

Business and Human Resources Services Center

2021-2022 Annual Report

I. Unit Narrative

1. Major Activities and Accomplishments

Library Annual Recognition Event. HR and ODT organized the Library's Annual Recognition Event, held virtually January 12, 2022. This included programming, guest speakership, departmental award and campus service milestone presentations, new employee introductions, retirement acknowledgments and an In Memoriam to honor former and current employees who passed away. Zoe Revell (ODT) coordinated snack box orders, pick-ups, and deliveries for any employees who wished to participate. This program is the only all-employee event to celebrate and honor employee contributions and involves closing the Library for a half-day. This was the second year that it was held virtually due to COVID-19 requirements. The event was attended by 147 Library employees; 66 completed a satisfaction survey (see II. Statistical Profile).

Performance Evaluations. The annual Library staff performance evaluation was conducted via the electronic database created in 2018 by our in-house Information Technology team. While the process was not without technical error, or comments about the evaluation questions, we had a 99.9% completion rate this year. Only one 50% FTE staff member did not receive an updated position description or evaluation. Assistant Dean Susan Breakenridge has been invited to participate in IHR's pilot performance evaluation system, and we collectively hope for an improved system and campus-level authority for the type of questions used for each employment classification.

Creation of HR-DEIA Best Practices Group. An ad hoc group comprising the Equal Employment Opportunity Officer, the Director of Diversity, Equity, Inclusion, and Accessibility, the Academic HR Search Coordinator, the Organization Development & Training Coordinator, and the Assistant Dean for Business & HR, formed to review and adapt emerging best practices for inclusive and equitable searches and hiring, developed a set of recommendations for the Executive Committee and the Dean of Libraries, and began implementing them, resulting in an updated Faculty & AP Search Chair Guide and Checklist, as well as a corresponding guide for Civil Service Professional Searches.

Library HR Summit. Beginning Spring 2022, Susan Breakenridge and the HR & ODT teams began a series of monthly virtual meetings, called the HR Summit, for unit heads and supervisors to have a new communication channel with the BHRSC. These meetings included information about policies and changes, shared best practices, provided opportunities for feedback and requests, and featured occasional guest speakers, such as Morris Mosely from Faculty/Staff Assistance Services. Six sessions have been held thus far in calendar year 2022.

Advancement-Library-Foundation (ALF) Manager Skills Training. ODT partnered with similar roles in the Office of the Vice Chancellor for Institutional Advancement (OVCI) and the

University of Illinois Foundation to develop, pilot, and deliver a 4-part training series on management and supervisor skills in early Fall 2021 and Spring 2022. Ten Library employees, including Faculty, Academic Professionals, and Civil Service, attended across two cohorts. All participants received an individual DiSC profile assessment.

DiSC Assessment & Workshop. Zoe Revell, a certified DiSC Facilitator, provided three DiSC workshops for small groups in the Library to promote communication and teambuilding, including a subset of Library Administration in September 2021 (2 participants), Ricker Library in October 2021 (7 participants), and Mortenson Center in May 2022 (14 participants).

Onboarding & Offboarding processes. Members of ODT & HR worked to strengthen onboarding processes by conducting a monthly stand-up meeting with members of Library IT and Facilities to coordinate preparations for incoming hires and separations of Faculty, Academic Professionals, and Civil Service employees. A new change involved launching an Offboarding Form that feeds into the ticketing system for IT & Facilities to help facilitate the return of equipment and keys. Another change was bolstering unit head onboarding by matching up new unit heads with two experienced unit heads who can share institutional knowledge and be a sounding board for advice and ideas (referred to as “Super Ambassadors”), as well as having meetings set up with key areas of the organization to learn about personnel policies, business practices, facilities overview, and other areas.

New Library Supervisor Competency Framework. Jake MacGregor facilitated the Organization Development & Training Advisory Committee through a series of meetings to review comparative library and higher education institutions’ supervisor competency models, conduct scenario-based analysis, and develop a comprehensive supervisor skills framework for University Library supervisors to use as a development tool and resource to improve their skills. This model is in the process of being adapted to the web.

2021-2022 Library Outstanding Awards series. Jake MacGregor chaired the Awards & Recognition Committee along with communications and scoring analysis support from Hanna Lafond-Hyman (who also serves as a committee member). The committee continued to improve and streamline its internal processes in administering the awards. This allowed the committee to add a 6th award to the academic year with the reinstatement (and redesign) of the Outstanding Faculty award, which had been requested by several Library employees seeking opportunities to appreciate and recognize the contributions of faculty colleagues.

New HR and ODT Website – The BHRSC began a project to create a redesigned BHRSC website, with the first phase focusing on the HR and ODT sections. As part of the redesign, existing HR and ODT web content was reviewed and updated to be more current and accurate so that the new website will have a cleaner and more user-friendly design and it is easier for employees to find the information they are seeking.

2021-2022 Academic Professional (AP) Promotion Program (Year 3). Members of HR and ODT administered and coordinated the 3rd year of the Library Academic Professional (AP) Promotion Program, which included working with the Office of the Provost, Illinois Human

Resources, and the Office for Access & Equity to incorporate a campus-level review into the process. Nine APs were promoted in February 2022, bringing the total number of APs promoted through the first 3 years of this program to 29 (of approximately 67 eligible APs, or 43%)

Internal Control Audit of the University Library. The audit's opening conference was held on March 21st and will extend into FY23. The audit is to determine whether the University Library is conducting its business and financial processes under an adequate system of internal control, as required by University of Illinois System (or university) policy and guidelines, regulatory requirements, and good business practice.

Representation on committees **outside** of the UIUC Library for FY22

Susan Breakenridge – ALA-HRDR committee; ACRL Budget & Finance Committee (July 2022); Senate Campus Operation Committee; IHR-Training and Employee Development Advisory Committee; Administrative Budget Committee; AFSCME 3700 Negotiations Team; AFSCME 698 Negotiations Team HR Caucus; Budget Office Council; and Business Manager Group.

Skye Arseneau – Applicant Tracking System Advisory Committee (JDXpert and Cornerstone); Business-Information Technology & Human Resources Campus Collaboration Committee; Executive Steering HR Subcommittee; Operational Excellence Functional Work Team in collaboration with HURON Consulting Group; Operational Excellence HR Work Team in collaboration with HURON Consulting Group; AFSCME 3700 Negotiations Team; AFSCME 698 Negotiations Team; Big Ten Academic Alliance - Library HR; Staff Voluntary Retirement Program 2021.

Jake MacGregor – Advancement - Library - Foundation (ALF) Manager Skills Training planning team.

Zoe Revell – Advancement - Library - Foundation (ALF) Manager Skills Training planning team and the Campus Charitable Fund Drive.

Kimberly Johnson – Budget Office Council and Business Manager Group.

2. Major Challenges faced during the year

HR: In Summer 2021, the University began re-opening from COVID closures; HR assisted with the employees' transition to on-site work. HR continued to administer COVID-related programs such as COVID leave, accommodations, and QIPS. The HR staff were significantly impacted by IHR changing hiring software to JDXpert / Cornerstone. Library HR helped manage employee expectations regarding the closure of UGL and transitioning employee into different units and positions. Fiscal year 2021-2022 has seen a significant increase of confidential supervisor and staff support meetings, which impacted staff time. HR has seen an increase in the number of personnel-related cases to track without software/tools designed for it.

ODT: COVID-19 significantly impacted opportunities for in-person training and activities (including the Ambassador mentoring program and group activities). However, Library employees were creative in finding workarounds, including virtual Ambassador meet-ups. In-

person activities were possible but usually involved additional time and effort to coordinate access and navigate safety and comfort considerations. ODT negotiated a learning curve (along with the overall campus) in adapting to a new hybrid workforce to leverage videoconferencing, A/V, and other technologies to meet the needs of both an in-person and online audience and in ensuring accessibility.

Another challenge for both HR and ODT involved outgrowing the capabilities of existing tools, especially around data collection, reporting, visualization, and automation/customization. These capabilities help organization development and training efforts be more data-driven and consistent, in addition to allowing more efficient use of staff time and resources.

Business: The FY2022 brought about significant staff turnover for Business Services – 2 retirements, 2 resignations, 1 transition and 1 new employee starting. At the end of the fiscal year, the unit is in the process of recruiting/hiring 2 new employees. OBFS transitioned to new purchasing software, ChromeRiver, in late winter that had an impact on the Library's process. In late spring, the Business Services began to prepare library employees for the use of a new purchasing application at the start of FY2023.

3. Significant changes

Many of the significant changes were noted in the major challenges section. Those include a new university hiring system software (JDXpert/Cornerstone) and new university purchasing software (ChromeRiver). In addition to the Business employee changes, Zoe Revell became full-time in ODT at the beginning of FY22. The Library Payroll operations moved from Business Services to HR January 2022.

4. Contributions to the Library-wide programs

Library-wide program support - The HR and ODT staff contributed to the library's success of hiring and onboarding 37 positions. Specifically, Aneitre Johnson and Kim Hutcherson helped provide the candidates with information and support through the interview process. Zoe Revell helped identify ambassadors and match them with the new hires. Hanna Lafond-Hyman provided support to hiring supervisors and student employees. Skye Arseneau provided a significant amount of HR-related consultations and labor relationship discussions with supervisors and employees. Jake MacGregor provided significant coordination and supervision of numerous organizational development initiatives: AP Promotion Program, Library Outstanding Awards, the ODT Advisory Committee, and process improvements. The Business Office staff provided support to library units with their unique purchasing and contract needs. Chad Lewis provided individuals with grant support. Theresa Appiah provided support to units that needed Honorariums done for their special programs. Kim Johnson provided Business-related consultations and calculations for unit heads and AULs.

DEIA Efforts - Jake MacGregor helped onboard the new Diversity of DEIA Director Victor Jones. Both Jake MacGregor and Zoe Revell served on the DEIA Task Force and participated

in developing several short reports and recommendations for the subteams of Past Efforts Review, Consulting Support, and Programming, Training, and HR Processes. Zoe served on the Resident Librarian search and coordinated the Library's presence at the iSchool's GLAM Recruiting Fair, which seek to increase diversity and career growth opportunities in the overall Library field. Susan Breakenridge organized the HR-DEIA Best Practices Group (as described above) to improve inclusion and equity in Library search processes.

Instruction Services / Facility management - Zoe Revell served on the Instruction Implementation Group to review and improve instructional spaces for teaching and learning. Skye Arseneau continues to work with the Assistant Dean for Facilities to address facility-related accommodation needs for employees.

Individual & Community Well-being – Zoe Revell served on the Wellness Committee, which held its annual Spring Walking Challenge with 85 Library employees participating in this month-long program. Zoe also informally coordinated the annual Holiday Family effort, which offers an opportunity for Library employees to come together to collect and wrap donated gifts for a local family in need. Finally, Zoe helped coordinate and participated on a Library Pilot Faculty and Staff Mental Health Ambassador Program, which helps support UIUC students.

5. Unit Annual Goals for FY23.

Overarching goals for the BHRSC include expanding and enriching communication channels for sharing information with Library units and employees on important HR and business policies, practices, procedures. This includes finalizing and launching a redesigned BHRSC webpage that can serve as an information hub, continuing to offer the new HR Summit series with unit heads and supervisors to provide opportunities for dialog on important and emerging topics, and seeking ways to partner with other Library committees and working groups to identify opportunities to have greater impact in increasing organizational effectiveness.

Goals for calendar 2022 (not FY22)	BHRSC areas involved:
Launching redesigned website	Business, HR, ODT
Providing Library HR Monthly Summit	HR, ODT
Updating Workflow/Process & Cross-Training	HR
Conducting Library HR Assessment & Analysis	HR
Offering 2 new trainings broadly to Library employees	ODT
Publishing the new Library Supervisor Competency framework for Library supervisors and unit heads	ODT
Adopting Qualtrics for better data collection, reporting, and visualization	ODT
Developing and implementing an internal communications strategy to raise awareness of ODT's role and service offerings	ODT
Launching new Purchasing App	Business
Launching new credit card payment form for patrons with document requests	Business
Developing Business Office written policies	Business
Finishing audit	Business

6. What your unit needs (if anything additional) -

The BHRSC needs tools for case management for HR related items. While Library IT is exploring some options, it has yet to be determined if such a tool exists within the collection available to the university or if funding for an outside product would be needed.

The BHRSC will need continued access to expertise within the Library for web development, technology and AV support, communication, etc.

II. Statistical Profile

Office hours or business hours available

HR – office hours: Monday – Friday: 8:30-Noon; 1-5pm

ODT – business hours: Monday – Friday: 8:30 - 4:00

Business Services – business hours: Monday – Friday: 8:30 - 4:00

Personnel

Name	Classification/%	Title	Special note
Susan Breakenridge	AP – 1.0 FTE	Assistant Dean – Business & HR	
Business Services			
Susan Edward	AP – 1.0 FTE	Assoc Dir – Fiscal Operations	Last day 9/30/2021
Kimberly Johnson	AP – 1.0 FTE	Assoc Dir – Fiscal Operations	First Day 10/18/2021
Wendy Balthazor	CS – 1.0 FTE	Grants & Contracts Associate	Last Day 9/19/2021
Chad Lewis	CS – 1.0 FTE	Assistant Chief Accountant – Accountant II	7/1/21 – 5/15/2022
Chad Lewis	Interim role	Interim Grants & Contracts Coord.	9/13/21 – 5/13/2022
Chad Lewis	CS – 1.0 FTE	Grants & Contracts Associate	Started 5/16/2022
Donna Hoffman	CS – 1.0 FTE	Administrative Assistant	Last day 7/31/2021
Theresa Appiah	CS – 1.0 FTE	Business/Administrative Assoc.	
Brenda Brown	CS – 1.0 FTE	Accounting Officer	Last day 7/9/2022
Vacancy	CS – 1.0 FTE	Accountant II	Replace Chad Lewis
Human Resources			
Skye Arseneau	CS – 1.0 FTE	Associate Director	
Aneitre Johnson	CS – 1.0 FTE	Administrative Aide	
Kim Hutcherson	CS – 1.0 FTE	Human Resource Associate	Reclassified 5/15/22
Kim Hutcherson	Interim role	Interim Unit Security Contact	9/16/21-11/15/21
Hanna Lafond-Hyman	CS – 1.0 FTE	Office Support Associate	
Claudia Mallin	SA – Jan-May 2022	Student Assistant	
Organizational Development and Training			
Jake MacGregor	CS – 1.0 FTE	Organizational Development & Training Coordinator	
Zoe Revell	CS – 1.0 FTE	Training & Development Specialist I	100% with ODT 8/22/2021 & reclassified 11/14/2021

Services Statistical Overview (July 1, 2021 – June 30, 2022)

Human Resources

Position classification	# Searches Posted in FY22	# Searches Completed with New Hire in FY22	# Searches Closed without Hire or On-Hold in FY22	# Searches In-Process or Pre-Announcement in FY22
Faculty	16	10	2	4
AP	12	8	0	4
CS – Exempt	13	9	3	1
CS – Non-Exempt	21	10	4	7
Total	52	37	9	16

Position Classification	Separations			
	Resignation	Retirement	Death	Totals
Faculty	3	2		5
AP	5	1		6
CS – Exempt	1	1		2
CS – Non-Exempt	5	2	1	8
Other				55
Hourly	49			
Grad Assistant	2			
Returning Retiree	1			
Unpaid	3			
TOTAL	69	6	1	76

Number	Activities
262	I-9 records
13	Audits requested
2	Audits approved
2	Audits pending
3	Audits denied
2	Audits appealed with no change to decision
208	New Hire Transaction in JOYCE 133 – new students 61 – graduate hourly 3 – academic hourly 11 – extra help
49	Separations Transactions in JOYCE
209	Records pending decision by unit supervisor in JOYCE
24	Active FMLA
15	Current Accommodations
232	Performance Evaluations Completed (99.9%)

ODT

Number	Activities
18	Exit interviews completed
31	Library Outstanding Award Nominations received
10	Library Outstanding Awards awarded
9	Academic Professional Promotions Completed
127	Webinars communicated/posted to Library Employee Calendar
23	Ambassador/Super Ambassador match-ups
12	onboarding surveys completed
3	DiSC facilitated workshops provided
23	Total Library DiSC Session Participants
10	Total Trainings designed/developed/administreed by ODT
10	Library AFT Manager Skills Graduates
58	Attendees at 2021 GA Training

Business Services

Number	Activities
65	Honorariums Completed
15	Contracts Completed
173	Purchase Orders Completed (by the Business Office)
	Total for Library 889- Facilities, IT, Media Commons
4	Grants Initiated and/or completed
475	P-Card Transactions Processed
503	T-Card and Reimbursement Transactions Processed

Other

Library Annual Event Overall Experience Satisfaction Rating (66 respondents)					
January 12, 2022 - 147 Attendees					
	1 (Poor)	2	3 (Neutral)	4	5 (Excellent)
	2%	6%	15%	41%	35%

Library Remote and Hybrid Work Agreements	
63	# of remote and hybrid work requests supported in FY22

An example of the quality from BHRSC - A recent thank you provided to Aneitre Johnson:

Thank you so very much for ensuring that I arrived at UIUC safely, your time, and your kindness!

I am truly grateful for your setting aside time to speak with me during my on-campus interview and your sharing more about the resources available to UIUC employees. I am especially grateful for you sharing your story about coming to UIUC and answering my many questions about UIUC's campus, the local community, and overall culture.

Again, I am incredibly grateful for the gift of your time and thoughtfulness.