1. Introduction

1.1 This document is a requirement of the University of Victoria Salary Policy for faculty members, regular librarians, and limited term librarians. The recommendations for Merit Increments (MI) must distinguish the levels of performance of regular librarians and must adhere to any requirements (minimum and maximum) of the current Salary Policy and Salary Agreement on the number of Librarians who receive MIs. The Standard for Librarians outlined in the Framework Agreement (Article 54.3) must be followed. Allocation of merit increases will be based on merit as described under Evaluation Criteria.

1.2 As per Framework Agreement Article 56.1.3a, “disciplinary processes must be kept distinct from academic assessments such as those used in the processes of re-appointment, tenure, promotion and evaluations for annual salary adjustments”. Any processes regarding discipline must be addressed at a meeting separate from the evaluation meeting(s).

1.3 The Framework Agreement (13.3.1) and Salary Policy (73.3.5.2) state that regular librarians are evaluated on the basis of: professional performance (80%), scholarly and professional activities, (10%) and University service (10%). Unless another arrangement is negotiated in advance between the University Librarian and a librarian, it is expected that evaluation of librarians for merit increments will be based on these three categories and percentages. A separate, but analogous process will be used to evaluate limited term librarians, on the basis of their professional performance (100%). Limited term librarians are not normally evaluated on the basis of their scholarly and professional activities or university service.

1.4 It is understood that expectations for librarians will rise over time and with higher rank.

2. Planning, Progress and Review (PPR)

2.1 PPR is a participatory process requiring the active involvement of both the supervisor and the librarian. Together, they work to establish clear goals, to review results achieved compared to the planned objectives, and to discuss any actions necessary to improve or enhance performance. This process should also include a discussion and documentation of planned scholarly and professional activities and University service.

2.2 As per section 13.3.2 of the Framework Agreement, the Evaluation shall be taken into consideration for the purpose of salary adjustments. The PPR forms part of a submission for merit consideration for regular librarians.

2.3 The PPR process will follow the fiscal year cycle for regular librarians. Plans will be created by the librarian and reviewed with the supervisor(s) in May; the plan will be updated by the librarian and discussed with the supervisor(s) in November/December; a final update will be submitted to the supervisor(s) by April 10; a final meeting with the supervisor(s) and the supervisor’s written evaluation will be completed by May 10; documentation will be submitted by the librarian to the University Librarian by May 15. For limited term librarians, plans will be prepared and reviewed with their supervisor(s) in September; a final update will be submitted to the supervisor(s) by March 31st; a final meeting with the supervisor(s) and the supervisor(s) written evaluation will be completed by April 30. Documentation will be submitted by the supervisor of the limited term librarian to the University Librarian by May 15th.
3. Performance Evaluation

3.1 Librarians on Probation – the evaluation of the performance of a librarian on probation shall follow the Evaluation Procedures specified in 17.2 of the Framework Agreement. The evaluations shall be based on the criteria of Section 5.1 of this Policy.

3.2 Librarians applying for Promotion – the supervisor’s evaluation of a librarian applying for promotion shall follow the procedures specified in 19.0 of the Framework Agreement.

3.3 Librarians holding confirmed appointments - An evaluation of the performance of each librarian holding a confirmed appointment shall be made annually by May 10th and shall be taken into consideration for the purposes of merit recommendations.

3.4 Librarians holding limited term appointments – An evaluation of the performance of each librarian holding a limited term appointment shall be made annually by April 30th and shall be taken into consideration for the purpose of CPI recommendations.

4. A Procedures for librarians holding confirmed appointments

4.a.1 An annual plan will be written by the librarian and subsequently discussed at a meeting called by the supervisor(s) before the end of May. Normally the Librarian will submit his or her plan to the supervisor(s) at least one week in advance of the meeting. The purpose of the plan is to provide direction and set priorities for an individual’s work for the academic year; it includes goals in professional performance, scholarship and professional activities, and university service. There are several documents from which the individual can draw in preparation of the plan including the Position Description, Strategic Plan, Working Group goals, and Unit plans. At this time, the librarian’s position description will also be reviewed and revised if appropriate.

4.a.2 Where a librarian reports to more than one supervisor, the plan and any revisions to the position description will be jointly discussed in order to reach mutual agreement among all parties.

4.a.3 As part of the planning process it is expected that any training and development required to successfully achieve the goals will be identified.

4.a.4 The supervisor(s) will schedule two (2) formal update meetings between the librarian and supervisor(s); additional informal meetings can be scheduled as needed and can be requested by either the supervisor(s) or the librarian.

i) A mid-term update will be written by the librarian in preparation for a discussion with the supervisor(s) to be held in November/December. Normally the librarian will submit his or her update to the supervisor(s) at least one week in advance of the discussion meeting. The update will be a concise statement of progress on goals and will identify any changed or new goals. The supervisor(s) will document on the Performance Evaluation form emerging obstacles, if any, with reference to progress on goals or the performance criteria.

ii) A year-end update will be written by the librarian and submitted to the supervisor(s) no later than April 10th. For each goal, the librarian will note progress and add a brief comment relating his/her work on the goal to the evaluation criteria. The supervisor(s) and librarian will meet to discuss the update prior to May 10.

4.a.5 In preparing the written evaluation, the supervisor(s) may request and consider additional written documentation relevant to performance. A copy of any such documentation must be given to the librarian in sufficient time to allow for librarian response. The supervisor’s written evaluation will be completed and given to the librarian by May 10. The librarian being evaluated may agree or disagree with the evaluation, and may respond in writing to the text of the evaluation. The librarian shall provide a copy of his/her comments to the supervisor(s).

4.a.6 The evaluation shall be based on the criteria of Section 5.

4.a.7 Any adverse effect of sick leave, maternity or parental leave should be taken into account in the evaluation process, as per Articles 13.8.3, 73.3.4.4 and 73.3.4.5.
4.a.8 When approval for study leave has been granted, librarians may request to change the 80:10:10 ratio to reflect the change of emphasis in their evaluation categories.

4.a.9 There is an expectation that librarians on study leave will participate in the PPR process. For the required PPR update meetings, librarians on study leave may issue an interim/final report via email to their supervisor(s), in lieu of face-to-face meetings.

4.a.10 By May 15th, the original of the written plan, the position description, the final update, the supervisor’s evaluation, any librarian’s comments and additional materials, such as accolades, samples of work, etc, shall be submitted by the librarian to the University Librarian. After the University Librarian’s deliberations, only the evaluation and librarian’s comments, if any, will be retained in the Official Performance File; all other material will be returned to the librarian, who will be responsible for managing his/her own dossier.

4.a.9 The forms and procedures to be used in annual PPRs and the Evaluation Policy shall be revised by mutual agreement between the University Librarian and the Librarians (Article 14.4.4.).

4. B. Procedures for librarians holding limited term appointments

4.b.1 An annual plan will be written by the librarian and subsequently discussed at a meeting called by the supervisor(s) before the end of September. Normally the Librarian will submit his or her plan to the supervisor(s) at least one week in advance of the meeting. The purpose of the plan is to provide direction and set priorities for an individual’s work for the academic year; for limited term librarians, the focus is on goals in professional performance. At this time, the librarian’s position description will also be reviewed and revised if appropriate.

4.b.2 Where a librarian reports to more than one supervisor, the plan and any revisions to the position description will be jointly discussed in order to reach mutual agreement among all parties.

4.b.3 As part of the planning process it is expected that any training and development required to successfully achieve the goals will be identified.

4.b.4 The supervisor(s) will schedule one (1) formal update meeting between the librarian and supervisor(s); additional informal meetings can be scheduled as needed and can be requested by either the supervisor(s) or the librarian.

i) A year-end update will be written by the librarian and submitted to the supervisor(s) by March 31st. For each goal, the librarian will note progress and add a brief comment relating his/her work on the goal to the evaluation criteria. The supervisor(s) and librarian will meet to discuss the update prior to April 30th.

4.b.5 In preparing the written evaluation, the supervisor(s) may request and consider additional written documentation relevant to performance. A copy of any such documentation must be given to the librarian in sufficient time to allow for librarian response. The supervisor’s written evaluation will be completed and given to the librarian by May 10. The librarian being evaluated may agree or disagree with the evaluation, and may respond in writing to the text of the evaluation. The librarian shall provide a copy of his/her comments to the supervisor(s).

4.b.6 The evaluation shall be based on the criteria of Section 5.1.

4.b.7 Any adverse effect of sick leave, maternity or parental leave should be taken into account in the evaluation process, as per Articles 13.8.3, 73.3.4.4 and 73.3.4.5.

4.b.8 By May 15th, the original of the written plan, the position description, the final update, the supervisor’s evaluation, any librarian’s comments and additional materials, such as accolades, samples of work, etc, shall be submitted by the librarian’s supervisor to the University Librarian. After the University Librarian’s deliberations, only the evaluation and librarian’s comments, if any, will be retained in the Official Performance File; all other material will be returned to the librarian, who will be responsible for managing his/her own dossier.
5. Evaluation Criteria

5.1 Professional Performance

5.1.1 Knowledge
Demonstrates knowledge and expertise in one or more areas of: information resources, access, technology and management.

5.1.2 Commitment to Quality
Generates ideas and seeks opportunities for improving work practices. Is attentive to quality of work.

5.1.3 Decision Making
Takes a broad approach when making decisions and solving problems. Demonstrates creativity, initiative and resourcefulness when solving problems or fulfilling position or committee responsibilities. Generates alternatives by collaborating with people who are impacted by, or have knowledge of the problem or challenge. Takes calculated risks, encourages and supports innovative ideas and appropriate solutions to achieve the Libraries’ goals and objectives.

5.1.4 Cooperation/Teamwork
Collaborates with team members to solve problems and produce desired results. Shares knowledge, expertise and encourages others to strengthen team performance. Considers others’ ideas, accepts direction and constructive feedback as opportunities for professional learning and development.

5.1.5 Professional Responsibility
Accepts responsibility, is accountable for and can provide evidence of the fulfillment of duties in assigned areas. Can explain how actions and decisions in assigned areas relate to projected outcomes. Maintains professional standards for librarians (such as American Library Association) and/or archivists (Association of Canadian Archivists).

5.1.6 Communication
Communicates to ensure clear understanding in conversation and writing. Encourages open dialogue by listening and asking questions.

5.1.7 Leadership and/or Administrative Abilities
Ensures professional goals (personal and/or unit) are aligned with the organization’s vision. Makes connections between current actions and future consequences. Sets example that inspires confidence and motivates others to attain high standards.

5.2 Scholarly and Professional Achievement
Librarians are able to designate 12 days annually to pursue the activities listed below. These 12 days are in addition to time allocated for attending conferences, workshops, and similar professional activities.

5.2.1 Professional Development
Engages in research in an academic subject, archival studies or librarianship; disseminates the results of such research; completion of advanced degrees or other relevant educational programs or courses; plans, implements or participates in workshops or conferences; participates in scholarly, library or professional associations.

5.2.2 Professional Contribution
Actively participates in scholarly, archival, library and/or professional associations. Shares professional expertise and experience in service to the community at large.
5.3 University Service

Actively participates in the work of committees of the Libraries, the University Faculties and departments. Actively participates in the work of the Faculty Association, including the Librarians’ Committee. Participates in other activities that contribute to the quality of the academic life of the University.

6. Merit Procedures

6.1 The process of awarding career progress increments and merit increments will follow the Salary Policy. The number of merit increments available for distribution will be two per librarian. Merit increments will be distributed according to the degree that librarians exceed the expectations of the criteria as described in 5.1, 5.2 and 5.3.

6.2 In order to determine merit recommendations for each librarian, the University Librarian will review all the PPR documentation and the evaluation for each librarian.

6.3 Where a librarian has failed to demonstrate satisfactory career progress, a CPI may be withheld. However, before a recommendation to withhold a CPI from an eligible librarian is forwarded to the Vice-President Academic, the Librarian shall be given a written statement of the reasons for the recommendation and be given an opportunity to discuss that statement with the University Librarian.

6.4 The University Librarian will submit her/his recommendation to the Vice-President Academic & Provost prior to June 1st.

6.5 Once approved by the Vice President Academic & Provost, the University Librarian will send to all librarians an anonymous listing of the distribution of merit increments awarded.

6.6 A librarian can request reconsideration of a salary decision by the Vice President Academic within 90 days and, if dissatisfied with the reconsideration, may appeal to the University Review Committee (see Appeals, Article 40.5, Framework Agreement).