



McGill

FRANCES K. GROEN

Director of Libraries
McGill University
3459 McTavish Street
Montreal, QC, Canada H3A 1Y1

Directeur des bibliothèques
Université McGill
3459 rue McTavish
Montréal, Québec, Canada H3A 1Y1

Tel: (514) 398-4677
Fax/Télécopieur: (514) 398-3561
E-mail: GROEN@LIB1.LAN.MCGILL.CA

8 July 1998

Dear Librarian,

Over the past year, the management of the Library has been working to improve the procedures for merit pay awards. At the same time, I have been involved in discussions on this topic with the Subcommittee on Academic Salary Policy, chaired by Vice-Principal Chan, to improve the process within the University. The Librarians' Section of MAUT is also represented on this Subcommittee. The result of these efforts in the Library is a new process designed to improve objectivity and transparency in the awarding of merit pay to librarians in the McGill University Libraries. To assist the Director of Libraries in the distribution of merit awards to all librarians with appointments in the Library System, a McGill University Libraries Merit Implementation Standing Committee has been established.

To allow the Merit Implementation Standing Committee to fulfil its mandate, each Librarian will need to submit a 1996-97 performance evaluation and a 1996-97 Librarian's Review of Activities (if not already submitted). If a Performance Evaluation does not exist, the supervisor should write a 1996-97 evaluation, sending a copy to the librarian, before July 17, 1998. The Librarian's Review of Activities should be submitted to the appropriate Administrative Librarian by July 31, 1998.

The appropriate Administrative Librarian will forward the Performance Evaluations and the Librarians' Review of Activities, with their merit recommendation and rankings for each librarian by August 21, 1998 to the Office of the Director Libraries, attn: Donna Duncan.

Vice-Principal Chan has announced that funds have been allocated for Merit Increases for 1996/97. The awards to individual staff are based upon lump sum categories (\$0,500,1000,1250,1500). No more than 50% of the awards may be in any one category, and the period of evaluation for this merit exercise is June 1, 1996 to May 31, 1997.

For a number of years, I have been concerned about the perception of objectivity in the awarding of merit. Some improvement in understanding of the criteria has occurred, and I hope, with your assistance, that a more standardized approach to documentation will improve the process in the years ahead. This procedure will be followed in subsequent years and the process will be evaluated after the first year's experience is completed. Your

assistance will be important, and I look forward to an improved process by which merit is awarded.

If there are questions on these procedures, please do not hesitate to contact Donna Duncan, Staff Development Librarian or me.



Frances Groen
Director of Libraries

Encl. Vice-Principal Chan's memo
 Merit Increase Methodology
 Merit Implementation Standing Committee Terms of Reference
 Librarian's Review of Activities Form

cc: Vice-Principal T. H. Chan
 Vice-Principal B. Pennycook
 (no enclosures)

M E M O R A N D U M

OFFICE OF THE PRINCIPAL AND VICE-PRINCIPAL (ACADEMIC)
James Administration Building
Room 506
Tel: 398-4180 Fax: 398-4768

To : Deans, Director of Libraries, Chairs of Academic Units,
Area Librarians

From : T.H. Chan, Vice-Principal (Academic)

Date : June 12, 1998

Subject : Academic salary policy 98/99

In the budget for 98/99 recently approved by the Board of Governors, funds have been allocated for Merit Increase for academic staff.

The Purpose of this memo is to outline policies relating to the allocation, the evaluation of performance, and to the awarding of merit and anomaly adjustment to individual academic staff.

(1) Merit Increase. This is applicable to all academic and librarian staff. There will be a total of \$1.2M (or about 1.4% of the academic salary envelope) available for merit distribution for academics. ~~With a total of about 1245~~ academics (including faculty lecturers, librarians, etc.), the average merit increase should be about \$1000 per person. Merit is to be awarded to individuals strictly on the basis of academic performance according to the following guidelines.

(a) Academic performance is to be assessed in relation to academic duties as specified in Section 1.3.2 of the Regulations Relating to the Employment of academic Staff (1980): "Academic duties" of a member of full-time academic staff include: i) teaching (graduate and undergraduate classes and supervision of individual student programs); ii) research and other scholarly activities, and professional activities; and iii) other contributions to the University and scholarly communities." In the case of librarian staff performance is to be assessed on the individuals work performance, contribution to the university, and contribution to librarianship and/or scholarship as defined in Section 4.91 through 4.93 of the Regulations. The criteria on which merit pay allocation decisions are based should be communicated to all staff members.

(b) The period of evaluation for the purposes of this merit exercise is the 1996-97 academic year (i.e., June 1, 1996 to May 31, 1997). For staff members who were hired recently, Deans may take into account more up-to-date information.

(c) Deans may take into account the relative performance of individual academic units within their Faculties in determining the global sum available to those units for distribution as merit.

(d) Merit awards to individual staff will be based on one of five lump sum categories (\$ 0, 500, 1000, 1250, 1500). No more than 50% of awards, calculated on a Faculty basis, may be in any one of the above categories.

(e) The Deans will make the merit recommendations to the Vice-Principal (Academic) for approval by October 1. The Deans can then inform the staff members of the merit decisions by October 15. The staff will have a two week period during which they may make representations to their Deans concerning their merit awards. Confirmation of the decisions will be sent by Payroll by the end of November with the first paycheque reflecting the salary change on December 15. The merit increase will be retroactive to June 1, 1998.

(2) Anomaly adjustment. The Dean/Director of Libraries will examine the salary pattern of the Department/Faculty and, taking into account the relative salaries and the performance of individuals, may request on a priority rank basis from the Vice-Principal (Academic) a further salary adjustment for specific individuals. The Vice Principal (Academic), on the basis of interfaculty pattern and the merit of the case, may approve anomaly salary correction proposed by the Dean/Director of Libraries. Since anomaly adjustment was last made two years ago, the number of such request this time should be very limited.

THC/cb

MCGILL UNIVERSITY LIBRARIES

MERIT INCREASE METHODOLOGY

PURPOSE

This methodology will allow the Director of Libraries to distribute merit money on an equitable basis to all librarians with full-time appointments in the Library System. The procedure will use mathematical weighting to reflect the general weighting given to each of the three criterion: position responsibilities, contributions to the University, and contributions to librarianship and/or scholarship. This procedure will result in a list of librarians in a ranked order based on their activities for the year in review. A standardized merit procedure will exclude irrelevant considerations such as the meaning or definition of an A versus a C, seniority, peer comparisons, etc.

LIST OF ACTIVITIES

The first step is to produce a list of activities for each librarian. Librarians are encouraged to submit a completed *Librarian's Review of Activities Form* (See attached sample). Performance evaluations, annual reports, etc. will also be used. The listing should include job-related activities, job-related activities of a special nature beyond expectation, as well as activities in the second and third criteria.

WEIGHTING

Administrative Librarians will review each librarian's activities and will assign a numeric value for activity in each criteria. Activities in position responsibilities will be weighted at 70%-80%. Activities in contributions to the University, and contributions to librarianship and/or scholarship will be weighted at 10%-15%. For each librarian, a summary list of activities in each criteria will be prepared and a mark assigned. This recommendation will be forwarded to the Director of Libraries.

SYSTEM-WIDE CONSIDERATION

A committee appointed by the Director of Libraries from members of the Senior Management Group will be responsible for making inter-area adjustments. This will result in all librarians receiving marks in a uniform fashion.

RESULTS

The marks will be put into a matrix and then weighted according to the Director's instructions (e.g. 75% for position responsibilities, 12.5% for the two other criteria). This will generate a comparative list of librarians from highest point count to lowest. The Director of Libraries will then divide the list into merit categories to suit the money available.

November 1997

MCGILL UNIVERSITY LIBRARIES
MERIT IMPLEMENTATION STANDING COMMITTEE

TERMS OF REFERENCE

1. The composition of the Committee will be:

Chair: The Staff Development Librarian

Membership: Three other selected members from the Director's Senior Management Group

Observer (without voice or vote):
A Representative (Non-Administrative Librarian) chosen each year by the Director of Libraries and the Chair of the MAUT Librarians' Section.
2. To produce a System wide ranked list of librarians for merit increases based on their activities (position responsibilities, contributions to the University, and contributions to librarianship and/or scholarship) for the year in review for the Director of Libraries.
3. In order to complete its work the Committee will examine the the following documentation:
 - a) the rankings in each Area provided by the Administrative Librarians
 - b) the summary list of activities and marks assigned for each Librarian by the Administrative Librarians
 - c) each librarian's activities (performance evaluation, and *Librarians' Review of Activities*).
4. To generate a comparative list of librarians from the highest point count to the lowest point count for the Director of Libraries.
5. The Director of Libraries will add the rankings for librarians who report directly to her.

Joanna Andrews
Donna Duncan (Chair)
John Hobbins
Hanna Waluzyniec

June 1998

McGILL UNIVERSITY LIBRARIES
LIBRARIAN'S REVIEW OF ACTIVITIES

June 1, 1996 - May 31, 1997

1) NAME:

2) SHORT NARRATIVE REPORT ON YOUR YEAR'S ACTIVITIES:

3) HONOURS, AWARDS (e.g. Career Recognition Award, Margaret Mann Citation Award)

4) GRANTS, CONSULTANCIES, EXCHANGES

5) PUBLICATIONS:

a) Books, Refereed Journal Articles (June 1 1996 - May 31, 1997)

b) Other Articles, Book Reviews

6) UNIVERSITY ACTIVITIES/COMMITTEES:

7) LIBRARY SYSTEM COMMITTEES:

8) OTHER SCHOLARLY ACTIVITIES:

(Presentations, exhibitions, invited lectures, courses taught)

9) OFFICES/APPOINTMENTS IN ACADEMIC/PROFESSIONAL SOCIETIES:

(Indicate whether this is a new or continuing appointment)

10) MEMBERSHIPS IN ACADEMIC/PROFESSIONAL SOCIETIES:

July 1998



McGill

Memorandum

To: Members, Executive Committee
Librarians' Section, MAUT

Date: December 17, 1998

From: Frances Groen
Director of Libraries

Subject: MERIT PROCEDURES
FOR MERIT AWARDS

I read with very great pleasure the following comment in the December 1998 MAUT Newsletter, "The Librarians were very positive about their new method of ranking by committee, using three weighted criteria, followed by a letter from the Director of Libraries notifying each person of his or her award." I realize that the success of our new Standing Committee on Merit Award Implementation is due in large measure to the willingness of librarians to try something new, to Donna Duncan who worked so very hard to maintain objectivity in the process, and to the wisdom of Elaine Yarosky who graciously agreed to sit as an observer on the Committee.

I plan to continue this process in the future, with some fine tuning, as necessary, and with a rotating membership on the Committee. I would welcome any further thoughts that you may have on this matter.

With my appreciation for helping to improve the objectivity and transparency of this process.

cc: Donna Duncan
Members of the Merit Award Implementation Standing Committee

Frances Groen

McGill University Libraries

LIBRARIAN'S ANNUAL REPORT 2003-2004

Submit to Supervisor on or before May 31, 2004

NAME: _____

RANK: _____

1- Brief report of significant accomplishments related to position responsibilities during the year.

2- Report on professional and university activities

A. Publications

Attach a copy of all publications & indicate if you wish the copy returned to you.

1- Books or refereed journal articles published in 2003

2- Newsletter or other non-refereed articles published in 2003

B. Services to the profession through participation in professional associations and academic organizations

Include full name and hierarchy of body/sub-body, etc. Indicate either 'Ongoing' or 'Start/End' dates of participation. Indicate whether Member; Chair; Vice-Chair, Ex Officio member, etc.

1- Offices held in professional associations and academic organizations

2- Membership of active committees or task forces

C. Teaching (Paid or unpaid)

Note that permission must be obtained from your Administrative Librarian to do teaching which is not included in your position responsibilities. Indicate details of any shared courses.

1- Teaching and evaluating numbered McGill courses

Provide course title, number, credit weight.

2- Supervision of independent study

Please provide course title, number, credit weight and number of students completing course. Include GSLIS Practicums here.

3- Guest lectures in numbered McGill courses

Provide course title, number and date(s) of lecture(s).

McGill University Libraries

LIBRARIAN'S ANNUAL REPORT 2003-2004

4- Other professional lectures, seminars, etc.

Provide title and date of presentation and full name of sponsoring organization.

D. Conference presentations

Provide full name of conference and title and date of presentation.

E. Consulting activities

See Handbook of Regulations and Policies for Academic and Librarian Staff, 2001, Chapter 7, p.63-64. Please attach a full report, or if report is confidential, a summary of activities in the consultancy, including time spent. Note that permission to do substantial consultancies, as defined in the Handbook, must be obtained from your Administrative Librarian.

F. Grants obtained

Provide details and note if new or renewal.

G. Other scholarly or professional activities

H. Services to McGill University through committee and other activities

Indicate either 'Ongoing' or 'Start/End' dates of participation.

Indicate whether Member; Chair; Vice-Chair, Ex Officio member, etc.

1- Membership in active CREPUQ or similar work-related committees

2- Membership in active McGill University Library committees

3- Membership in active university committees

4- Other contributions to the university

I. Goals for coming year (2004-2005)

Signed: _____ Date: _____

PLEASE NOTE THAT YOU ARE RESPONSIBLE FOR THE ACCURACY AND COMPLETENESS OF THE ABOVE INFORMATION.

Rev. may/04



Annual Performance Recognition and Development Report

June 1, 2004 – May 31, 2005

To be completed, signed and returned to Bruna Ceccolini by September 26, 2005

The completion of this report accompanied by your Curriculum Vitae (no electronic submissions please) provides opportunities for:

- Reviewing objectives of work unit, primary job function and nature and scope of responsibility to ensure alignment of individual expectations with the strategic mission of the Library

MISSION STATEMENT: McGill University Library advances learning and research by providing outstanding collections, access to the world of knowledge, excellence in service and an appropriate library environment, which are client-focused and responses to the needs of the McGill community.

- Recognition of individual development and achievement as well as the identification of areas for improvement particularly with a view to individual and library-wide staff development
- Communication between staff member and supervisor
- Documentation of contribution made to the Library and the University
- Determination of objectives for forthcoming year
- Award of merit

Name of staff member: _____

Position Title: _____

Branch library/section: _____

Name of Supervisor (s): _____

Overall assessment by supervisor (s): _____
(where there are 2 supervisors, both will participate)

Staff member comments:

Staff member Signature: _____

Supervisor Signature: _____

Reviewer (where appropriate): _____

Performance will be evaluated on 5 levels:

- A Exceptional**
- B Surpassed expectations**
- C Achieved expectations**
- D Requires improvement**
- E Unsatisfactory**

EXCEPTIONAL: Consistently excel in the attainment of performance goals and objectives. Work is consistently of superior quality. Works at a creative level and makes a unique and outstanding contribution.

SURPASSED EXPECTATIONS: Achieves and frequently exceeds performance goals and objectives. Work is consistently of high quality. The incumbent makes a significant contribution.

ACHIEVED EXPECTATIONS: Consistently achieves and occasionally exceeds performance goals and objectives and is fully competent in the position. Makes a positive contribution.

REQUIRES IMPROVEMENT: Does not achieve all performance goals and objectives. Quality of work is inconsistent and below standard in some areas. A performance improvement development plan is required.

UNSATISFACTORY: Did not achieve performance goals and objectives. Quality of work is consistently below standard in most areas.

1. **Primary Purpose Of Position** (one sentence)[to be completed by staff member]

2. Tasks/accountabilities (include ongoing activities and previous year's goals) [to be completed by staff member]	Performance and comments [to be completed by supervisor]

3. Special projects/innovations (short description in point form) [to be completed by staff member]	Performance and comments [to be completed by supervisor]

4. Skills and knowledge

	<u>Performance and comments [to be completed by supervisor]</u>
Oral communication:	
Written communication:	
Interpersonal effectiveness:	
Client service:	
Organizational Ability:	
Judgement:	
Application of knowledge/problem solving:	
Leadership:	
Resource management:	
Flexibility:	
IT skills:	
Diplomacy/tact:	
Teamwork/cooperation:	

5. Developmental activities undertaken(work-related courses, conferences etc.)

[list activities and briefly describe involvement [to be completed by staff member]

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6. Professional activities: (publications, consulting, committee/association involvement, research) (list involvements and time spent) [to be completed by staff member]

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7. Awards/Grants (short descriptions) [indicate \$ amounts and granting agencies]

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8. Job Goals/Expectations for next review year (no more than 5): [to be completed by both staff member and supervisor]

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9. Career advancement/target (within the next 5 years) [to be completed by staff member]:
Comment by supervisor:

10. Knowledge or skills to be developed	Course/other activity
[to be completed by staff member and supervisor]	

11. Areas for Improvement	Targets/dates/activities
[to be completed by staff member and supervisor]	