THE UNIVERSITY OF ARIZONA LIBRARY

ORGANIZATIONAL

OVERVIEW FOR

NEW STAFF

Prepared by Bob Diaz

Overview of Today's Session:

- **Brief introduction to the University of Arizona Libraries**

- **Mission, Vision, and Values of the Library**

- **UA Library Staff and Library staff expectations**

- **Functional teams and Library Organization Chart**

- **Other important teams/groups**

- **Acronyms**

- **Communication mechanisms in the Library**

- **Learning opportunities in the Library**

- **Library and University Policies**

- **Benefits you may not know about**

- **Things to do on your own**

THE UNIVERSITY OF ARIZONA LIBRARY

NEW EMPLOYEE HANDBOOK

PREPARED BY BOB DIAZ

Section 1: *Organization Basics*

- **The UA Library**

- **Parking Map/Information**

- **University/UA Library Mission and Vision Statements**

- **Values of the UA Library**

- **UA Library Organization Chart**

- **Communication Mechanisms**

- **Team Reports Schedule**

Section 2: *Library Staff*

- **Library Staff Descriptions**

- **Library Staff Expectations**

- **Compensation in the Library**

- **Staff Governance Association**

- **Library Faculty Assembly**

- **Library and University Policies**

Section 3: *Teams*

- **Functional Teams**

- **Team Strategic Frameworks**

- **Other Important Teams and Groups**

- **Library Cabinet**

- **Strategic Long Range Planning Team**

Section 4: *Learning Opportunities/Travel*

- **Learning Opportunities**

- **Skills you may want to develop**

- **Staff Development Fund Guidelines**

- **Special Workshops Fund Guidelines**

- **Library Staff Travel Committee**

- **Request for Leave/Travel Forms**

- **Workshops, Classes and Training**

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Section 5: *Miscellaneous*

- **Benefits you may not know about**

- **Acronyms**

- **Things to do on your own**

LIBRARY STAFF

The Library employs approximately 200 full time staff, some staff on temporary appointment, and hundreds of student employees.

While the Library has many job classification titles, there are two major groups of staff—academic professionals and classified staff.

Academic professionals include librarians, curators and archivists. These employees are exempt (not bound to a 40 hour work week) and either have continuing status, are continuing status eligible or have year to year contracts. They are also voting members of the general faculty of the University. There are three ranks within the librarian category—Assistant Librarian, Associate Librarian and Librarian. Associate and full librarians usually have continuing

status, although we do hire some librarians at the associate level without continuing status.

Classified staff are not continuing status eligible and can be either exempt or non-exempt. Non-exempt staff have to keep track of their time by swiping in and out of Kronos. This is necessary to comply with federal labor law, which requires us to maintain a timekeeping system for non-exempt employees.

The Dean of the Library, Carla Stoffle, has been the Library's top administrator since 1991. She hails from Pueblo, Colorado. Prior to becoming the Library's Dean, she was Assistant Director at the University of Michigan Libraries and Assistant Provost at the University of Wisconsin-Parkside.

The Dean's Executive Assistant is Loretta Moore. Loretta is a long time Library employee. She coordinates the work of the Library Office and the Dean's calendar. She can be reached at 621-6432.

The University of Arizona

Vision

To achieve recognition as the leading land-grant university in the United States.

By educating the learner of tomorrow

By research and creative scholarship that expand the knowledge base and, where applicable, contribute to economic development and improve public policy

By outreach through which the education and research strengths of the institution enrich the lives and contribute to the self sufficiency of Arizona residents and business.

Mission

The University of Arizona, a public, land-grant research and educational institution, is dedicated to preparing students for an increasingly diverse and technological world and to improving the quality of life for the people of Arizona and the Nation. The University provides distinguished undergraduate, graduate, and professional education; exceeds in basic and applied research and creative achievement; and integrates these activities and achievements of regional, national, and international significance into everyday life.

The University Of Arizona

Library

Vision

To be recognized as the primary community for access and appropriation of information

By developing excellent services that meet expressed and anticipated needs of the learner, and that aim to exceed expectations

By building a diverse staff, valued for their knowledge and abilities in gathering, organizing, and distributing information, prepared for collaborative learning, and recognized as partners contributing to the research enterprise

By outreach with students, staff, faculty, colleagues and citizens to insure their success and enrich their lives.

Mission

The University of Arizona Library is dedicated to meeting the diverse information, curricular and research needs of students, faculty, staff and affiliated customers. In an environment of free and open inquiry and with a commitment to excellence, the Library participates in the scholarly communication process to promote life-long learning skills and continuous educational achievement.

Values of the University of Arizona Library

CONTINUOUS IMPROVEMENT AND LEARNING

Quality and continuous learning are woven into the whole fabric of the organization.

- **We provide an environment for learning and growth**

- **We strive to exceed our expectations, raise our standards, and challenge ourselves.**

Incorporates: risk-taking, teamwork, excellence, efficiency, staff development and meaningful work.

DIVERSITY

- **We value, respect, and are strengthened by viewpoints and experiences outside the dominant culture.**

- **We strive to build a multicultural organization**

CUSTOMER FOCUS

- **We actively seek to identify, meet and exceed customer wants and needs.**

- **We welcome, guide and support customers, both internal and external, with attention and respect.**

- **We create and sustain partnerships.**

- **We provide access to information in its most useful form.**

INTEGRITY

- **We honor our commitments by doing what we say.**

- **We hold ourselves and each other accountable and behave in a consistently ethical and responsible manner.**

- **We support freedom of information and academic freedom.**

Incorporates: respect, ethical practice, trust and honesty.

FLEXIBILITY:

We respect varying approaches to problem solving and meeting customer needs.

- **We value and support collaboration, teamwork, and other creative methods as a basis for making decisions and developing programs.**

Library Staff Expectations:

The Library is an innovative, team-based organization committed to continuous learning, increasing customer self-sufficiency and fostering a diverse environment. Our mission includes furthering cultural transmission, preservation and the educational roles of the Library.

All work that addresses customer needs will be performed (e.g. circulation, reference, check-in, cataloging, process improvement, etc.). Individuals can expect that this work will include team-wide and Library-wide work (e.g. process improvement teams, meetings, planning, Strategic Long Range Planning, etc.). As customers' needs change, our work formula or patterns may change. As a result, team and Library work is negotiated within the team, the end product being an agreement in writing in the performance evaluation.

Each team member is responsible for:

*	**understanding and communicating the vision, mission and priorities of the Library and the team(s) in order to move the Library and team(s) to their goals**

*	**committing to excellence, process improvement and continuous learning**

*	**participating in the planning and decision-making processes for customer services**

*	**obtaining the information necessary to perform his/her job**

*	**accepting change and exhibiting flexibility in working within teams and dealing with team and Library-wide issues and concerns**

*	**helping fellow team members in a team-based work environment and participating on cross-functional and process improvement teams in the Library as necessary**

*	**attending and participating in team meetings and projects as assigned and facilitating and leading meetings as needed**

*	**solving as many of their own problems as possible; expected to resolve issues close to the action rather than to pass responsibility for solutions to others and are empowered to do so**

*	**making decisions at appropriate levels**

*	**prioritizing work**

*   maintaining a customer service orientation

*   challenging him/herself and colleagues to think creatively and

    broadly

Functional Teams:

Functional teams are those teams that are "permanent" within the Library. There are a total of 9 of these. Each has a team leader and all have some mixture of classified and professional staff. There are three basic "types" of these teams--integrative services teams, access teams, and support teams.

Access teams focus on provision of physical or on-line access to the Library's collections. Teams in this category include the Technical Services Team and the Materials Access Team.

Integrative Services teams are comprised mainly of professional librarians that work with faculty and students and who provide reference service, instruction, and selection of materials for the Library's collections. These teams include: FAH, SST, UST, RAMSC, and SET.

Support teams focus on providing the infrastructure support for the rest of the staff. These include FAST and LIST.

Below is a list of these teams that includes the name of the team leader.

Access Teams:

Materials Access Team (MAT): This team handles management of branch library services, circulation of materials, reserves, shelving and maintenance of current periodicals, microfilm and newspapers. Comprised of four work teams, this team is led by **Jeanne Voyles**.

http://dizzy.library.arizona.edu/library/teams/mat/

Technical Services Team (TST): This teams focus is on ordering, receiving, bindery and book repair, cataloging and preparing the Library's resources for use by the Library's customers. The team leader is **Chestalene Pintozzi** (temp. 2 year appt.)

http://dizzy.library.arizona.edu/library/teams/tst/

Integrative Services Teams:

Fine Arts Humanities Team (FAH): focuses on supporting the research and teaching needs of the faculty and students within the College of Fine Arts and the College of Humanities. The team leader for this team is: **Patricia Promis** (temp. two year appointment).

http://dizzy.library.arizona.edu/library/teams/fah/fahhome.html

Research, Archives, Museums and Special Collections (RAMSC): This team is led by **Terry Pitts**, who is also Director of the Center for Creative Photography (CCP). Staff on this team are located in two places primarily, Special Collections and CCP. Part of their focus is on building and maintaining our research archival collections. CCP is also a renowned photography museum.

http://dizzy.library.arizona.edu/library/teams/ramsc/ramsc.htm

Science Engineering Team (SET): This team "resides" in the Science Engineering Library and supports faculty and students in the sciences. The team leader is **Karen Holloway**. This team, like FAH, RAMSC, and SST, focuses on reference, instruction, and collection development, among other things.

http://dizzy.library.arizona.edu/library/teams/set/

Social Sciences Team (SST): This team, also comprised primarily of librarians, focuses on providing support to faculty and students in the Social and Behavioral Sciences. The team leader is **Laura Bender**. Most SST librarians work in the Main Library and do the same kinds of work that the Fine Arts and Humanities librarians do, but with a different subject focus.

http://dizzy.library.arizona.edu/library/teams/sst/

Undergraduate Services Team (UST): This team, led by **Janet Fore**, focuses on coordination of the provision of information desk and reference services in the Main and branch libraries as well as coordination of general library instruction to undergraduate students.

http://dizzy.library.arizona.edu/library/teams/ust/usthome.htm

Support Teams:

Financial and Administrative Services Team (FAST): Comprised of five workteams, this team is temporarily being led Stephen Bosch . A permanent team leader has yet to be selected. The work teams are: Facilities Management (FM) Work Team, led by Jim Fromm, the Staff and Organizational Systems Team (SOS) led by Bob Diaz, the External Relations and Administrative Support Work Team led by Stephen Bosch, the Photocopy work team, led by Patricia Peck, and the FASTCATS (which handles business operations and payroll) Work Team, led by Barbara Whittlesey.

http://dizzy.library.arizona.edu/library/teams/fast/fasthome.html

Library Information Systems Team (LIST): Led by Assistant Dean **Stuart Glogoff**, this team maintains the Library's computer systems. It is also responsible for providing computer support for both staff and public computer workstations.

http://dizzy.library.arizona.edu/library/teams/list/list.html

Other Important teams and groups:

In contrast to functional teams, *cross-functional* teams are typically comprised of employees throughout the Library. All Library employees are eligible and expected at some point in their careers here to serve on cross functional teams.

Library Cabinet

http://dizzy.library.arizona.edu/manual/cabinet/acabhome.html

Members include the team leaders for each functional team (Pat Promis/FAH TL, Karen Williams/DLIG TL, Laura Bender, SST TL, Stuart Glogoff/LIST TL, Terry Pitts/RAMSC TL, Carla Stoffle/Dean, Karen Holloway/SET TL , Janet Fore/UST TL , Jeanne Voyles/MAT TL, Shelley Phipps/Cabinet Facilitator, Bob Diaz/Assistant to the Dean for Staff Development, Recruitment and Diversity, Robert Mitchell/LFA representative, Kay Dodder/SGA representative. For more information on Cabinet's mission, see attached pages or visit the Cabinet homepage noted above.

Library Diversity Council

Library Faculty Assembly (LFA)

http://dizzy.library.arizona.edu/library/lfa/

Staff Governance Association (see handout). (SGA)

Information Resources Council (IRC)

http://dizzy.library.arizona.edu/library/teams/irdp/irdphome.html

Strategic Long Range Planning Team (SLRP)

http://dizzy.library.arizona.edu/library/teams/slrp/slrp-home.html

Annual Project Teams: With the exception of the Digital Library Initiatives Group, all of the teams noted below are brand new!

Staff Development Fitness Project Team

Residency Project Team

Library Report Card Project Team

Vision and Strategic Planning Education Team

Data Management/Needs Assessment Project Team

Fundraising Project Team

Digital Library Initiatives Group

Technology Infrastructure Staffing Project Team

Technology Infrastructure Interior and Equipment Project Team

Library Cabinet

http://dizzy.library.arizona.edu/manual/cabinet/acabhome.html

Members include the team leaders for each functional team (Pat Promis/FAH TL, Karen Williams/SST TL, Stuart Glogoff/LIST TL, Terry Pitts/RAMSC TL, Carla Stoffle/FAST TL and Dean, Karen Holloway/SET TL , Janet Fore/UST TL , Jeanne Voyles/MAT TL, Shelley Phipps/Cabinet Facilitator, Bob Diaz/Diversity Librarian, Robert Mitchell/LFA representative, Kay Dodder/SGA representative. For more information on Cabinet's mission, see attached pages or visit the Cabinet homepage noted above.

LIBRARY CABINET MISSION STATEMENT

The mission of Library Cabinet is to provide leadership and support for the Library staff in their efforts to fulfill the Library's vision and mission of providing continuously improving quality service to customers. Cabinet builds on the work of teams (and Cabinet members add their own knowledge) to develop a shared vision. Cabinet provides a context and structure for maintaining customer focus in a diverse learning organization, and reinforces and supports staff efforts to continually improve customer service.

To achieve these ends, Cabinet provides input and guidance to the library's planning processes and projects, and where appropriate acts as a management review team setting the context, assumptions and parameters under which teams operate. Cabinet generates and allocates resources based on strategic planning priorities; ensures that library-wide policies are developed as needed to support high quality services to users; empowers cross-functional teams to accomplish initiatives related to strategic priorities; and acts in an advisory capacity to the Dean as appropriate.

As leaders in the organization, all Cabinet members strive to behave in ways that model and promote the vision, values and mission of the Library. Cabinet members share responsibility for holding each other and other members of the library accountable.

WHAT YOU CAN EXPECT FROM CABINET

1. You can expect that Cabinet will maintain a focus on Library customers, Library strategic directions, and the Library Vision; and that Cabinet will help and support Library teams in maintaining a similar focus in their decision making and work. One thing this means is that members of Cabinet will question teams if this focus is not evident in their reports.

2. You can expect that Cabinet will actively seek, utilize, and communicate information from a variety of sources, to enable Cabinet and the Library staff to understand and respond to a changing environment. These sources include the Library Environment Questionnaire, LPEMS, comments from staff at Allstaff meetings and other similar venues, information brought to Cabinet from a variety of sources, and university strategic directions and initiatives.

3. You can expect that Cabinet will communicate the Library's Vision and strategic direction, both as feedback to Library teams as they are reporting to the Library, and to customers and stakeholders outside the Library.

4. You can expect that Cabinet will allocate resources (e.g., money and staff) based on the Library's strategic directions and identified priorities.

5. You can expect that Cabinet will insure that Library-wide guidelines and policies are developed and set by appropriate groups, to enable staff to respond successfully to a changing environment.

6. You can expect that Cabinet will act as a stakeholder in the success of individuals, teams, and projects, by fostering a culture and climate for success; by giving feedback, removing barriers and being an advocate for the open exchange of ideas and

for accomplishing goals; by providing resources, advice, and assistance for teams to solve problems and make decisions; and by promoting the Values of the Library.

7. You can expect that Cabinet will support Library planning processes by:

> a. Working to insure that these processes (including SLRP, IRC, and team planning) are

  aligned with the Library's strategic priorities and with each other.

> b. Being advocates for the importance of planning as a Library priority.

This means that Cabinet will help provide the information that planning teams need to do their work, and that Cabinet will encourage and support staff participation in the planning process.

Communication mechanisms in the Library:

- **Team Reports every other Tuesday**
- **One-on-one communication**
- **Allstaff email**
- **AzU Newsletter**
- **Allstaff meetings**
- **LFA and SGA meetings**
- **Cabinet minutes** : these are available both on the Cabinet Home Page and are sent out by the LFA and SGA representatives to the allstaff listserv.
- **Memos**
- **Team meetings**
- **Team web pages** (http://www.library.arizona.edu/) click on Library information to find a list of teams. To get into the Library's internal web pages (not accessible to the public) type in Library for username and r0adrun (the 0 is a zero, not the letter o) as the password. Please do not give the password to anyone outside the Library.

Team Strategic Frameworks

Each year, every functional team in the Library reviews its strategic framework and sets about developing both team and individual projects in addition to learning goals that are intended to help the team achieve their quality standards.

Components of every team's strategic framework:

- **Team Vision and Mission**
- **Customers of each team**
- **Mission Critical Areas for each team**
- **Performance measures**
- **Quality Standards**
- **Team projects**
- **Individual learning and performance goals**

Compensation in the Library:

Each staff member, when hired, joins a particular job classification. There are a variety of these in the organization, categorized into what are called "paygrades". Staff in a particular job classification are paid according to a pay range or scale for their paygrade.

There are various ways to "get a raise". The primary method employed by the Library is called career progression. This is a program that all staff are eligible to participate in. When one applies for career progression, he/she is responsible for making a case for him/herself that shows that new learning has been applied to the job that helps the Library achieve its strategic goals and objectives. There is an annual application process and extensive training in how to write a good application. Peer review is used as the method for determining who among the many applicants will actually receive an increase in pay.

Another way staff earn additional money is through a program called LPEMS. (Library Performance Effectiveness Management System). Users of the Library's SABIO website can give feedback to the Library via SABIO and rate our services. We also conduct customer satisfaction surveys on a bi-annual basis. Every quarter, staff are given a bonus that is calculated by using a formula that takes into account customer satisfaction based on a 10 point scale.

Librarians who are on the continuing status track also receive a raise once they pass their probation and are promoted to Associate Librarian.

Finally, the Library sometimes receives additional funding from the State to make what are called "market adjustments" for particular job groups.

Skills you may want to develop

There are courses offered through the University's Human Resources Organizational Effectiveness Unit. Go to the following web page for more information: http://hr2.hr.arizona.edu/development/

- **Facilitation**
- **Conflict Resolution**
- **Negotiation**
- **Effective meetings**
- **Group Decision making**
- **Project management**
- **Time management**
- **Coaching**
- **Problem Solving**
- **Data gathering and analysis**

Learning Opportunities

Professional Leave: All staff are eligible to take up to 24 days professional leave to attend conferences or workshops or to prepare for presentations or the writing of publications. This is paid leave. It must be approved by one's team and team leader. To apply for professional leave, one needs to fill out a "Request for Leave/Travel Form".
(http://dizzy.library.arizona.edu/manual/travel/form.htm)

Staff Development Fund
(http://www.library.arizona.edu/library/teams/fast/humanres/sdguides.htm)

Special Workshops Fund

(http://www.library.arizona.edu/library/teams/fast/humanres/swguides.htm)

Travel Fund

(http://dizzy.library.arizona.edu/manual/travel/travel.htm)

Service on cross-functional teams such as annual project teams, SLRP, selection committees, SGA, LFA and other campus opportunities.

Library and University Policies

There are many places to find University and Library Policies.

For information about *University policies*, the best place to look is the UAINFO Web Page.
http://www.arizona.edu/

 Below are links to the most important sources:

Classified Staff Human Resources Policy Manual:

http://hr2.hr.arizona.edu/class-~1.htm

University of Arizona Employee Handbook

http://hr2.hr.arizona.edu/hr_handb.html

University Handbook for Appointed Personnel

http://w3.arizona.edu/~uhap/

LFA Bylaws

http://www.library.arizona.edu/library/lfa/bylaws.html

For Library policies, consult your team leader or the FAST Staff and Organization Systems team. Call 621-6429 for information. Martina Johansen can answer questions or refer you to the proper University Human Resources person if you have any benefits or personnel related questions.

Each functional team in the Library should have a list of "work related issues" that include team policies and library policies things like vacation, lunches, what to do when calling in sick, etc. Ask your team leader to see a copy of your teams work related issues document.

Benefits You May Not Know About:

See the following for a more comprehensive list of employee services and benefits:

- **University of Arizona Employee Handbook**

http://hr2.hr.arizona.edu/hr_handb.htm

- **25% Discounts on computer classes offered by Extended University**

- **Childcare and Family Resources**

http://lifework.arizona.edu/childcar/childcar.html

- **Tuition Fee Waiver http://hr2.hr.arizona.edu/edassist.htm**

- **Recreation Center membership http://campusrec.arizona.edu/**

- **Diner's Club Corporate Card**

- **Discounts at UA Bookstore http://www.bookstore.arizona.edu/index.html**

- **UA Ombuds Program** http://w3.arizona.edu/~ombuds/home.htm

- **Other uses of Catcard http://www.catcard.arizona.edu/index2.html**

- **Employee Wellness http://www.health.arizona.edu/wellness/wellnesssvcs.html**

- **Employee Career Development Center 621-2340**

- **Other fringe benefits (http://hr2.hr.arizona.edu/fringe.htm)**

Things to do on your own:

- **Take an exploratory walk around campus**
- **Visit the Student Union**
- **Visit each Library**
- **Go to the UAINFO Web site (http://www.arizona.edu/) and poke around it.**
- **Use RIO to learn how to navigate through SABIO (http://www.library.arizona.edu/) and to do library research**
- **Take a tour of the Campus Recreation Center. (You can join by paying $10 a month, which can be deducted from your paycheck every two weeks).**
- **Visit the ASUA Bookstore**
- **Visit the Center for Creative Photography, the Arizona State Museum, the UA Museum of Art, or the Arizona Historical Society.**

Acronyms:

- **APT**   Action Plan Team
- **CBT**   Computer Based Training
- **CCIT**   Campus Center for Information Technology
- **CCP**   Center for Creative Photography
- **CDP**   Construction Decision Package
- **CMC**   Collection, Maintenance, and Circulation
- **CPN**   Current Periodicals/Newspapers
- **CPNM**   Current Periodicals/Newspapers/Microfilm
- **CSA**   Current Situation Analysis
- **DLIG**   Digital Library Initiatives Group
- **ER**   Electronic Reserves
- **ERAS**   External Relations and Administrative Support Team
- **FAH**   Fine Arts/Humanities Team
- **FAQ**   Frequently Asked Questions

- **FAST**   Financial and Administrative Support Team
- **FM**   Facilities Management
- **FRS**   Financial Records System
- **GIS**   Geographic Information Systems
- **ILC**   Integrated Learning Center
- **ILL**   Interlibrary Loan
- **IRC**   Information Resources Council
- **LIST**   Library Information Systems Team
- **LN**   Learning Network
- **LPEMS**   Library Performance Effectiveness Management System
- **LRC**   Library Report Card
- **MAT**   Materials Access Team
- **MBTI**   Myers Briggs Type Indicator
- **MLIP**   Main Library Improvements Project
- **MRT**   Management Review Team
- **NADM**   Needs Assessment Data Management Annual Project Team
- **NASF/NUSF**   Net Assignable/Usable Square Feet
- **QS**   Quality Standard
- **P & CS**   Promotion and Continuing Status
- **PR**   Public Relations
- **PSOS**   Personal Services Operating System
- **RAMSC**   Research Archives, Museums and Special Collections
- **RLIN**   Research Libraries Information Network
- **SET**   Science-Engineering Team
- **SLRP**   Strategic Long Range Planning Team
- **SOS**   Staff and Organization Systems
- **SST**   Social Science Team
- **TST**   Technical Services Team
- **UST**   Undergraduate Services Team