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HAM-TMC Library Administrative Guide. Chapter 4: Employee Orientation, Training, and Development

Houston Academy of Medicine-Texas Medical Center Library

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CHAPTER 4: Employee Orientation, Training, and Development

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4.01 ORIENTATION FOR NEW EMPLOYEES: OVERVIEW (Updated 09/03)

The Library provides an intensive orientation for all new full-time employees within the first quarter of employment. Most part-time employees do not require as extensive an orientation as full-time employees. Therefore, unless the supervisor sees a need, Human Resources does not schedule formal orientation sessions for part-time employees.

Orientation sessions are scheduled by Human Resources in conjunction with the employee's supervisor. In addition to meeting with department heads, the employee's schedule includes any relevant meetings such as Staff Association, departmental meetings, etc.

Human Resources groups new employees hired within each quarter for one orientation session to minimize disruption to departments. The original of the schedule is given to the employee, a copy of the orientation schedule is forwarded to the employee's supervisor and a copy is placed in the individual's Human Resources file.

The Library conducts an Ethics course each fall. All employees hired during the previous year and those who missed the prior year's course are required to attend. All employees are invited to attend every year if they so desire.

In addition to the formal orientation, the employee's supervisor is required to review departmental procedures and items listed on the Departmental Orientation Checklist (see Appendix F, Form # 4.01A). The completed form is placed in the employee's Human Resources file.

Following the orientation session, the employee completes an Orientation Evaluation Form (see Appendix F, Form # 4.01B) and is asked to make recommendations for improvement. The form is then placed in the employee's Human Resources file.

With the formal orientation session, departmental orientation checklist, and orientation evaluation form in the employee's file, Human Resources is assured that all employees have been properly oriented to the Library.

4.02 EMPLOYEE ORIENTATION GOALS AND OBJECTIVES (Updated 09/03)

Goal: The goal of the orientation process is to ensure a smooth transition into the Library by providing specific information concerning expectations, job description, reporting relationships and values.

Objectives:

- Provide an introduction to general library policies, as well as to library staff and facilities;
- Provide information on the policies, procedures, and tools of the department to which the employee is assigned;
- Provide network and email training;

- Provide time for self-orientation (annual report, Employee Handbook, etc.) and for self-instruction (software applications and familiarity with hardware);
- Provide an introduction to the major policies and procedures of the departments with which the employee will have the most interaction and provide information on how the department interacts with the new employee's position;
- Provide an overview of the Library and the Texas Medical Center, including history, benefits information, pay periods, parking permits, keys, I.D. badges and other operational details.

4.03 NEW EMPLOYEE ORIENTATION GUIDELINES (Updated 09/03)

The Library provides new employee orientation on a quarterly basis. Human Resources schedules orientation sessions in conjunction with the employee's supervisor.

1. **Employee's Supervisor:** Responsible for reviewing departmental policies and procedures and items listed on the Departmental Orientation Checklist (see appendix form # ____). The supervisor is also responsible for providing a tour of the Library and introduction to Library employees.

2. **Administration**

Executive Director: Provides brief history of the Texas Medical Center and the Library's role in the Texas Medical Center. Discusses the Library's relationship to the Library Board and the Friends of Texas Medical Center Library, and the Library's core values.

Controller: Provides overview of Accounting Services including accounts payable, accounts receivable, purchase orders, and miscellaneous money matters.

Associate Director of Public Services and Library Operations: Provides overview of Library Services and discusses facilities management.

Human Resources Specialist: Provides a review of the Administrative Guide, Employee Handbook, benefits, evaluations, raises, Staff Classification and Librarian/Professional ranking scheme, Library meetings and committees, overtime and compensatory time, UT Employee Assistance Program, employee awards ceremony, ID badges, name and address changes, and library cards. Following the orientation session, Human Resources will distribute orientation evaluation forms to participants.

3. **Research and Development**

Institutional Advancement Officer: Provides overview of Library development activities and grant funded projects.

4. **Public Services**

Assistant Director of Circulation: Provides overview of departmental functions, borrower categories, copy cards, database access and Circulation policies, gives the new employee a library card.

Assistant Director of Information Services: Provides overview of Information Services, function of the Online Catalog, overview of reference desk and departmental procedures.

Assistant Director of Photocopy/Interlibrary Loan: Provides overview of departments, and procedures for requesting interlibrary loans.

5. Collections Management

Associate Director of Collections Management: Provides overview of Collection Management Department activities and collection development policy. Discusses processing of materials and journal routing.

6. Information Technology

Associate Director of Information Technology: Provides overview of IT Department, duties of IT staff, discusses current systems projects.

7. John P. McGovern Historical Collections and Research Center

Associate Director of John P. McGovern Historical Collections and Research Center: Provides overview and tour of the Library's Rare Book Room and Historical Research Center.

8. National Network of Libraries of Medicine South Central Region (NN/LM SCR)

Associate Director of NN/LM SCR: Provides overview of the NN/LM program and how it relates to the Library and discusses duties of its employees.

4.04 EMPLOYEE HANDBOOK (Updated 07/03)

The Employee Handbook was created as an orientation and reference tool for all employees. The Handbook contains information on benefits and policies. Corresponding section numbers of the Administrative Guide are referred to for further information on a topic.

All employees are given a copy of the Employee Handbook at the time of hire. Additional copies may be obtained from Human Resources or on the Library's intranet at http://homer/human_resources.htm.

4.05 PERFORMANCE APPRAISALS (Updated 08/03) (Appendix F, Form #4.05)

Performance appraisals are conducted formally once a year in the months of July/August. If the employee has transferred from another department within the past 5 months, it is important to consult the previous supervisor when conducting the appraisal.

The appraisal is an evaluation of performance based on the areas of responsibility and goals agreed on by both the individual and the supervisor at the beginning of the new fiscal year. A mid-year review is conducted informally to assess progress and realign objectives if necessary.

There are several factors that are considered during this assessment of job performance. Job performance consists of how well job tasks and assignments are done and whether the individual solves problems creatively, uses initiative, assumes responsibility, relates the job function to the more general goals of the department and the Library, has effective verbal and written communication skills, uses good judgment, demonstrates leadership ability, and has a professional outlook.

Interpersonal effectiveness is key to job performance and includes but is not limited to: actively contributing to committee efforts; demonstrating conflict management skills; displaying a diplomatic attitude and style; and projecting a good image of the Library to clients and other professionals in the field.

Part of the appraisal document addresses the individual's level of participation and effectiveness in groups, meetings, discussions, committees, task forces, etc., within the Library. These activities are important to furthering the work of the Library and require special participatory skills.

In addition the purposes of the Library's Performance Appraisal are:

- Alignment - Organization, Department, and Individual Objectives
- Performance Improvement/Enhancement
- Career Development
- Rewards (Pay, Recognition)
- Promotions

The following table shows the role everyone plays in the performance appraisal process—employee, immediate supervisor, next level supervisor, and Human Resources.

Performance Appraisal Process – Roles & Responsibilities

When	Employee	Supervisor	Next-Level Supv	HR
<i>Prior to Planning Session</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Receive notification of deadline for planning session <input type="checkbox"/> Schedule planning session with supervisor <input type="checkbox"/> Receive supervisor's goals & objectives, & draft personal performance objectives 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive notification of deadline for planning session <input type="checkbox"/> Schedule planning session w/ employees (session must occur after supervisor's planning session & prior to deadline) 	<ul style="list-style-type: none"> <input type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> Notify Supervisors of deadline for planning session <input type="checkbox"/> Assist in coordinating the scheduling of planning sessions – objectives cascade from the top

When	Employee	Supervisor	Next-Level Supv	HR
	<p>in Section 7 of PA form</p> <ul style="list-style-type: none"> <input type="checkbox"/> Confirm meeting time and date with supervisor 	<ul style="list-style-type: none"> <input type="checkbox"/> Share personal performance goals & objectives w/ employees <input type="checkbox"/> Confirm meeting time & date with employee 		
<i>At Planning Session (Completed by August 31)</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Bring necessary materials to session <input type="checkbox"/> Meet with supervisor and rest of Committee to discuss and finalize performance objectives <input type="checkbox"/> Meet with supervisor to discuss & finalize development objectives 	<ul style="list-style-type: none"> <input type="checkbox"/> Bring necessary materials to session <input type="checkbox"/> Meet with Committee of direct reports to discuss and finalize performance objectives <input type="checkbox"/> Meet with direct reports to discuss & finalize development objectives 	<input type="checkbox"/>	<input type="checkbox"/>
<i>Following Planning Session</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Enter agreed Performance Objectives into PA form, sign, & forward to Supervisor <input type="checkbox"/> Receive signed PA form <input type="checkbox"/> Post personal performance objectives in work area or office 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive employees' PA forms, sign, and forward to Next-Level Supervisor for approval <input type="checkbox"/> Receive signed PA form from Next-Level Supervisor <input type="checkbox"/> Forward signed PA form to employee and HR 	<ul style="list-style-type: none"> <input type="checkbox"/> Review & approve PA forms of next level direct reports <input type="checkbox"/> Return signed PA forms to supervisor 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive and store signed PA forms from Supervisor
<i>Between Planning Session and Mid-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Continue fulfilling responsibilities and duties laid out in Job Description <input type="checkbox"/> Follow established action plan to accomplish agreed upon objectives <input type="checkbox"/> Perform work in a manner consistent with the Behavioral Objectives (Core Values) 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor work of employees to ensure progress towards agreed upon objectives – provide coaching & immediate feedback as necessary <input type="checkbox"/> Document observations & feedback on employee performance 	<ul style="list-style-type: none"> <input type="checkbox"/> Help guide employees in coaching their direct reports, if necessary 	<ul style="list-style-type: none"> <input type="checkbox"/> Maintain copies of PA forms
<i>Prior to Mid-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Receive reminder from supervisor of mid-year review <input type="checkbox"/> Schedule mid-year review with supervisor <input type="checkbox"/> Review performance to date and consider how best to proceed <input type="checkbox"/> Confirm meeting time and date with supervisor 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive reminder of mid-year review from HR <input type="checkbox"/> Schedule mid-year review with employees <input type="checkbox"/> Review employee performance to date, make mid-year ratings, and prepare appropriate feedback <input type="checkbox"/> Confirm meeting time and date with employee 	<input type="checkbox"/>	<ul style="list-style-type: none"> <input type="checkbox"/> Remind supervisors to conduct mid-year reviews
<i>Mid-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Meet with supervisor to discuss performance and results to date <input type="checkbox"/> Update Section 7 of PA Form (Action Plan) to accomplish objectives 	<ul style="list-style-type: none"> <input type="checkbox"/> Meet with employee to discuss performance and results to date <input type="checkbox"/> Update objectives, if necessary, to reflect changing needs of the Library <input type="checkbox"/> Update Section 7 of 	<input type="checkbox"/>	<input type="checkbox"/>

When	Employee	Supervisor	Next-Level Supv	HR
		PA Form (Action Plan) to help employee accomplish objectives		
<i>Between Mid-Year Review and End-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Continue fulfilling responsibilities and duties laid out in Job Description <input type="checkbox"/> Follow established action plan to accomplish agreed upon objectives <input type="checkbox"/> Perform work in a manner consistent with the Behavioral Objectives (Core Values) 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor work of employees to ensure progress towards agreed upon objectives – provide coaching & immediate feedback as necessary <input type="checkbox"/> Document observations & feedback on employee performance 	<ul style="list-style-type: none"> <input type="checkbox"/> Help guide employees in coaching their direct reports, if necessary 	<ul style="list-style-type: none"> <input type="checkbox"/>
<i>Prior to End-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Schedule end-year review with supervisor <input type="checkbox"/> Rate own performance on PA form <input type="checkbox"/> Collect any materials you wish to bring to review <input type="checkbox"/> Confirm meeting time and date with supervisor 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive reminder of end-year review from HR <input type="checkbox"/> Schedule end-year review with employees and remind employee to make self ratings <input type="checkbox"/> Make preliminary ratings – reference performance information collected throughout the year <input type="checkbox"/> Confirm meeting time and date with employee 	<ul style="list-style-type: none"> <input type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> Notify supervisors of deadline for end-year review and planning sessions
<i>End-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Bring necessary materials to review <input type="checkbox"/> Meet with supervisor to review performance and results <input type="checkbox"/> Discuss plans for next year 	<ul style="list-style-type: none"> <input type="checkbox"/> Bring necessary materials to review <input type="checkbox"/> Meet with employee to review performance and results <input type="checkbox"/> Discuss plans for next year 	<ul style="list-style-type: none"> <input type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/>
<i>Following End-Year Review</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Receive signed copy of PA form <input type="checkbox"/> Sign PA form - discuss any changes following review by next level supervisor <input type="checkbox"/> Follow appeals process to resolve disagreement with ratings <input type="checkbox"/> Store personal copy of PA form 	<ul style="list-style-type: none"> <input type="checkbox"/> Update ratings based on discussion <input type="checkbox"/> Submit PA form to supervisor for approval <input type="checkbox"/> Receive and sign approved form <input type="checkbox"/> Discuss any changes with employees <input type="checkbox"/> Forward signed copy of PA forms to HR <input type="checkbox"/> Store PA form 	<ul style="list-style-type: none"> <input type="checkbox"/> Review and approve PA forms of next level direct reports 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive and store signed and approved copy of PA forms from Supervisor

4.06 EMPLOYEE RECOGNITION PROGRAM (Updated 08/03)

The Employee Recognition Program is designed to recognize the efforts and contributions of our staff and volunteers. Long-term employees and those who have made notable contributions to the Library have an annual reception given in their honor where they are appropriately recognized. All employees are invited to the annual awards reception.

The Employee Awards Committee considers the nominations of Part-time and Full-time Employee of the Year, Volunteer of the Year, and Morale Booster of the Year and advises the Executive Director who approves the final selection decision. Human Resources handles administrative details. The Executive Director presents gifts and certificates at the reception.

4.061 Library Longevity Awards

Employees completing 2, 5, 10, 15, etc. years of employment by August 31st are eligible for a longevity award.

4.062 Part-time and Full-time Employee of the Year

1. Eligibility:

All candidates are support staff members who have been with the Library for at least one full year at the time of the nomination.

2. Aspects of performance and behavior that will contribute to nomination for this award:

- proven willingness to go beyond job description (outstanding cooperation);
- creative input that results in improved procedures, improved departmental performance, etc;
- demonstrated initiative to change or improve something;
- consistent, high standard of performance during absence of supervisor.

These are guidelines for supervisors to use when nominating an employee. We wish to reward employees who are competent, consistently perform well, and demonstrate both a cooperative attitude and a genuine interest in the Library.

Each year, all supervisors are given the opportunity to submit a nomination from their departments accompanied by a supporting statement.

4.063 Volunteer of the Year Award

Supervisors of volunteers are given the opportunity to submit a nomination from their departments accompanied by a supporting statement.

4.064 Morale Booster Award

All Library employees are given the opportunity to nominate a support staff member whom they feel has made the greatest contribution to morale in the Library during the preceding year. The Employee Awards Committee tabulates the ballots and announces the winner.

4.07 PROFESSIONAL TRAVEL (Updated 09/03)

The Library supports two categories of professional travel. **Administrative Travel** is travel considered to be of direct benefit to the Library and its operations or carrying out the goals and objectives of the RML contract. **Education and Training**, on the other hand, are activities that may not be critical to the organization but are intended to enhance individual performance, individual career options, the Library or the profession. Administrative Travel and Education and Training funds are subject to approval by the Executive Director.

1. Administrative Travel relates directly to the needs of the Library for its development and representation. It consists of consulting and travel to meetings, conferences, or training events when they are judged to be of direct relevance to the Library and its operations. The following are considered as potentially qualifying as Administrative Travel:
 - participation in the following as the designated Library representative: ASIS; ALA; MLA; TLA; SLA; HeSCA; Society of American Archivists; SCC/MLA; and the Society of Southwest Archivists;
 - teaching CE courses, especially those of the Medical Library Association;
 - serving as an officer or committee chair of a professional library organization at the local, regional or national level;
 - presenting papers, posters or sharing sessions at a national meeting of a professional library organization;
 - professional job-related training;
 - providing outreach on healthcare related topics at local and regional facilities.
2. Education and Training is used to support an individual's personal plans for professional development. Such training may include seminars, workshops, university courses, or other formal instruction.

It could also involve sending professional employees into the field to study the practices of other organizations. The key here is that funded training must relate directly to one's job and the changing needs of the Library.

4.071 Travel Requests

All requests for support of any professional activity, whether for financial support or paid absence, must be submitted to one's supervisor on the Request for Administrative Travel form (see Appendix F, Form # 4.071). Every effort should be made to estimate complete expenses as accurately as possible.

Administrative Travel should be planned on an annual basis, although this is not always possible. Requests for a given fiscal year are to be submitted by the end of August. Education and Training activities are scheduled as the opportunities arise, but should be planned as far in advance as possible.

4.0711 Travel Allowances

A. Transportation

1. Coach or Economy class by air or the normal common carrier (receipt required).
2. Travel by automobile is reimbursed at the IRS allowance rate. If travel by automobile is a personal choice, the lower cost of travel by automobile or the public carrier will be paid.
3. Travel within the city (other than for Library business) is not reimbursed.

B. Per Diem - Meal reimbursement of \$45 per day maximum

C. Registration fees (receipt required)

D. Parking fees (receipt required)

E. Hotel expenses (room rate + occupancy taxes only) (receipt required)

F. Other relevant expenses subject to the approval of the Executive Director.

G. Personal Long Distance Phone Calls

The Library reimburses up to \$3 per day for long distance phone calls while traveling. Phone charge estimates should be included in the "other" column of the travel request.

4.072 Travel Request Approval

1. Fill out the appropriate request form. Provide accurate information for as many categories as possible and reasonable estimates for items for which accurate figures are not available (such as airfare). **Note:** The Library only reimburses up to 10% of expenses beyond those originally requested. The request must contain all pertinent travel information, including, registration fees, taxis, transportation to and from airports, etc. Attach copies of any pertinent information concerning the request and forward it with the travel request to the immediate supervisor for comments and approval.
2. The supervisor forwards the request to the Controller, for approval. The appropriate fund to be used (library development, etc.) is designated on the travel request form. The Controller then forwards the request to the Executive Director.
3. The Executive Director approves or disapproves the request.
4. A white copy of the request is forwarded to the employee. A yellow copy is filed in Administration. A pink copy is forwarded to the supervisor.

4.073 Travel Reimbursement Procedure

1. Complete a Travel Reimbursement Form (see Appendix F, Form # 4.073) within 30 days of travel to be reimbursed for travel expenses and send it to Accounting with the

appropriate receipts (airfare, hotel, conference registration, parking, car rental and gas) attached. The AP Accountant will check receipts, arithmetic, and if the travel policy has been followed.

2. Accounting files a white copy of the request (revised as necessary) in the Accounts Payable files. A pink copy is filed in Administration.
3. Human Resources processes and returns a yellow copy to the employee on the next regularly scheduled payday. All travel reimbursements are paid via payroll.

4.074 Travel Advances

The Library does not provide loans to employees. Therefore, travel advances will only be approved in exceptional cases and are subject to approval of the Executive Director.

Advances in large amounts should not be necessary as most airfares are charged to the Air Travel Card account. The Library pays most conference registration fees in advance.

4.08 INTERNATIONAL TRAVEL POLICY (Added 04/02)

International travel must relate directly to the needs of the Library. The traveler must present proof by submitting a conference agenda, appointment letter, or acceptance letter. Examples of purpose of travel include:

1. Participation as the designated Library representative
2. Teaching CE courses
3. Serving as an officer
4. Presenting certain invited papers, poster sessions or participating in a panel discussion
5. Chairing a committee

4.081 Procedure for Requests

All requests for support of any professional activity whether for financial support or paid absence must be submitted to one's supervisor on the Request for Administrative Travel form (see Appendix F, Form # 4.071). Every effort should be made to estimate complete expenses as accurately as possible.

4.082 Travel Allowances

1. Transportation - Regular economy/coach class up to a maximum of \$500.00.
2. Lodging - Hotel reimbursement only for one day before, during and one day after presentation or committee meeting.
3. Meals – Reimbursement up to the current (2003) rate of \$45 per day limit
4. Registration fee(s)
5. Phone Calls - \$3.00 per day for up to three days
6. Ground Transportation – mileage to and from the airport

4.09 CONTINUING EDUCATION (Updated 09/03)

Library employees classified as Support Staff Level 5, Library Associate, and all Librarians/Professionals are eligible to attend one college course per semester during work hours, with the approval of their supervisor and provided that they can satisfy their employment responsibilities. A maximum of three hours per week is available for travel and actual class/lab work. This does not include time off for studying or other course-related activities.

4.091 Procedure for Requesting Continuing Education Leave

Employees should complete a Request for Administrative Travel Form (see Appendix F, Form # 4.071) requesting time only and should include the course title and institution. The supervisor will add any comments and forward the form to Administration for final approval. Proof of course completion should be provided to Human Resources at the end of the semester.