

**Action Planning**  
**Vanderbilt University**  
**01/14/2002**

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# Vanderbilt University Staff

## Library Resource Services (21916)

### Item 41: There is a climate of trust within my work group.

Last Modified: 12/15/2001

<b>Define the Issue:</b>	A major issue underlying these feelings of a lack of trust and respect was the seeming lack of identity within the division (RS) and within the library. Missing were a commonly held sense of purpose and commitment and a feeling that the library divisions did not understand nor appreciate the work done by RS.		
<b>Our Goal:</b>	The items that were identified as being needed in order to improve this sense of identity were · A more fully–defined responsibility, a definition of where we fit · Clear communication, more communication and more thoughtful communication · Adequate feedback · Proactive acceptance of others; trust as a two–way proposition		
<b>Overall Measure of Success:</b>	Higher scores on next satisfaction survey in these areas.		
<b>Plan Type:</b>	Work Unit	<b>Projected Completion Date:</b>	12/31/2002

### Action Steps

No.	Steps	Person(s) Responsible	Measure of Success	"Complete By" Date	Actual Date Completed
1	1a. The task force model will be extended to RS staff–related issues in addition to TS functional issues. The Management Team will identify staff issue(s) which can be addressed by small task forces; the need and possibility of doing so will be an agenda item in each of the monthly meetings. Three possible task forces were identified in the discussion: Cost Study Review, Buildings Access, Communication among teams and between RS Administration/Management Team and the rest of the RS staff and teams	Management Team; AUL	Initial issues identified and task forces appointed	01/31/01	
2	Task Forces report out recommendations to Management Team for action	Task force chairs	Task force completions of deliberations along with viable recommendations.	04/30/02	
3	More encouragement needs to be given to team–building activities. The RS Management Team and RS Administration will require that each team undertake some type of team–building activity on a regular basis.	Management Team; AUL	Whether instructions are issued	01/08/02	
4	Teams will report back to the RS Management Team on these activities and their results, and they will be described to an RS–wide reporting meeting to be held at least a couple of times per year.	Team leaders, RS Management Team	Topic included on meeting agenda	02/05/02	
5	Arrange training for team leaders in team building activity.	AUL	Training session(s) held	06/30/02	

6	For fostering greater understanding, leading to more feelings of trustworthiness, the Management Team will develop a plan by which team leaders trade, share and/or try out responsibilities of other team leaders for a short period of time (e.g., a day).	RS Management Team	Topic included on meeting agenda, plan delivered	03/02/02	
7	The Management Team will develop a plan to have staff visit divisional operations and actually do and/or observe the work there.	RS Management Team	Topic included on meeting agenda, plan delivered	05/07/02	
8	The RS Management Team will have a conversation about the RS structure and organization, and communication to determine additional issues to be addressed and better define our role(s).	RS Management Team	Topics included on agenda	06/04/02	
9	Minutes for the RS Management Team will be prepared and shared.	RS Management Team	Minutes are made available within one week of meeting	01/08/02	

<b>Notes/Comments</b>
None