually.

This Profile provides an overview of the measures drawn from the management section. The Profile looks at respondents’ average ratings of these measures compared to the midpoint between agree and disagree (hard to decide).

The bars on the graph display the difference between the average score for Library staff and the midpoint for each measure. Bars close to the midpoint (0 on the scale) indicate respondents were unsure about the measure. Bars farther into the positive range of the graph indicate relative strengths for the Library, while bars farther into the negative range of the graph indicate challenges. This graph allows a quick overview of the organization; more detail on each measure is found on the following pages.

![Graph showing areas of management with positive and negative ranges]

Library staff members’ ratings of their unit and department heads, as well as job risks, were in the unsure range. Their ratings of their supervisors, of risk of social threats, training, and workplace support were in the positive range, while their rating of Library administration was into the negative range.
Library Administration

Nine items measured respondents’ perceptions of Library Administration: I believe that the Library Administration values my work, Outstanding service awards are distributed fairly, Promotions are handled fairly, Library Administration has provided a clear direction for the Library to follow, Library Administration promotes meaningful staff development, Library Administration is open to hearing staff concerns and complaints, Library Administration knows the functions and staff within their respective units, and There is respect for staff from Library Administration.

The graph shows the number of respondents who disagreed, were unsure (3) or agreed to the Library Administration items. The line has a slight peak at 3—unsure, indicating many staff are unsure if administrative staff are fulfilling their duties. There are also a greater number of respondents disagreeing with the items than agreeing. This indicates that a significant minority of staff feel Library Administration is not performing to staff expectations. While all items were identified as issues, Library Administration needs to work hardest at providing a clear direction for staff to follow, being open to dealing with staff concerns, and improving the fair distribution of service awards.

Unit and Department Heads

Five items measured respondents’ perceptions of their unit and department heads: Unit and Department Heads are accountable for their actions, Unit and Department Heads know the functions and staff within their units, Unit and Department Heads clearly communicate top management’s directions to line supervisors, There is employee input into decisions of Unit and Department Heads, and Supervisors keep their staff well informed on Library issues and priorities.

The graph to the right shows a fairly large peak between 3—unsure and 4—agree, indicating many feel their unit and department heads are fulfilling their roles, although a significant minority is unsure. Unit and Department Heads were seen as being knowledgeable of the functions and staff in their units, but they were not seen as being accountable for their actions.
Supervisors

Seven items measured respondents’ relationship with their supervisors: My supervisor is flexible about work arrangements, My supervisor is someone I can talk to about any problems affecting my work, My supervisor provides me with useful feedback on my performance, Management of my unit delegates authority to appropriate employees, I feel I am supported by my supervisor, and I feel I support my supervisor.

The strong peak at 4–agree, as well as the large number of people who gave ratings between 4 and 5–strongly agree, indicate the majority of respondents have a positive relationship with their supervisor. Supervisors were rated positively on all items in the measure.

Job Conditions

The survey measured seven threats to one’s job: Crowding or lack of space to perform job adequately, Poor ventilation, Poor lighting, Ongoing construction noise and dust, Poorly designed work stations, Strain injuries, and Lack of needed supplies or equipment.

The fairly flat distribution of the graph indicates that perceived risk of these threats varied by respondent. Many disagreed they were at risk, although many agreed and several were unsure. Respondents felt most at risk for poor ventilation, poorly designed workstations, and strain injuries. They felt the least amount of risk for poor lighting and lack of needed supplies.
Social Conditions

The survey measured three social threats to wellbeing: Unwelcome change in job responsibilities, Discrimination, and Harassment.

The graph shows two strong peaks, one at 1—strongly disagree and one at 2—disagree. This indicates the majority of staff do not feel they are at risk for the various social threats. The small curve in the agree range of the scale, however, highlights the minority of staff who indicated they were at risk for unwelcome changes (23%), discrimination (14%), or harassment (10%).

Training

Three items measured training opportunities at the Library: I am getting the kind of training I need to do my job well, It is possible to rearrange work responsibilities to participate in educational programs, and I am provided with formal opportunities to upgrade my skills.

The majority of respondents believe training opportunities are available to them, as seen by the peak in the graph at 4—agree. The smaller peaks at 3—unsure and 2—disagree indicate that training is not universally available: small groups of employees feel they are not receiving the necessary training for their job.
Support

Seven items measured perceived support in the workplace: I have been supported in my attempts for internal advancement, The management of my immediate unit values my work, My ideas are listened to, Most staff are willing to share resources, I am afraid to speak up for fear of reprisal (reverse coded), Colleagues show me respect, and Cultural differences are handled with respect.

The graph shows a peak between 3—unsure and 4—agree, indicating many staff feel there is support and respect in their workplace, although a minority are unsure if support is available.
Individual Library Questions

Three sections of the survey: Job Performance, Management, and Culture, contained items representing specific issues for Library Staff. The following graphs show the percentage of staff members who agreed to each item. Distribution of frequencies for each item (the percentage of staff members who disagreed, agreed, and were unsure) are presented in Appendix A.

Eleven specific questions were found in the Job Performance section of the survey. As shown in the graph below, a large majority of respondents agreed they have a clear understanding of the expectations for their job and that there is support for special needs (such as family leave and telecommuting). However, many agreed Library bureaucracy makes their job more difficult.

Approximately half of those responding thought there were clear policies on work schedule flexibility, and thought their colleagues provide them with useful feedback on their performance. A significant minority, however, felt they have been given additional assignments without regard to their existing workload.

The other items were not strongly endorsed. Less than half of staff members thought their classification level was appropriate for the work they do, and that their workload is evaluated within the changing environment. Only 17% thought split assignments have made them more productive.
Individual Questions, Continued

Three specific questions were in the Management section. The graph to the left indicates half of respondents thoughtLibrary Administration favors some Library units. One-third of staff members thought Library Administration keeps Unit and Department Heads up to date on Library priorities and initiatives, while only 15% thought Administration distributes student positions appropriately.

The last six specific questions were taken from the Library Culture section. The graph shows that a large majority of staff felt the Library culture tolerates poor performance from some staff. Many agreed departmental meetings provide them with good information about issues at work, but that they also rely on the grapevine for good information about issues. Just over half of respondents agreed there was a caste system in the Library between librarians and other staff, while 37% felt staff complain too much. Finally, 36% of respondents indicated they rely on the CU News for relevant information about issues at work.
Change

When people are emotionally exhausted, withdrawn from their work, or feel professionally ineffective, they are less likely to feel positive about ongoing change in the organization. The graph shows the number of respondents who indicated work conditions were either improving or worsening. Overall, items are positively rated if more respondents feel the item is getting better than getting worse. In the graph below, the black bar represents the percentage of respondents indicating improvement, while the white bar represents the percentage of respondents indicating worsening conditions. You will notice the two percentages do not add up to 100%. The number not represented in the graph (varying from 34% to 64%) represents respondents who indicated no change has occurred over the past two years.

Six items were positively rated. Many more respondents rated their involvement in decisions affecting work, the opportunity to be involved in work they enjoy, their commitment to their unit, and open and honest communication in their unit as improving than rated them as worsening. More respondents saw their job responsibilities and security as getting better than saw them as getting worse.

A nearly equal number of respondents rated support for innovation and excellence, career advancement opportunities, quality of service, and open and honest communication from Administration as improving, as rated these items as worsening.

Six items were negatively rated. More respondents thought their commitment to the Library organization, the physical work environment, and funding for vital functions were worsening than thought they were improving. Many more respondents rated morale, the fair distribution of funds to library units, and the fair distribution of funding resources to staff concerns as worsening than rated them as improving.
Appendix A:

Specific Question Distributions
## Job Performance

<table>
<thead>
<tr>
<th>Item</th>
<th>Disagree</th>
<th>Hard to Decide</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am getting the kind of training I need to do my job well.</td>
<td>25%</td>
<td>21%</td>
<td>54%</td>
</tr>
<tr>
<td>It is possible to rearrange work responsibilities to participate in educational programs.</td>
<td>16</td>
<td>20</td>
<td>64</td>
</tr>
<tr>
<td>I have been provided with formal training opportunities to upgrade my skills.</td>
<td>20</td>
<td>20</td>
<td>60</td>
</tr>
<tr>
<td>I have been supported in my attempts for internal advancement (i.e., movement between departments, reclassification, salary).</td>
<td>25</td>
<td>29</td>
<td>46</td>
</tr>
<tr>
<td>There are clear policies on work schedule flexibility.</td>
<td>27</td>
<td>23</td>
<td>50</td>
</tr>
<tr>
<td>There is support for special needs (i.e. family and disability leave, telecommuting, use of sick &amp; vacation leave).</td>
<td>14</td>
<td>16</td>
<td>70</td>
</tr>
<tr>
<td>My colleagues provide me with useful feedback on my performance</td>
<td>27</td>
<td>24</td>
<td>49</td>
</tr>
<tr>
<td>My workload is evaluated within the changing environment</td>
<td>35</td>
<td>28</td>
<td>37</td>
</tr>
<tr>
<td>My classification level is appropriate for the work I do.</td>
<td>42</td>
<td>18</td>
<td>40</td>
</tr>
<tr>
<td>The management of my immediate unit values my work.</td>
<td>12</td>
<td>14</td>
<td>74</td>
</tr>
<tr>
<td>I believe that the Library Administration values my work.</td>
<td>34</td>
<td>38</td>
<td>28</td>
</tr>
<tr>
<td>I have been given additional assignments without regard to my existing workload.</td>
<td>41</td>
<td>16</td>
<td>43</td>
</tr>
<tr>
<td>I have a clear understanding of the expectations for my job.</td>
<td>12</td>
<td>17</td>
<td>71</td>
</tr>
<tr>
<td>Management of my unit delegates authority to appropriate employees.</td>
<td>20</td>
<td>17</td>
<td>63</td>
</tr>
<tr>
<td>Split assignments have made me more productive.</td>
<td>25</td>
<td>58</td>
<td>17</td>
</tr>
<tr>
<td>Outstanding service awards are distributed fairly.</td>
<td>47</td>
<td>39</td>
<td>14</td>
</tr>
<tr>
<td>Promotions are handled fairly.</td>
<td>44</td>
<td>38</td>
<td>18</td>
</tr>
<tr>
<td>Library bureaucracy makes my job more difficult</td>
<td>15</td>
<td>27</td>
<td>58</td>
</tr>
</tbody>
</table>
### Management

<table>
<thead>
<tr>
<th>Item</th>
<th>Disagree</th>
<th>Hard to Decide</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library Administration has provided a clear direction for the Library to follow.</td>
<td>52%</td>
<td>36%</td>
<td>12%</td>
</tr>
<tr>
<td>Library Administration promotes meaningful staff development.</td>
<td>40</td>
<td>37</td>
<td>23</td>
</tr>
<tr>
<td>Library Administration is open to hearing staff concerns and complaints.</td>
<td>43</td>
<td>31</td>
<td>26</td>
</tr>
<tr>
<td>Library Administration is open to dealing with staff concerns and complaints.</td>
<td>48</td>
<td>37</td>
<td>15</td>
</tr>
<tr>
<td>Library Administration distributes student positions appropriately.</td>
<td>23</td>
<td>62</td>
<td>15</td>
</tr>
<tr>
<td>Library Administration favors some library units.</td>
<td>9</td>
<td>39</td>
<td>52</td>
</tr>
<tr>
<td>Library Administration knows the functions and staff within their respective units.</td>
<td>45</td>
<td>39</td>
<td>16</td>
</tr>
<tr>
<td>Library Administration keeps Unit and Department Heads up to date on Library priorities and initiatives.</td>
<td>20</td>
<td>46</td>
<td>34</td>
</tr>
<tr>
<td>Unit and Department Heads are held accountable for their actions.</td>
<td>33</td>
<td>43</td>
<td>24</td>
</tr>
<tr>
<td>Unit and Department Heads know the functions and staff within their units.</td>
<td>17</td>
<td>24</td>
<td>59</td>
</tr>
<tr>
<td>Unit and Department Heads clearly communicate top management’s directions to line supervisors.</td>
<td>28</td>
<td>39</td>
<td>33</td>
</tr>
<tr>
<td>Unit and Department Heads There is employee input into decisions of Unit and Department Heads.</td>
<td>31</td>
<td>28</td>
<td>41</td>
</tr>
<tr>
<td>Supervisors keep their staff well informed on Library issues and priorities.</td>
<td>17</td>
<td>29</td>
<td>44</td>
</tr>
<tr>
<td>My supervisor is flexible about work arrangements.</td>
<td>9</td>
<td>11</td>
<td>80</td>
</tr>
<tr>
<td>My supervisor is someone I can talk to about any problems affecting work.</td>
<td>19</td>
<td>10</td>
<td>71</td>
</tr>
<tr>
<td>My supervisor provides me with useful feedback on my performance.</td>
<td>25</td>
<td>14</td>
<td>61</td>
</tr>
</tbody>
</table>
## Library Culture

<table>
<thead>
<tr>
<th>Item</th>
<th>Disagree</th>
<th>Hard to Decide</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My ideas are listened to.</td>
<td>19%</td>
<td>23%</td>
<td>58%</td>
</tr>
<tr>
<td>Most staff are willing to share resources.</td>
<td>23</td>
<td>22</td>
<td>55</td>
</tr>
<tr>
<td>I am afraid to speak up for fear of reprisal.</td>
<td>58</td>
<td>13</td>
<td>29</td>
</tr>
<tr>
<td>Colleagues show me respect.</td>
<td>8</td>
<td>18</td>
<td>74</td>
</tr>
<tr>
<td>Staff complain too much about what is wrong around here.</td>
<td>41</td>
<td>22</td>
<td>37</td>
</tr>
<tr>
<td>Cultural differences are handled with respect.</td>
<td>15</td>
<td>37</td>
<td>48</td>
</tr>
<tr>
<td>There is respect for staff from Library Administration.</td>
<td>40</td>
<td>35</td>
<td>25</td>
</tr>
<tr>
<td>There is a caste system within the Library between librarians and other staff.</td>
<td>16</td>
<td>29</td>
<td>55</td>
</tr>
<tr>
<td>I feel I am supported by my supervisor.</td>
<td>15</td>
<td>12</td>
<td>73</td>
</tr>
<tr>
<td>I feel I support my supervisor.</td>
<td>5</td>
<td>11</td>
<td>84</td>
</tr>
<tr>
<td>The Library culture tolerates poor performance from some staff.</td>
<td>9</td>
<td>15</td>
<td>76</td>
</tr>
<tr>
<td>I rely on the CU News for relevant information about issues at work.</td>
<td>46</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>Departmental meetings provide me with good information about issues at work.</td>
<td>24</td>
<td>18</td>
<td>58</td>
</tr>
<tr>
<td>I rely on the grapevine/gossip for good information about issues at work.</td>
<td>26</td>
<td>19</td>
<td>55</td>
</tr>
</tbody>
</table>

## Job Risks

<table>
<thead>
<tr>
<th>Item</th>
<th>Disagree</th>
<th>Hard to Decide</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crowding or lack of space to perform job adequately.</td>
<td>35%</td>
<td>10%</td>
<td>45%</td>
</tr>
<tr>
<td>Poor ventilation.</td>
<td>35</td>
<td>5</td>
<td>60</td>
</tr>
<tr>
<td>Poor lighting.</td>
<td>56</td>
<td>9</td>
<td>35</td>
</tr>
<tr>
<td>Ongoing construction noise and dust.</td>
<td>36</td>
<td>17</td>
<td>48</td>
</tr>
<tr>
<td>Poorly designed work stations.</td>
<td>32</td>
<td>14</td>
<td>54</td>
</tr>
<tr>
<td>Strain injuries (e.g. repetitive strain injuries, back strain, eye strain, etc.)</td>
<td>30</td>
<td>14</td>
<td>56</td>
</tr>
<tr>
<td>Lack of needed supplies or equipment.</td>
<td>52</td>
<td>15</td>
<td>33</td>
</tr>
<tr>
<td>Unwelcome change in job responsibilities.</td>
<td>56</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Discrimination.</td>
<td>70</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Harassment.</td>
<td>79</td>
<td>11</td>
<td>10</td>
</tr>
</tbody>
</table>
Appendix B:

Who Participated in the Survey