

**V. Operations Report**  
**B. 2025 ICfL Employee Engagement Survey Results**

## Annual Employee Engagement Survey Results

The recent employee engagement survey provided us with invaluable insights into the strengths and areas for improvement within our agency. This action plan addresses key areas identified in the survey, highlighted below, and outlines the strategies and initiatives to support enhanced engagement at the Idaho Commission for Libraries over the next year.

### Idaho Commission for Libraries Survey Results Summary

#### 2024 Agency Engagement

72% Favorable, 19% Moderate, 9% Unfavorable

#### 2025 Agency Engagement

90% Favorable

#### 2025 Favorable Responses

Top 5 Doing Well	Favorable Response Rate
Worklife Balance	97%
Government Accountability	97%
Respect	95%
Role Fit	93%

#### 2025 Unfavorable Responses

Lowest 5 to Improve	Unfavorable Response Rate
Pay & Benefits	38%
Intent to Stay	38%
Survey Follow-Up	38%
Strategic Alignment	24%

### Idaho Commission for Libraries Action Plan

#### Key Driver: Strategic Alignment

Action	Initiative	Who	Current %	Target %
New leadership will share strategic plan, vision, listening sessions with customers and staff, and talk about the future with all staff.	Future strategic direction conversations	New State Librarian	24% Unfavorable	15% Unfavorable
Look for more opportunities for staff to provide input into strategic plan.	Future strategic direction conversations	New State Librarian	24% Unfavorable	15% Unfavorable

### Key Driver: Open-Ended Comments & Experience vs Expectations

Action	Initiative	Who	Current %	Target %
Cross team group that will survey all staff and propose solutions to increase connection and collaboration. Planning to release survey at the end of October.	Committee on Collaboration and Connection	Team is led by Talela Florko	36% Unfavorable	25% Unfavorable
Ask ITS for 30-60-90 framework to set expectations for new employees and ask employees in our one-on-one meetings if there are expectations they have that we are not meeting.	ICfL	Supervisors	36% Unfavorable	25% Unfavorable
Host more cross-agency meetings and look for other opportunities for cross team communications.	ICfL	Supervisors	36% Unfavorable	25% Unfavorable

### Key Driver: Improving Employee Satisfaction

Action	Initiative	Who	Current %	Target %
Maintain employee recognition efforts.	Maintain efforts that have increased employee satisfaction and engagement since last survey.	Supervisors	95-97% Favorable	95% Favorable
Support ICfL worklife balance initiatives.	Maintain efforts that have increased employee satisfaction and engagement since last survey.	Supervisors	95-97% Favorable	95% Favorable
Support a positive agency culture by addressing employee behavior that goes counter to the culture, supporting the Employee Morale Team (EMT), and seek out new ways to support self care and community-building.	Maintain efforts that have increased employee satisfaction and engagement since last survey.	Supervisors and EMT	95-97% Favorable	95% Favorable