

REPORT OF THE COMMITTEE TO REVIEW THE JOB OF LIBRARY HUMAN
RESOURCES DIRECTOR
Nov. 28, 2000

- I. Committee recommendations, based on the major issues we've identified.
- II. Summary and overview of the committee's process. Includes our charge from Mike.
- III. Interviews with LHRD staff.
- IV. Input from Library staff.
- V. Input from managers and unit heads at Roundtable.
- VI. Data from other UC campuses and Stanford.

I. Recommendations

1. Reporting line

The Committee recommends that the Director of Library Human Resources report directly to the University Librarian, taking full part in all meetings where policy and plans are made, in particular Admin and Cabinet. The Director of HR is a key position for the Library and plays a crucial role in increasing staff satisfaction and keeping the Library a desirable and attractive employer, both now and in the future. The Director's opinion and advice should have equal weight with those of AULs and other senior managers in all issues with a human resources dimension. This position needs to be able to communicate regularly and directly with the UL. Giving Human Resources greater visibility by replacing it at Cabinet level will enhance morale in LHRD itself as well as give Library staff greater confidence that perceived problems will be rectified.

Training, staff development programs, staffing, recruitment, and retention strategies for all job classifications, and long-range planning are all crucial areas affecting Library-wide worklife and morale, which we feel will benefit from a direct partnership between the UL and the Director of Human Resources. Although the HR Director had previously been a direct report to the UL, this reporting line was changed in the recent past. We urge that the direct reporting line be restored. Writing in the June 1999 issue of *Supervision*, Patricia M. Buhler observes that "The work of HR cannot be disconnected from the real work of the firm, but rather must be clearly integrated with the work of the business. Most organizations have recognized [this] by including the top-ranking HR executive in the dominant coalition for the firm. That is, there is usually a vice president of human resources that sits with the top management from all the other functional areas of the firm and assists in determining the strategic direction of the company."

Ms. Buhler also observes that "In the recent past, many organizations thought of the human resource department as simply a support service to the "real operations/departments of the firm...This is obviously an outdated perspective of a critical resource in all organizations today." The Library must make a major cultural shift to acknowledge and take advantage of this critical resource. We must all work collectively to change the viewpoint that HR, finance and facilities functions (as well as systems and even tech services) are "just" support, not worthy of the attention that rightly goes to collections and public services.

2. *Job title/level*

The Library Human Resources Director's position is currently classified as an Academic Coordinator, at the Level 4 salary scale (\$63,696-86,580). The three Campus representatives on the Review Committee had differing opinions on whether this position is most appropriately placed as an Academic Coordinator, or in the PSS/MSP series. One Campus representative favored the Academic Coordinator position and the other two favored the PSS/MSP series. The Committee has agreed that the Academic Coordinator position is an inappropriate title for this position, based partly on pending changes in Campus guidelines regarding the use of the Academic Coordinator job title. Various job titles within the PSS/MSP series are possible. The Committee also discussed whether the Director should be an AUL.

Possible titles for this position are Principal Analyst I or II, or Assistant or Associate University Librarian (AUL). The Principal Analyst I position is at the PSS 5 level (salary range \$47,900-86,300). Principal Analyst II is at the MSP I level (salary range \$52,700-94,900). Assistant University Librarian has a salary range of \$57,300-105,300. Associate University Librarian has a salary range of \$60,600-115,800. Currently no one with a comparable personnel assignment on campus is classified at Principal Analyst II level. But note that Campus ultimately will classify the position based on the duties and requirements as described in the job listing. The Committee recommends that Library administration explore these possibilities for the best overall fit with the full anticipated range of responsibilities and initiatives, as well as the highest potential compensation incentives.

The Director of LHRD should not only be qualified to head an extremely complex human resources unit, but should be prepared to help lead The Library through many future changes. The job title and salary of this position should reflect and support its importance. The salary should be as high as possible to attract top-notch candidates and compete successfully in the non-academic market. Extensive HR experience in a large, complex, and diverse environment is essential, as is proven success and achievement in previous positions. HR experience with employees in distinctly different personnel programs working side by side—for example, academic, paraprofessional, and support staff, or primary researchers and supporting technicians—is strongly recommended. Library knowledge and experience and an awareness of future directions in librarianship and library management are also highly recommended. The successful candidate must also have a thorough knowledge of the rules, laws, and regulations which LHRD must follow. The Committee deemed an MLS degree desirable, but not a primary requirement for this position.

Recruitment efforts need to be as active and wide as possible. Job listings should not be limited to academic publications. Library administration and staff should encourage potential candidates with excellent qualifications to apply.

3. *LHRD Goals and Programs: Developing a sustained vision for Library Human Resources and a staff development program to support this vision [“people program”]*

The Review Committee believes that it is crucially important for LHRD to develop a sustained vision for the future of Library Human Resources, and support this vision by instituting training, mentoring, and staff development programs for all levels of staff. We’ve identified the following areas as those which must be addressed. Many of these issues and their solutions are interrelated. The interim management of LHRD should be aware that these issues exist, although it will be up to the new Director to craft solutions. Interim management may be able to work on problems relating to academic recruitment which must be addressed right away.

The Committee wishes to emphasize that our recommendations both in this section and throughout the report should not be construed as reflecting on the past or current performance of LHRD staff members. We would like to acknowledge the hard work and professionalism of LHRD staff. It is our hope that this report will ultimately result in an improved organization which will benefit and support both LHRD staff and the staff of the entire Library.

A. *Improve the academic recruitment program*

More effective procedures must be established for academic recruitment and academic reviews processing. Better tracking and organization are required, with thorough, detail-oriented oversight throughout the process. Previously, details have fallen through the cracks, and paperwork lost or misplaced temporarily, files left incomplete at various steps in the process, etc. Better follow-up is needed with both recruitments and with Campus departments. The search committees need appropriate support. The new Director should help LHRD partner closely with search committees and LAUC or CAPA in planning and conducting recruitments. In particular, LHRD should collaborate with these groups about the placement of job ads (one size does not fit all). LHRD needs a better understanding of LAUC and CAPA processes, and training in following them appropriately. LHRD should maintain a commitment to diversity in academic and staff recruitment.

B. *Institute a Library staff training and development program*

The Human Resources Director must take the lead in developing staff training programs and opportunities which are built into all aspects of Library life and fully supported by Library administration.

The training program should start with a return to comprehensive training plans for new employees, and include ongoing training in new technologies, serious librarywide orientation, customer service, supervisory and management skills training, and professional, future-oriented training for librarians and paraprofessionals.

Not all training need be delivered by LHRD. Rather, LHRD should integrate its programs with AUL and OCC programs and initiatives, as well as with position-related training programs already established within units. LHRD’s training program should make liberal use of the extensive experience and skill in our own workforce, and should

coordinate with Campus Human Resource training programs to avoid duplication of services.

Staff development goes beyond training. The Director needs to bring back formal staff development plans and goals, regularize true rotations for development (rather than stopgap rotations solely to fill vacancies short-term), fund staff development opportunities more generously, and consider developing an internal internship program.

LHRD should promote personal mentorship between supervisors and individual staff, and sponsor ongoing colloquia and forums on job and career development, supervisory and management skills and issues, etc. These activities should be supported by uniform, liberal paid leave, and flex scheduling options. Staff should not have to attend during their lunch hour.

C. Improve Library worklife and morale

LHRD sets the tone for how the Library values its human resources. HR is responsible for promoting and supporting the culture needed to make the Library work. The new Director must reposition the role and image of LHRD to achieve these ends.

Worklife and morale will flourish when HR is well organized and accessible to staff, able to provide staff with correct and consistent answers to HR-related questions, able to set clear guidelines, and takes a proactive stance on health, safety, and ergonomic problems.

LHRD should also be proactive on behalf of staff by keeping us informed about benefits (including CARE services resources) and human resources policies and initiatives. LHRD should be proactive in advocating staff interests at the campus and UC levels on all HR issues: compensation, benefits, policies, processes, and resources.

D. Coordinate ergonomics/ /disaster planning/illness and injury prevention

The new Director should ensure that LHRD coordinates disaster planning and illness and injury prevention, especially ergonomics, so that roles and responsibilities are clearly assigned, well publicized, and adequately staffed. LHRD should be the place where staff can go to register their concerns about safety issues and potentially hazardous situations, confident of prompt and effective follow-up. Staff training is an issue here as well. As part of its training program, LHRD should ensure that managers receive training (for example, in first aid, CPR, and computer health and safety issues) to deal with immediate and common problems.

E. Develop new, creative solutions to problems

The Director and Department should creatively break with established practice in order to take advantage of untapped resources. LHRD should develop creative ideas for recruitment and retention of employees at all levels. LHRD should work with managers to institute creative solutions to problem employees. Many HR duties such as in-service training and academic recruitment can make use of Library staff with relevant expertise.

A Director with vision, people skills, current HR experience and knowledge, and a humanistic approach is more likely to develop and support new and creative procedures than someone who lacks these attributes. The Director should be trained and knowledgeable in HR issues, aware of current and progressive trends, and willing to share problem-solving with staff. The Director also needs common sense and experience to determine which new solutions or approaches have the best chance of succeeding.

F. Do long range planning

With an aging workforce and improving retirement benefits, we'll be losing staff and institutional memory in the next few years. LHRD should be planning how to compensate for these losses, beginning with a plan to capture and preserve the institutional memory of departing staff, rather than just call them back.

The Director MUST have the ability to see the big picture and plan for the future as well as nurture and develop current staff. He or she should work with the UL to plan for budgeting, recruitment and training that's responsive to turnover. LHRD should do needs assessments to stay informed of Library staffing level needs, appropriate classifications for staff, and appropriate divisions of duties. LHRD should also maintain an awareness of up-and-coming technologies for which the Library will need new staff and training.

G. Implement a customer service perspective for Library staff

Good customer service from LHRD was stressed repeatedly in the Committee's discussions and in comments from managers and staff. Well-served staff are happier and less likely to grieve or suffer ongoing problems. The Director of LHRD should set the tone for valuing each staff member as an individual. LHRD needs to provide excellent customer service in the area of employee relations. The Director should guide LHRD in attending to such crucial aspects of customer service as responding promptly to inquiries, providing consistent and accurate information and records and maintaining confidentiality.

LHRD needs to provide coaching which helps problem employees to contribute successfully. Managers need coaching and mentoring as well. Good customer service includes help from LHRD in crafting creative solutions to personnel problems and problems with recruitment, retention, and hiring. Well-designed, user-friendly online HR information resources and improved internal communications will contribute to effective customer service

H. Provide good management for the LHRD department

The Human Resources Director needs first and foremost to be a good manager, with a solid, demonstrated ability to run a department. In the data we gathered from other Library staff and in our own discussions, we've seen repeated and emphatic emphasis on this point. The HR Director must understand and skillfully balance LHRD's dual role as an administrative operation and as a resource for staff. He or she must be attentive, communicative, and maintain high standards of accountability and confidentiality. He or she should set and enforce clear standards and rules for professional conduct and

customer service, and establish service delivery goals. He or she must manage LHRD operations consistently and equitably. In all of these areas, the HR Director should lead by example.

The Review Committee prefers not to recommend specific changes in staffing levels or assignments within the current structure of LHRD. We felt that the new Director should have the freedom—and the necessary skills—to evaluate the existing structure of LHRD and reorganize as he or she sees fit, creating a structure which is effective for the Department and for the Library as a whole. It is also crucial for the new Director to improve morale and communications within LHRD, to clarify and perhaps shift job assignments, and to reapportion or augment existing staffing to reflect the new organization. The Director must also ensure that LHRD staff are trained to use the new Campus HR software as soon as possible.

II. Summary and overview of the committee's process

On October 13, 2000 the Library's Director of Administration and Financial Planning, Mike Rancer, convened a committee to review the position of Director of Library Human Resources and recommend a set of critical position requirements for the job. He convened this committee to prepare for the current Library Human Resources Director's planned retirement on December 22, 2000, and the need to recruit for her vacant position. The following people were appointed to serve on the committee:

Rebecca Green, Chair (Technical Services)
Karen Burke-Johnson (Manager, MSP Recruitment, Campus Human Resources)
Michaelyn Burnette (Humanities)
Barbara Glendenning (Education-Psychology Library)
Debra Harrington (Manager, Campus Labor Relations)
Susana Hinojosa (GSSI/Gov. Info)
Aija Kanbergs (Teaching Library)
Mark Livingston (Library Human Resources)
Steve Mendoza (Music Library)
Patti Owen (Director, Campus Academic Personnel)

The Committee's ongoing charges were as follows:

- To review the functions and responsibilities of the position of Director of Library Human Resources.
- To review the focus and organization of the Library Human Resources Department, including the impact of new campus policies and systems, particularly those that will affect budgeting and record keeping for authorized positions
- To recommend to the Library Chief Administrative Officer a set of critical position requirements to be incorporated into the search for the next LHRD Director. These requirements should reflect both the functions of the position and the qualities of a successful incumbent. The committee may also review the potential for restructuring the position to reflect current demands on the HR management functions.
- The Committee was also charged with providing opportunities for all Library staff to offer advice on relevant issues.

In order to fulfill these charges, we took the following steps. We sent out an email survey to all Library staff, asking for opinions on current Library Human Resources functions and on key qualities of the LHRD Director. We solicited opinions from a management perspective on Library Human Resources by querying the Library's Roundtable group of managers and unit heads. We also met with the current staff of LHRD in order to get their unique perspective on current problems and future directions in which the Department should go. Committee members identified their own key concerns about the Director's position and the Department as well, which allowed us to establish some common values as a group. The data we gathered by these methods aided us in reviewing the functions and responsibilities of the Director's position, and the focus and organization of the Department. After review and discussion of the information we gathered, we have drawn up a set of recommendations to the Chief Administrative Officer about critical position requirements.

III. Interviews with LHRD staff

LHRD staff were invited to participate in individual interviews with Committee member Barbara Glendenning. All but one current staff member accepted the invitation. Four questions were asked during the interviews:

1. What are the appropriate duties for the Director of LHRD?
2. What should be the focus of the HR Department?
3. What are the qualities and characteristics of the ideal HR Director?
4. Any other issues that need comment?

Several key issues surfaced in these interviews. There is a universal feeling among LHRD staff that having the HR Director report to the Chief Administrative Officer rather than the University Librarian has been a major problem for the unit in a number of ways, and for the Library as a whole. LHRD staff perceived that there was a lack of interest in, and concern for HR issues and problems by Library Administration, and a dearth of knowledge about LHRD staff, functions, or workloads. LHRD staff also felt that there were major communication failures in both directions between LHRD and administrative groups. They also felt that LHRD's role in participating in overall library planning had suffered due to lack of the Director's participation in Cabinet, or appropriate levels of representation there.

Another area of key concern for LHRD staff was the perception that the current Director's job is not appropriately balanced between library staff jobs/issues and academic jobs/issues. Information gathered during the interviews indicated that LHRD staff believed that the Director's position was to manage the unit and to be involved in unit wide issues. In addition, they believed that the functions of academic recruitment and academic reviews were duties handled primarily by the Director and an assistant. A universal perception was that the current Director essentially did nothing but the academic recruitment and review functions. LHRD staff felt that the Director did not keep abreast of their workload, issues, unit's problems, etc. - essentially ignored HR functions outside the academic ones. It was perceived that the Director did not "manage" the unit: was not aware of what all HR staff were doing, didn't have regular staff meetings, didn't facilitate or foster communications within the unit, and did not

appropriately represent the unit to the library administration or to the CAO. LHRD staff felt that the Director lacked accountability for absences, meeting attendance, and some work done by the unit.

Finally, comments indicated that HR staff felt that the unit is severely understaffed under recent conditions (specifically, prior to Sue McCormack's departure), and are quite anxious about the anticipated workload involved in the training and use of the new campus HR automated program.

IV. Input from Library staff

The Committee asked Library staff four questions about Library Human Resources by means of a survey to the “allusers” email reflector. The survey was sent out on October 30 and responses were requested by Nov. 7. All current LHRD functions were perceived to be important, i.e. nothing currently done should be dropped. Staff wanted to ensure that LHRD works towards providing the following:

- Advocacy to Campus on behalf of Library staff
- New employee orientation tailored for the Library
- A career development program, including well-publicized, administratively supported rotational opportunities and career counseling
- Pay and classification equity
- Equity in the reclassification process. A reclass process with better training and mentoring.
- Workload issues and understaffing addressed
- Prompt and user-friendly service

Staff thought the LHRD Director should be fair, honest, supportive, a good listener and communicator, and a good manager. Overall, the Director should have good “people skills.” The Director should also be knowledgeable about all HR issues and about the larger Campus HR environment. The Director should exhibit leadership and vision, and be politically astute.

V. Input from managers and unit heads

On Nov. 9, the Committee spoke to the Library’s Roundtable group. Roundtable members report directly to AULs and are generally managers and unit heads. The Committee briefly described its work to date and asked the Roundtable group five questions. As well as being discussed in the meeting, these questions were also distributed in paper format so that people had the option of returning anonymous written answers to the Committee. Verbal comments were recorded during the meeting. Roundtable members wanted to ensure that LHRD works towards providing the following:

- Work with Campus HRD—improved contract liaison
- Provide training on management skills as well as specific problems
- Be CONSISTENTLY reachable

Provide readily available information—be the central place for Library information on staff salaries, level, etc. Be the first place we go. Provide online aids (forms and instructions).

Have trained staff give knowledgeable advice

Provide coaching and mentoring

VI. Data from other UC campuses and Stanford

The Committee investigated human resource structures at other UC campuses and Stanford. The data we gathered has not been included in the body of this report. This material is useful for developing comparisons. However, we felt that the structure of the Human Resources was less crucial than the qualities which a new Director should bring to the job. We felt the Director should have the freedom to reorganize the Department (or not) as he or she sees fit.