

CLEVELAND PUBLIC LIBRARY

Finance Committee

April 16, 2009

**RESOLUTION TO IMPLEMENT INTERNAL SELECTION PROCESS FOR
BARGAINING UNIT POSITIONS**

- WHEREAS, The Cleveland Public Library desires to enhance and improve its hiring and selection process of employees; and
- WHEREAS, An initial audit and assessment of the hiring process of bargaining unit positions was completed in January 2009 by Partners for Organizational Success; and
- WHEREAS, The study indicated that changes in policy and practice as well as training for managers would be needed; and
- WHEREAS, Library administration has determined that help in the implementation of an internal selection process for bargaining unit employees would be beneficial; therefore be it
- RESOLVED, That the Library Board of Trustees approve the attached proposal from Partners for Organizational Success to implement a revised internal Selection Process for bargaining unit positions in the amount of \$35,300.00 plus miscellaneous expenses not to exceed \$200.00; and be it further
- RESOLVED, That payment for services be charged to Fund Account: 11510053-53710: Professional Services.

Project II

Implementation of Internal Selection Process for Bargaining Unit Positions (With consideration given to Performance Evaluation and Employee Development) For the Cleveland Public Library

I. Project Scope

The project would include:

- Support in the development and implementation of new selection processes, goals and strategies,
- Recommendations for areas where change could be beneficial in:
 - Selection processes
 - Performance evaluation processes
 - Employee development processes
- Documentation of the new processes and guidelines
- Support communication regarding these efforts to Management, supervision, union and employees
- Regular consultation with Administration to:
 - solicit their ideas
 - obtain their support, and
 - update them as to progress and process observations

Only the selection processes and procedures pertaining to the jobs covered by Collective Bargaining Agreement with the SIEU 1199 are within the scope of the selection portion of this project. Work concerning performance evaluation and employee development would pertain to all employees and positions at the Library. Details of the scope are included in the project activities.

Excluded from the scope of this project:

- Job analyses
- Job descriptions
- Test development
- Test validation
- Labor negotiation

II. Project Activities or Work

The main steps for this project will include the following activities or work. Each of these steps will be accomplished in partnership or in consultation with Administration and/or HR Leadership and the Library's HR Team as the project progresses. Presentation of progress on this project will be included where appropriate. Feedback to and coaching of HR professionals on effective process improvements is assumed to be included in Project II as well.

Timing	Project Activity or Work	Consultant Role*	Investment
Selection Work			
Now until 12/31/09	Work with HR and Library Management to develop minimum critical qualifications from job descriptions for use on job postings as job openings arise, to ensure postings contain vital requirements for consideration	SME	8 hours
Now until 7/1/09	Facilitate Selection Process Project Team and HR in: <ul style="list-style-type: none"> • Their review of the report recommendations • Benchmarking alternatives • Deciding on priorities • Design of new process • Design of new process tools • Ongoing communication and updates for Senior Administration • Presentation of new selection process to Senior Administration 	SME and/or Facilitator	60 hours
Now until 7/1/09	Labor-Management Committee work: <ul style="list-style-type: none"> • Facilitating discussion • Gathering committee input • Responding to committee inputs 	SME and/or Facilitator	8 hours
By 7/15/09	Document the design of new selection process (continuation of the 2008 Partner for Organizational Success project)	SME	Part of Project I
July-Aug	Two sessions of training (4 hours each) for supervisors and managers on the new selection process	SME Presenters	Part of Project I
7/1/09 until year-end	Support HR in the introduction of the new selection process to employees: General communication, preparation of the roll-out communication package, problem-solving, responding to questions, union considerations	Facilitator & SME	20 hours

Timing	Project Activity or Work	Consultant Role*	Investment
Selection Work (con.)			
7/1/09 through year-end	Support the implementation of the new selection process with intent to debug and refine the process if necessary: first 2-3 job opening are closely monitored and support for HR is provided	Facilitator & SME	16 hours
7/1/09 through year-end	Support implementation of an effective trial period (60 day) evaluation process for successful job bidders	SME & Facilitator	12 hours
7/1/09 through year-end	Support implementation of an effective trial period (60/120 day) evaluation process for new hires	SME & Facilitator	8 hours
Performance Management Work			
May 13 through June 12	Three sessions of training (4 hours each) of training for supervisors and managers on practical performance evaluation approaches and tactics	SME Presenters	\$2,700.00
June 12 through year – end	Support HR to ensure that <i>all</i> employee performance evaluations are completed this year. Specific deadline TBD.	SME	No charge
At time evaluations written	Provide up to one day of follow-up coaching when performance evaluations are being written.	SME	8 hours
Employee Development Work			
By 7/1/09 and through year-end	Implement employee development initiatives to support employees for a knowledge and performance-based Library environment. Initial efforts should focus on employee recognition and setting individual developmental goal(s) during 2009 performance evaluations	SME	8 hours
12/31/09	Deliver a report that summarizes the findings, process and events of the 2008 and 2009 Partners for Organizational Success projects	SME	\$3,000.00
Total Maximum Investment (before expenses**)			\$35,300.00

Timing	Project Activity or Work	Consultant Role*	Investment
2010 and beyond			
	Review hiring & on-boarding process, including orientation of transferred and promoted employees to new position	TBD	TBD
	Evaluate and upgrade performance management and performance management processes	TBD	TBD
	Implement a comprehensive employee and leadership development philosophy and approach to further a learning and knowledge-based culture at the Library	TBD	TBD

Should the scope of Project II change, the total investment for the work may be adjusted. This will be accomplished with agreement from both the Library Director and Partners for Organizational Success. Due to the collaborative nature of this project, travel time (generally billed at \$50.00 per hour) will be not be charged.

*Potential Partners for Organizational support roles

- a. Subject matter expert (SME)
- b. Facilitator

**It will be necessary to incur expenses for such things as parking and mileage. In order to allocate these expenses fairly and to keep billable rates as low as possible for those matters which do not involve such expenditures, these items are separately itemized on my statements as "expenses." Mileage is calculated at \$.50 per mile.

Staffing for Project II:

Linda L. Brown, Ph.D. Owner and Lead Consultant
 Thomas J. Herlevi, Owner, HR On Call
 Julia F. Herlevi, Vice President, HR On Call