June 1, 2015

TO: Council of Librarians

FROM: Geneva Henry
University Librarian and Vice Provost for Libraries

SUBJ: Annual performance appraisal

The Librarian Achievement Report is due July 10, 2015

Each year, we take time to review our accomplishments for the past 12 months and look ahead at our plans for the next year.

Specifically our annual performance appraisal process:

* documents each librarian’s achievements for the year
* documents the supervisor's assessment of the librarian's performance during the past year
* provides an opportunity for librarian and supervisor to have a meaningful discussion of the librarian's performance and goals
* provides a basis for award of merit pay increases

As compared to the peer review process, which looks at an individual's professional development, the annual performance review looks at the librarian's achievements in support of library goals during a fixed period of time--one year. The resulting discussions and documents are confidential, not subject to peer review or appropriate for public discussion.

To this end, the LAR document, Librarian Achievement Report and associated documents for the period July 2014 through June 2015 are due to your department head no later than July 10, 2015. (Department heads provide their LAR’s to the appropriate Associate University Librarians.) Please keep in mind that documentation you need to provide includes:

- Your goals for 2014-2015
- Draft goals for the coming year, July 2015-June 2016
* Changes in the categories were made on the LAR form to bring it into alignment with the Performance Review Form that was both discussed and approved at Council meetings this year.

A few words about self-assessment

1. An important part of the annual appraisal process is the self-assessment because it allows each of us to give context to the work we list on the achievement report. The context includes your goals for the year, events or circumstances that helped shape your work for the year and your own professional aspirations. Include, for instance, the circumstances that caused you to make the choices you made in fulfilling your various responsibilities during the year.

2. Although there is no defined format for your self-assessment, we encourage you to incorporate assessment into the Librarian Achievement Report and annotate your list of goals. Do whatever works best for you.

TIMETABLE

* Submit documentation to evaluator: July 10, 2015

* Meetings with supervisors To discuss 2015 appraisals and goals for 2015-16 July 30-August 14

Department heads are available to help you prepare your documentation. If you have questions, please seek their advice, or contact Mafona Shea at mashea@gwu.edu.
LIBRARIAN ACHIEVEMENT REPORT: SELF ASSESSMENT

The purpose of this form is to provide librarians an opportunity to assess their work performance through the identification of specific examples of successes and areas for development or improvement relative to specific factors. Librarians and their supervisors use this self-assessment as a tool to begin a constructive dialogue regarding work performance and plans for development.

Expectations may vary depending on rank and position. Note that each librarian should be evaluated according to the expectations of his or her rank, time in rank, and skills, knowledge, and abilities required in his or her position description. The weight of categories may vary depending on the importance in the individual position.

Librarian:
Rank:
Time in Rank:
Period covered:

Effectiveness in Librarianship

Summarize your performance in your functional area(s) including any projects, programs or other activities that indicate level of responsibility or growth in expertise or responsibility.

Communication:
Regularly shares information and ideas in an open, consistent, and effective manner. Fosters an environment that supports a continual, candid exchange among appropriate members of the University community. Encourages expression of new and creative ideas. Listens without interruption. Regularly shares useful, well organized, and accurate information. Provides regular, timely, and constructive feedback in a straightforward, sensitive manner.

Customer Service:
Commits to pursuing excellence to achieve the highest standards. Understands our responsibility to exceed the expectations of others who depend on our actions. Solves problems at the first point of contact whenever possible; if unable to do so, refers the customer to an appropriate resource. Responds to all customer requests in a timely manner. Considers customer feedback and explores creative approaches to enhance service and increase efficiency.

Job Skills/Technical Skills:
Demonstrates the knowledge and skills necessary to perform the job effectively. Understands the expectations of the job and remains current on new developments in areas of responsibility. Performs responsibilities in accordance with job procedures and policies. Acts as a resource upon whom others rely on for assistance.
**Productivity (Quantity/Quality of Output):**
Gets the job done. Produces the quantity and quality of work required for the position. Demonstrates initiative. Sets priorities and organizes work efficiently and effectively. Completes work assignments in a timely manner. Delivers high quality work products. Uses sustainable practices whenever possible.

Define your participation in the GW Libraries activities by listing:

**Teamwork and GW Libraries Committee Service:**
Embraces the unique contributions of all members of the team and community. Treats others with courtesy, respect, and dignity. Encourages collaboration to meet common goals and produce a sense of shared responsibility. Encourages the expression of different points of view, resolves disagreements in a collegial manner, and supports decisions once they are made. Contributes to the success of the team by working effectively, helping solve problems, and meeting deadlines. Understands how collaborative work efforts contribute to success. Develops the capacity of others through information sharing, mentoring and/or coaching.

**Management/Supervisory Skills (if applicable):**
Models and reinforces the [GW values](#). Takes ownership and accountability for area of responsibility. Makes a positive contribution to the team, department, and University. Acts as a coach to motivate staff. Sets goals and clarifies expectations of staff. Invests time to manage and facilitate the work of others. Responds to the ideas, concerns and needs of direct reports. Demonstrates support for professional development to maximize the potential of direct reports. Demonstrates skill in hiring, developing, and retaining staff.

**Initiative/Innovation/Adaptability/Creativity:**
Willingness to assume additional responsibilities; to develop and pursue alternate/new concepts and technologies to facilitate the achievement of institutional goals; to acclimate to new situations and contingencies; and to assist in other areas when appropriate.

**Problem Solving/Analytical Skills:**
Success in identifying problems related to responsibilities, in analyzing cause and effect, and in developing and implementing solutions. Degree to which the librarian uses an organized approach and sound judgment to solve problems and make decisions supporting the provision of excellent service. Degree to which librarian identifies relevant and appropriate criteria/data/information for making decisions.

**Institutional Relations and Leadership:**
Success in fostering positive relationships and teamwork between Library and University departments in order to meet organizational objectives; success in representing the GW Libraries and the University to external parties. Demonstrates understanding of the interrelationships between job tasks, performance, and library services; applies this understanding to achieve results across units, teams, and functions. Success in leading initiatives or work groups within the GW Libraries or University.
Define your participation in the profession by listing:

**Participation in the Profession/Current Awareness:**
Commitment to GW Libraries Mission, Vision, and Values; quality of working relationships; and service on ALA or other professional association committees, task forces, and other working groups; adaptability to changes in work processes/environment; degree of commitment to unit, library and university goals; willingness to share knowledge and mentor colleagues; ability to accurately integrate and build on comments and ideas of others and to interact effectively and professionally with persons from diverse backgrounds.

List professionally relevant course work you have undertaken. Please indicate whether any of this is part of a degree program.

**SCHOLARLY OR CREATIVE PRODUCTIVITY AND PROFESSIONAL SERVICE**

Scholarly or Creative Productivity and Professional Service for current rank, time in rank and time in the GW Libraries. Librarians may demonstrate competence in this area through: outstanding creative or innovative performance in an area of responsibility; publications; presentations, papers, panelist work, instructorships; on-going contributions as editor, compiler, etc.; service on GW, consortium, or academic community committees, task forces, etc.; service on professional committees, task forces, etc.; professional contributions to other organizations; participation in recognized George Washington University organization.