

Final Findings from the OPLA Psychological Health Survey and Collaborative Strategies for Employee Well-Being

OPLA Research and Evaluation Committee

Presentation Roadmap

1. Survey Overview
2. Key Insights
3. Psychosocial Factors
 - Organizational Culture
 - Involvement and Influence
 - Recognition and Reward
4. Creating Solutions:
Human-Centred Design Thinking



Survey Overview and Key Insights



Survey Overview

- “Guarding Minds at Work” assessment tool
- Data collection via library collaboration and public surveys
- Assess psychosocial factors that impact employee psychological health and safety



How Survey Responses Were Interpreted

- Responses translated into positive  / neutral  / negative  sentiment

"I know what I am expected to do in my job."

Always	Often	Sometimes	Rarely	Never
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"I feel burned out in my job."

Always	Often	Sometimes	Rarely	Never
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"I am currently experiencing discrimination at work."

Yes	No
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Most Positive Factors

- Psychological Protection (83%)
 - "I am currently being treated unfairly because I have a mental illness."
 - "My employer makes efforts to prevent harm to employees from discrimination."
- Protection of Physical Safety (82%)
 - "I have what I need to do my job safely."
- Engagement (80%)
 - "I am willing to give extra effort at work if needed."



Least Positive Factors

- Organizational culture (47%)
 - “People in my organization are held accountable for their actions.”
- Involvement and influence (57%)
 - “I have a say in how I will manage organizational changes that affect me.”
- Recognition and reward (58%)
 - “I am recognized for good performance.”



Workplace Characteristics

Organizational Context

- Population served
- Postal code

Job Characteristic

- Job category
- Time spent in customer-facing work

Employment Condition

- Full-Time vs Part-Time
- Contract type
- Benefits eligibility
- Tenure at current library



What Matters Most

- Workplace characteristics have **significant impacts** on the psychosocial factors
- **Population served** is a most consistent predictor
- Longer **tenure** often corresponds with more critical perceptions



Involvement and Influence



What is involvement and influence?

The Definition



In a work environment with positive involvement and influence, employees are included in discussions and have input into decisions that impact their respective jobs.

Employees might say:

- **I have a say** in how I will manage organizational changes that affect me.
- **I have some control** over how I organize my work.
- **My suggestions are considered** at work.
- **I am informed** about important changes at work in a timely manner.
- **I am encouraged to participate** in decisions that impact my work.

Why are involvement and influence important?

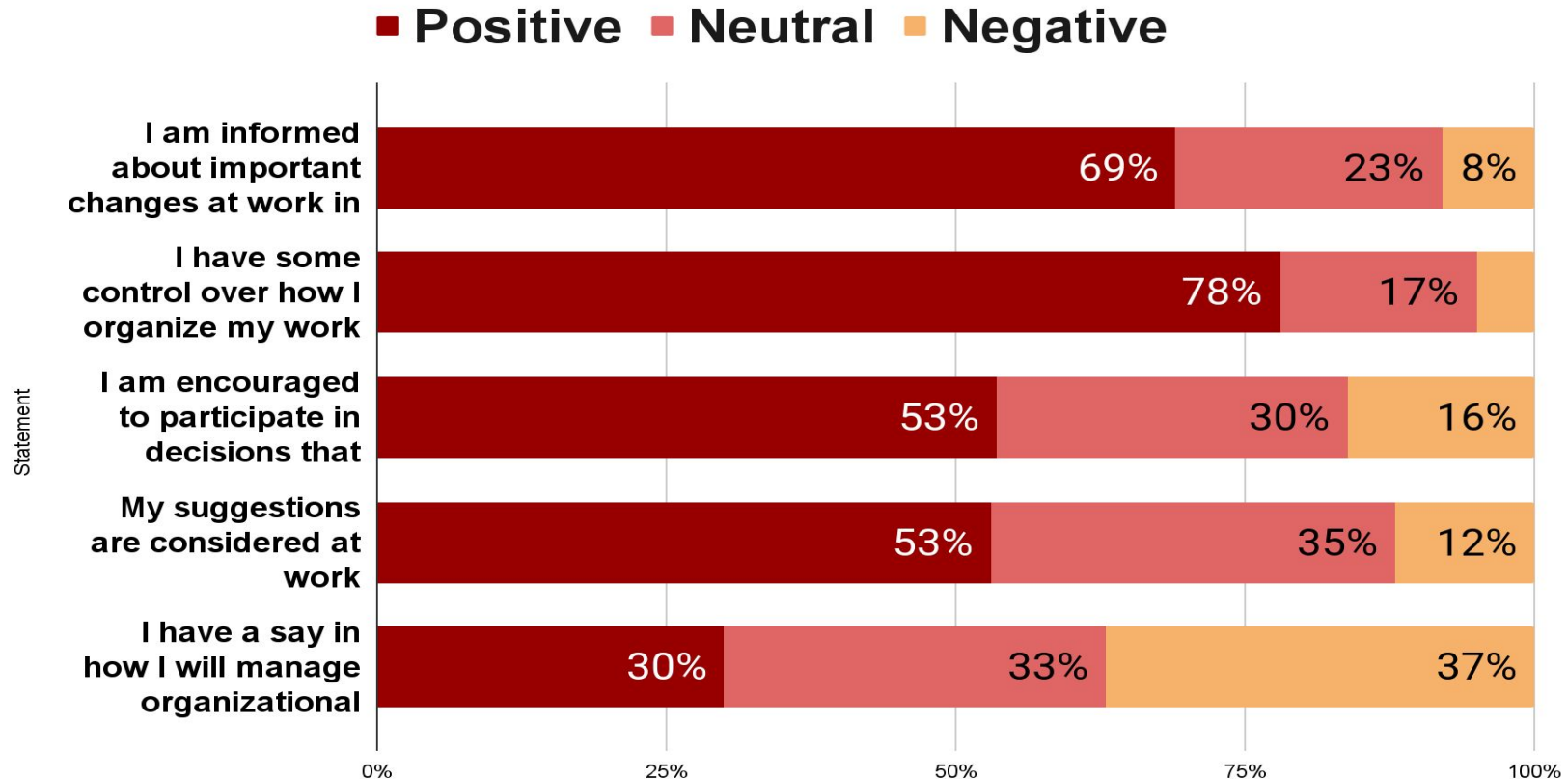
Employees feel:

- ▲ More engaged
- ▲ More pride
- ▲ Better and higher morale

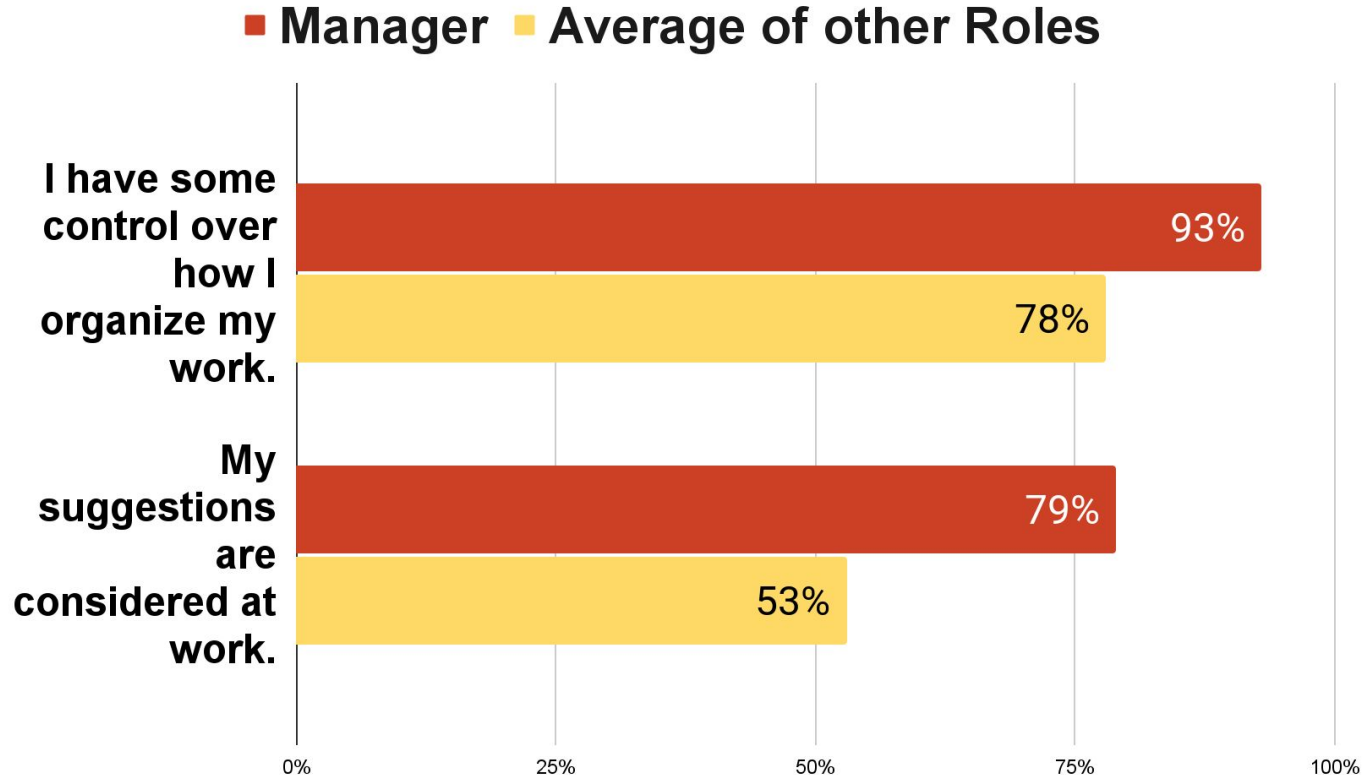
Employee Outcomes:

- ▲ Willingness to put in extra effort
- ▲ Increased psychological well-being, commitment, and innovation

Involvement and Influence Statements and Results

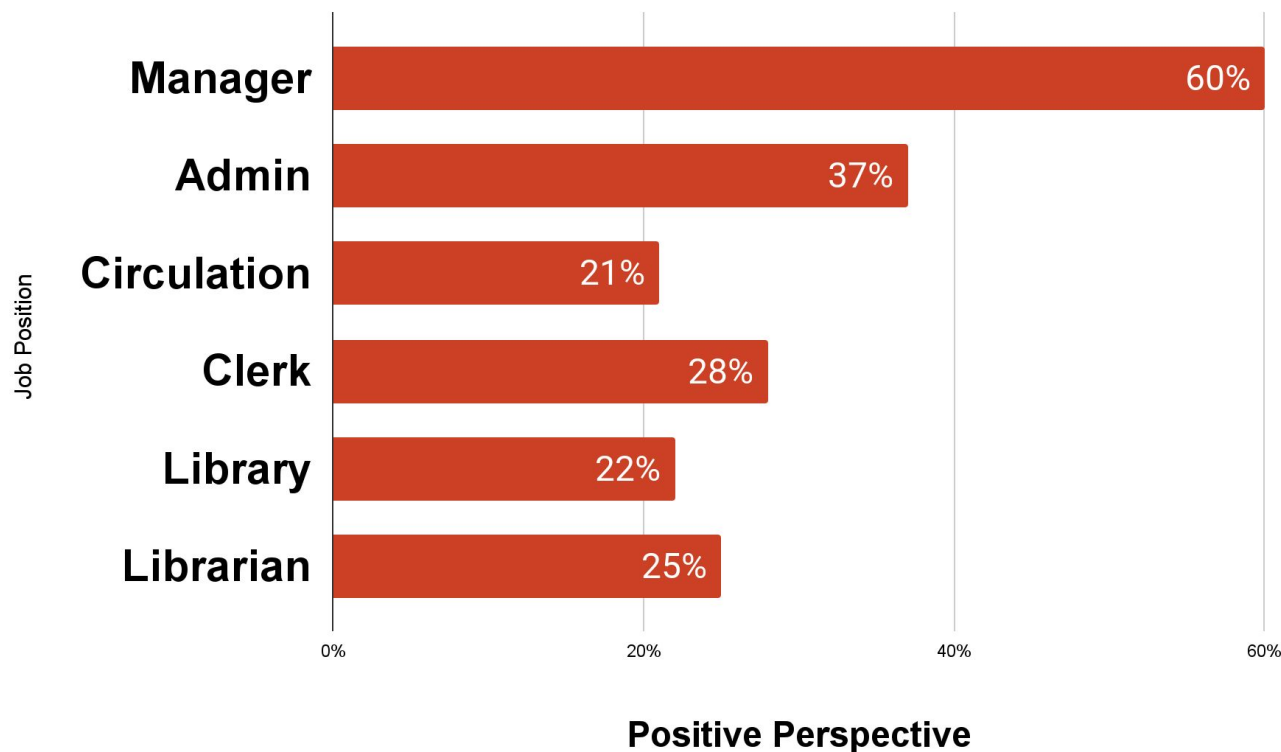


Managers and Other Library Workers (Positive%)



Organizational Change

I have a say in how I will manage organizational changes that affect me.



How to improve Involvement and Influence

Increase involvement of employees in decisions that impact their work.

1

Support employees to have some level of influence over how they'll adapt to changes they have no control over.

2

Foster a culture in which all employees have some level of responsibility, autonomy and accountability.

3

Organizational Culture



What is Organizational Culture?

KEY DEFINITION

Work environments with a positive organizational culture share and express trust, honesty, fairness and accountability as core values.

SUPPORTING DEFINITION

Shared beliefs, values and behaviors within a company that shape how employees work and interact with each other.

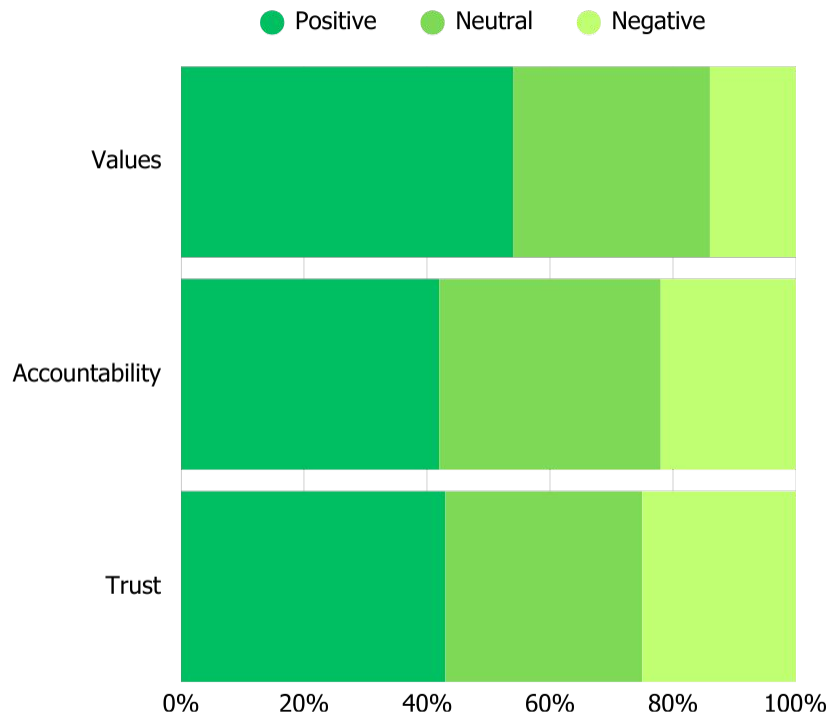
SCOPE OF OUR ANALYSIS

To investigate the current state, we asked staff to rate three key statements:

1. People in my organization are held accountable for their actions.
2. Organizational values are demonstrated at all levels.
3. Employees and management trust one another.



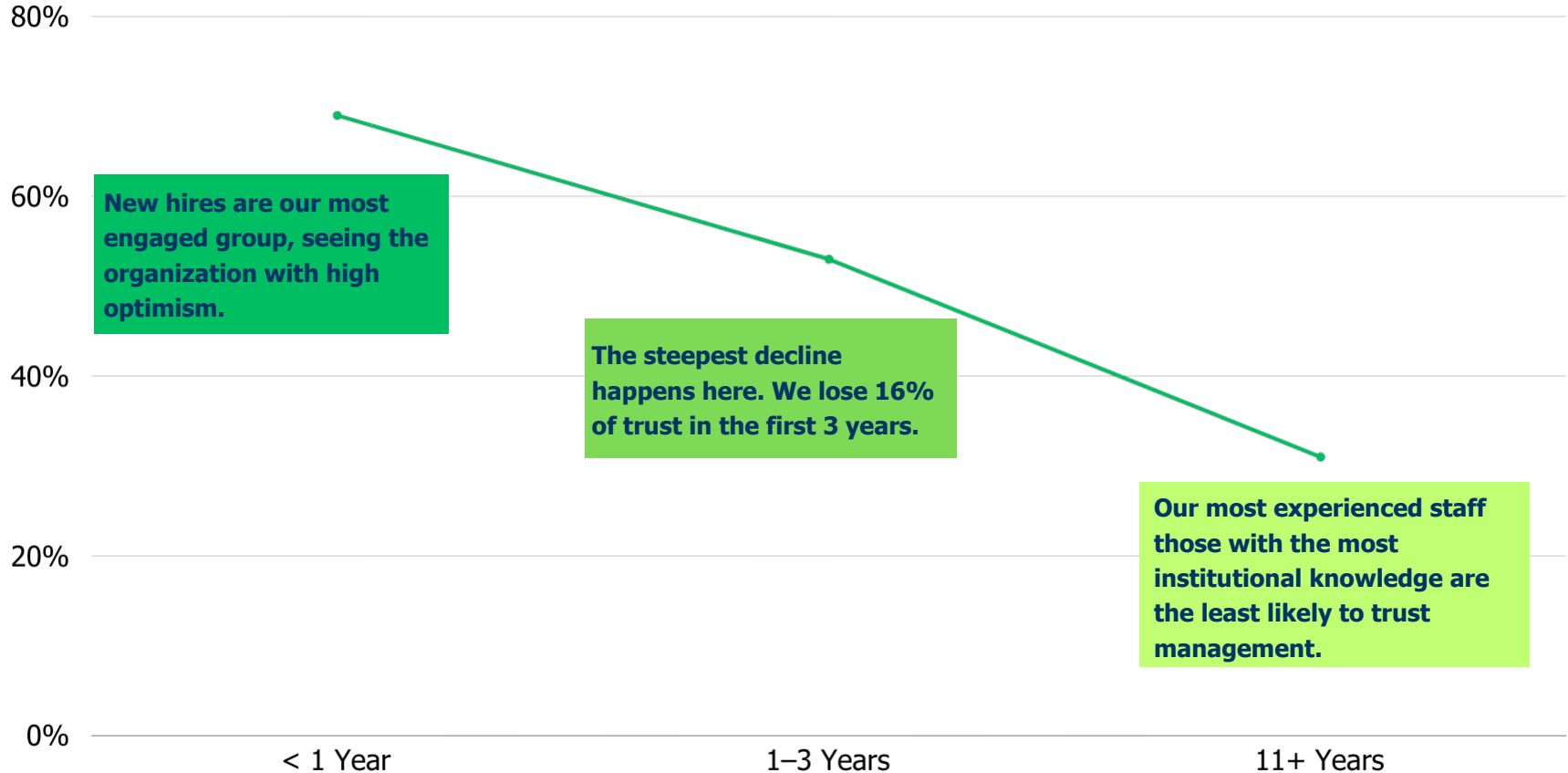
Overview



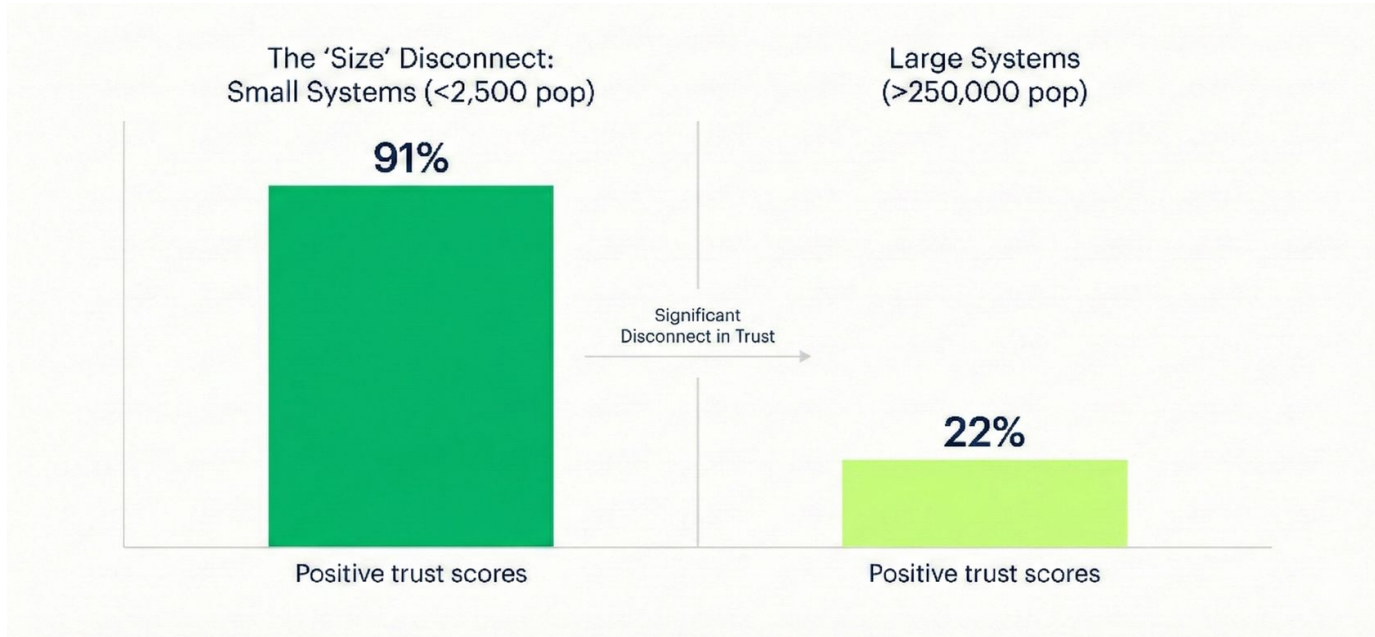
Key Narrative Points

1. Just over half of staff feel our values are demonstrated consistently.
2. Less than half feel people are held accountable, with distinct pockets of negativity.
3. Trust between employees and management is the lowest rated area, with 1 in 4 staff reporting a negative experience.

How Time Erodes Trust

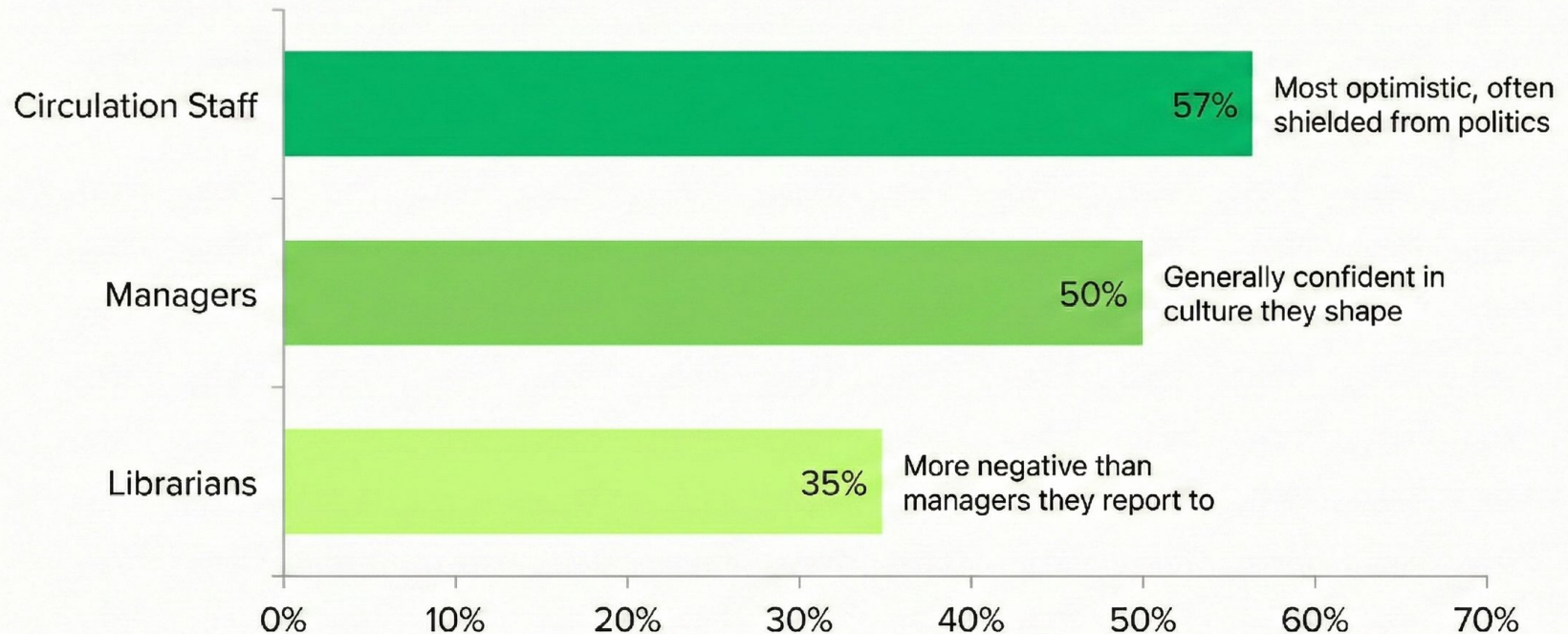


The Size Divide



As we scale, we break. Staff in massive systems are 4x less likely to feel trusted than those in small community libraries.

The Role Divide



The Impact of Culture

Why This Matters

Retention Risk

With trust dropping to 31% among veterans, we risk "quiet quitting" or losing our future leaders to other sectors.

The "Urban" Challenge

Large systems (Metro Toronto/GTA) face a unique crisis. With only 22-25% positive sentiment in large systems, organizational inertia is likely high.

Operational Drag

When accountability is unclear (only 42% positive), decision-making slows down, and conflict increases (as seen in the 22% negative rate).

Questions to Ponder

We lose 16% of our goodwill in the first three years. Is our onboarding selling a "dream" that the day-to-day reality doesn't match?

Small libraries have cracked the code (91% trust). What specific communication habits do they have that large systems (22% trust) have stopped doing?

Managers are 50% positive; Librarians are 35% positive. Are managers mistaking "compliance" for "agreement"? How do we bridge this reality gap?



Recognition & Reward

appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner

Fair Pay

I am paid fairly for the work I do.

Celebration

Our organization celebrates our shared accomplishments

Recognition

I am recognized for good performance

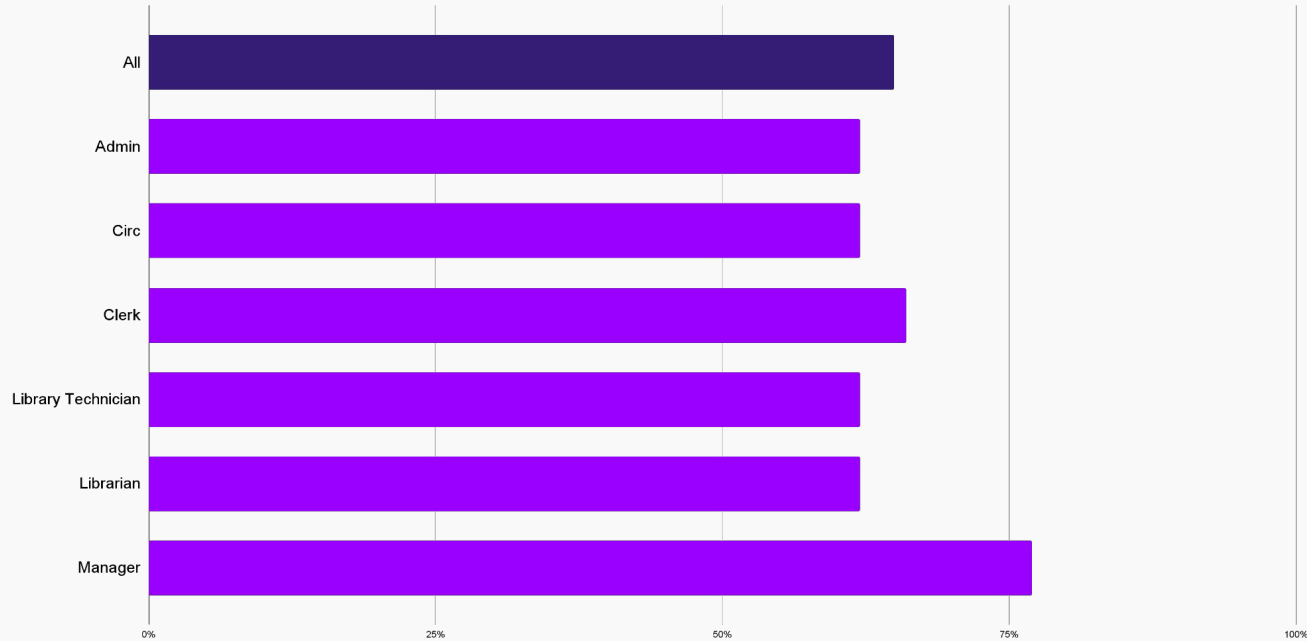


Recognition & Reward

- Enhanced **employee satisfaction**, motivation and loyalty
- Improved **teamwork** and positive employee **morale**
- Increased **retention** and enhanced **recruitment** of talent
- Enhanced employee and **labour relations**

Fair Pay

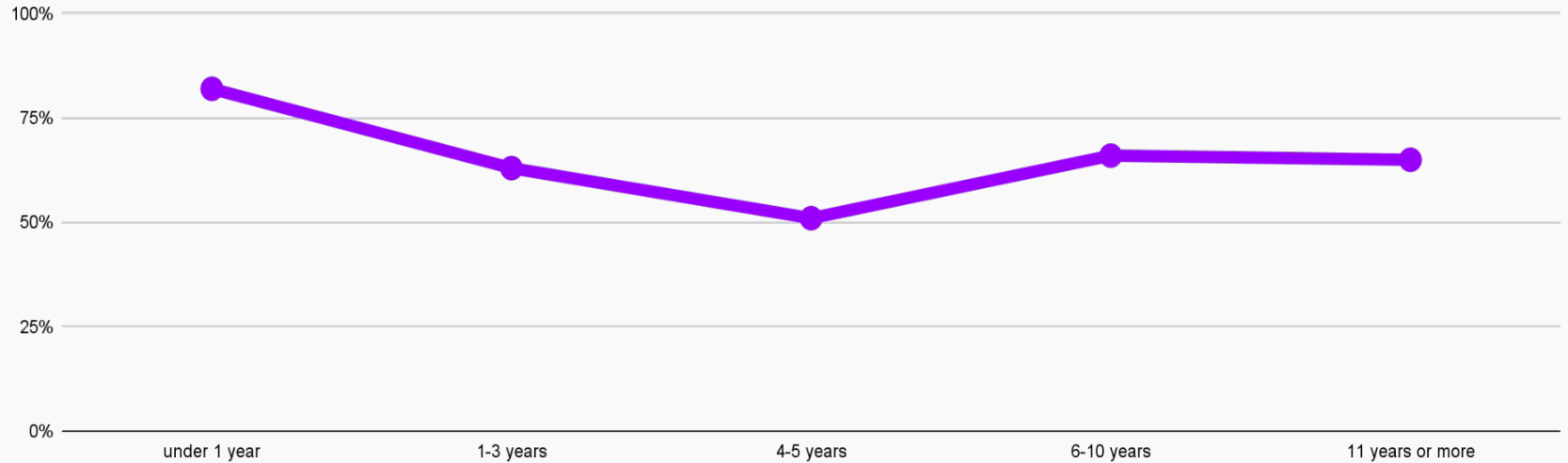
I am paid fairly for the work I do.



Fair Pay

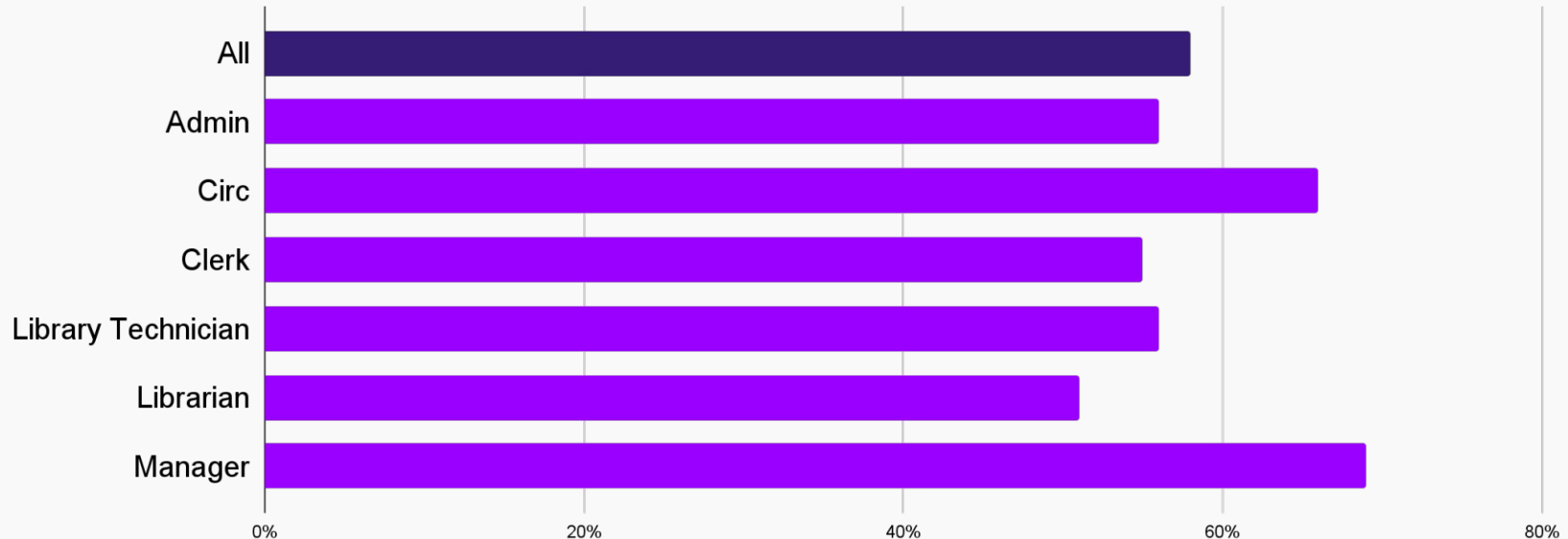
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Fair Pay



Celebration

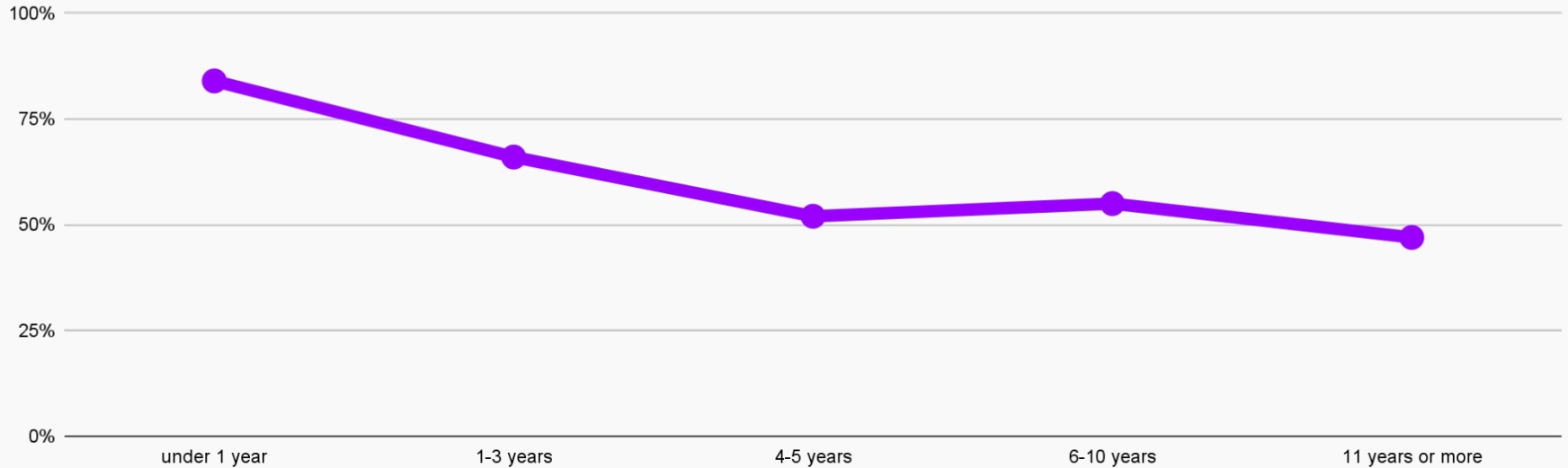
Our organization celebrates our shared accomplishments



Celebration

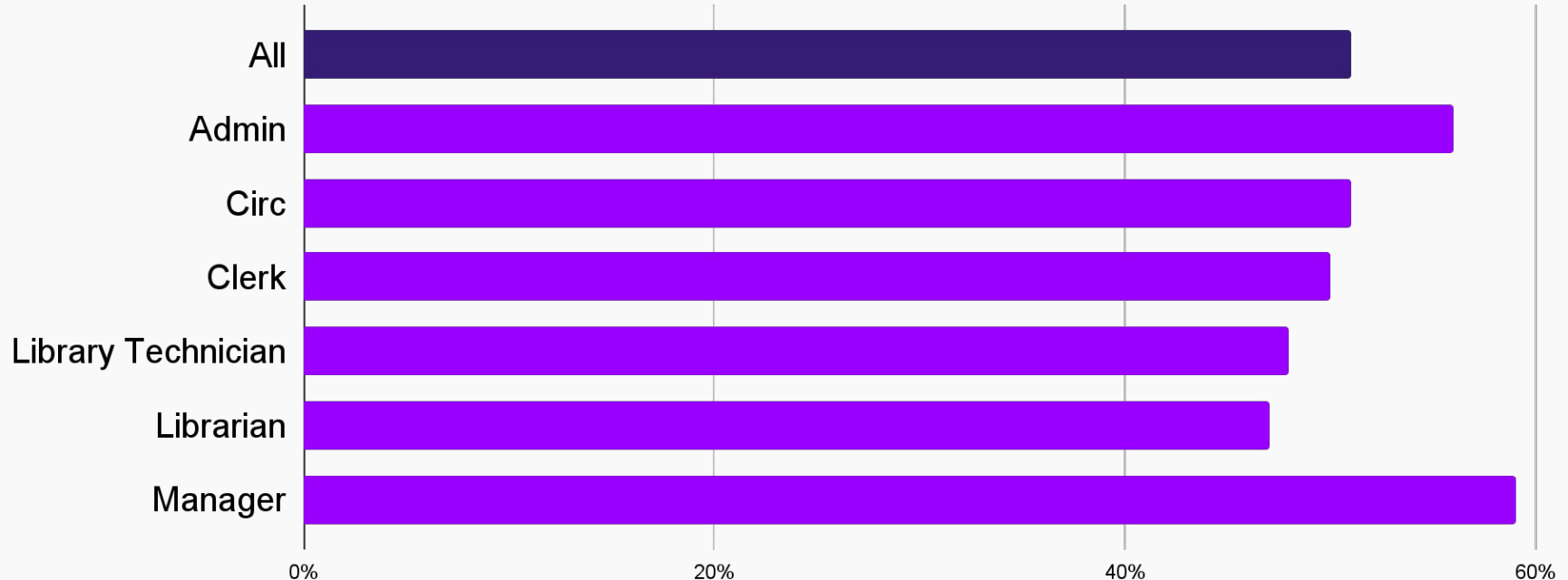
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Celebration



Recognition

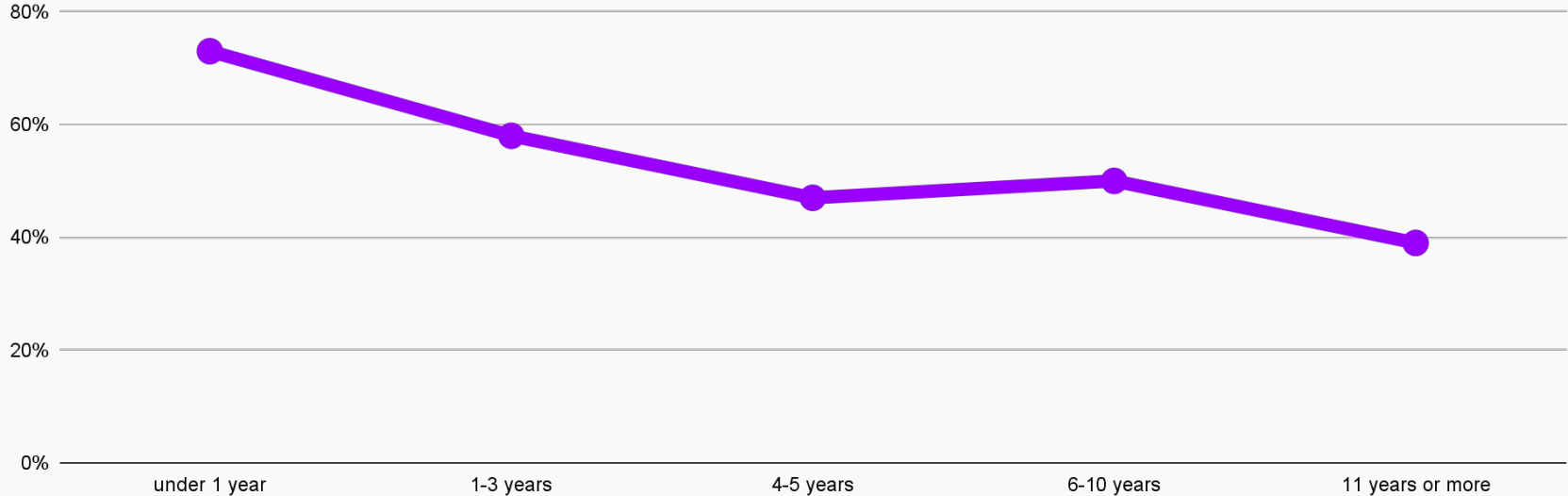
I am recognized for good performance



Recognition

I am recognized for good performance

Recognition



Recognition & Reward

What is working for Managers?

What is working for Workers in their first year?



Design Thinking Workshop



Involvement & Influence

How might teams/individuals participate in decisions that impact their work?

How have you seen colleagues participate in meaningful ways?



Organizational Culture

How might **trust** be fostered between employees and management?

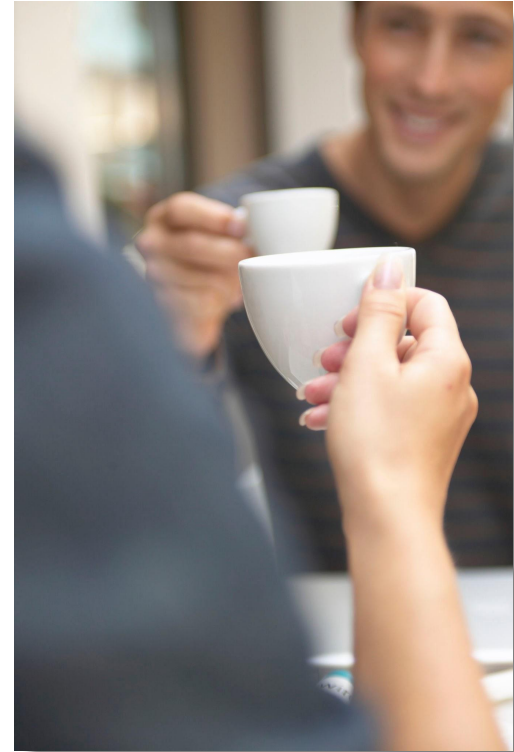
What has fostered **trust** for you with colleagues, employees and management?



Recognition & Reward

What does consistent and **meaningful recognition** look like in your experience?

How might we create meaningful recognition for **good performance**?



Pick a Psychosocial Factor and Move

Involvement & Influence (Blue)

Organizational Culture (Green)

Recognition & Reward (Purple)

Individual Work

10 minutes

- Silent brainstorming: generate ideas related to the question
- One idea per sticky note

Group Work

10 minutes

- Share and cluster sticky notes into categories

Group Work
5 minutes

Identify and label the **1-3 top themes**

Capture each theme on a **large sticky note**

Report Back

What is the most valuable next step?

What was helpful about this exercise?

What can you use from this presentation?