

**UNIVERSITY OF MICHIGAN LIBRARIES
PERFORMANCE EVALUATION CRITERIA AND GUIDELINES**

Library Staff Members

The guidelines under each performance evaluation criterion are descriptive examples and are not to be considered necessarily inclusive or exhaustive.

Performs his/her responsibilities, shows knowledge and expertise in the position responsibilities.

Guidelines:

- * Evaluates and executes work priorities in keeping with unit goals.
- * Actively seeks feedback, uses it to improve performance.
- * Utilizes skill and knowledge in assessing, responding to, or referring problems.
- * Performs the job with accuracy and thoroughness.
- * Demonstrates good judgment in seeking assistance and asking questions.
- * Demonstrates understanding of unit policies and procedures.
- * Demonstrates willingness to adapt to needed change learning new skills/tools.

Strives to achieve or maintain optimal efficiency and effectiveness, by managing resources appropriately and avoiding waste.

Guidelines:

- * Manages time effectively.
- * Adheres to predetermined performance standards appropriate for the position.
- * Able to work with appropriate staff from other units independently.
- * Identifies work processes in need of improvement, and suggests possible solutions.
- * Sets priorities, identifies problems, and plans work accordingly.
- * Strives to do work correctly the first time to avoid rework.
- * Consistently meets deadlines, or presents other acceptable options.
- * Makes wise use of resources.

Provides courteous and individualized service to internal and external clientele.

Guidelines:

- * Interprets needs of internal or external clientele and responds effectively.
- * Follows through to completion on requested services or materials.
- * Delivers all forms of communication in a timely, clear, courteous, and respectful manner.
- * Identifies and draws on appropriate staff and resources in responding to requests/questions and resolving problems.
- * Interacts with diverse clientele effectively.
- * Consistently demonstrates respect, courtesy and tact when dealing with all clientele.

Demonstrates a willingness to achieve common goals, works cooperatively with other members of the Library staff.

Guidelines:

- * Demonstrates an understanding of his/her role as it relates to the work of others in the unit, department, or division of the Library.
- * Displays a courteous and considerate attitude toward Library staff members and co-workers.
- * Participates in creating and fostering a positive works environment for all staff members.
- * Demonstrates awareness of his/her effect on others and anticipates events and other situations that will impact workflow or productivity.
- * Functions effectively and productively as part of a diverse team and demonstrates respect for differences among staff.
- * Demonstrates willingness to take an active role in committees and meetings.
- * Keeps supervisors and co-workers well-informed, makes appropriate arrangements to cover work during absences.
- * Adapts positively to changing job responsibilities and/or working relationships.

For supervisors/those who coordinate the work of others (as appropriate):

Works effectively as a supervisor: directing, mentoring, coaching, and developing staff.

Guidelines:

- * Provides documentation for posting and hiring in a timely fashion.
- * Effectively evaluates applicants through interview and references, and other appropriate means.
- * Orients and trains staff thoroughly; prepares and uses written training and development plans.
- * Assigns work and/or delegates responsibility to staff appropriately.
- * Provides vision and direction for unit: reevaluates goals, priorities, and procedures as new demands arise, utilizes input from unit employees.
- * Provides for and responds to frequent and open dialog with staff in order to act upon concerns and communicate information appropriately.
- * Demonstrates respect and fair, equal treatment of staff and patrons; is consistently courteous, informative, and cooperative.
- * Encourages and provides opportunities for growth and development of all staff according to their individual levels of interest and ability.
- * Exhibits knowledge of and skill in applying appropriate or applicable University and Library policies.
- * Considers and implements as appropriate new policies and procedures which would improve the quality of the work.
- * Recognizes and acknowledges individual and group efforts and achievements both on a day-to-day basis and in formal performance evaluation.

Coordinates the work of others effectively (without supervisory responsibility): scheduling, instructing, overseeing projects.

Guidelines:

- * Assigns tasks as needed.
- * Provides straightforward training to staff using approved training materials.
- * Guides staff effectively through set procedures.
- * Communicates progress and impediments clearly to supervisor.
- * Directs staffing problems to supervisor in a timely fashion.
- * Recognizes and acknowledges individual and group efforts and achievements on a day-to-day basis.
- * Demonstrates skill in relaying unit and Library policies.

Performance/Merit Levels:

Working definition of *performance expectations*: duties or responsibilities of the position as outlined in the job description and annual goals.

- **DID NOT MEET EXPECTATIONS: Fails to meet the performance expectations. Needs substantial improvement in performance in many areas of job responsibility and goal attainment.**
- **MET OR EXCEEDED PERFORMANCE EXPECTATIONS: Needs little, if any, improvement in performance in any areas of job responsibility or goal attainment. Meets all performance expectations and exceeds expectations in several areas of job responsibility or goal attainment.**

(In very rare cases, in addition to meeting or exceeding performance expectations, an employee has shown continually exceptionally high performance. Performance in all/most areas goes above and beyond the job requirements and goals with the employee demonstrating initiative, creativity and leadership and a high degree of independence in the job performance. This person is eligible for the standard increase and is recommended for a performance bonus.)