



STAFF REPORT INFORMATION ONLY

Results of 2022 Staff Diversity and Engagement Survey

Date: October 25, 2022

To: Toronto Public Library Board

From: City Librarian

SUMMARY

The purpose of this report is to provide the Toronto Public Library Board with a summary of the results of the Toronto Public Library (TPL) 2022 staff survey. The 2022 staff survey was conducted to collect information regarding general staff engagement, as well as information regarding workforce diversity. Previously, TPL conducted separate surveys on staff engagement and workforce diversity respectively.

TPL initially planned to conduct this survey in 2021, but it was deferred to 2022 due to the COVID-19 pandemic. The survey was conducted in May and June of 2022, at a time when TPL services were continuing to be reinstated.

The response rate to the 2022 staff survey was 69%. The lowest rate of participation was among Pages (37%), the majority of whom are students working part-time, and who represent approximately a quarter of TPL's workforce.

FINANCIAL IMPACT

The cost of administering the 2022 staff survey was incorporated into TPL's 2022 budget. Once management has completed a full review of the survey results, action plans will be developed to address key opportunity areas. Costs for these actions will be assessed as part of that review. It is expected that the cost of future surveys will be incorporated into TPL's annual budgets.

The Director, Finance & Treasurer has reviewed this financial impact statement and agrees with it.

ALIGNMENT WITH STRATEGIC PLAN

The survey will provide an important source of input into actions related to Strategic Priority 5: investing in staff and an innovative service culture. As outlined in the Strategic Plan, TPL strives to foster diversity and engagement among our staff, as well as ensuring that staff understand and are responsive to the unique needs of the communities we serve. The 2022 staff survey provides important evidence-based information to support this work.

EQUITY IMPACT STATEMENT

TPL's 2020-2024 Strategic Plan incorporates a focus on equity, underlying the library's commitment to helping level the playing field for all Torontonians. The 2022 staff survey is an important component of TPL's workplace initiatives to support and enable this focus on equity and inclusion.

DECISION HISTORY

TPL conducted a staff diversity survey in 2011, and results of that survey were reported to the Employee & Labour Relations Committee of the Library Board in [April 2014](#).

A second staff diversity survey was conducted in late 2018. Communications of the 2018 survey results were planned subsequent to the conclusion of collective bargaining, but were delayed due to the arrival of the COVID-19 pandemic. A summary of 2018 results are included in this report for comparison purposes.

A staff engagement survey was conducted in 2017 and results were reported to the Library Board in [October 2018](#) and in [June 2019](#).

At the meeting on June 22, 2020, the Board [requested](#) that the City Librarian incorporate another staff diversity survey into the staff engagement survey planned for 2020-2021, reporting to the Library Board on the results. Due to the COVID-19 pandemic, this survey was deferred to 2022.

COMMENTS

Detailed results from the 2022 staff survey are included in Attachment 1. Key highlights are noted below.

General Staff Engagement

- Over three-quarters of staff are clear on job expectations, understand how they contribute to TPL and are proud to tell people they work for the Library. These areas were similarly positive in prior surveys.
- Three-quarters of staff believe TPL demonstrates commitment and support for diversity and inclusion in the workplace.
- Two-thirds of staff are positive about the support they receive from their direct manager, and the level of collaboration and support among their direct co-workers.
- Staff feedback is more mixed in terms of learning, development and career growth. While most staff are pleased with TPL's growing focus on learning and development, some staff, especially in support divisions and specialized roles, would like to see more opportunities and support for career advancement.
- Staff are generally satisfied with their work and sense of personal accomplishment, but don't always feel fully recognized. They also raised concerns about stress and burnout, and the resources, information and tools they have to do their work. Many staff also would like to see clearer communication from senior leadership about TPL's future direction, especially in the uncertain context of the pandemic.
- Staff responses were lowest in areas related to safety, security and psychological wellness. Many staff are concerned about the high number of violent and disruptive incidents in some branches, and the preventative and remedial steps that the library has taken. Most staff report that they have experienced one or more incidents of harassment and discrimination over their career, with most such incidents involving actions or comments by customers. Some staff are concerned about the impact on their mental health and stress levels, and are seeking more support in areas such as conflict de-escalation and post-incident follow-up and support. These results are consistent with the conclusions of the [Discussion Table](#) on Alternate Approaches to Safety and Security, and the action steps that are being implemented as a result.

Diversity Representation

- The staff survey also collected information to assist the Library in determining representation of equity-deserving, Indigenous and other groups among the TPL workforce. Such questions were optional and some staff elected not to respond

(approximately 5% to 20% of respondents, depending on the specific question). As such, the responses may not fully represent the level of representation in TPL's workforce.

- Representation of racialized staff has risen to 50% of TPL's workforce, compared to 40% in prior TPL staff surveys. Representation of racialized staff is highest among recent hires. Increases occurred among staff who identify as Black (7% of total), South Asian (11% of total) and other groups. TPL's representation of racialized staff is close to the representation in the Toronto population (51%), based on the 2016 Canadian Census for the Toronto CMA.
- Racialized individuals make up 45% of TPL's senior leadership group, and 30% of the full management group.
- Representation of Indigenous staff continues to be approximately 1% of the workforce, consistent with prior TPL staff surveys. Approximately 5% of staff elected not to respond to this question.
- TPL's workforce incorporates greater gender diversity as compared to the 2018 survey. Approximately 6% of staff identify their gender identity as gender diverse, 24% as man, and 65% as woman.
- 38% of staff identify with a sexual orientation other than heterosexual. This is an increase from 14% in 2018.
- Approximately 13% of staff identify as a person with a disability. Compared to 2018, a higher proportion of staff report mental health related disabilities, episodic disabilities (such as Epilepsy), and learning disabilities.

CONCLUSION

The 2022 staff survey provides important information and insights to enable an evidence-based approach to addressing opportunities to enhance staff engagement and workforce diversity at TPL. Management sees this survey as the foundation of an ongoing Active Listening Program, incorporating a continuous cycle of quantitative and qualitative research, planning and implementation of actions, and measurement and stewardship of results. This continuous learning and feedback process will enable targeted and effective actions to further enhance the employee experience at TPL for all staff.

CONTACT

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SIGNATURE

Vickery Bowles
City Librarian

ATTACHMENTS

Attachment 1: 2022 Staff Survey Results

Results of 2022 staff diversity and engagement survey

October 25, 2022

Toronto Public Library Board

survey methodology

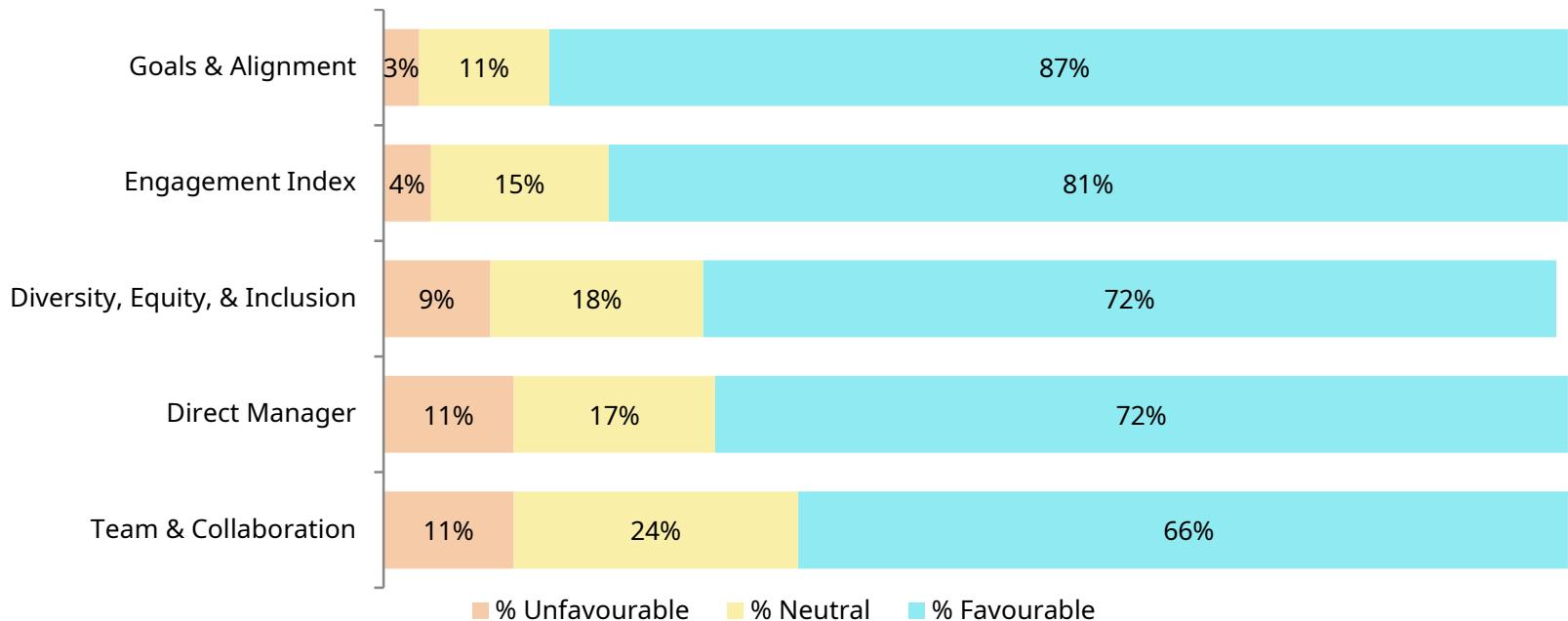
Survey Overview

- Confidential survey administered by external survey organization: WorkTango
- Incorporated questions on general staff engagement, and diversity, equity and inclusion
- Five-week survey duration (May 17 to June 25)
- 69% response rate (1476 out of 2141 staff responded)

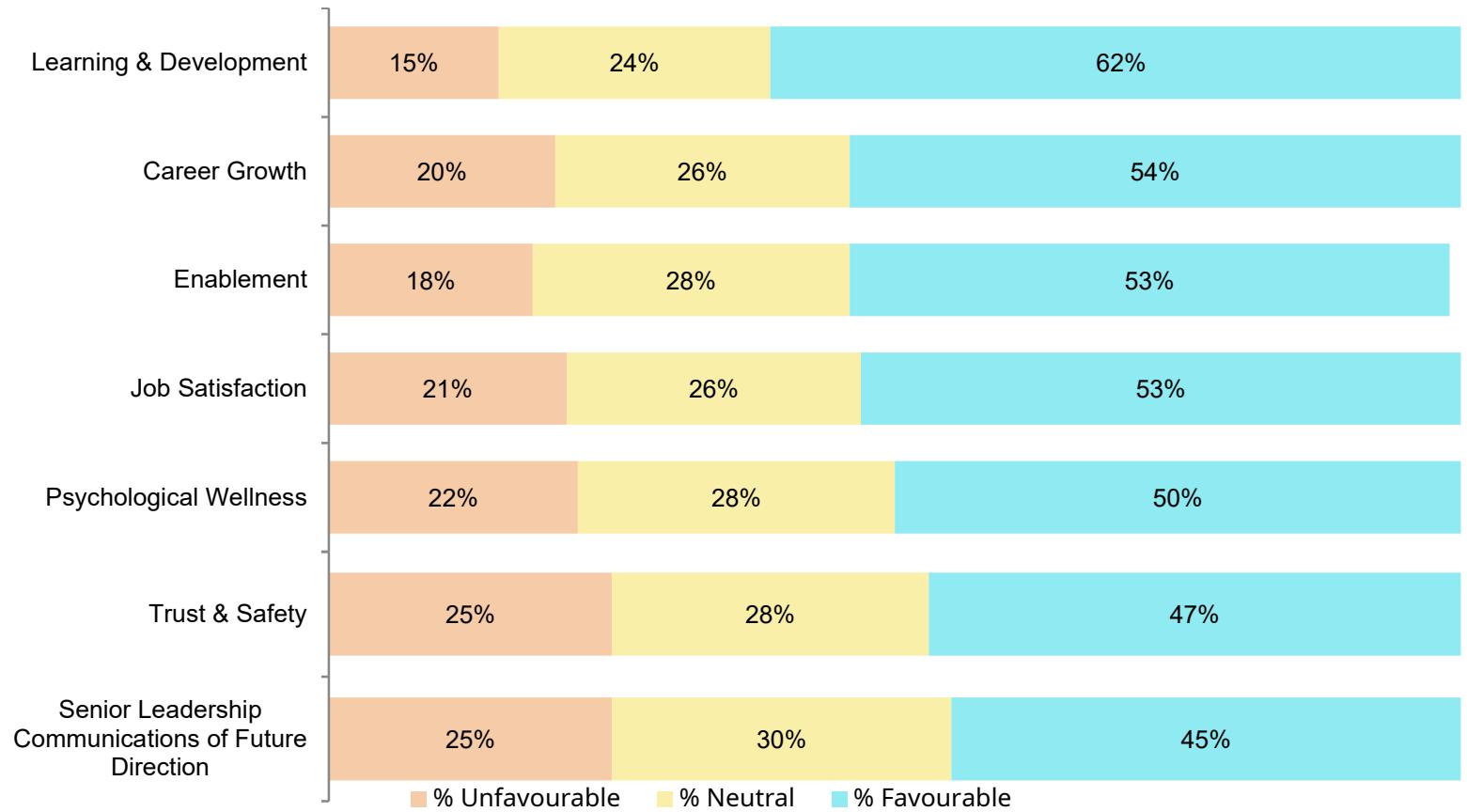
Survey Topics

- Engagement
- Career growth
- Direct manager
- Diversity, equity and inclusion
- Enablement
- Goals & alignment
- Job satisfaction
- Learning and development
- Psychological wellness
- Senior leadership
- Team and collaboration
- Trust and safety
- Harassment and discrimination
- Demographic representation

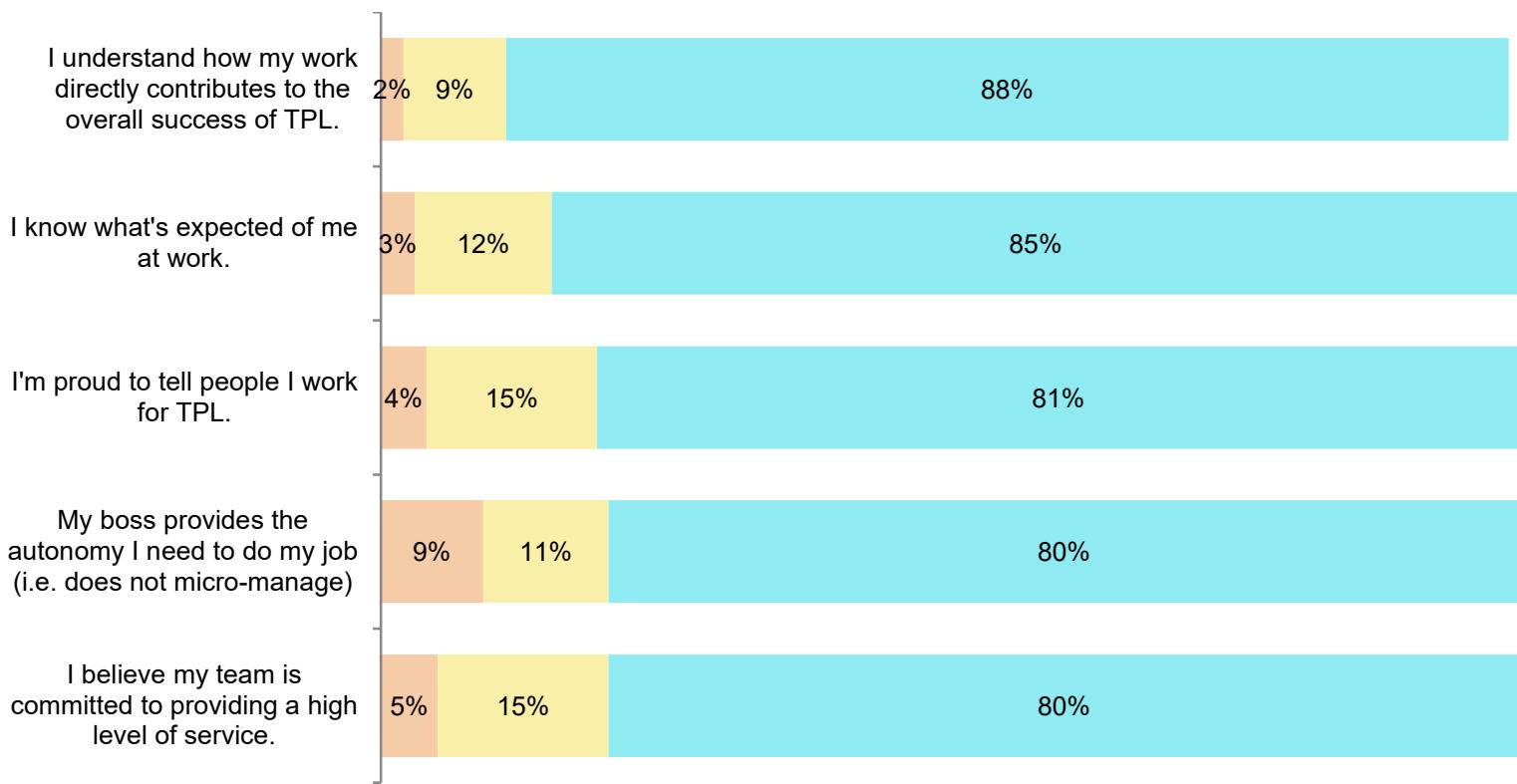
results by engagement factor



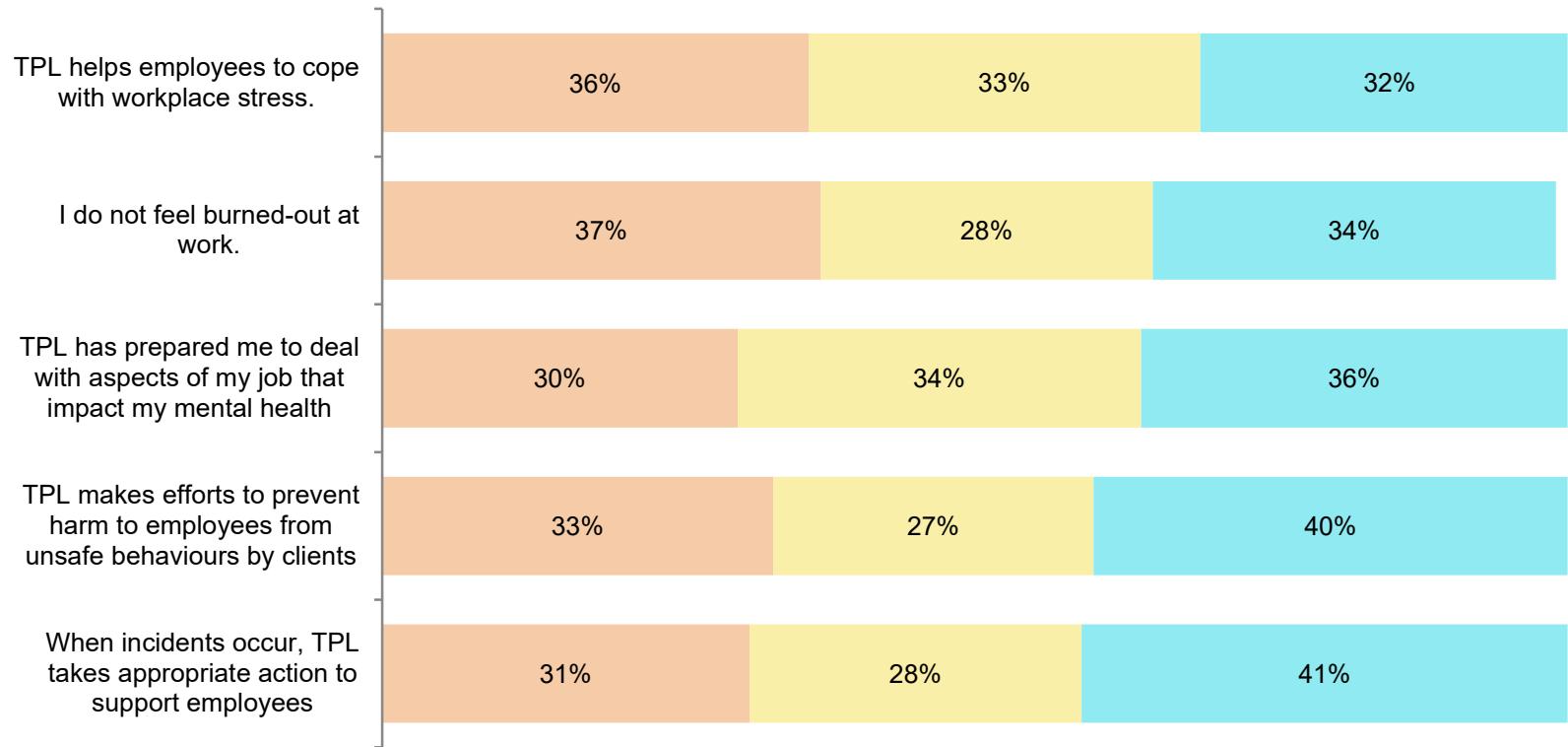
results by engagement factor



top five questions



bottom five questions



■ % Unfavourable ■ % Neutral ■ % Favourable

responses to open-ended question

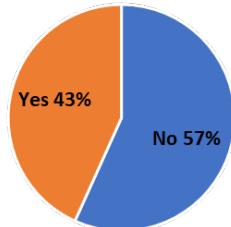
Key Themes

- Safety and security in branches
- Staff stress and burnout
- Pride in working at TPL
- Lack of career growth opportunities
- Silos between divisions

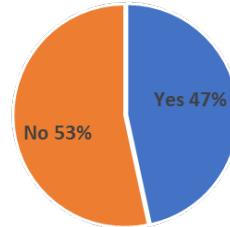
harassment & discrimination

Note: Figures represent staff experiences with discrimination or harassment during their career at TPL.

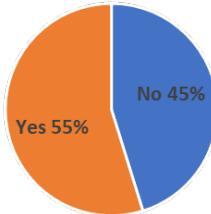
Experienced Discrimination at Work



Experienced Unwelcome Comments or Conduct



Did You Report It?



TPL Responds Appropriately to Harassment & Discrimination

Disagree	Neutral	Agree
25%	34%	41%

Sources of Discrimination or Harassment

Customer	Colleague	Management	Volunteer	Community Partner	Contractor	Facilitator	Other
75%	55%	21%	1%	1%	3%	1%	3%

comparison to 2018 staff engagement survey

Areas where staff responses have improved

- Autonomy
- Constructive feedback

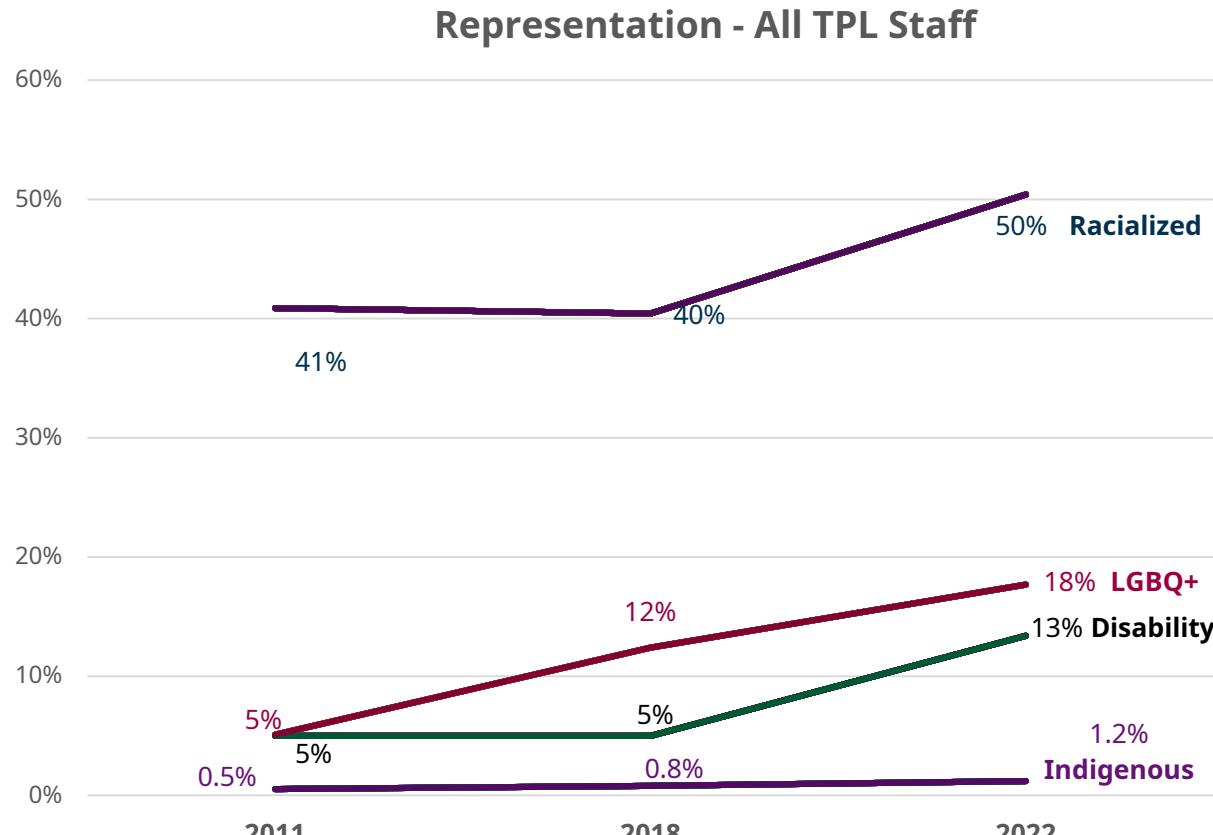
Areas where staff responses have stayed positive

- Pride in TPL and commitment to service excellence
- Feeling of personal accomplishment and contribution to TPL
- Inter-divisional cooperation & support among colleagues
- Clear work expectations

Areas where staff responses have declined

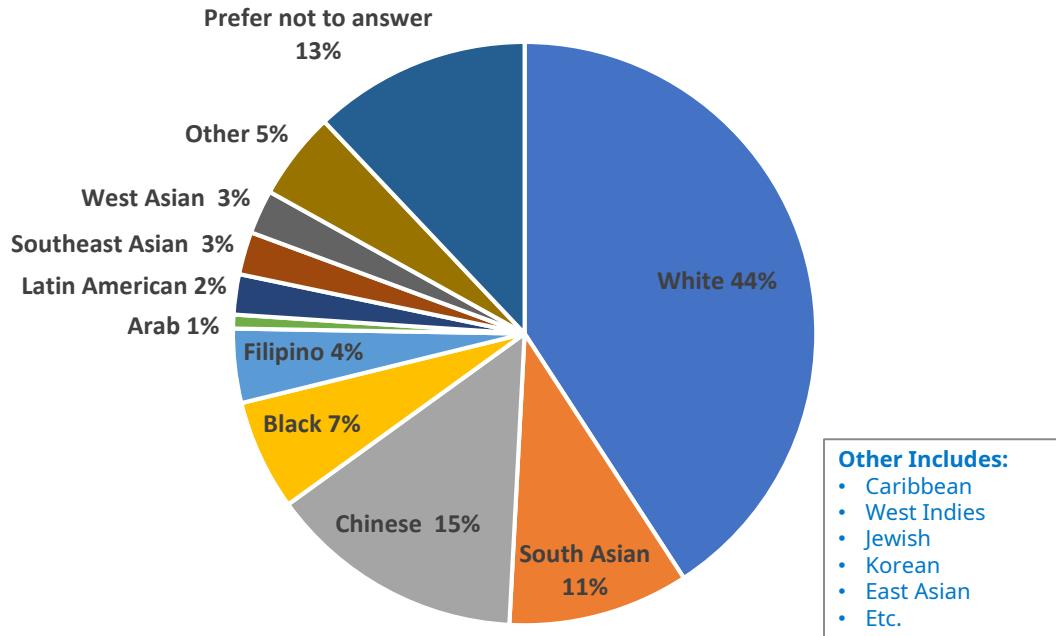
- Physical safety and harassment
- Workplace stress
- Resources, information and tools to do my job

demographic results: representation



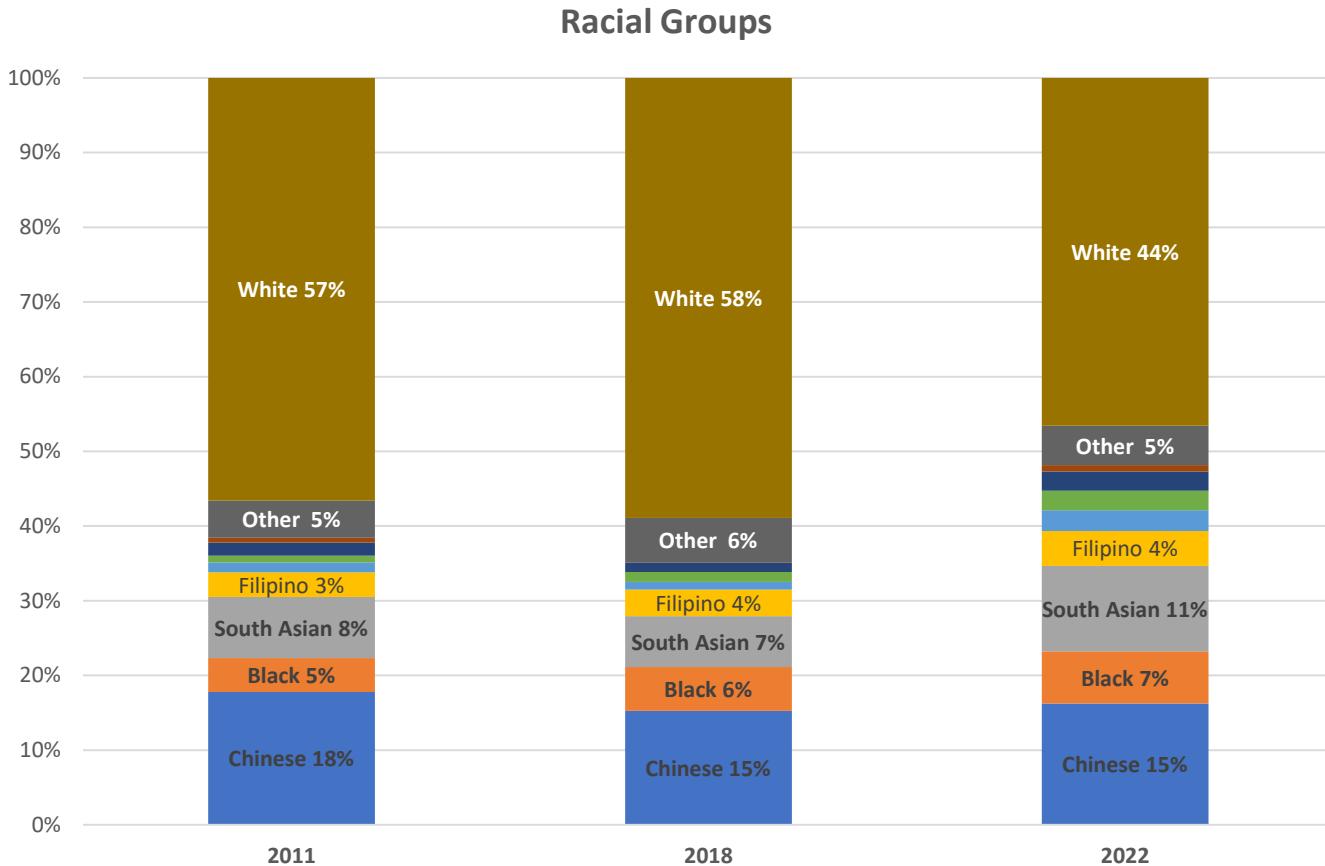
Note: 2011 and 2018 figures represent results from prior TPL diversity surveys

demographic results: racial groups



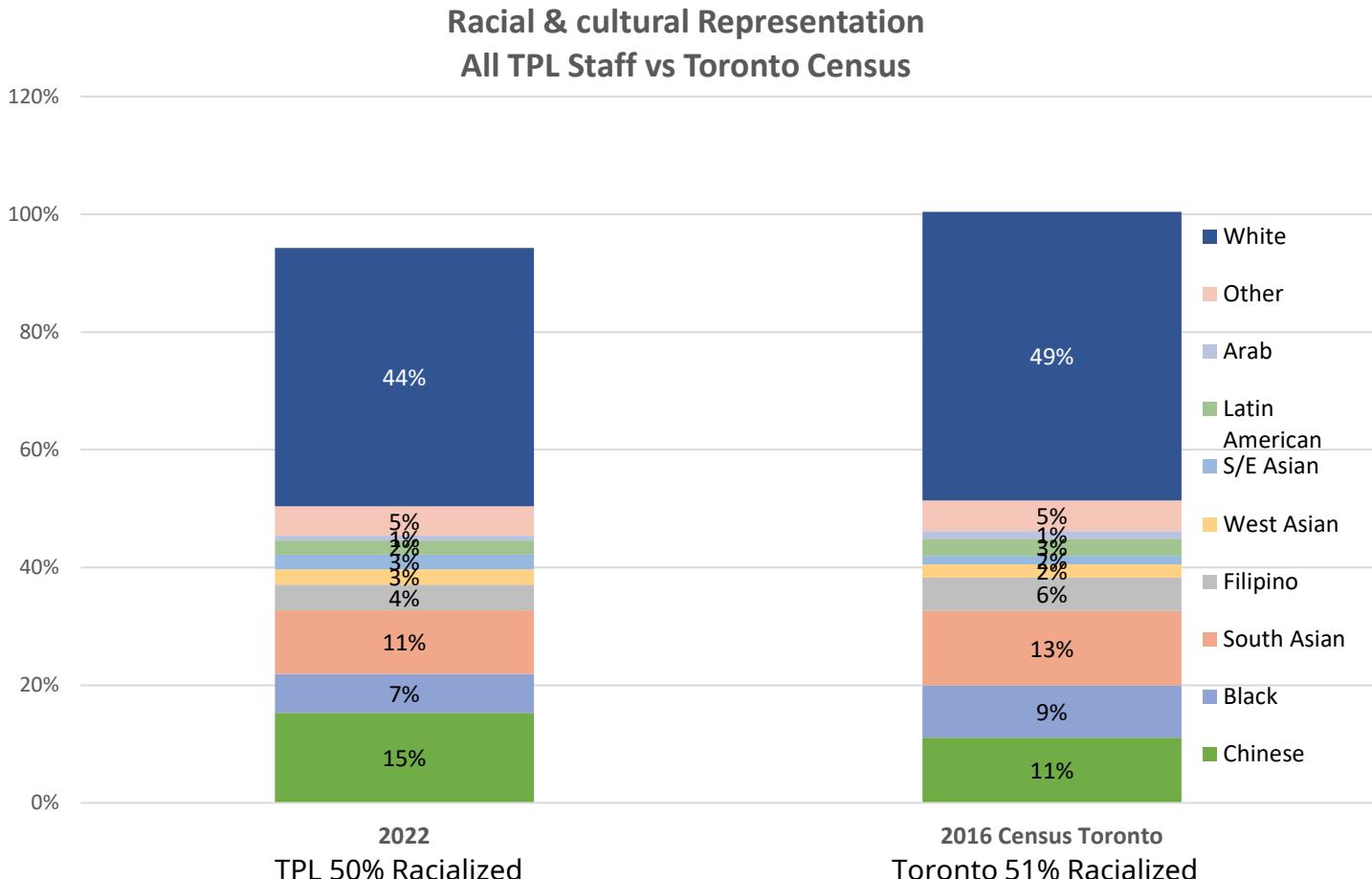
White	South Asian	Chinese	Black	Filipino	Arab	Latin American	Southeast Asian	West Asian	Other	Prefer not to answer
44%	11%	15%	7%	4%	1%	2%	3%	3%	5%	13%

demographic results: racial groups 2011-2022

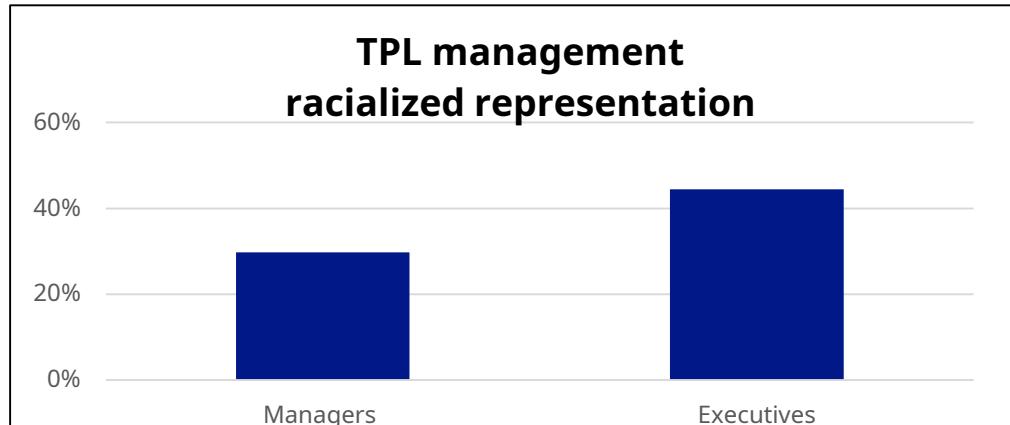
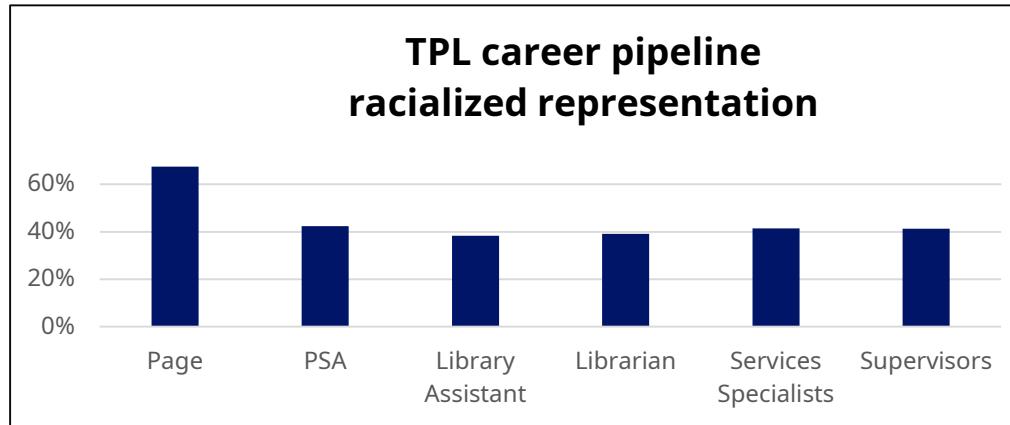


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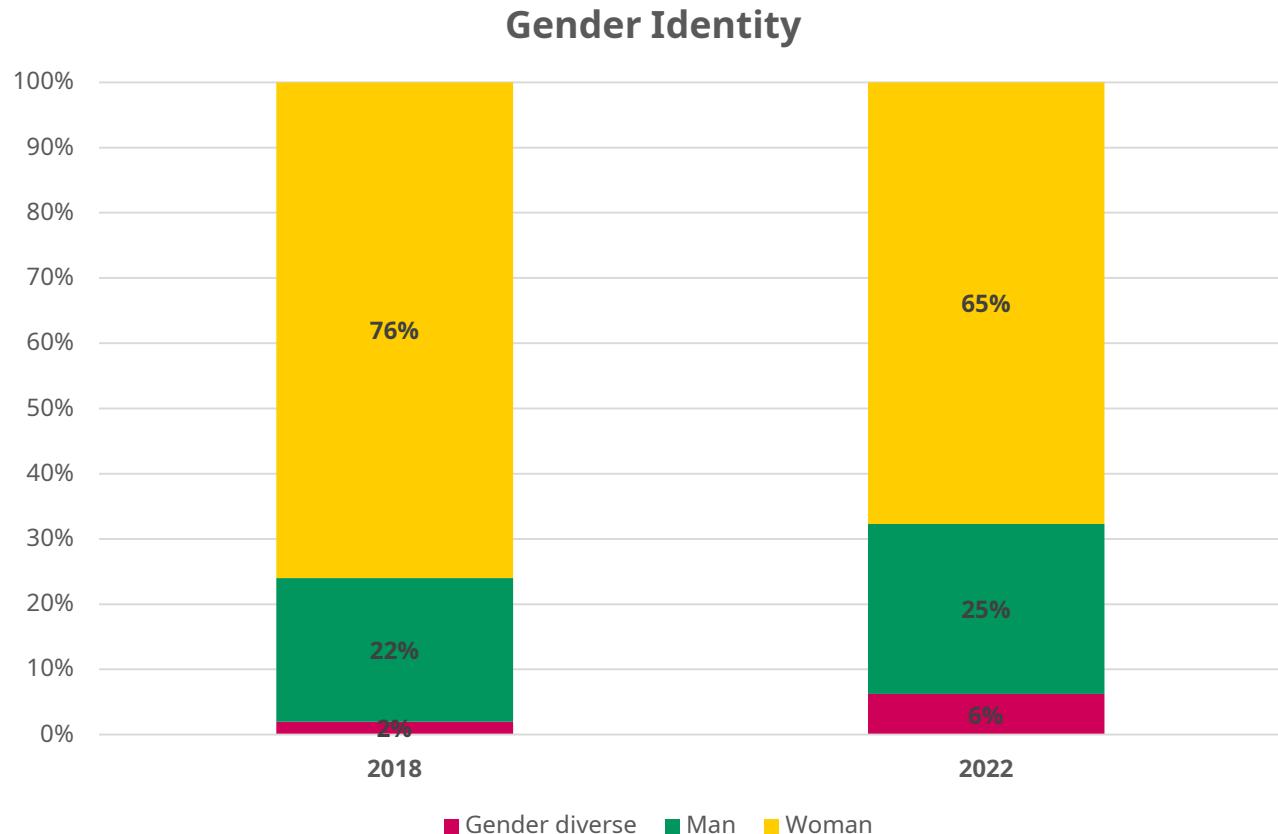
demographic results: TPL vs. Toronto population



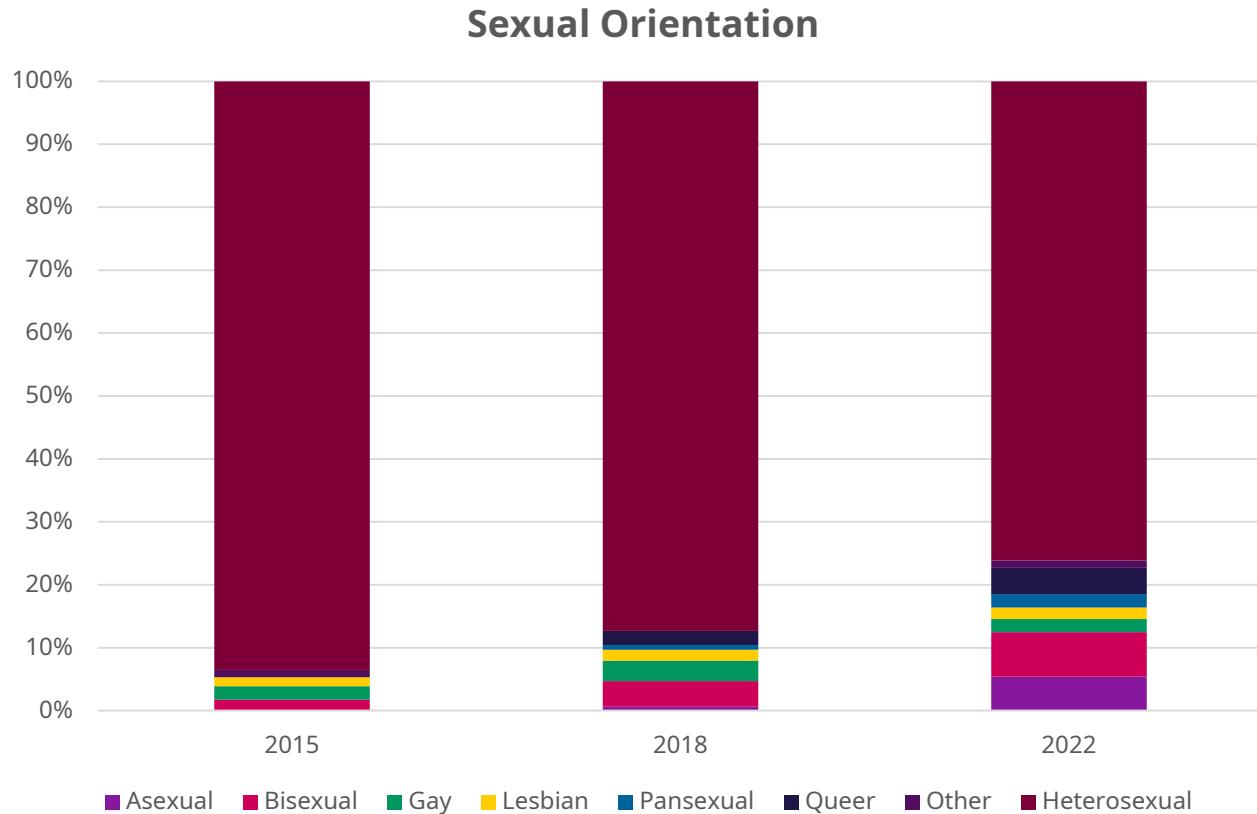
demographic results: racial representation by role



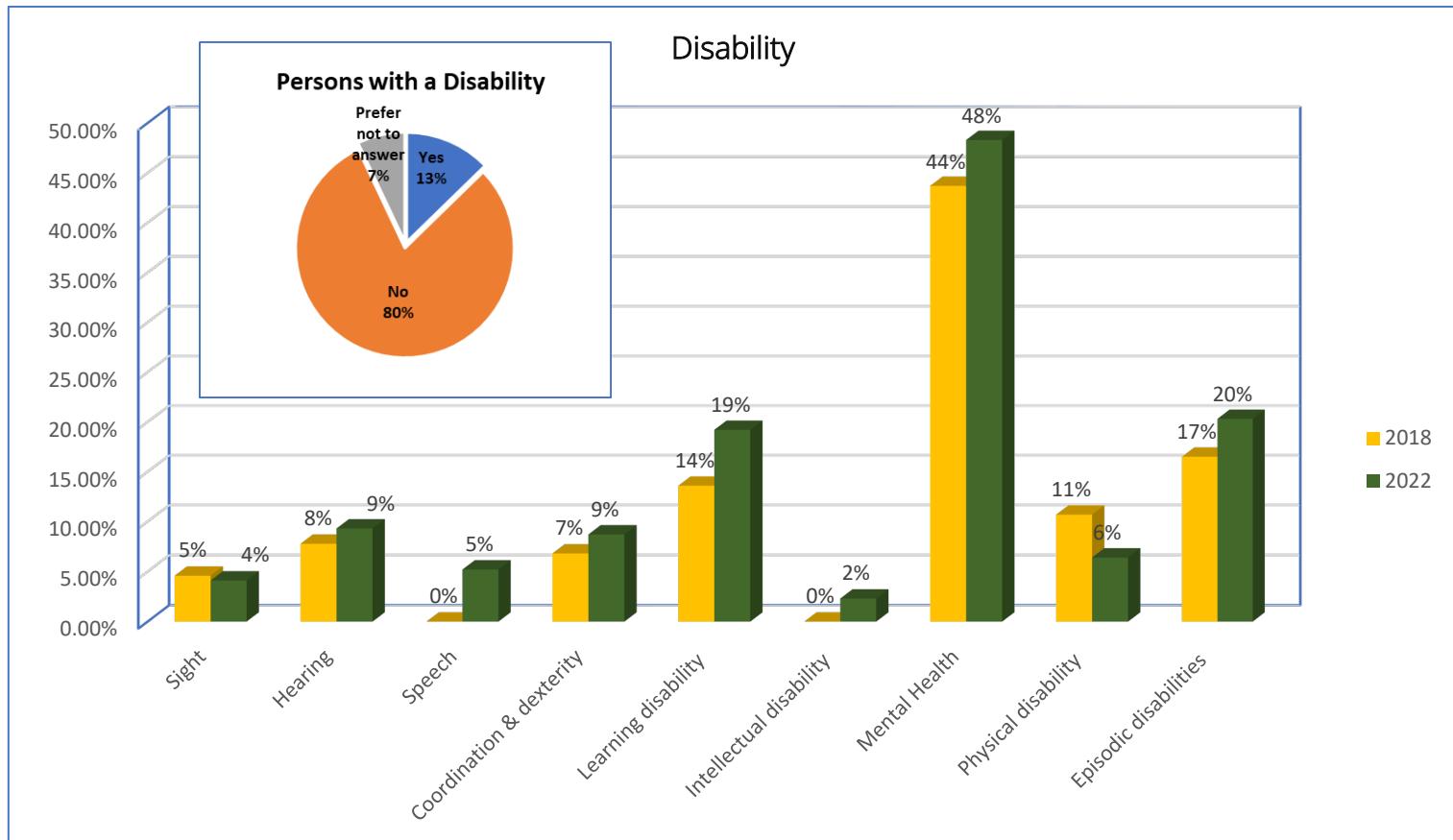
demographic results: gender identity



demographic results: sexual orientation



demographic result: disability



TPL Active Listening Model

