Indianapolis Public Library

Climate Improvement Progress Survey Results May 2024

IceMiller

icemiller.com

Background

Climate Improvement Progress Survey

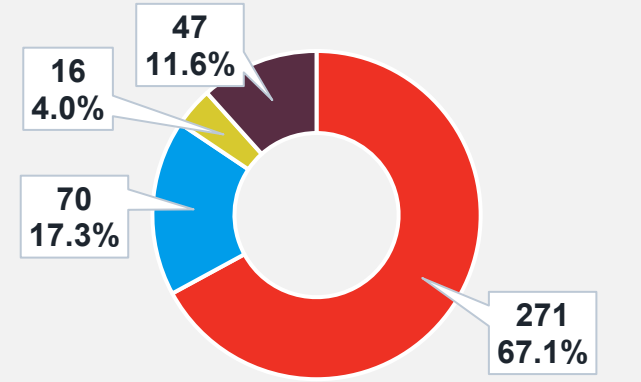
The Indianapolis Public Library has been engaged in the Climate Improvement Process, which has resulted in the implementation of various initiatives aimed at enhancing the organizational climate and embracing diversity, equity, and inclusion. In December 2023, a progress report outlining the collective efforts and achievements made during implementation was presented by CEO Gregory Hill to the Board of Trustees.

The Library's Executive Leadership Team sought to further assess the results of the Climate Improvement Process in alignment with its commitment to continuous improvement and the Government Alliance on Race and Equity (GARE) practices.

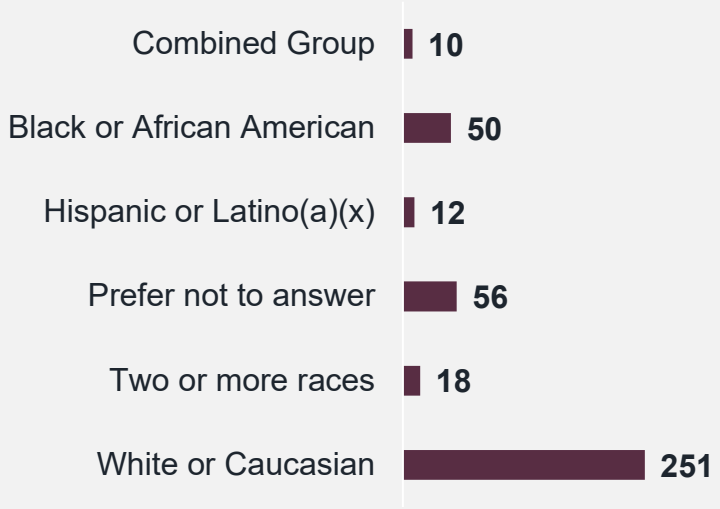
To support this effort, the Executive Leadership Team, retained Ice Miller RES to conduct an employee survey and analyze the results. Note, Ice Miller RES also conducted the Library's 2022 Climate Study and utilized that information in developing the Climate Improvement Progress survey.

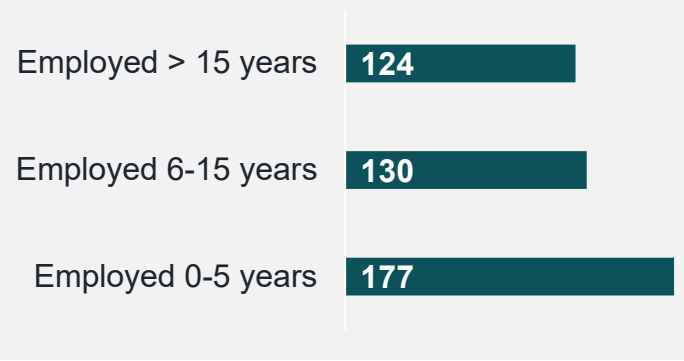
This report outlines the themes and findings deduced from the survey and offers recommendations for continued progress in the Library's diversity, equity, inclusion, and accessibility (DEIA) work.

Survey Participation Overview

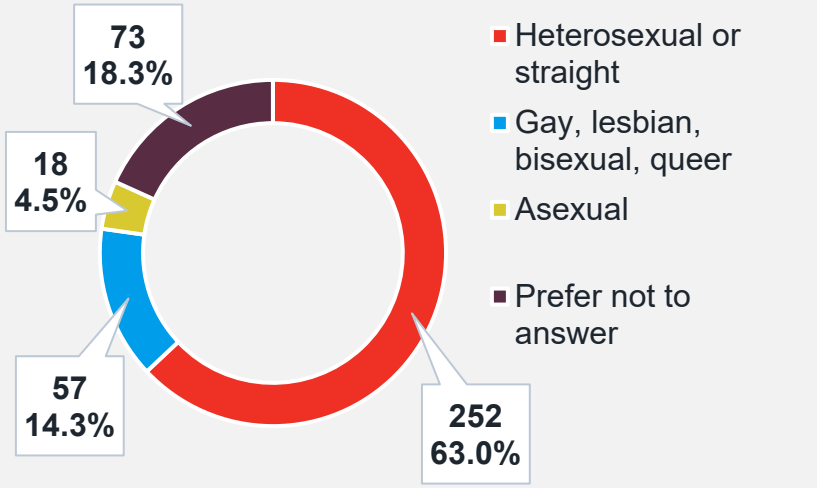


- Women
- Men
- Non-Binary
- Prefer not to answer

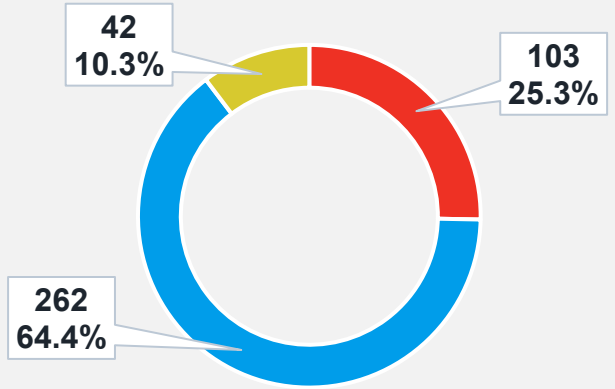




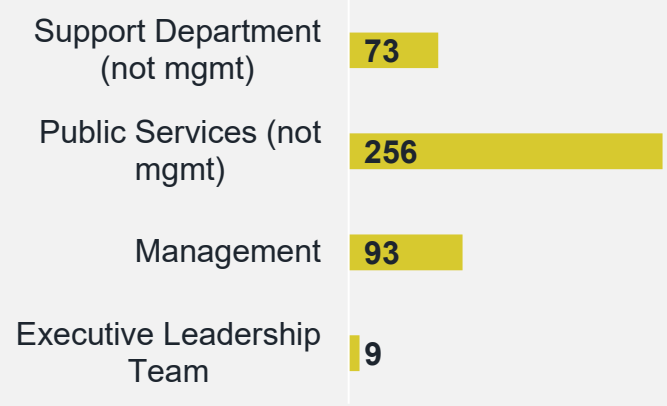
432
total participants



- Heterosexual or straight
- Gay, lesbian, bisexual, queer
- Asexual
- Prefer not to answer



- Yes Disability
- No Disability
- Prefer not to answer



IceMiller

Race/Ethnicity demographic results not reported for groups with <10. Based on this, the "Combined Group" includes American Indian, Alaskan Native, Asian or Asian American, and Native Hawaiian or Other Pacific Islander.

Survey Question and 2024 to 2021 Comparison

The following questions assess how strongly you believe the statement to be TRUE. Please respond with your individual belief based on your current work experience at the Library. If you do not have a belief on any statement, please select Not Applicable/Don't Know.

Year	Survey Question		Agree or Strongly Agree	Disagree or Strongly Disagree
2024	[Question] N = #		#%	#%
2021	[Question] N = #		#%	#%
		Change	+/-%	+/-%

Note N varies across questions because participants sometimes skipped items.

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees. (N = 415)	68%	11%
2021	The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees. (N = 426)	37%	24%
	Change	+31%	-13%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	The Library has done a good job providing education programs that promote diversity, equity, and inclusion in the workplace. (N = 415)	79%	5%
2024	My current supervisor or manager demonstrates commitment to diversity, equity, inclusion, and accessibility with the things they do. (N = 415)	85%	4%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I trust the Executive Leadership Team to do the right thing for this organization. (N = 417)	60%	13%
2021	I trust the Executive Committee to do the right thing for this organization. (N = 438)	49%	16%
	Change	+11%	-3%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I trust the Board of Trustees to do the right thing for this organization. (N = 417)	34%	31%
2021	I trust the Board of Trustees to do the right thing for this organization. (N = 439)	29%	33%
	Change	+5%	-2%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	The information and resources I need to do my job effectively are readily available. (N = 414)	81%	10%
2021	The information and resources I need to do my job effectively are readily available. (N = 417)	76%	13%
	Change	+5%	-3%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I have fair and equal access to training opportunities at the Library. (N = 416)	83%	6%
2021	I have fair and equal access to training opportunities at the Library. (N = 417)	85%	6%
	Change	-2%	-

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I have fair and equal access to new job opportunities at the Library. (N = 417)	74%	10%
2021	I have fair and equal access to new job opportunities at the Library. (N = 417)	67%	13%
	Change	+7%	-3%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	The process for career advancement/promotion is transparent to all employees. (N = 418)	56%	20%
2021	The process for career advancement/promotion is transparent to all employees. (N = 418)	42%	31%
	Change	+14%	-11%

Year	Survey Question		Agree or Strongly Agree	Disagree or Strongly Disagree
2024	Promotion decisions are fair at the Library. (N = 417)		41%	18%
2021	Promotion decisions are fair at the Library. (N = 416)		29%	26%
		Change	+12%	-8%

Year	Survey Question		Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I am paid fairly at the Library. (N = 416)		51%	31%
2021	I am paid fairly at the Library. (N = 418)		44%	35%
		Change	+7%	-4%

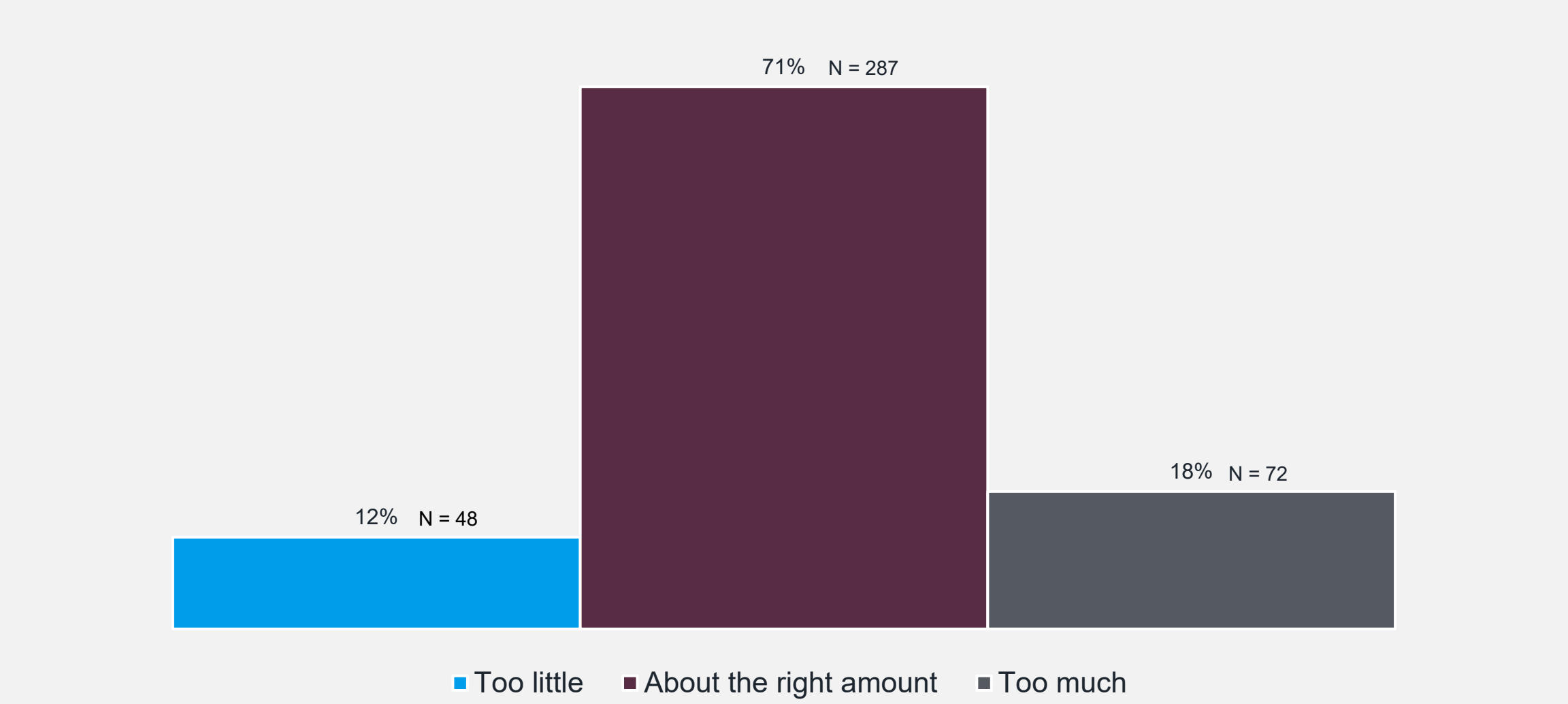
Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.). (N = 417)	88%	5%
2021	I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.). (N = 416)	73%	16%
	Change	+15%	-11%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I am confident in using the Library's anonymous reporting system, Integra, to report incidents of inappropriate behavior. (N = 418)	52%	12%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I believe that my complaints of inappropriate behavior in the workplace will be investigated. (N = 418)	74%	10%
2021	I believe that my complaints of inappropriate behavior in the workplace will be investigated. (N = 416)	57%	16%
	Change	+17%	-6%

Year	Survey Question	Agree or Strongly Agree	Disagree or Strongly Disagree
2024	I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace. (N = 417)	61%	13%
2021	I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace. (N = 416)	45%	22%
	Change	+16%	-9%

At this time, how much focus do you believe the Library is placing on diversity, equity, inclusion, and accessibility?



Comparison Results 2021 to 2024 Agree/Strongly Agree Change

Key Insights

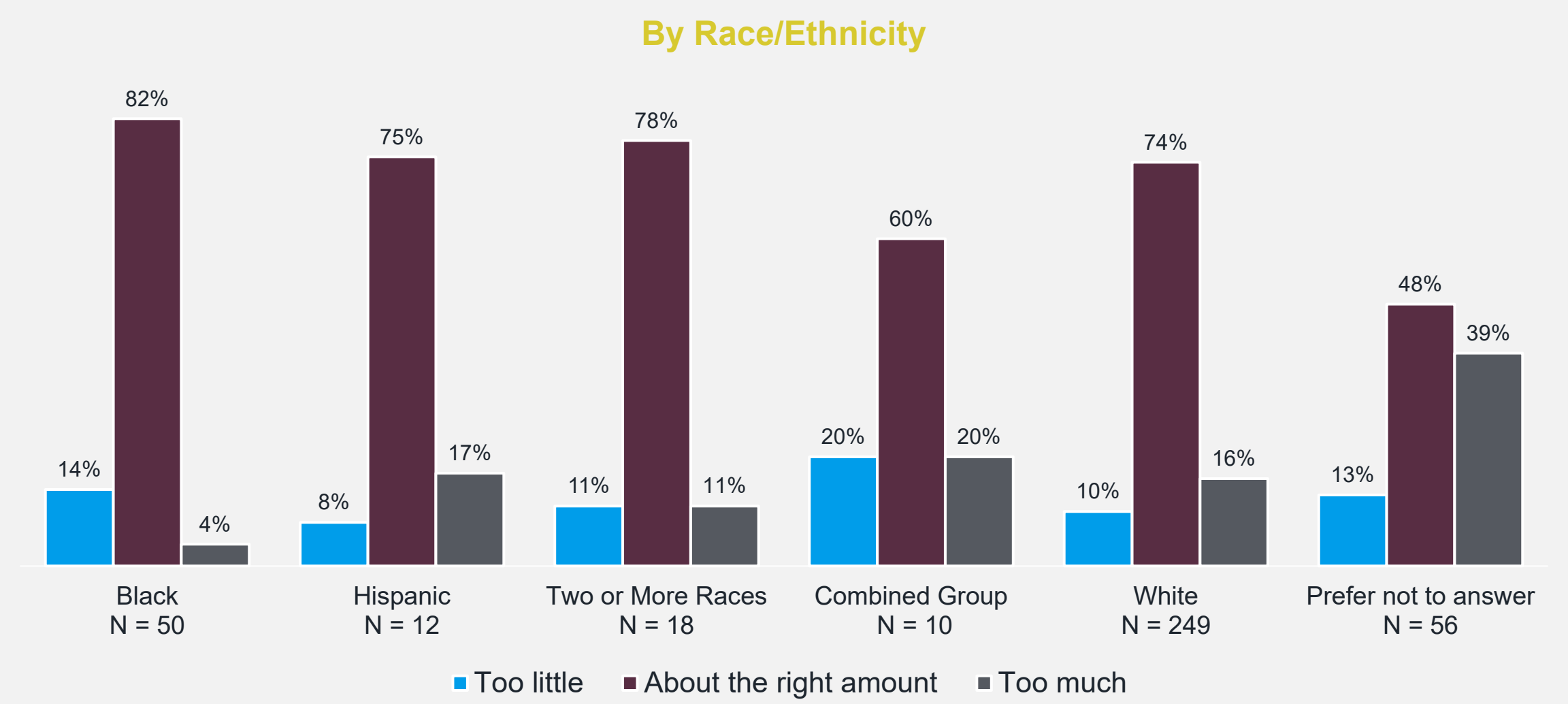
- Participants rating of the Library's strategies for improving equity, diversity, inclusion, and accessibility for its employees was significantly improved from 2021, with a change of +31%. However, the overall rating for 2024 (68%) indicates there is continued opportunity to refine and communicate the Library's expectations, strategy, and results.
- Questions about the reporting of inappropriate behavior in the workplace, improved from 2021. Specifically, believing complaints will be investigated (+17%), satisfactory action would be taken in response to complaints (+16%), knowing when, where, and how to report (+15%). However, confidence in using the Library's anonymous reporting system, Integra was lower than knowing when, where, and how to report. This suggests an opportunity to continue to communicate and onboard the organization to the new system.
- Participants rating of promotion decisions being fair at the Library increased (+12%) but less than half of participants believe so (41%). This is an area for continued development.
- Participants trust in the Board of Trustees to do the right thing for the organization improved slightly (+5%), but a nearly equal number of participants indicated that they disagree or strongly disagree (31%) as those who agree or strongly agree (34%).
- 18% of participants believe that the Library is focusing too much on DEIA. This suggests some resistance to the Library's work. While 12% believe the Library is focusing too little and 71% believe about the right amount of focus.

% Strongly Agree/Agree By Race/Ethnicity	Overall %	Black % N = 50	Hispanic % N = 12	Two or More Races % N = 18	Combined Group % N = 10	White % N = 251	Prefer not to answer % N = 56
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	**68%**	80%	75%	67%	60%	73%	44%
The Library has done a good job providing education programs that promote diversity, equity, and inclusion in the workplace.	**79%**	76%	75%	78%	70%	85%	60%
The information and resources I need to do my job effectively are readily available.	**81%**	80%	75%	89%	70%	84%	74%
My current supervisor or manager demonstrates commitment to diversity, equity, inclusion, and accessibility with the things they do.	**85%**	88%	92%	89%	80%	88%	76%
I trust the Executive Leadership Team to do the right thing for this organization.	**60%**	62%	50%	56%	70%	66%	47%
I trust the Board of Trustees to do the right thing for this organization.	**34%**	28%	42%	39%	60%	37%	31%
I have fair and equal access to new job opportunities at the Library.	**74%**	74%	75%	83%	70%	78%	63%
The process for career advancement/promotion is transparent to all employees.	**56%**	56%	58%	83%	50%	59%	43%
Promotion decisions are fair at the Library.	**41%**	48%	67%	39%	50%	42%	30%
I have fair and equal access to training opportunities at the Library.	**83%**	82%	83%	88%	70%	90%	64%
I am paid fairly at the Library.	**51%**	44%	50%	59%	60%	54%	43%
I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.).	**88%**	92%	75%	89%	100%	88%	88%
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	**74%**	76%	83%	83%	70%	76%	66%
I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace.	**61%**	64%	75%	56%	60%	63%	55%
I am confident in using the Library's anonymous reporting system, Integra, to report incidents of inappropriate behavior.	**52%**	44%	67%	56%	60%	56%	43%

"Combined Group" includes American Indian, Alaskan Native, Asian or Asian American, Native Hawaiian or Other Pacific Islander.

Group less favorable than overall percentage by ≥5 percentage points.

At this time, how much focus do you believe the Library is placing on diversity, equity, inclusion, and accessibility?

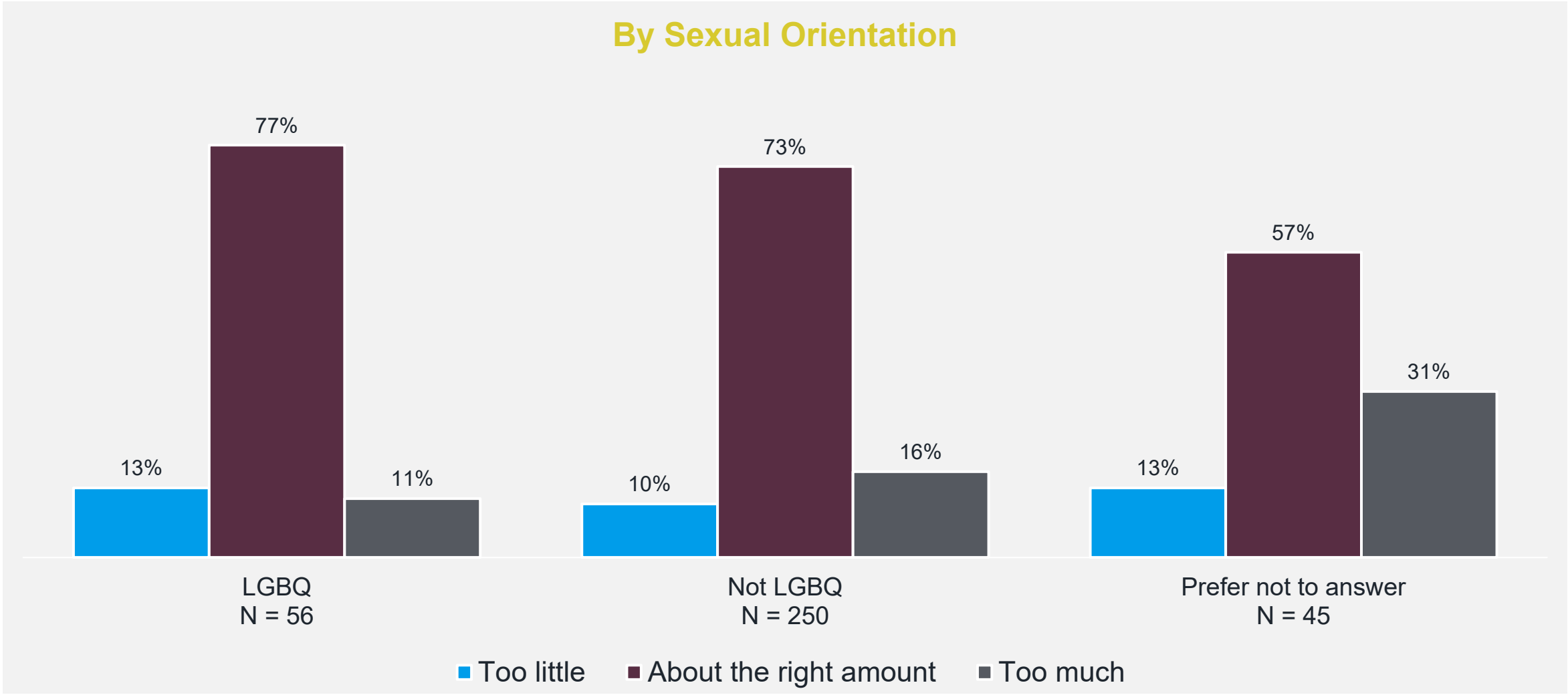


"Combined Group" includes American Indian, Alaskan Native, Asian or Asian American, Native Hawaiian or Other Pacific Islander.

% Strongly Agree/Agree By Sexual Orientation	LGBQ % N = 57	Not LGBQ % N = 251	LGBQ to Not % Gap	Prefer not to answer N = 73
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	65%	74%	-9%	58%
The Library has done a good job providing education programs that promote diversity, equity, and inclusion in the workplace.	84%	82%	2%	67%
The information and resources I need to do my job effectively are readily available.	77%	84%	-7%	78%
My current supervisor or manager demonstrates commitment to diversity, equity, inclusion, and accessibility with the things they do.	86%	86%	0%	82%
I trust the Executive Leadership Team to do the right thing for this organization.	53%	65%	-12%	53%
I trust the Board of Trustees to do the right thing for this organization.	26%	37%	-11%	35%
I have fair and equal access to new job opportunities at the Library.	84%	76%	8%	70%
The process for career advancement/promotion is transparent to all employees.	58%	61%	-3%	47%
Promotion decisions are fair at the Library.	49%	43%	6%	33%
I have fair and equal access to training opportunities at the Library.	86%	87%	-1%	78%
I am paid fairly at the Library.	50%	53%	-3%	49%
I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.).	88%	89%	-1%	88%
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	72%	78%	-6%	67%
I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace.	47%	67%	-20%	60%
I am confident in using the Library's anonymous reporting system, Integra, to report incidents of inappropriate behavior.	46%	55%	-9%	53%

LGBQ less favorable than Not LGBQ by ≥5 percentage points.

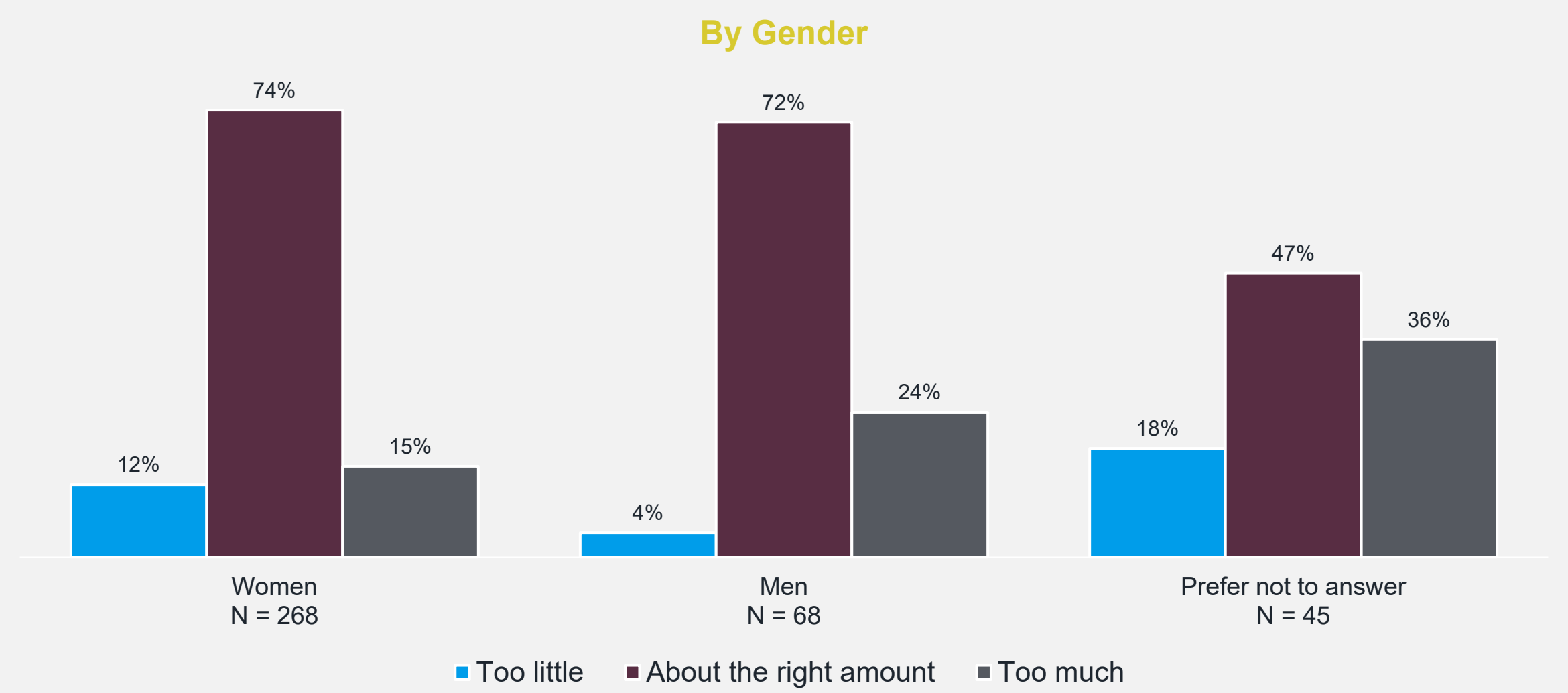
At this time, how much focus do you believe the Library is placing on diversity, equity, inclusion, and accessibility?



% Strongly Agree/Agree By Gender	Women % N = 270	Men % N = 68	Women to Men % Gap	Prefer not to answer N = 47
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	74%	75%	-1%	41%
The Library has done a good job providing education programs that promote diversity, equity, and inclusion in the workplace.	81%	85%	-4%	54%
The information and resources I need to do my job effectively are readily available.	82%	78%	4%	74%
My current supervisor or manager demonstrates commitment to diversity, equity, inclusion, and accessibility with the things they do.	87%	85%	2%	76%
I trust the Executive Leadership Team to do the right thing for this organization.	64%	65%	-1%	48%
I trust the Board of Trustees to do the right thing for this organization.	39%	31%	8%	26%
I have fair and equal access to new job opportunities at the Library.	79%	75%	4%	55%
The process for career advancement/promotion is transparent to all employees.	60%	53%	7%	43%
Promotion decisions are fair at the Library.	41%	49%	-8%	32%
I have fair and equal access to training opportunities at the Library.	87%	88%	-1%	64%
I am paid fairly at the Library.	51%	59%	-8%	40%
I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.).	87%	94%	-7%	87%
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	76%	76%	0%	64%
I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace.	63%	63%	0%	52%
I am confident in using the Library's anonymous reporting system, Integra, to report incidents of inappropriate behavior.	55%	56%	-1%	43%

Women less favorable than Men by ≥5 percentage points.

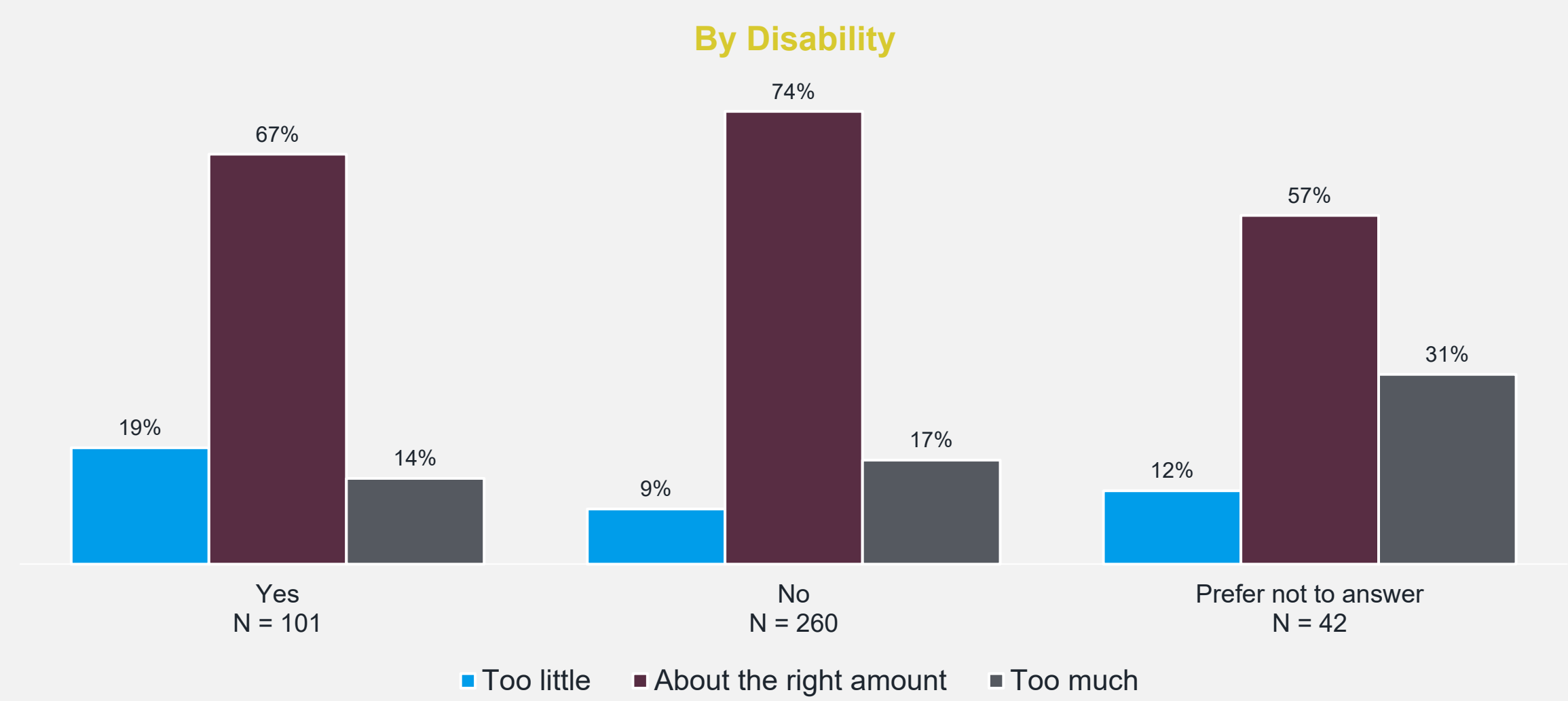
At this time, how much focus do you believe the Library is placing on diversity, equity, inclusion, and accessibility?



% Strongly Agree/Agree By Disability	Yes % N = 103	No % N = 262	Yes disability to No % Gap	Prefer not to answer N = 42
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	61%	74%	-13%	57%
The Library has done a good job providing education programs that promote diversity, equity, and inclusion in the workplace.	78%	82%	-4%	62%
The information and resources I need to do my job effectively are readily available.	75%	84%	-9%	81%
My current supervisor or manager demonstrates commitment to diversity, equity, inclusion, and accessibility with the things they do.	81%	88%	-7%	79%
I trust the Executive Leadership Team to do the right thing for this organization.	57%	64%	-7%	50%
I trust the Board of Trustees to do the right thing for this organization.	29%	37%	-8%	33%
I have fair and equal access to new job opportunities at the Library.	66%	79%	-13%	74%
The process for career advancement/promotion is transparent to all employees.	50%	60%	-10%	50%
Promotion decisions are fair at the Library.	38%	43%	-5%	43%
I have fair and equal access to training opportunities at the Library.	76%	89%	-13%	79%
I am paid fairly at the Library.	42%	54%	-12%	55%
I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.).	88%	89%	-1%	86%
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	67%	78%	-11%	67%
I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace.	51%	66%	-15%	59%
I am confident in using the Library's anonymous reporting system, Integra, to report incidents of inappropriate behavior.	51%	54%	-3%	45%

Yes disability less favorable than No disability by ≥5 percentage points.

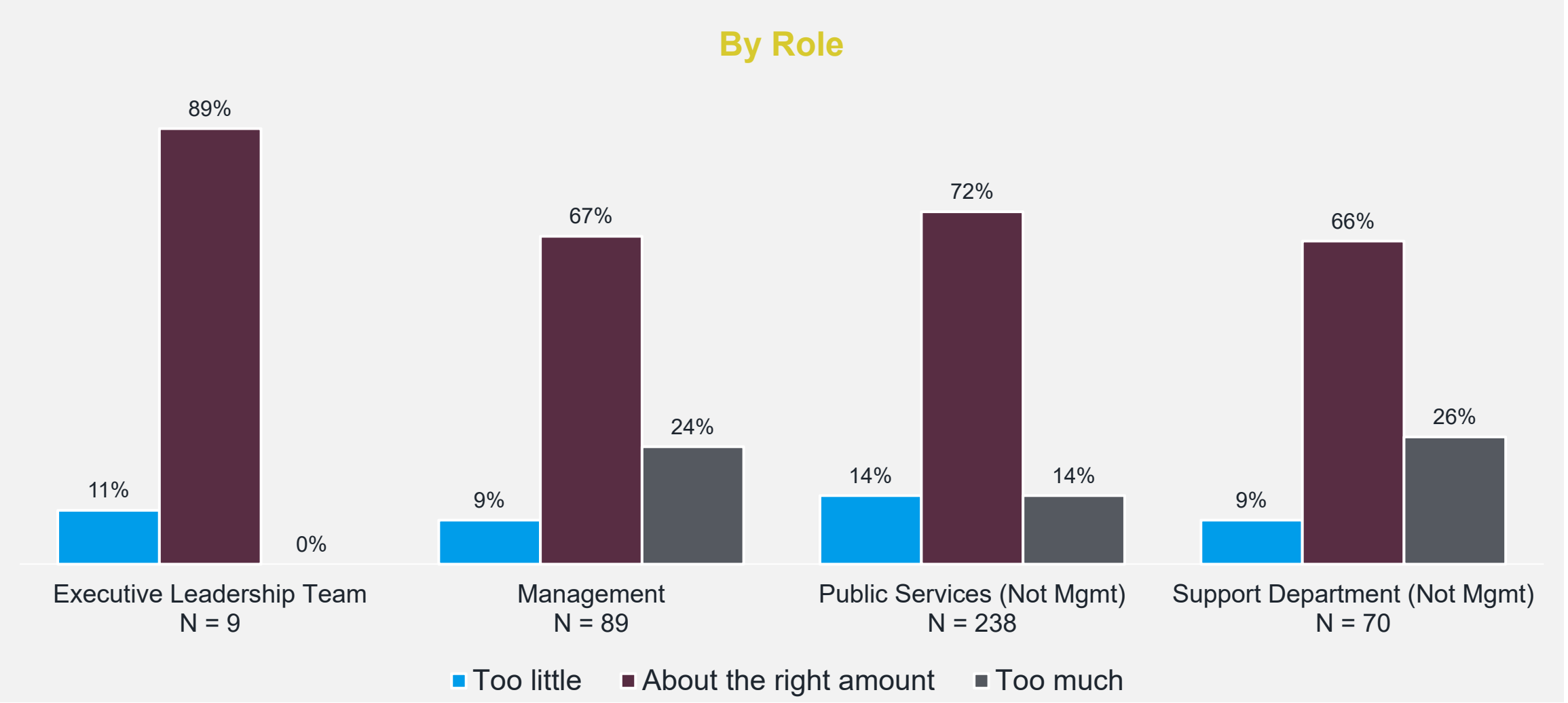
At this time, how much focus do you believe the Library is placing on diversity, equity, inclusion, and accessibility?



% Strongly Agree/Agree By Role	Overall %	Executive Leadership Team N = 9	Management N = 93	Public Services (Not Mgmt) N = 255	Support Department (Not Mgmt) N = 73
The Library has well-developed strategies for improving equity, diversity, inclusion, and accessibility for its employees.	**68%**	100%	65%	69%	66%
The Library has done a good job providing education programs that promote diversity, equity, and inclusion in the workplace.	**79%**	89%	84%	77%	75%
The information and resources I need to do my job effectively are readily available.	**81%**	100%	72%	84%	77%
My current supervisor or manager demonstrates commitment to diversity, equity, inclusion, and accessibility with the things they do.	**85%**	100%	84%	86%	83%
I trust the Executive Leadership Team to do the right thing for this organization.	**60%**	100%	70%	56%	59%
I trust the Board of Trustees to do the right thing for this organization.	**34%**	22%	30%	35%	38%
I have fair and equal access to new job opportunities at the Library.	**74%**	89%	74%	77%	62%
The process for career advancement/promotion is transparent to all employees.	**56%**	100%	63%	55%	44%
Promotion decisions are fair at the Library.	**41%**	100%	50%	39%	30%
I have fair and equal access to training opportunities at the Library.	**83%**	100%	85%	84%	77%
I am paid fairly at the Library.	**51%**	78%	47%	49%	56%
I know when, where and how to report inappropriate behavior or troubling personnel situations (such as harassment, bullying, discrimination, etc.).	**88%**	100%	97%	87%	80%
I believe that my complaints of inappropriate behavior in the workplace will be investigated.	**74%**	89%	79%	71%	72%
I am confident that satisfactory action would be taken in response to my complaints of inappropriate behavior in the workplace.	**61%**	78%	61%	61%	60%
I am confident in using the Library's anonymous reporting system, Integra, to report incidents of inappropriate behavior.	**52%**	78%	66%	47%	48%

Group less favorable than overall percentage by ≥5 percentage points.

At this time, how much focus do you believe the Library is placing on diversity, equity, inclusion, and accessibility?



Themes Development

The survey also included open-ended questions that were intended to elicit comments about participant perceptions of the Climate Improvement Process and areas of priority to advance diversity, equity, inclusion, and accessibility (DEIA) in the year ahead.

Ice Miller RES analyzed the responses (over 900 comments) and identified a series of themes, based on frequency of mention, to support the continued advancement of the Library's DEIA work.

The next slides outline the theme and survey participant quotes to illustrate the theme.

Themes Overview

Survey participants commonly shared…

- A belief that the Library has made progress on the Climate Improvement Process (initiatives aimed at enhancing organizational climate and embracing DEI) and is continuing the work to improve DEIA. While acknowledging this progress, there is also a need for continued improvement and focus on DEIA. Additionally, some lack awareness of the ongoing Climate Improvement Process or are unsure what the work entails or what progress has been made.
- A desire to continue broadening future DEIA strategies and training to encompass multiple dimensions of diversity. Particularly, increased learning and initiatives to enhance accessibility as it pertains to language, disability, and neurodivergence. Further incorporating patron experiences and needs into future DEIA strategies and programs (both internally and externally facing initiatives).
- A need to continue to enhance hiring, onboarding, and promotion processes to promote transparency and employee opportunity. As well as, providing DEIA training opportunities that offer multiple modes of learning, offer space for employees to dialogue about the material, and create connection with the work of the Library.

Theme

A belief that the Library has made progress on the Climate Improvement Process (initiatives aimed at enhancing organizational climate and embracing DEI) and is continuing the work to improve DEIA.

While acknowledging this progress, there is also a need for continued improvement and focus on DEIA.

Additionally, some lack awareness of the ongoing Climate Improvement Process, are unsure what the work entails, or what progress has been made.

I believe that we have made strides, but we still have a long way to go.

Effort is being made, as is progress. Issues still exist, and need to be dealt with, but we are on the path.

I feel the Library is taking the appropriate steps to "begin" the work needed to improve the climate here at IndyPL. I'd like to hear more of the results of the process.

I wouldn't know what to say. It's an ongoing process but I am unsure of the details.

Theme

A desire to continue broadening future DEIA strategies and training to encompass multiple dimensions of diversity.

Particularly, increased learning and initiatives to enhance accessibility as it pertains to language, disability, and neurodivergence.

Further incorporating patron experiences and needs into future DEIA strategies and programs (both internally and externally facing initiatives).

The immediate focus on racial diversity and addressing related areas of inequality and inequity was definitely needed. Going forward, there also needs to be attention on other areas of diversity: sexuality, religion, ableism, etc.

I would like more attention paid to neurodiversity and accessibility for both patrons and staff, specifically, how can we make the library more welcoming to neurodiverse or patrons and staff with disabilities. I also would love for the Library to focus more on our immigrant populations and how we can better serve patrons with little-to-no knowledge of the English language.

I would like the library to bring more accessible equipment and information seeking tools/guides for Central library, with an active approach that innovatively facilitates the daily needs of a patron today. I would also like the library to start raising the voices and identities of all the marginalized ethnicities in local Indianapolis and celebrating them too.

Theme

A need to continue to enhance hiring, onboarding, and promotion processes to promote transparency and employee opportunity.

As well as, providing DEIA training opportunities that offer multiple modes of learning, offer space for employees to dialogue about the material, and create connection with the work of the Library.

Create a more thorough guide to hiring and onboarding for managers and supervisors, to improve equity, diversity, and inclusion. Create a more thorough guide to external training and conferences to make the process more accessible. Create a guide to the mentoring and career development programs to make them more navigable.

I feel like we are given a lot training that involves information, but without practical steps to achieve the library's goals (whatever they are). I have learned a great deal about equity and inclusion (and realize I have more I can learn), but are there measurable goals we are trying to achieve? I would like to see a plan laid out, so we all know what we are working towards in a practical sense.

I would love something different when it comes to training. MVMT10K and other trainings are needed but not always the best way to learn. More opportunities for discussion and small groups would be great.

Recommendations

Recommendations Development

The recommendations outline opportunities to enhance the Library's DEIA efforts based on the survey data and information.

Some of the recommendations and/or suggested actions may already be underway but have still been included here to underscore the importance of continuing and/or accelerating these efforts.

Recommendation	Suggested Actions
1. Increase communication of the Library's DEIA-related expectations, initiatives, and results.	• Continuously and consistently communicate the Library's DEIA expectations, initiatives, and results • Include planning for evaluation and assessment in the development of the forthcoming DEIA strategic plan, communicate the process for evaluation, and ensure transparency in terms of how the data is collected and shared • Develop a reporting calendar to share progress, results, metrics, and areas in need of continued attention with Library staff
2. Continue to enhance clear and inclusive HR policies and processes that promote fairness and consistency with making employment decisions.	• Continue to assess the hiring, career advancement, promotion decisions, and compensation processes for opportunities to improve and create clarity • Continue to incorporate inclusive leadership skills training and bias interrupters in HR talent management processes
3. Continue to raise awareness and understanding of the Library's anonymous reporting system, Integra, for reporting incidents of inappropriate behavior.	• Ensure employees understand the reporting process lifecycle • Establish feedback loops to continuously improve the reporting process

Recommendation	Suggested Actions
4. Optimize staff-focused DEIA training and learning initiatives.	• Maintain focus on racial equity learning, while enhancing employee understanding of DEIA concepts across multiple dimensions of diversity • Ramp up employee development and understanding of accessibility as it pertains to language, disability, and neurodivergence • Assess employee time and capacity for learning programs and the format and delivery of learning opportunities to enhance alignment of employee and organizational development expectations • Incorporate patron-service needs and social justice priorities into employee learning and utilize patron programming and delivery of services as an opportunity for employee DEIA growth and development

Thank You

Myra Selby – myra.selby@icemiller.com

Kristen Matha – kristen.matha@icemiller.com

IceMiller

icemiller.com | Ice Miller LLP – Attorney Advertising Material - This PowerPoint is intended for general information purposes only and does not and is not intended to constitute legal advice. The reader should consult with legal counsel to determine how laws or decisions discussed herein apply to the reader's specific circumstances