

PERFORMANCE CRITERIA AND FACTORS FOR DETERMINING PERFORMANCE/MERIT LEVELS FOR LIBRARIANS

The following are examples of factors that may be considered in evaluating the quality of a librarian's contributions within the scope of the job assignment and mutually determined performance goals.

Job Knowledge, Skills, and Overall Performance

- Possesses thorough knowledge of job.
- Commands relevant subject area.
- Carries out job responsibilities independently, thoroughly, and accurately.
- Performs dependably and consistently.
- Organizes work and uses time efficiently to achieve goals.
- Sets reasonable priorities.
- Meets expectations for productivity consistently.
- Monitors and understands library issues and trends.
- Grasps research needs and strategies effectively.
- Communicates effectively when writing and speaking to staff, supervisor, and colleagues.
- Demonstrates a responsiveness to the needs of internal and external clients.

Initiative and Creativity

- Applies new knowledge productively.
- Anticipates, recognizes, analyzes, and solves problems.
- Adapts to change.
- Considers new ideas and differing opinions openly.
- Demonstrates self-motivation.
- Maintains currency in professional area by reading and other activities.
- Seeks innovative solutions to problems and analyzes library activities creatively.

Leadership and Team Work

- Relates own work to Library's and Unit's goals and objectives.
- Serves as a model for other staff members.
- Delegates duties and responsibilities appropriately.
- Accepts responsibility for organizing projects and carrying them through.
- Participates in team efforts to solve problems.

Interpersonal Relations

- Works cooperatively with staff across unit and/or division lines in seeking acceptable solutions and resolutions to problems.
- Displays courteous, considerate, and helpful attitude toward staff and patrons.
- Works flexibly with staff and patrons.
- Demonstrates fair and equal treatment toward diverse clientele and staff.

Supervisory/Managerial Skills (when applicable)

- Develops thoughtful and realistic unit or project plans and individual staff goals.
- Writes thorough and balanced performance evaluations and assigns fair and appropriate merit rankings.
- Consults, as appropriate, with manager or administrator regarding changes in workload, workforce, etc.
- Anticipates problems and seeks to prevent their occurrence.
- Analyzes problems and evaluates alternative courses of action.
- Implements new policies and procedures to improve efficiency and effectiveness of the unit.
- Exhibits knowledge of and skill in applying appropriate University and Library personnel policies and procedures, including recruitment of a diverse workforce.
- Exhibits knowledge of effective training plans and schedules, manuals, orientation checklists, and related training materials.
- Encourages and supports participation in staff development activities.
- Assigns duties and delegates responsibilities as appropriate.
- Encourages staff to identify areas for improvement and ways to implement improvements.
- Monitors quality and quantity of work and acknowledges good performance; judges and addresses performance problems in a timely manner.
- Brings potential personnel problems to the attention of appropriate administrative staff.
- Responds to staff members' suggestions and complaints in a serious and sensitive manner.
- With staff, creates and clarifies procedures, objectives, and priorities for the entire unit and to the Library as a whole.

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 librarian 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.)