

Bowling Green State University

UNIVERSITY LIBRARIES

Human Resources Plan

Originated by the UL Human Resources Task Force
August 2004

**University Libraries
HUMAN RESOURCES PLAN**

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INTRODUCTION

Background

The University Libraries (UL) Strategic Plan for 2003-2005 calls for the development of a human resources plan. The UL Human Resources Task Force developed the University Libraries Human Resources Plan (HRP) in support of the strategic goal “Building a Flexible Organization” in order to meet current and future challenges. This plan was adapted from the Public Service Commission of Canada’s *Human Resources Management Framework—A Reference Tool for Managers—2001 edition*. The HRP includes guidelines for planning human resources needs, improving employee skill levels and the work environment, and establishing and maintaining effective working relationships.

Purpose

The UL Human Resources Plan is a tool to guide employees in human resources work, which includes

- Positioning leadership at all levels within the organization;
- Delivering quality products and services;
- Providing a safe and secure work environment;
- Continuing efforts to meet equity and diversity goals;
- Supplying resources and opportunities for employee well-being; and
- Planning and responding to future human resources challenges.

Organization and Use of the Plan

For ease of use, this plan is organized in four sections or key results areas: Operational Leadership, Productive Work Force, Enabling Work Environment and Sustainable Work Force. Sections are further divided into desired outcomes (Arabic numbers) and suggested guidelines (bulleted items) considered as action steps.

Outcomes and guidelines align with Bowling Green State University human resources policies and practices and serve to guide all University Libraries employees in appropriate human resource initiatives and behaviors. The HRP identifies employee groups where specific responsibilities are expected and assumes that venues such as the UL Management Advisory Group and UL Council provide managers with the opportunity to articulate department and unit needs. UL managers, supervisors, and employees will refer to the HRP as needed through unit retreats, UL New Employee Orientation, and the ULStaff web site. The UL personnel officer will review the HRP annually. Additionally, UL employees may forward suggestions for revision to the UL personnel officer.

ENVIRONMENTAL SCAN

University Libraries has seen its personnel budget erode over the past years, including money for permanent employees, part-time and temporary employees, and student workers. The State of Ohio has steadily decreased its public university funding, causing the University administration to cut every department's budget. Technological advances, such as productivity software, the Internet and computer networks, have fed the inaccurate perception that fewer employees are needed in libraries because digital or virtual information is easy to purchase, access, understand, and manipulate. Academic libraries need just as many employees as before, with higher skill levels and an ability to keep pace with changes in the workplace.

The 1998 Integrated Postsecondary Education Data System indicated that UL's ratio of non-student employees to students was well below average for doctoral granting institutions. The number of permanent employees has decreased since then. Bowling Green State University enacted a hiring freeze for most of 2001 – 2004, and then required a 5% permanent give back of personnel monies from UL before lifting the hiring freeze.

As of Summer 2004, UL has begun to hire permanent employees. This will bolster staffing levels, but with the give back UL cannot hire as many employees as were lost. In early 2003, a survey of employees indicated that eight employees intended to retire within five years, and UL has yet to feel the full impact of those retirements.

Because of the decrease in permanent staff over the years, UL's reliance on student workers has increased. Undergraduate and graduate students work in many capacities within UL and some of these students carry out tasks and have responsibilities that should be performed by permanent staff. Students often work alone at public desks, process expensive or unusual materials, and supervise other students. This over-reliance upon student workers was noted in UL's Strategic Plan one year ago and in the UL program review of 2000.

Now, funding for student workers is disappearing. Federal Work-Study money was decreased by 7.5% during the 2003/2004 Academic Year, with more cuts to come in 2004/2005. This decrease may negatively impact services and hours that some units offer.

Dean Haricombe has hired a consultant to create and train a work redesign team. This team will examine the core work done by library units and suggest new ways of organizing our work to cope with the decreased number of employees. The Dean and the Management Advisory Group are determined to regularly inform the University administration of the impact these cuts are making to UL's ability to provide services and collections.

HUMAN RESOURCES TASK FORCE

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UNIVERSITY LIBRARIES VISION

Preserve the Past, Honor the Present, Envision the Future

The faculty and staff of University Libraries (UL) embrace the academic endeavor, the preservation of our cultures and heritage, and the highest levels of service to our community of users. UL will anticipate and exceed the needs of our users, foster excitement in the process of discovery, and function as a catalyst and participant to advance learning, scholarship and the creation of new knowledge.

UNIVERSITY LIBRARIES MISSION

Bowling Green State University Libraries are dedicated to serving the students, faculty, and staff of Bowling Green State University. In support of the University's mission to advance scholarship, critical thinking, and cultural and global awareness, University Libraries serve and cooperate with scholars and institutions worldwide, and with the diverse and multicultural communities of Northwest Ohio.

As a user-centered institution, University Libraries are committed to building, organizing and maintaining a collection of quality resources to support the academic and research interests of our constituencies and the mission of the University. University Libraries also provide equitable access to a wide range of information resources. University Libraries promote the university's mission of developing culturally literate and technologically sophisticated citizens by providing services and instructional programs designed to assist users in identifying, locating, assessing and utilizing recorded knowledge.

I. OPERATIONAL LEADERSHIP

Operational leadership is the ability to understand and accomplish the UL mission and vision, mobilize energies and talents to achieve results, and respect our core values and ethics.

Mission and Vision

1. UL employees are aware of and understand the UL mission and vision.
 - UL managers and supervisors ensure that the UL mission and vision are available to employees via all appropriate documentation, including UL web pages, and are discussed during meetings, the performance appraisal process, and other appropriate venues.
 - UL employees affirm their understanding of the UL mission and vision through discussions, meetings, the performance appraisal process, and other appropriate venues.
2. UL employees actively participate in the UL strategic directions.
 - UL managers and supervisors encourage and offer employees leadership and participation opportunities through committees, task forces, functional clusters, and other appropriate groups.
 - UL employees understand the strategic directions and seek leadership and participation opportunities as relate to their job and expertise through committees, task forces, functional clusters, and other appropriate groups.
3. The UL mission and vision are incorporated into employee performance expectations and goals.
 - All UL employees participate in goal setting; therefore, supervisors and employees mutually identify and develop goals that align with the mission and vision.
 - UL managers and supervisors ensure that their employees' job performance expectations are clear and job descriptions align directly with the mission and vision.
4. Employees use the UL mission, vision, and strategic planning documents to guide decision making and planning.
 - Members of UL committees, task forces, functional clusters, and management groups invoke these documents in meetings and ensure that meeting outcomes align with these documents as reflected in meeting minutes.

Effective Management Tools

1. UL managers and supervisors use the mission, vision, and strategic planning documents to align resources.
 - UL managers and supervisors collaborate to develop a staffing strategy that defines and prioritizes positions necessary for maintaining and enhancing the mission and vision through Management Advisory Group and UL Council processes.
 - UL managers and supervisors use appropriate measurement tools (e.g., performance appraisals, position reclassifications, surveys, exit interviews); systems (e.g., leave reports, injury reports); and human resource expertise (e.g., HR specialists, employee handbooks) to achieve operational objectives.
 - UL managers and supervisors use staff time and skills wisely and demonstrate such through mechanisms, including regular management updates, stated unit/department goals and accomplishments, 360° administrator evaluation process, and unit/department annual reports.
 - UL managers and supervisors delegate work appropriately and equitably as documented in unit/department position descriptions and through the performance appraisal process.
2. The UL organizational structure allows for proper decision-making authorities and clear lines of accountability.
 - UL managers and supervisors assure that human resources are positioned to achieve operational objectives.
 - UL managers develop policies and practices that enable employees to address organizational needs.
 - UL managers ensure that decisions and actions meet current and future needs of the organization as a whole.
 - UL managers and supervisors assure that employees have access to and understand procedures for individual goal setting and evaluation through employee handbooks, consultations with human resources management, and related UL documentation.
3. The UL organization includes mechanisms for effective communication.

- UL managers and supervisors encourage employees to use appropriate communication mechanisms (e.g., ULStaff page, email, All Staff meetings, employee group representation on UL Council).
- UL managers and supervisors ensure that mechanisms are in place for facilitating employee input to decision-making groups (e.g., open meeting policy, employee group representation on UL Council, employee constituent group meetings).
- UL managers and supervisors ensure that unit and group goals and objectives are clearly articulated and understood by every employee through unit/department meetings, the group's written charge, and the performance appraisal process.

Core Values and Ethics

1. UL employee interactions are guided by University and UL core values and the professional values of the American Library Association.
 - Interactions between UL employees are respectful and collegial.
 - Interactions between UL employees reflect and value diversity.
 - Open communication and sharing of information includes representation in the decision-making processes and professional/collegial relationships.
 - Interactions between UL employees incorporate accountability in honoring commitments and taking personal and professional responsibility.
2. Decisions and actions reflect professional and ethical values.
 - Decisions and actions that affect individual employees are made in consultation with them.
3. The UL Core Values are inherent in human resource management systems and processes.

Emulating the core values of BGSU, University Libraries affirm the following:

Service quality

- By listening to our users
- Through collaboration to make users our priority
- Through professional and respectful interactions with our users

Valuing and reflecting diversity

- Through inclusive recruitment and hiring practices

- Through diversity programming recognized on campus and beyond for its excellence
- Through cultural exchange activities
- Through cultivation of a supportive workplace environment

Equal access to accurate information

- Through judicious selection of relevant materials
- Through onsite and remote access
- Through timely and accurate bibliographic records

Intellectual freedom

- Through diverse collections
- Through respect for different viewpoints

Open communication and sharing of information

- Through representation in decision-making processes
- Through professional/collegial relationships

Responsible stewardship

- By stewarding all our resources
- Through efficiencies in work processes

Accountability

- By honoring our commitments
- By being institutionally and personally responsible

Partnerships

- Through collaboration in the library
- Through collaboration with the BGSU community and beyond

Full participation in University governance

- Through representation at all levels by faculty and staff

Preservation of information

- Through collaboration to select library and archival materials for storage and preservation
- By using cost-efficient quality supplies, equipment, and processes to ensure optimum preservation of library and archival materials

Leadership

- Through innovation
- Through continuous organizational learning
- Through teamwork
- Through assessment and transformational change
- Through UL staff research and scholarly activity

4. UL management systems and processes are structured to be fair.

II. PRODUCTIVE WORK FORCE

A productive work force delivers quality products and services in an effective and efficient manner.

Service and Product Delivery

1. UL units incorporate standards, goals, and solutions to achieve quality products and services.
 - UL units determine standards to review and work toward, using information from associations, the literature, and current developments in the field.
 - UL units determine appropriate goals for service and productivity, keeping in mind local conditions, existing standards, and developments in the field.
 - UL units develop and implement creative solutions and approaches to service and productivity challenges.
2. UL units use assessment, continuous improvement, and ongoing feedback to achieve quality products and services.
 - UL units identify work to be assessed and assessment tools to use by researching the literature and professional association practices, keeping current with developments in the field, and conducting internal reviews.
 - UL units determine ways to improve quality of service and productivity continuously.
 - UL units determine ways to regularly communicate their goals, accomplishments, and work issues with others in UL (e.g., one-on-one meetings, mid-year reviews, informal communication, staff meetings, etc.).

Organization of Work

1. UL managers, supervisors, and employees collaborate to organize work effectively and efficiently.
 - UL managers and supervisors consider employee expertise in determining new work flows, streamlining work processes, and adjusting staff roles.
 - UL managers and supervisors provide learning and training opportunities when employees must learn new skills and competencies.

- UL managers and supervisors determine tasks appropriate for student employees.
 - UL managers and supervisors prioritize tasks to determine which could be de-emphasized or eliminated.
 - UL managers and supervisors apply procedures flexibly to meet work objectives optimally.
2. UL functional groups provide communication and direction to increase effectiveness and efficiency of work.
 - Each functional group determines the scope and purpose of its group.
 - Each functional group determines its meeting schedule.
 - Employees and functional groups cooperate to facilitate progress of work projects.

Workload Management

1. Workload prioritization processes and resource allocation are realistic.
 - UL managers and supervisors assess new workload demands against existing priorities.
 - UL managers and supervisors reallocate resources as necessary.
 - UL managers and supervisors provide release time to learn new skills and competencies.
 - UL managers and supervisors plan for appropriate time frames for employees to adjust to changes in workload.
2. Processes are in place to establish workload priorities.
 - UL managers and supervisors use planning documents and assessment results to establish priorities.
 - UL managers and supervisors use the results of work redesign groups to align resources with priorities.
3. Individuals, groups, and units use priorities to manage workload.
 - UL managers, supervisors, and employees use job descriptions and periodic performance reviews to adjust workload.

- UL managers, supervisors, and employees discuss workload issues openly and honestly.

Effective Performance

1. Current job descriptions, work product expectations, and performance recognitions contribute to effective performance.
 - UL supervisors and employees update job descriptions as needed to keep them current with work performed because job descriptions are used as a basis for evaluation.
 - UL supervisors and employees develop goals and objectives that contribute to a successful work product.
 - When work product goals and objectives cannot be met, UL employees and supervisors discuss reasons and determine appropriate future action.
 - UL managers and supervisors recognize employee performance through the performance appraisal process and merit pay.
 - UL managers, supervisors, and employees acknowledge laudable employee performance (e.g., All-Staff meetings, The Friends Staff Award, Spirit of BG Award, BG Best Award, Michael R. Ferrari Award, etc.)

III. ENABLING WORK ENVIRONMENT

An enabling work environment supplies UL employees with the resources to provide user-centered products and services and the opportunities to reach their full potential.

Supportive Culture

1. Job satisfaction, enrichment opportunities, a balance between work and personal life, and well-being of employees contribute to a supportive work culture.
 - UL employees use a range of policies, programs, and benefits to balance work and personal responsibilities in order to attain their full potential.
 - UL employees participate in personal enrichment programs and opportunities.
 - UL employees participate in campus and UL wellness programs and opportunities (e.g., flu shots, nutrition counseling, Recreation Center, Wellness Center, Employee Assistance Program, workshops, etc.).

Safety and Security

1. Appropriate physical working conditions contribute to employee safety and security.
 - UL employees are aware and make use of campus health and safety regulations and guidelines.
 - UL administration ensures that physical work conditions (e.g.HVAC, temperature, humidity, lighting, pests, noise, furniture and equipment, leaks/flooding, air quality) are conducive to productivity, efficient workflow, and employee well being.
 - UL administration advocates for building upgrades needed to address temperature and humidity requirements of collections, equipment, staff and users.
 - UL administration develops and implements policies, programs, and training to promote safety in the workplace, including the UL Safe Employee Manual.
2. Effective space management contributes to employee safety and security.
 - UL Facilities Committee conducts appropriate studies related to renovation and expansion.
 - UL Facilities Committee involves units and employees throughout the planning process.
 - UL administration oversees space management.
3. Sound risk management practices contribute to employee safety and security.
 - UL managers and supervisors provide employees with UL and BGSU risk management information.
 - UL employees participate in risk management programs and opportunities.
4. An accessible work environment contributes to employee safety and security.
 - UL complies with the Americans With Disabilities Act and Section 504 of the Rehabilitation Act.

- UL reviews and applies appropriate accessibility standards when designing work spaces, providing opportunities for participation in work activities, and communicating electronically.

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3. Values are inherent in human resource management systems and processes.

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IV. SUSTAINABLE WORK FORCE

A sustainable work force provides for UL's future viability through human resource planning and analysis, learning and development, and compensation.

Human Resource Planning and Analysis

1. Department tasks are analyzed and competencies required for high performance are identified.
 - UL department managers conduct a task analysis in order to prioritize the tasks of the department based on UL strategic directions
 - UL department managers investigate the planned obsolescence of some tasks.
 - UL department managers identify competencies needed to accomplish the department mission.
 - UL department managers take appropriate actions based upon the analyses.
2. Appropriate recruitment and retention strategies are linked to University guidelines and UL Mission.
 - UL managers and employees define and prioritize positions required to maintain and enhance the UL mission.
 - UL administration develops aggressive, library-wide recruitment and retention strategies in support of affirmative action.
 - UL managers, supervisors, and search committees recruit employees from under-represented groups.
 - UL administration markets, publicizes, and educates the University community concerning the need to increase UL staffing.
3. Retirement planning mechanisms are in place.
 - UL department managers plan for position vacancies.
 - UL department managers identify work needs.
 - UL department managers assure that competencies are in place to meet work needs.
 - UL personnel officer assures that an exit interview process is in place

Learning and Professional Development

1. Opportunities for learning and professional development are provided to employees.

- UL managers and supervisors encourage employees to attend relevant professional development opportunities on and off campus.
 - UL managers and supervisors maintain current awareness and participate in professional development activities designed to enhance managerial skills.
 - Library Information Technology Services serves as a resource for technology assessment, training, and education.
 - UL personnel officer orients new employees to ensure sufficient level of knowledge of UL and University policies, procedures, and benefits.
 - UL personnel officer assesses professional development needs and personal enrichment interests.
 - UL personnel officer coordinates and provides professional development and enrichment programs.
 - UL personnel officer maintains current awareness and participates in professional development activities designed to enhance managerial skills.
2. Learning is linked to organizational needs and operational results.
- UL managers and supervisors orient new employees to ensure a sufficient level of knowledge of unit policies and procedures.
 - UL managers and supervisors identify training needs of each department and provide job-specific training.
 - UL managers and supervisors assure that employees are trained to meet identified needs.
 - UL managers and supervisors develop internal cross-training opportunities and venues to share common knowledge, skills, and/or projects.
 - UL managers and supervisors coordinate and provide job specific training.
3. Initiatives and innovative practices resulting from learning are recognized.
- UL managers, supervisors, and employees identify skills acquired through training and education.
 - UL supervisors recognize training attended by employees as part of the appraisal process.

4. Professional development and training are supported.
 - UL administration emphasizes the importance of professional development and training in the UL core values.
 - UL administration provides adequate funding levels for professional development and training.
 - UL managers and supervisors provide for work coverage support when possible.

Compensation

1. UL administration awards merit pay in accordance with UL and BGSU merit documents and procedures.
2. UL supervisors review employee requests for position reclassification.

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