III. Evaluation & Career Review

Introduction The Library Faculty personnel evaluation processes in this section serve as a documentation guide to both Library and University policies and procedures concerning annual evaluations, three-year tenure review, and sustained performance evaluation. Members of the Library faculty are advised to review this Chapter upon appointment and when compiling evaluation materials. Questions regarding evaluation processes may be referred to the supervisor, the Human Resources Officer, or the Dean of University Libraries. For additional information, please consult the Faculty Handbook, University Rule 6C1-7.010, the 2001-2003 BOR/UFF Collective Bargaining Agreement, and the Memorandum of Agreement.

III. A. 1. Evaluation Timeline

Employee submits packet to supervisor	Other evaluative reviews (if any) submitted	Supervisor submits draft letter of evaluation to 2nd level supervisor	Supervisor provides Employee with proposed written Evaluation	Supervisor and employee meet to discuss evaluation	Employee submits response to evaluation	Complete evaluation packet due to HR
Packet includes: Annual Activity Report Progress on Goals Draft Goals for coming year Draft Annual Assignment Draft Vita	Any other written reviews, such as from peers, students or other university officials who have responsibility for supervision of the faculty member's work, must be submitted to the immediate supervisor for inclusion in the evaluation letter	Supervisor's draft evaluation letter sent to 2nd level supervisor for review and approval before being provided to the employee	Supervisor provides employee with: - proposed written evaluation - copy of annual report and annual assignment for year being evaluated. - copy of all other written reviews (if any)	Supervisor and employee meet to discuss evaluation for previous year, as well as goals and assignments for coming year	If desired, employee submits response to supervisor's evaluation and any other reviews submitted	Complete and final evaluation packet submitted to HR including 2nd level supervisor signature on cover sheet – EE provided with copy by supervisor
By 3/15	By 4/15	By 4/15	By 5/1	By 5/31	Within 10 business days of meeting with supervisor	By 6/30

III. A. 2. Annual Performance Evaluations

Note: Merit, discretionary, and bonus awards are based on accomplishments as documented in the faculty member's performance evaluation for the current year. In order for all faculty to be considered equitably and competitively for these awards, it is critical that all evaluations be completed and submitted on or before the deadlines. A faculty member's failure to submit complete annual performance documentation (see D below) by the established deadline will result in a negative evaluation letter and denial of merit, discretionary or bonus awards. A supervisor's failure to complete his or her staff evaluation letters by the established deadline will also result in a negative evaluation letter and denial of merit, discretionary or bonus awards.

A. Purpose
   1. to document contributions to the programs of the libraries
   2. to contribute to planning of the libraries
   3. to assess the nature and extent of performance of assigned duties as outlined below

B. Time
   1. At least once annually
   2. Supervisor or department chair should submit completed evaluations to the appropriate 2nd level supervisor no later than April 15.

C. Criteria (see Chapter Two, Section C for details)
   1. performance of professional responsibilities
   2. professional development and scholarship
   3. service to the library, the university, the State, the community and the profession

D. Documentation

   Library personnel files, including annual performance evaluations are retained in the Library HR Office and are available to library faculty during normal business hours.

   The annual evaluation will include the following documents:

   1. annual evaluation cover sheet
   2. annual assignment with goals
   3. annual activity report
   4. current vita
   5. annual performance evaluation letter by the supervisor or department chair
   6. if there are performance deficiencies the supervisor shall provide written constructive feedback designed to assist the faculty member in improving his/her performance
   7. response by librarian, where applicable

E. Evaluative Performance Statements
   Library faculty should be evaluated on the three criteria used for tenure and promotion: professional responsibility and working relationships; professional development and scholarship; service to the Libraries, the University, the State, and the profession.

Every annual evaluation should include a statement at the end of each "criterion entry" that describes the overall performance of that criterion.

- Achieves expectations.
- Exceeds expectations.
- Needs improvement.

In addition, progress toward tenure and/or promotion should be addressed, as appropriate. A summary statement of the overall performance should conclude the evaluation.

III. A. 3. Sample Annual Performance Evaluation Letter

To:
From:
Re: Annual Evaluation -- 2007-2008 Academic Year

This letter will serve as an evaluation of your performance from July 1, 2007 through June 30, 2008. It reviews your contributions to the Library services and contains comments from your secondary supervisor on your progress in the collection management program.

I will direct my remarks to the following areas: Professional Responsibility, Professional Development and Scholarship, Professional Service Activities. The comparison of your Annual Assignment and Annual Activity Report demonstrates that you have been active in all three areas. Your accomplishments detailed in the attached Annual Activity Report clearly stand on their own merit. Your dedication and personal commitment to excellence is evident in everything you produce and in how you go about it. You are always a credit to yourself, the libraries, the university, and the profession. I am delighted to say that your performance consistently exceeds expectations. Judging by your achievements, I think you are making excellent progress toward tenure and promotion to Associate University Librarian.

1. Professional Responsibility

[paragraph or two describing accomplishments]

In the first criterion for tenure, I rate your performance as consistently exceeding expectations on the Assistant University Librarian level.

2. Professional Development and Scholarship

[paragraph or two describing accomplishments]

In the second criterion for tenure, I rate your performance as consistently exceeding expectations on the Assistant University Librarian level.

3. Professional Service Activities

[paragraph or two describing these]

In the third criterion for tenure, I rate your performance as consistently exceeding expectations on the Assistant University Librarian level.

<u>Summary of Overall Performance</u>

[paragraph describing overall performance]

<u>Recommendations for 2008 -2009</u>:

III. A. 4. Annual Assignments With Goals

The annual assignment and goals provide a basis for planning and projecting activities for the year.

At the beginning of employment, the library faculty member, along with the immediate supervisor and/ or department chair, develop a written assignment detailing duties and responsibilities in the three core areas of, professional responsibility, professional development and scholarship, and professional service activities. The related Goals statement necessary to implement the assignment is prepared at this time.

Assignments, with appropriate released time and travel funding for research and other creative activity, must provide equitable opportunities to meet the Library-wide performance criteria for tenure and promotion as documented in Chapter Two of the Career Development Handbook for Librarians

The revised assignment with goals is prepared annually in conjunction with the Annual Evaluation process. The assignment may be completed on a semester or annual basis in accordance with departmental practice.

A. 4. i. Annual Assignment Outline

Position Title:

Rank: (University Librarian, Associate Librarian, Assistant Librarian, Lecturer)

Department:

Job Summary: (Brief description of job duties)

Areas of Specialization:

Assigned Activities: (Administrative duties are listed under Service)

	Summer	**Fall**	**Spring**
Librarianship			
Research			
Service			
Total	**100%**	**100%**	**100%**

Duties and Responsibilities

I.Professional Responsibilities

II.Professional Development and Scholarship

III.Professional Service

A. 4. ii. a. Annual Assignment Example -- Option One

Annual Assignment 2008-09

Position Title: Head of Serials Acquisitions Unit

Rank: Assistant Librarian

Department: Resource Services

Brief Summary of Job Description:

The Head of the Serials Acquisitions Unit will be responsible for the management of all serials acquisitions functions and the acquisition of library electronic resources. As such, the individual supervises and evaluates the activities of the Serials Acquisitions unit. The unit includes 7.5 support staff that acquire, claim, check-in, binding, and fiscally manage serials in all formats. Serves as the electronic acquisitions expert for licensing, ordering, receiving, housing, and coordinating access that further integrates electronic serials into the collections. Also monitors and analyzes vendor performance, prepares budget reports. Coordinates and implements projects associated with the Humanities and Social Sciences Periodicals Room.

Areas of Specialization:

a.Management of serials acquisitions functions and workloads.

b.Management of orders and license agreements for electronic resources.

c.Monitor serials vendor relationships and perform service analysis.

I. Performance of professional responsibilities

1. Responsible for supervision and operation of the Serials Acquisitions Unit. Plan and set goals; monitor and evaluate workflow for quality and quantity of production.

   Goal 2008-09:

   Analyze check-in workflow and implement refined procedures by *[date]*.

2. Responsible for management of electronic resources acquisitions, licenses, coordinating access to electronic resources once acquired with Electronic Access Services Coordinator and staff in Serials Cataloging, Preservation, Collection Management, Administration, and Public Services. Provide support for management of established licenses and contracts, license compliance, and record keeping for digital information.

   Goal 2008-09:

   Assess current communication process for establishing electronic resource access and develop plan for improving the access implementation by *[date]*.

3. Responsible for ensuring quality control in acquisitions by monitoring serial vendor services. Perform vendor evaluations and facilitate negotiations of vendor services.

   Goal 2008-09:

   Evaluate serials vendor services for SwetsBlackwell and EBSCO and make recommendations by *[date]* for possible consolidation.

4. Contributes to the development of departmental and library goals, policies, procedures, and priorities. Work with a variety of groups and various assignments, and draft suggestions or responses to improve access to materials.

   Goals 2008-09:

a.Develop workflow plan for establishing publication patterns in Aleph system for predictive check-in by *[date]*.

b.Work with Access Services and Humanities and Social Science staff to develop a plan that will expand the hours of staff coverage on the HSS Periodicals Room information desk.

II. Professional Development and Scholarship

1. Seminars, workshops, conferences attended. Participate in and contribute to acquisitions programs and standards on national level.

   Goals 2008-09:

   a. Attend Midwinter and Annual ALA Conferences to fulfill responsibilities on AS committees.
   b. Attend Charleston Conference and lead discussion at Lively Lunch.

2. Publications and other creative efforts. Participate in and contribute to acquisitions standards on national level through research.

   Goals 2008-09:

   Publish "Serials Check-in Refined" in v.8, 2009 of *Advances in Serials Management*.

III. Professional Service Activities

1. Library and University Committees. Contribute to University Libraries and the University through active participation on library, university and consultative groups as appropriate.

   Goals 2008-09:

   a. Chair the Serials Operational Committee to standardize serials management throughout the system.
   b. Serve as Senator on the Faculty Senate representing the Library; within one week of the sessions, communicate Senate actions to Library staff.

2. Involvement with professional organs (offices held, programs planned). Contribute to the University Libraries, the University and the profession through active participation in activities such as committee work and service in professional organizations.

   Goals 2008-09:

   a. Fulfill responsibilities as member on the ALCTS Acquisitions Section Publication Committee.
   b. Serve on the ALCTS Business of Acquisitions Committee to plan and participate in the Business of Acquisitions Institute in Toronto, June 2009.

3. Instruction, presentations, demonstrations, speeches. Contribute to the University Libraries, the University and the profession through designing, planning, and producing results of research project findings.

   Goals 2008-09:

   a. Present paper on vendor evaluation process at ALA Annual Conference 2009.
   b. Lead discussion on electronic journal pricing at Charleston Conference "Lively Lunch", 2009.

A. 4. ii. b. Annual Assignment Example -- Option Two

Annual Assignment 2008-09

Position Title: History Selector

Rank: Associate Librarian

Department: Collection Management

Brief Summary of Job Description:

Responsible for developing and managing, in collaboration with the faculty, the library collection in support of the academic programs organized in the Department of History. Chairs and coordinates the History Group Planning Committee.

Provides specialized reference services including bibliographic instruction and automated database services, in conjunction with the on-line coordinator, for faculty, students, and scholars researching topics involving fields of history.

Participates in general reference services through specific assignments made by the Chair of the Humanities and Social Science General Reference.

Areas of Specialization:

Specialized reference service and bibliographic instruction in the field of American History. Development and management of the libraries' collections in American History.

Assigned Activities: (Administrative duties are listed under Service.)

	Summer	**Fall**	**Spring**
Librarianship	85%	85%	85%
Research	10%	10%	10%
Service	05%	05%	05%
TOTAL	100%	100%	100%

A.Performance of professional responsibilities

1. As the selector/liaison for academic programs originating in the Department of History.

   a.Maintains contact with the Department of History faculty. Keeps informed on the development of academic programs to ensure that Library collections and services support curriculum and research needs. Informs clientele about relevant library issues.

   b.Reviews notification slips, trade and national bibliographies, advertisements, dealer's catalogs and similar media for the purpose of initiating current and retrospective orders within boundaries of collection development policy and fund allocations.

   c.Selects from materials received by gift; reviews approval plans and exchange agreements; advises Acquisitions Department on sources of supply required to obtain materials unavailable through regular book trade channels.

   d.Sets catalog and preservation priorities for materials managed in support of Department of History academic programs.

   e.Assesses quality and condition of collections, determining the replacement, transfer, and withdrawal of individual titles.

   f.Assigns location of materials in the history collection based upon faculty, student, and library needs.

2. Responsible for advanced reference services in support of the history program, including bibliographic instruction, end user/database services, usually by referral from general reference or by specific appointment with faculty and students.

3. Participates in general reference services.

B.Professional Development and Scholarship

1. Prepares bibliographic guides and other publications in support of the Library's publication program.

2. Participates in appropriate professional development and continuing education

endeavors.

C.Professional Service Activities

1. Coordinates and Chairs the History Group Planning Committee investigating a planned approach to History Collection Management.

2. Serves on the Social Science Collection Management Circle, and other university and library organizations on the state, regional, and national levels.

3. Participates in appropriate professional and/or library organizations on state, regional or national levels.

Goals and Objectives

Summer *[year]*

Professional Development and Scholarship

Develop a bibliographic guide/webpage on "Women in the Civil War" for a new course offered this fall.

Completed *[date]*
Not Completed (Include Explanation)

Professional Responsibility

Select and order books and materials for course on "Women in the Civil War" offered this fall.

Completed *[date]*
Not Completed (Include Explanation)

Fall *[year]*

Professional Responsibility

Provide specialized reference service and bibliographic instruction for "Women in the Civil War" course.

Completed *[date]*
Not Completed (Include Explanation)

Spring *[year]*

Professional Service Activities

Serve as new chair of the SUL Electronic Resources Committee, History Subsection during Spring Semester.

III. B. Midterm Review for Tenure-Accruing Faculty

Policy

The midterm review for tenure-accruing faculty examines the progress toward tenure, as outlined in the criteria of Chapter II, Section C, for library faculty who have completed three years of service. In addition, progress toward promotion to the next rank will be reviewed. The review should provide guidance to non-tenured librarians, recommending activities and assignments to strengthen their record and identifying specific areas for improvement.

Timeline

The midterm review takes place prior to the end of the third year of academic service. To determine the year in which the midterm packet must be completed, add a "3" to the year appointed to the tenure track. See the table below for examples.

Year Hired	Packet Submission Date
2003	December 15, 2006
2004	December 15, 2007
2005	December 15, 2008
2006	December 15, 2009

Procedure

1. The packet for each library faculty member should contain the following documentation for the three years under review:
    - Chair/Assistant Chair letter of transmittal
    - Tenure/promotion form. The form can be found on the Office of the Provost, Tenure and Promotion Information web page.
    - Annual assignments, including goals
    - Annual activity reports
    - Annual evaluations
    - Current vita
2. A departmental committee of tenured faculty will review all documentation and discuss the candidate's progress toward tenure. The results of the department's discussion will be reflected

in the chair or assistant chair's letter of transmittal and a copy of this letter is sent to the candidate.

3. By December 15, the packets must be submitted to the Human Resources Office.

4. By January 15, the currently appointed Tenure and Promotion Committee will review all documentation and discuss the candidate's progress toward tenure.

5. By February 15, the Tenure and Promotion Committee will submit to the candidate, the candidate's supervisor and the appropriate Division Director a fact-finding report on his/her progress toward tenure. In addition, the report should highlight areas of strength and discuss any areas that need improvement.

6. By March 15, the candidate will meet with the Tenure and Promotion Committee who will report their findings and discuss ways to strengthen his/her packet for the tenure review. The candidate may bring his/her department chair and/or mentor to this meeting.

7. A copy of the midterm review packet will be retained in the Libraries' Human Resources Office.

III. C. 1. Sustained Performance Evaluations for University and Associate University Library Faculty

I.**Policy**

Tenured faculty will receive a sustained performance evaluation once every seven (7) years following the award of tenure or their most recent promotion, or the last decanal recommendation that they receive a Salary Performance Plan award and are evaluated for sustained performance for the previous six (6) years.

- Purpose
  -to document sustained performance as a tenured faculty member during the previous six years of assigned duties
  -to encourage continued professional growth and development.
  -to determine if a tenured faculty member's performance is satisfactory or unsatisfactory.

- Documentation
  -Annual evaluations -- last six years
  -Annual Assignments -- last six years
  -Activity Reports -- last six years
  -Current Vita

<u>Note:</u> The Sustained Performance Evaluation letter does not replace the Annual Evaluation letter.

<u>Exception:</u> Tenured faculty with administrative appointments of chairperson and above will not be eligible for this review until they resume faculty duties for the required six year period.

II. Evaluation Guidelines

The employee annual evaluations, including the documents used to develop the annual evaluations, will be the sole basis for sustained performance evaluation. An employee who received satisfactory annual evaluations during 4 or more of the previous six years, including one or more of the previous two (2) years shall be rated satisfactory or above in the sustained performance evaluation and cannot be subject to a performance improvement plan.

The employee may attach a concise response to the evaluation.

For either Departmental Chair/Supervisor or the individual members of the SPEPC to make a finding that sustained performance is unsatisfactory there must be a clearly documented pattern of unsatisfactory performance of one or more assigned duties explicitly stated in two or more of the annual letters of evaluation over the six-year period of review.

III. Employee Improvement Plan

A performance improvement plan will be developed only for those employees whose performance is identified through the sustained performance evaluation as being consistently below satisfactory in one or more areas of assigned duties. The employee is responsible for attaining the performance targets specified in the performance improvement plan. If the targets are not met, the unit has the responsibility to take appropriate actions under the provisions of University Rule 6C1-7.048, F.A.C.,

The performance improvement plan will be developed by the employee in concert with his/her supervisor, and include specific performance targets and a time period for achieving the targets. The performance improvement plan will be approved by the President or representative [Dean of University Libraries]. Specific resources in an approved performance improvement plan will be provided by the university. The supervisor will meet periodically with the employee to review progress toward meeting the performance targets. It is the responsibility of the employee to attain the performance targets specified in the performance improvement plan.

Appeal Process. In instances where the library faculty member and the Chair/Supervisor cannot agree upon the elements to be included in the performance improvement plan, the library faculty member may use the University's appeal process. This includes a review by the Dean of University Libraries, whose decision is final.

IV. Procedures

The Sustained Performance Evaluation Program Committee (SPEPC) is comprised of two tenured librarians holding the rank of University Librarian from each division – Collection Management, Public Services, and Resource Services. Representatives serve for two years with the terms being staggered. The individual members of the SPEPC will review the documentation of tenured faculty members up for review in the respective academic year.

The Human Resources Officer notifies individuals, Department Chairs and Directors to prepare information for an assessment of sustained performance during the seventh year following a library faculty member's award of tenure and/or promotion or the last decanal recommendation that they receive a Salary Performance Plan award.

A. The library faculty member and the chair/supervisor assemble the evaluation packet, consisting of a current vita, annual letters of evaluation, annual assignments, and activity reports from the previous six years and submit them to the Human Resources Officer for coordination and review by the Sustained Performance Evaluation Program Committee.

B. The individual members of the SPEPC will review the materials in accordance with the guidelines and will provide a written assessment to the Chairs/Supervisors.

C. The Department Chair/Supervisor will prepare the library faculty member's Sustained Performance Evaluation letter in accordance with the guidelines, incorporating the written assessment provided by the committee. The evaluation will summarize the library faculty member's overall performance during the six-year period being reviewed and the performance will be rated as:

1. Sustained performance is satisfactory.

2. Sustained performance is below satisfactory in one or more areas of assigned duties.

D. The library faculty member may prepare a response to the evaluation that will be attached to the evaluation and become part of the personnel record.

E. The Chair/Supervisor meets with the faculty member to review the evaluation letter.