# POST-BRONZE CONSIDERATIONs BY DRIVER

*Draft August 21, 2014*

## 1.1 Leadership and Governance

* Create a site that brings together assessment efforts (e.g. statistics, analytics, LibQUAL+ and other survey results, etc.)
* Create a Library Health and Safety Committee
* Apply Kaizen to recycling efforts

## 1.2 Strategy and Planning

*A lesson learned – After a preliminary discussion on the topic of innovation during the Excellence Canada retreat, it was suggested that an open discussion on innovation would be useful. An idea to consider when initiating this discussion is how innovation is viewed through different lens. There is “Innovation” – planned, strategic initiatives to purposefully foster innovation – and lowercase “innovation,” which refers to the overall culture and smaller, day-to-day innovations that occur within the workplace.*

* Campus
  + Communicate the orientation training date to new employees and their managers at the time of hire to ensure this training happens early in employees’ careers.

## 1.3 Customer Experience

* Library
  + Ensure that client service guidelines are publicly available on the Library’s website
  + Bring all of the Library’s guidelines and practices together on one webpage for staff to access
  + Refine the Library’s mission statement
  + Reinforce the Library’s values with employees
  + Further integrate the Basic Principles of the University of Waterloo Workplace into the Library’s practices and spaces
  + “The Library’s employees have an excellent commitment to customer service that is characterized by a strong service ethic and a “go above & beyond” attitude that never starts with “no.”
    - We cut the “that never starts with ‘no’” part from the introductory statement in the 1.3 d bronze document, because we didn’t feel that this statement would resonate with everyone. We identified post-bronze versions as “the goal is never to start with ‘no’” and working up to the original statement as written above.
* Campus
  + Develop a customer experience statement
  + Improve way finding across campus

## 1.4 People Engagement

* Library
  + Review how guidelines that apply to staff are organized and made accessible online to staff.
  + Take action to tangibly address workload concerns (e.g. Are new projects necessary? Can some work be prioritized, delegated, or postponed?)
  + Look for ways to ensure a maximum level of engagement from library employees during the Library’s excellence journey. Actively engage those employees who may be more difficult to reach or less likely to participate (e.g. casual student employees).
* Campus
  + Provide opportunities for refresher training or additional training
  + Assess if diversity policies are reflected in recruitment
  + Integrate job hazard analysis systematically into the development of job descriptions
  + Improve the usability of the Human Resources website (e.g. make information on health coverage easier to find)
  + Implement a trial period for new/revised policies
  + Revise the PA process for efficiency (format, schedule)
  + Communicate first-year vacation policy to new recruits
  + Create a training module to introduce employees to the Excellence Canada Standards. Include this training in new employee orientation.
  + Extend EAP services so they are more accessible to staff working at satellite locations.

## 1.5 Process and Project Management

* Determine and articulate the level of process and project management skills required for different projects (e.g. Informal discussion with a supervisor versus a project requiring a charter and plan).

## 1.6 Partners and Suppliers

* “There is very little that the Library does that it does not do in partnership.”
  + Identify what the “very little” is that the Library does that is NOT in partnership. Is there an opportunity here? For example, an activity like shelving may seem independent, but perhaps the Library could increase students’ knowledge of the Library and its services and resources and these students could become even greater advocates for the Library.
* “Donors are essential and valued partners.”
  + Are donors being appropriately acknowledged? E.g. Do we highlight resources that were made possible by donations somewhere on our website?
* Document local licensing principles and create a Waterloo model license