

HROE QUALITY STANDARDS 2009-2010 (Initial version 0909)

LIBRARY KEY RESULT AREA	LIBRARY CRITICAL PROCESS LIST	LIBRARY KRA-ASSOCIATED STRATEGIES	LIBRARY MEASURE/QS	HROE QUALITY STANDARD	OWNERS (Major, Minor)	With Whom HROE Partners	Data Gathering Method	COMPETENCIES NEEDED
1) MANAGE MAIN LIBRARY SYSTEM EMPLOYMENT								
A) ACQUIRE EMPLOYEES (RECRUITMENT, SELECTION & HIRING)								
	1.	Regular Employees: Support the Recruitment and Hiring of Regular Employees to Maintain EOC Compliance in Our Recruitment, Selection and						
#4: Operational Effectiveness	9.2, 1, 1	Recruiting, Allocating and Hiring (all classifications and volunteers) <i>PM 1: Timeliness</i>	#4/S1: Identify, maintain, develop, and/or acquire critical competencies required to be successful in the future. AND, #4/S4: Obtain and allocate resources (money, personnel, attention) to strategic products, services, and processes that will enable us to provide exceptional customer service.	QS 1: 95% of regular employee position descriptions submitted to initiate the recruitment process will be initially reviewed and feedback given to W/TL within 2 business days.	MJ, GH, ELB	Dean, W/TL	Tracking log	Cross-training for Glenda (in progress)
	9.2, 1, 2	<i>PM1</i>	↓	QS 2: 95% of applications will be pre-screened for minimums within 1 business day after the closing date of the position or by the first review date if position is open until filled.	MJ, GH, ELB	W/TL, Selection Teams	Tracking log	Cross-training for Glenda (in progress)
	9.2, 1, 3	<i>PM1</i>	↓	QS 3: In 99% of classified searches, audit of search steps will be completed within 2 business days after receipt of file from selection team for each step of the search process.	MJ, GH, ELB	W/TL, Selection Teams	Tracking log	
	9.2, 2, 1	Recruiting, Allocating and Hiring (all classifications and volunteers) <i>PM 2: Outcome: enhance quality of selection process</i>		QS 1: 95% of search teams will use competency based position descriptions, criteria matrices, interview and reference questions to enhance selection process.	MJ	W/TL, Selection Teams	Audit log	Competency description development for Martina and TLs

	9.2, 2, 2	PM2	↓		QS 2: 100% of classified searches will be audited by the HROE team and feedback provided to selection team when best practices or UA/AA policies and procedures for recruitment have not been followed.	MJ	W/TL, Selection Teams	Audit log	Cross-training for Glenda (in progress)
	9.2, 2, 3	PM2	↓		QS 3: 90% of all Library searches (with or without goals) will include minority and women applicants.	MJ, GH, ELB	Selection Teams	Careertrack EEO Summary	
	9.2, 2, 4	PM2	↓		QS 4: All library searches <u>with UA goals</u> will strive and reach "applicant availability" goals.	MJ, GH, ELB	Selection Teams	Prescreening process	
	2.	Graduate Student Employees: Support the recruitment and hiring of graduate student employees to maintain EOC compliance in our recruitment,							
#4: Operational Effectiveness	9.2, 3, 1	Recruiting, Allocating and Hiring (all classifications and volunteers) PM 3: <i>Timeliness</i>		#4/S1: Identify, maintain, develop, and/or acquire critical competencies required to be successful in the future. AND, #4/S4: Obtain and allocate resources (money, personnel, attention) to strategic products, services, and processes that will enable us to provide exceptional customer service.	QS 1: 95% of grad student employee position descriptions submitted to initiate the recruitment process will be initially reviewed and feedback given to W/TL within 2 business days.	MJ, GH, ELB	W/TL	Tracking log	Cross-training for Glenda (in progress)
	9.2, 3, 2	PM3	↓		QS 3: In 99% of grad student employee searches, audit of search steps will be completed within 2 business days after receipt of file from selection team for each step of the search process.	MJ, GH, ELB	Supervisors	Audit log	

	9.2, 4, 1	Recruiting, Allocating and Hiring (all classifications and volunteers) <i>PM 4: Outcome: enhance quality of selection process</i>		QS 1: 100% of grad student searches will be audited by HROE and feedback provided to selection team when best practices or UA/AA policies and procedures for recruitment have not been followed.	MJ	W/TL, Selection Teams	Audit log	Cross-training for Glenda (in progress)
	3.	Temp Employees: Coordinate and support the recruitment and hiring of temp agency employees.						
#4: Operational Effectiveness	9.2, 5, 1	Recruiting, Allocating and Hiring (all classifications and volunteers) <i>PM 5: Timeliness</i>	#4/S1: Identify, maintain, develop, and/or acquire critical competencies required to be successful in the future. AND, #4/S4: Obtain and allocate resources (money, personnel, attention) to strategic products, services, and processes that will enable us to provide exceptional customer service. AND, #4/S3: Develop collaborative partnerships with research libraries and related information agencies to leverage resources and achieve goals in key result areas.	QS 1: 99% of temp agency employee position descriptions submitted to initiate the recruitment process will be initially reviewed and feedback given to requesting supervisor within 2 business days.	MJ, GH, ELB	TL, Supervisors	Tracking log	Cross-training for Glenda (in progress)
B) SUPPORT PERSONNEL FUNCTIONS AND ISSUES								
	1.	Provide Information, Advice and Referral regarding Personnel Policy and Personnel Issues (including policy +/- or procedure clarification, personnel issues & concerns,						

#4: Operational Effectiveness	9.5, 1, 1	Informing, Providing Advice and Coordinating Resolution and Referral of Employee Work-Related Conflicts / Problems and Human Resource / Organization Effectiveness Policy and Process Questions <i>PM 1: Timeliness/ Responsiveness</i>	#4/S1: Identify, maintain, develop, and/or acquire critical competencies required to be successful in the future. AND, #4/S4: Obtain and allocate resources (money, personnel, attention) to strategic products, services, and processes that will enable us to provide exceptional customer service. AND, #4/S3: Develop collaborative partnerships with research libraries and related information agencies to leverage resources and achieve goals in key result areas.		QS 1: All requests for information/assistance will be responded to within 2 business days.	MJ, GH, ELB	W/TL, Supervisors	Tracking log	Cross-training for Glenda and Ellen and TL
	9.5,1,2	<i>PM1</i>	↓		QS 2: If in-depth assistance is required, a plan of action will be offered within 5 business days.	MJ, GH, ELB	W/TL, Supervisors	Tracking log	Stay abreast of changing policies and laws - Martina
	9.5, 1, 3	<i>PM1</i>	↓		QS 3: With disciplinary action cases and visa requests, in-depth assistance to develop a plan of action or next steps will be offered within 5 business days.	MJ	W/TL, Supervisors	Tracking log	Stay abreast of changing policies and laws - Martina
	9.5, 2, 1	Informing, Providing Advice and Coordinating Resolution and Referral of Employee Work-Related Conflicts, etc. <i>PM 2: Outcome: enhance quality of response and resolution of issue.</i>			QS 1: 100% of team/work team leaders are aware of, using & following the processes for probation, leave management, performance appraisals, personnel actions and terminations.	MJ, GH, ELB	W/TL, Supervisors	Annual survey	TL Training

	9.5, 2, 2	PM2	↓		QS 2: Reduce the number of cases of personnel conflict coming to HROE by 20% over previous year.	MJ, GH, ELB	W/TL, Supervisors	Tracking log	TL Training
2) MANAGE HUMAN RESOURCES INFORMATION									
A) Create, Maintain and Provide Access to HR-Related Information which Helps the Organization									
	1.	Employee Data: Create, Collect and Organize Up-to-Date Data Records							
	P15.4, 1, 1	Collecting and Distributing Statistics and Management Data <i>PM 1: Timeliness</i>	#4/S2: Regularly assess and improve our organizational systems and processes to ensure they are efficient and effective.		QS 1: Create, run and provide data reports on or before negotiated due date 99% of the time.	GH, ELB	Dean, SLRP, TL	Tracking log	Learn PeopleSoft; cross-training for Ellen
	2.	Web Resources: Create, Organize and Maintain Up-to-Date Web Pages							
	P3.5, 1, 1	Designing and Maintaining Library/CCP Web Presence <i>PM 1: Timeliness</i>	#4/S1: Identify, maintain, develop, and/or acquire critical competencies required to be successful in the future. AND, #4/S2: Regularly assess and improve our organizational systems and processes to ensure they are efficient and effective.		QS 1: Create or update web pages with change in policy and procedure within 2 business days of notification of change 99% of the time.	ELB, GH	Central HR, Other Information Providers	Tracking log	
3) WORK WITH THE ORGANIZATION AS A STRATEGIC PARTNER									
A) Support HR Systems and Practices (Shared Ownership Topics)									
	1.	Support and Maintain Existing HR-Related Systems							
		A. Orientation: Coordinate and Provide Support for New Employee Orientation.							
#2: Education AND #4 Operational Effectiveness	P9.3	Training for Team Systems (PEMS, Compensation and/or Rewarding Systems), Team Development, and Interpersonal Skills	#2/S2: Develop and support learning environments with appropriate customizable tools that integrate information resources to support learning and research in virtual spaces in use by our customers. AND, #4/S4: Obtain and allocate resources (money, personnel, attention) to strategic products, services, and processes that will enable us to provide exceptional customer service.						

	9.3, 1, 1	Training for Team Systems (PEMS, Compensation and/or Rewarding Systems), Team Development, and Interpersonal Skills <i>PM 1: Timeliness</i>			QS 1: 100% of new employees will invited to attend NEO Foundations Programming as sessions are scheduled.	Who will facilitate required sessions?	W/TL, Regular Employees	Tracking log	
	9.3, 1, 2	<i>PM1</i>	↓		QS 2: 90% of new employees will complete required NEO Foundations Programming (Sessions 1, 2, 3, 5) <u>within 1 year of hire.</u>	Who will facilitate required sessions? (Jim)	W/TL, Regular Employees	Tracking log	Practical experience with Flash objects - Ellen
	9.3, 1, 3	<i>PM1</i>	↓		QS 3: 95% of all new employees (including GA and student) will complete NEO Foundations Programming (Session 6: Preventing Sexual Harassment) <u>within 3 months of hire.</u>	W/TL	W/TL, Regular Employees	Tracking log	
B. Competency Description Models: Coordinate the Update of Competency Models for All Libraries Positions.									
#4 Operational Effectiveness	P3.7, 1, 1	Managing and Organizing Access to Information <i>PM 1: Outcome</i>	#4/S1: Identify, maintain, develop and/or acquire critical competencies required to be successful in the future.		QS 1: Create or update web pages with additions to or changes in competency models.	ELB, MJ, GH	W/TL, Regular Employees	Annual survey or focus group	Competency description development for Martina and Tls
4) MEASURING/EVALUATING & IMPROVING HROE SERVICES									
A) Measure Libraries Satisfaction with HROE Services and Determine Customers' Changing Needs on a Regular Basis.									
#4: Operational Effectiveness	9.10, 1, 1	P9.10 Measuring/Evaluating <i>PM 1: Evaluate HROE Processes</i>	#4/S2: Regularly assess and improve our organizational systems and processes to ensure they are efficient and effective.		QS 1: HROE services will be evaluated for customer satisfaction, effectiveness and needs/prioritization biennially.	HROE	Any one who used our services	Annual survey or focus group	

	9.10, 2, 1	P9.10 Measuring/Evaluating <i>PM 2: Measure Cost-Efficiency of HROE Processes</i>	#4/S2: Regularly assess and improve our organizational systems and processes to ensure they are efficient and effective.		QS 1: HROE processes under study will include an evaluation which shows that changes resulted in reduced costs.	HROE	Any one who used our services	Annual survey or focus group	
B) Improve HROE Processes									
	9.10, 3, 1	P9.10 Measuring/Evaluating <i>PM 3: Improve HROE Processes</i>	#4/S2: Regularly assess and improve our organizational systems and processes to ensure they are efficient and effective.		QS 1: HROE evaluations will determine whether customers are satisfied with process improvements.	HROE	W/TL, Library Employees, Potential Employees	Annual survey	
	15.7, 1, 1	Developing Policies (including clarifying and assisting in implementing) <i>PM 1: Satisfaction</i>	#4/S2: Regularly assess and improve our organizational systems and processes to ensure they are efficient and effective.		QS 1: 90% of Cabinet members are satisfied with timeliness and quality of advice provided on policy development when requested.		Cabinet	Cabinet survey	