



Cline Library, Northern Arizona University

GUIDELINES FOR ACADEMIC PROFESSIONAL PERFORMANCE STANDARDS

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These standards are intended to serve as a guide for Academic Professionals and supervisors to assist them in maintaining consistency in performance and in the evaluation of such performance. Each supervisor should discuss these standards with each Academic Professional in relation to the Statement of Responsibility and Statement of Expectations for that individual to determine the focus of the position. The overall evaluation should support and be consistent with the individual's job focus. There may be aspects which are not applicable to every employee.

LEADERSHIP

Change

- **HIGHLY MERITORIOUS PERFORMANCE:** Continually and actively facilitates experimentation, brainstorming and change that result in innovation with significant outcomes.
- **MERITORIOUS PERFORMANCE:** Actively demonstrates initiative and consistently encourages change and innovation in all aspects of work which may result in significant outcomes.
- **SATISFACTORY PERFORMANCE:** Consistently encourages an environment which supports change and innovation.
- **UNSATISFACTORY PERFORMANCE:** Does not consistently encourage an environment which supports change and innovation.

Direction/Guidance

- **HIGHLY MERITORIOUS PERFORMANCE:** Serves as a model for staff in setting goals that clearly reflect the broad Library and University goals and priorities. Inspires creativity and productivity. Always provides honest, objective feedback to staff/team members. Excels in helping others attain a high level of accomplishment and achieve their fullest potential.
- **MERITORIOUS PERFORMANCE:** Establishes and meets Library and University goals, integrating creative and productive strategies to achieve appropriate outcomes. Facilitates group progress in advancing objectives.
- **SATISFACTORY PERFORMANCE:** Meets Library and University goals, integrating creative and productive strategies. Assists others in meeting their goals.

- **UNSATISFACTORY PERFORMANCE:** Regularly fails to establish, understand or meet appropriate Library and University goals. Does not assist others in meeting their goals.

Resources

- **HIGHLY MERITORIOUS PERFORMANCE:** Effectively analyzes information to make assessments for appropriate resource allocations, successful outcomes, and quality. Evaluates alternatives and judges where process and other improvements can be made. Anticipates problems/changes and continuously realigns and effectively organizes priorities. Coaches staff/team members in effective use of resources and assists in the improved performance of others.
- **MERITORIOUS PERFORMANCE:** Consistently uses information to assess resource allocations, outcomes, track quality, and enable improvements. Uses time and resources with a high degree of effectiveness which result in resource improvements and outcomes.
- **SATISFACTORY PERFORMANCE:** Generally uses information to assess resource allocations, outcomes, track quality, and enable improvements.
- **UNSATISFACTORY PERFORMANCE:** Generally neglects to use information to assess outcomes, track quality, and enable improvements.

Recognition

- **HIGHLY MERITORIOUS PERFORMANCE:** Consistently and actively recognizes the contributions and achievements of individuals, teams and the organization and utilizes those strengths. Provides opportunities for staff/team members to grow. Encourages staff/team members to recognize contributions of others. Understands that recognition is a motivator and promotes growth.
- **MERITORIOUS PERFORMANCE:** Consistently recognizes the contributions and achievements of individuals, teams and the organization.
- **SATISFACTORY PERFORMANCE:** Generally recognizes the contributions and achievements of individuals, teams and the organization.
- **UNSATISFACTORY PERFORMANCE:** Rarely recognizes the contributions of individuals, teams and the organization.

CUSTOMER SERVICE (Internal or External)

Overall

- **HIGHLY MERITORIOUS PERFORMANCE:** Anticipates customer needs and finds innovative ways to provide excellence in all areas of service. Serves as a model for others. Continuously seeks methods to innovate and revise services in response to user needs. Consistently leverages opportunities that new tools and technology offer to enhance the learning and working environment for others.
- **MERITORIOUS PERFORMANCE:** Strives to be helpful in all situations and to provide quality customer service. Attentively receives and conscientiously responds to customer queries and requests for information or assistance. Supports initiatives and projects intended to improve research and learning experiences.

- **SATISFACTORY PERFORMANCE:** Makes an effort to meet customer needs, responds positively to customer queries and requests for information or assistance. Is open to change and service improvements.
- **UNSATISFACTORY PERFORMANCE:** Does not make an effort to meet customer needs. Does not make an effort to obtain information or assistance.

Interaction Skills

- **HIGHLY MERITORIOUS PERFORMANCE:** Consistently finds and demonstrates tactful and diplomatic ways to deal with complex and difficult issues while maintaining confidentiality. Consistently demonstrates active listening skills to negotiate positive outcomes while accommodating exceptional circumstances. Makes comments that reflect critical thinking and analysis that is beneficial to the thinking of others.
- **MERITORIOUS PERFORMANCE:** Consistently demonstrates a cooperative, tactful approach to achieve effective and positive interactions while maintaining confidentiality. Often demonstrates an ability to employ active listening and negotiation skills.
- **SATISFACTORY PERFORMANCE:** Demonstrates a cooperative, tactful approach to achieve effective and positive interactions while maintaining confidentiality.
- **UNSATISFACTORY PERFORMANCE:** Does not demonstrate a cooperative, tactful approach when interacting with others. Does not exercise appropriate discretion and confidentiality. Fails to actively listen to customer queries and/or fails to negotiate when circumstances dictate.

Delivery

- **HIGHLY MERITORIOUS PERFORMANCE:** Expeditiously responds to customer requests regularly anticipating customer needs. Refers users appropriately to achieve positive outcomes. Exceeds expected results, and consistently models the highest possible quality in service.
- **MERITORIOUS PERFORMANCE:** Consistently responds in a timely manner to all requests and anticipates customer needs. Explores all available options and refers users to other appropriate sources in a timely manner.
- **SATISFACTORY PERFORMANCE:** Responds in a timely manner to requests and inquires. Explores options and refers users to other sources appropriately.
- **UNSATISFACTORY PERFORMANCE:** Inconsistently responds to customer requests in a timely manner or does not ask for assistance when needed. Regularly makes inappropriate referrals to others or does not make an effort to obtain information for assistance.

TEAMWORK

Team Membership

- **HIGHLY MERITORIOUS PERFORMANCE:** Consistently takes the lead in involving other staff and in promoting a spirit of interdependence and cooperation. As a member of the team, actively motivates others, shows enthusiasm, and

acknowledges individual and team accomplishments. Makes recommendations and implements strategies that result in excellent group process and outcomes.

- **MERITORIOUS PERFORMANCE:** Interacts well with other staff/team members. Regularly demonstrates involvement with other staff/team members which is mutually beneficial. Actively and effectively participates and contributes in a positive manner. Places team's objectives above individual agendas. Supports team decisions and goals.
- **SATISFACTORY PERFORMANCE:** Interacts well with other staff/team members. Participates and contributes in a positive manner. Supports team decisions and goals.
- **UNSATISFACTORY PERFORMANCE:** Does not consistently make positive contributions to team or attempt to achieve beneficial solutions to issues of mutual concern. Has trouble accepting input from others or providing constructive suggestions for change or improvement.

Team Work

- **HIGHLY MERITORIOUS PERFORMANCE:** Performs tasks at an exceptional level. Develops and maintains strong and productive relationships within and between teams. Generates enthusiastic team participation, invites involvement from others, and supports their ideas. Seeks out feedback and constructive criticism. Actively works to remove barriers to team effectiveness. Creates an environment where differences are valued, encouraged and supported. Resolves conflicts effectively and in a timely fashion. Makes recommendations and implements strategies that result in excellent group process and outcomes.
- **MERITORIOUS PERFORMANCE:** Performs tasks at a high level. Develops sound relationships that enhance understanding, communication and motivation within the team and between teams; inspires intentions and actions that lead to enhanced processes with beneficial outcomes within the team and between teams. Benefits from constructive feedback. Resolves differences with tact and diplomacy.
- **SATISFACTORY PERFORMANCE:** Performs tasks well. Actively participates in team activities. Cooperates to get the job done and support team activities.
- **UNSATISFACTORY PERFORMANCE:** Does not offer assistance or participate in team activities. Does not complete assignments in a timely fashion.

Information Sharing

- **HIGHLY MERITORIOUS PERFORMANCE:** Anticipates and provides information that others on the team or on other teams may need. Encourages others to share information. Coaches others in information sharing techniques. Shapes information in ways that are easy to use by the intended as well as potentially unintended audiences. Content is consistently clear, complete and relevant.
- **MERITORIOUS PERFORMANCE:** Anticipates and provides information that others on the team may need. Encourages others to share information. Content is clear, complete and relevant.
- **SATISFACTORY PERFORMANCE:** Shares information and ideas to accomplish tasks.
- **UNSATISFACTORY PERFORMANCE:** Requires prompting or does not share relevant information or ideas.

Team Communication

- **HIGHLY MERITORIOUS PERFORMANCE:** Provides insightful feedback, mentoring others in improving their skills and talents. Encourages and provides a forum for appropriate expression of conflicting opinions and/or for appropriate debate of opposing ideas. Performs honest assessment of team actions and outcomes. Communication strategies are consistently appropriate to the situation and promote ongoing improved performance of individuals and groups.
 - **MERITORIOUS PERFORMANCE:** Involves all team members in communication activities. Offers valid and constructive feedback coupled with supportive suggestions/coaching. Contributes to conversation and discussion as needed and when necessary to advance team process and objectives.
 - **SATISFACTORY PERFORMANCE:** Involves all team members in communication activities. Offers valid and constructive feedback.
 - **UNSATISFACTORY PERFORMANCE:** Fails to consistently and clearly communicate with team members.
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INNOVATION and CHANGE

Ideas/solutions

- **HIGHLY MERITORIOUS PERFORMANCE:** Generates, explores, promotes and applies new ideas, initiatives and solutions. Willingly seeks out information, experts, or resources to creatively resolve issues or develop new ideas. Utilizes appropriate tools to generate ideas. Takes carefully considered risks and is willing to bear the consequences. Thinks of effective alternatives for how tasks/projects are accomplished to support Library and University initiatives. Communicates and shares results. Works above and beyond job description.
- **MERITORIOUS PERFORMANCE:** Generates, explores, and promotes new ideas and initiatives. Seeks out information, experts, or resources to creatively resolve issues or develop new ideas. Exhibits expertise and brings solutions to the table for discussion.
- **SATISFACTORY PERFORMANCE:** Explores, supports and participates in new ideas and initiatives. Usually seeks information, experts, or resources that enable successful development and support of new ideas and initiatives. Works within job description.
- **UNSATISFACTORY PERFORMANCE:** Infrequently or inconsistently explores or supports new ideas and initiatives, tends to focus on why elements will not work. Does not appropriately seek information, experts, or resources to support new ideas and initiatives.

Process Improvement

- **HIGHLY MERITORIOUS PERFORMANCE:** Identifies improvements across areas of expertise/job functions, along with insightful solutions. Continually strives to learn new process improvement techniques. Coaches others in process improvement. Aligns improvement with library goals. Consistently contributes ideas from stakeholders.

Consistently takes a broad view of how the process fits into the organization and supports the Library goals.

- **MERITORIOUS PERFORMANCE:** Identifies needed changes and makes thoughtful and valuable suggestions and recommendations for improving work in the unit or Library. Explores new process improvement techniques. Involves stakeholders in improvement processes. Innovations to processes are limited to job area or functions.
- **SATISFACTORY PERFORMANCE:** Demonstrates a willingness to review current processes, seek alternatives if appropriate, and/or suggest new methods/processes.
- **UNSATISFACTORY PERFORMANCE:** Involvement in the review of current processes shows a lack of consistency or an inability to seek alternatives if appropriate, and/or suggest new methods/processes. Assumes a passive approach and demonstrates a lack of effort in seeking solutions or innovations for process improvements.

Approach

- **HIGHLY MERITORIOUS PERFORMANCE:** Creates, adapts and applies appropriate and innovative approaches and practices, both from within and outside of the Library. Identifies changing situations or priorities and recommends appropriate solutions. Works collaboratively, within the library context. Articulates how the work at hand fits within the organization.
- **MERITORIOUS PERFORMANCE:** Adjusts and remains flexible in response to changing situations or priorities. Demonstrates a willingness to learn or assume new and/or different work assignments or to modify work methods/schedule in concert with changing needs.
- **SATISFACTORY PERFORMANCE:** Generally adjusts and remains flexible in response to changing situations or priorities. Usually demonstrates a willingness to learn or assume new and/or different work assignments or to modify work methods/schedule in concert with changing needs.
- **UNSATISFACTORY PERFORMANCE:** Has difficulty with changes in priorities, preferring to continue with previous priorities instead of considering new challenges. Is unwilling to assume new and or different work assignments or to modify work methods/schedule in concert with changing needs.

Implementation/Project Management

- **HIGHLY MERITORIOUS PERFORMANCE:** Positively coaches team members in the planning and execution of creative solutions. Guides the group process through brainstorming and concept formulation. Sets clear goals, achievable objectives, intelligent strategies and reasonable performance measures. Adheres to the project schedules and timelines. Judiciously deploys resources (especially team members' time and intellectual capital). Takes responsibility for project results.
- **MERITORIOUS PERFORMANCE:** Manages projects effectively, working with team members in the planning and execution of creative solutions. Guides the group process, sets goals, objectives, strategies and performance measures. Meets project schedules and timelines. Deploys resources. Takes responsibility for project results. Continually seeks ways to manage projects more effectively.
- **SATISFACTORY PERFORMANCE:** Manages projects, working with team members in the planning and execution of project goals. Seeks assistance in guiding the group process, setting goals, objectives, strategies and performance measures. Works to meet project schedules and timelines. Deploys resources. Takes responsibility for project results. Develops ability to manage projects more successfully.

- **UNSATISFACTORY PERFORMANCE:** Manages projects ineffectively. The outcome may be successful; however, effective management of the project was not exhibited. Project management and implementation was inconsistent and lacked strong leadership.

Technology

- **HIGHLY MERITORIOUS PERFORMANCE:** Seeks out and integrates advanced technological solutions in more difficult and complex applications. Consistently demonstrates growth in breadth and depth of technological knowledge and skills.
- **MERITORIOUS PERFORMANCE:** Demonstrates growth in breadth and depth of technological knowledge and skills. Seeks assignments that make good use of expertise, engaging in an appropriate mix of challenging and comfortable assignments.
- **SATISFACTORY PERFORMANCE:** Maintains the appropriate level of technological skills to meet job responsibilities. Usually seeks assignments that make use of expertise, engaging in an appropriate mix of challenging and comfortable assignments.
- **UNSATISFACTORY PERFORMANCE:** Inappropriately, infrequently or inconsistently integrates technology. Takes assignments that under-utilize expertise or are too challenging and result in inefficient use of time and energy.

COMMUNICATION/DECISION MAKING

Decision Making

- **HIGHLY MERITORIOUS PERFORMANCE:** In the most complex and difficult situations, exercises initiative and independent judgment to interpret the situation correctly and make sound evaluations as demonstrated by practical decisions and their results. Considers short- and long-term impacts of decisions. Knows when to consult appropriate stakeholders and ask for assistance.
- **MERITORIOUS PERFORMANCE:** Interprets situations correctly. Makes sound and appropriate judgments and/or decisions and frequently anticipates outcomes. Knows when to consult appropriate stakeholders and ask for assistance. Makes appropriate decisions within job authority.
- **SATISFACTORY PERFORMANCE:** Generally makes appropriate judgments or decisions. Takes advantage of others' assistance in decision making.
- **UNSATISFACTORY PERFORMANCE:** Makes inappropriate judgments or decisions. Does not take advantage of others' assistance in decision making. Makes decisions that are beyond the scope of job authority.

Articulation (Oral and Written)

- **HIGHLY MERITORIOUS PERFORMANCE:** Expresses ideas and issues in an effective, clear and concise manner, even in stressful or unexpected situations. Customizes communication to the audience, including details presented and overall tone. Uses communication methods (e.g., e-mail, voice mail, meetings, presentations and memos) most appropriate to the situation. Understands and observes etiquette for various communication types. Takes responsibility to be sure information is communicated openly, effectively and in a timely fashion.
- **MERITORIOUS PERFORMANCE:** Expresses ideas and issues clearly and concisely. Uses communication methods (e.g. e-mail, voice mail, meetings, presentations and memos) appropriate to the situation. Understands and observes etiquette for various communication types. Demonstrates the ability to articulate effectively in stressful or unexpected situations.

- **SATISFACTORY PERFORMANCE:** Usually expresses ideas and issues clearly. Generally uses communication methods (e.g., e-mail, voice mail, meetings, presentations, and memos) appropriate to the situation. Communication is focused and not excessive. Understands and usually observes communication etiquette.
- **UNSATISFACTORY PERFORMANCE:** Often has difficulty presenting ideas and issues or responding to questions clearly and concisely. Does not use the most effective communication methods (e.g., e-mail, voice mail, meetings, and memos) appropriate to the situation.

Facilitation

- **HIGHLY MERITORIOUS PERFORMANCE:** Seeks out diverse thoughts, opinions and perspectives. Takes responsibility for ensuring two-way exchange, even in stressful situations. Excels in facilitating understanding among participants in a group setting. Encourages and provides a forum for appropriate expression of conflicting opinions and/or for debate of opposing ideas, and helps participants resolve issues or create solutions. Facilitation show evidence of material results.
- **MERITORIOUS PERFORMANCE:** Listens to others' viewpoints and asks clarifying questions for understanding. Participates in dialogue and offers feedback for better understanding and constructive discussion. Listens to critiques and contradictory opinions with an open mind. Often assists participants in resolving issues or creating solutions.
- **SATISFACTORY PERFORMANCE:** Generally participates in discussions, listens to others' viewpoints and asks clarifying questions for understanding. Demonstrates openness to examine conflicting opinions when appropriate.
- **UNSATISFACTORY PERFORMANCE:** Requires prompting to participate in discussions, listen to others' viewpoints or ask clarifying questions. Inconsistently demonstrates openness to examining conflicting opinions when appropriate.

Open Communication

- **HIGHLY MERITORIOUS PERFORMANCE:** Communication in all directions is open, honest, inclusive and timely. Ensures that information and decisions are shared with all appropriate parties.
- **MERITORIOUS PERFORMANCE:** Communication is open and honest. Makes an effort to share information and decisions with all appropriate parties.
- **SATISFACTORY PERFORMANCE:** Communication is generally open, but always honest. Usually shares information and decisions with appropriate parties.
- **UNSATISFACTORY PERFORMANCE:** Communication is selective. Shares information and decisions ineffectively with appropriate parties. May share information and decisions with inappropriate parties. Is not always honest in their approach to communicating. May create strife, anxiety or misdirect others through poor communication skill.

PROFESSIONAL DEVELOPMENT AND CONTRIBUTIONS:

Professional development and contributions are representative of the academic professional's commitment to excellence, learning, and innovation in the rapidly changing environments of higher education and libraries. This growth not only is responsive to the current needs of society and the institution, but also anticipates evolving needs. Lifelong learning and development, as well as contributions to the profession, demonstrate both individual and organizational commitment. It is the responsibility of each academic professional to manage formal and informal learning opportunities through assessing their skills and knowledge for current and

anticipated areas of responsibility. These opportunities should come from both within and outside of professional library organizations in order to best meet the learning needs of the individual and the organization.

Academic Professionals also have a responsibility to share, apply, and integrate what they have learned for the benefit of users, colleagues and the profession. Such professional contributions may include presentations to Library staff or groups, integration of skills and knowledge into Library projects and initiatives, presentations to organizations, grant proposals, published works, design and enhancement of products, etc. Contributions may be produced independently or as part of a collaborative effort.

Standards:

- **HIGHLY MERITORIOUS:** Professional development and contributions are formally aligned with and contribute to the accomplishment of Library and University strategic goals and objectives and contribute to the profession. They lead to current and future professional and organizational excellence. The individual seeks out formal and informal opportunities for growth through research, courses and workshops, online learning, and/or appropriate conferences and meetings. The individual communicates with colleagues inside and outside the Library and University to demonstrate outcomes, share knowledge, gain expertise, and collaborate successfully on initiatives of mutual organizational interest. Individuals learn from experiences and apply what they have learned to future projects and programs, as well as to their daily position responsibilities. Presentations, writing, and/or other creative products demonstrate an understanding of disciplinary and interdisciplinary perspectives and contribute innovative ideas and best practices to the profession.
- **MERITORIOUS:** Professional development and contributions are well aligned with Library and University strategic goals and objectives and contribute to the profession. They lead to solid professional and organizational performance. The individual seeks out formal and informal opportunities for growth through research, courses and workshops, online learning, and/or appropriate conferences and meetings. The individual communicates with colleagues inside and outside the Library and University to demonstrate outcomes, share professional knowledge and collaborate on initiatives of mutual organizational interest. Presentations, writing, and/or other creative products demonstrate an understanding of disciplinary and interdisciplinary perspectives and best practices.
- **SATISFACTORY:** Development and contributions are generally aligned with Library and University programs and directions. They contribute more to the development of the individual than the success of the institution or the profession. Individuals may accept training that is offered or required, but only occasionally seek out opportunities for learning about new technologies, the university's programs and curriculum, or new areas of responsibility. Individuals promote some communication or collaboration with others inside of or outside of the Library. Professional contributions demonstrate some understanding of issues and contribute minimally to innovation in the profession.
- **UNSATISFACTORY:** Development and contributions are minimal or nonexistent. They contribute little to the success of the individual or the institution. Individuals may accept training that is offered or required, but rarely seek out opportunities for learning about new technologies, the university's programs and curriculum, or new areas of responsibility. Individuals do little to promote successful communication or collaboration with others inside of or outside of the Library. Professional contributions demonstrate narrow understandings or focus and do not contribute to innovation in the profession.

SERVICE:

Service is characterized by the use of professional expertise to serve the interests of the Library, the University, the community (local, state, national, or international), or higher education. Some service activities will require greater commitment than others and this may be considered in evaluating service for the granting of continuing appointment and/or promotion. It should also be recognized that some academic professionals may have greater opportunities for service than others. The individual is responsible for identifying and pursuing service opportunities which align with his/her professional skills, expertise, and interests.

Service contributions are valued in terms of their positive impact on the Library, the University, or the community. The individual's service performance is assessed in terms of the successful application of professional knowledge, demonstrated collaboration and leadership, and a clear understanding of the relevant contextual issues. Effectiveness is also measured in terms of the individual's articulation and communication of service issues and service outcomes with colleagues and other interested parties.

Service contributions which relate to position focus are encouraged and desirable. However, service contributions must extend beyond the scope of accomplishing position assignments. Such contributions offer the academic professional significant opportunities for higher level participation, for testing and further developing expertise, and for gaining important alternative perspectives. Contributions may be produced independently or as part of a collaborative effort.

Standards:

- **HIGHLY MERITORIOUS:** Contributions are well aligned with and lead to the accomplishment of Library and University strategic goals and objectives and contribute to the profession. Individuals are strong, positive representatives of the Library, University, and profession. Individuals seek out or respond to opportunities for collaboration that have mutual benefit and foster an atmosphere of shared understanding and cooperation. Academic Professional participates at a high-level and/or leads university or professional committees and working groups, demonstrates a thorough understanding of issues and processes, and assignments are completed in a timely manner. Individual represents academic professional and library interests to university committees and groups through consulting with colleagues. He/she consistently anticipates the need for and shares information with colleagues. Contributions to the community or professional organizations bring vital professional knowledge, expertise, and concern to issues, problems, or projects.
- **MERITORIOUS:** Contributions are well aligned with and lead to the accomplishment of Library and University strategic goals and objectives and contribute to the profession. Individuals are positive representatives of the Library, University and profession. Individuals actively participate in university and/or professional committees, working groups, events, and/or activities. Individual represents academic professional and library interests to university committees and groups by consulting with colleagues and shares information. Contributions to the community or professional organizations bring needed professional knowledge, expertise, and concern to issues, problems, or projects.

- **SATISFACTORY:** Service contributions are generally aligned with Library and University programs and goals. The Academic Professional seeks out professional organizations, library, university, or community service opportunities. Individuals participate in university and/or professional committees, working groups, events, and/or activities. Individual represents academic professional and library interests to university committees and groups. Usually shares information with colleagues and others outside the Library. Contributions to the community or professional organizations bring professional knowledge, expertise, and concern to issues, problems, or projects.
- **UNSATISFACTORY:** Service contributions are minimal or nonexistent. The Academic Professional does not seek out professional organizations, library, university, or community service opportunities. Communication with those outside of the Library is minimal. The individual may not understand or be able to articulate appropriate responses to professional or Library and University issues because of lack of knowledge and participation. The individual may make service contributions, but fail to consult with colleagues and/or share information.