

*Guidelines for Interpretation of the Criteria for Librarian
Personnel Actions within the UCI Libraries¹*

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¹Accepted by the LAUC-I Membership and recommended to UL for final approval, October 13, 2003.

1. INTRODUCTION

Successful functioning of the peer review process² and equitable application of the review criteria at the UCI Libraries necessitate a shared understanding of both review processes and career expectations. The purpose of this document is to provide a framework for career planning that will help to guide each librarian toward superior achievement and growth, foster successful advancement through the ranks of the Librarian Series, and ensure greater equity in the peer review process.

These guidelines will provide a better understanding of career expectations for:

- the incoming librarian in achieving a basic understanding of expectations for advancement and promotion;
- the incumbent librarian in planning for her or his next review;
- the unit or department head in guidance and review of librarians she or he supervises;
- the Library Review Committee (LRC) in evaluating the documentation presented to them for each review case; and
- librarian peers and others who provide evaluation and documentation of the contributions and achievements of individual librarians at UCI.

2. PURPOSE AND MAINTENANCE OF THESE GUIDELINES

2.1. Purpose

These guidelines are intended to assist librarians in career planning and to clarify the professional culture and review process expectations at the UCI Libraries. They supplement and interpret Sections 360 and 210-4 of the *Academic Personnel Manual* (APM)³ and Article IV and Appendix E of the current *Memorandum of Understanding: University of California and UC-AFT* (MOU)⁴ in order to promote librarians' successful progression through the ranks of the Librarian series.

The following Criteria contained within the APM for managerial and supervisory librarians, and within the MOU for unit librarians, provide a broad and flexible

² The process for review of librarians is codified in the *Academic Personnel Procedures for Librarians: Represented Librarians* and *Academic Personnel Procedures for Librarians: Managers and Supervisors*, both available at <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 5 October 2003.

³ Available online: <<http://www.ucop.edu/acadadv/acadpers/apm/welcome.html>>. Accessed 26 February 2003.

⁴ Available online: <http://atyourservice.ucop.edu/employees/policies/systemwide_contracts/lib/index.html>. Accessed 26 February 2003.

framework for evaluating the achievements and contributions of librarians.⁵ These four Criteria⁶ also guide advancement through the Librarian Series ranks for librarians of varying specializations, talents, and career goals.

- Criterion 1: Professional competence and quality of service within the Library.
- Criterion 2: Professional activity outside the Library.
- Criterion 3: University and public service.
- Criterion 4: Research and other creative activity.

As *LAUC Position Paper No. 1* states: "expansion of these criteria into detailed lists of expected accomplishments serves no useful purpose because of the adaptable nature of the criteria and the individuality of each career."⁷

A major difference between the Librarian Series and other series in which employees of the UCI Libraries are classified is the professional nature of the work of librarians, the special sets of skills required for their work, their direct support of the educational mission of the University, and the requirement that their advancement and promotion be based, as academic employees of the University, on service and research criteria in addition to the performance of the primary position responsibilities documented in their individual position profile⁸. Flexibility concerning the relative weight of the four criteria is a key concept. APM 210-4e(3) and MOU Appendix E III A (2c) both state that "in considering individual candidates, reasonable flexibility is to be exercised in weighing the comparative relevance of these criteria." These guidelines are intended to provide additional assistance in interpreting the broad criteria noted above as applied to the planning and evaluation of an individual librarian's activities,

⁵ The University of California adopted a new personnel policy for librarians in 1972 that was published in its Academic Personnel Manual (APM) as Sections 210-4 and 360. The changes in the new code had been adopted after lengthy discussions and meetings between members of LAUC, the Library Council, and the Office of the President. A fundamental change in policy was the establishment of titles which paralleled faculty titles: Assistant Librarian, Associate Librarian, and Librarian. These new titles replaced the civil service type title formerly used (Librarian I, II, III, IV, and V). The librarians had gained the University's acknowledgment that the concept of rank in the individual rather than in the position was a viable one for librarians. Promotion to the upper ranges of the series could be possible based on academic and professional achievements, rather than mainly supervisory or administrative responsibilities, as had been the case previously. By providing a career ladder which allowed for creative change and individual initiative, it was hoped that improved methods of service and a higher level of personal growth and achievement would result. The librarian would not be limited by the visions and verdicts of the immediate supervisor, but would also be judged by peers on the basis of individual achievements.

⁶ See specifically APM 210-4e(3)(a)-(d) and MOU Appendix E.III.A2c(1)-(4). For criteria for merit increases and promotions, see also Section I.D.1 of the *Academic Personnel Procedures for Librarians: Represented Librarians* and Section I.D.1 of the *Academic Personnel Procedures for Librarians: Managers and Supervisors*, both available at <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

⁷ Available online: <<http://www.ucop.edu/lauc/paper01.html>>. Accessed 25 June 2003.

⁸ Position profile guidelines are available online via the UCI Libraries, Library Human Resources web site: <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

achievements, and contributions during a specific review period. They are not to be interpreted as prescriptive for any particular librarian or situation.

2.2. Maintenance

Review and maintenance of this document is the joint responsibility of the Librarians Association of the University of California, Irvine Division (LAUC-I) and the Associate University Librarian for Administrative Services at the UCI Libraries.

3. KEY CONCEPTS CONTRIBUTING TO THE INTERPRETATION OF THE CRITERIA FOR LIBRARIAN ADVANCEMENT

3.1. Superior Professional Skills and Achievement

The concept of superior⁹ professional skills and achievement is used throughout the sections of the APM and the MOU that deal with librarians. An absolute definition of "superior" is probably neither possible, nor desirable. Nonetheless, mere adequacy of performance is not sufficient for advancement; superior professional skills and achievement does not entail doing essentially the same work at the same level of expertise and accomplishment over an extended period of time.

Documented evidence of progressive growth and development is expected. Since the University is not obligated to promote¹⁰, it is acceptable for individuals to "top out" at certain levels or reach a career plateau. However, even in these cases, continuing superior performance is expected in order for an individual to be continued in the Librarian Series.

3.2. Professional Growth

APM 360-10c states:

Promotion shall be justified by demonstrated superior professional skills and achievement and, in addition, demonstrated professional

⁹ Webster's Unabridged Dictionary defines superior as follows: "Of more importance, value, usefulness, or merit : of higher quality, accomplishment, or significance; of greater force, influence, or efficaciousness." Available online at: <<http://collections.chadwyck.com/>>; accessed 25 June 2003.

¹⁰ APM 210-4e(2) and MOU Appendix E III A (2a) address merit increases and promotions as follows: *At the time of original appointment to a title in this series, each appointee shall be informed that continuation or advancement is justified only by demonstrated skills and achievement which will be determined after objective and thorough review. If, on the basis of a review, the individual does not meet the criteria for continuation or advancement, there is no obligation on the part of the University to continue or promote.*

growth and accomplishment and/or the assumption of increased responsibility. The assumption of administrative responsibility is not a necessary condition for promotion.

MOU Appendix E III A(2a) states:

An appointee will be eligible for promotion only if there are demonstrated superior professional skills and achievement.... The assumption of administrative responsibilities is not a necessary condition for promotion.

APM 210-4e(2) and MOU Appendix E III A(2a) state:

For some, promotion may involve a position change; for others promotion may not necessarily involve position change, but will depend on increased responsibility as well as growing competence and contribution in the same position.

It is evident that professional growth is a central concept in both the APM and the MOU. Professional growth implies the achievement of increasing expertise in the primary assignment throughout the career. In addition, it is necessary to look outside the immediate individual position profile. Normally an individual's professional interests and activities increase in depth and breadth as her or his career progresses. Advancement or promotion is awarded in recognition of the increasing expertise and higher level of accomplishment that a librarian demonstrates over the years. For example, performance expectations for Associate Librarian, Step V are higher than those for Associate Librarian, Step II.

Study and research beyond the immediate demands of the position are essential to continued growth, continuing command of subject, and continuing ability to relate functions to more general position and library goals. Individuals should seek opportunities to learn and to contribute to the improvement of the Libraries programs and services, and to assume leadership roles consistent with their skills, experience, expertise, and position responsibilities.

3.3. Balance

Each librarian should strive towards a balance between criterion 1 and criteria 2 and/or 3 and/or 4. Balance in this context is developmental over time. As a librarian's career develops, the concept of balance should lead the librarian away from almost exclusive concentration on the primary responsibilities outlined in an individual's position profile toward increasing involvement with one or more of the activities in criteria 2-4. For example, a beginning Assistant Librarian's career is initially focused on criteria 1 as the individual devotes the majority of

her or his time and efforts toward learning and carrying out the primary responsibilities. An Associate Librarian will devote time and efforts towards criteria 2 and/or 3 and/or 4, as well as maintaining a high level of service in criterion 1. Ideally there will be synergy between criterion 1 activities in criteria 2 and/or 3 and/or 4 as an individual librarian, working closely with her or his review initiator, sets goals for career development and advancement within the UCI Libraries. A balanced overall career demonstrates progressive achievement in one or more of criteria 2-4 as well as achieving and maintaining superior performance of activities in criterion 1. Undertaking activities in all four criteria merely to show some activity in each does not attain balance: the activities chosen must be of value and relevance to the librarian's career, and should show evidence of progress and professional growth. Each librarian has an individual path to career development and advancement within the Librarian Series. As long as a librarian is giving proper attention to criterion 1 activities, focus as appropriate on activities in one or more of the other 3 criteria is expected.

One exception to this overall notion of balance is the fact that changing circumstances and conditions might make concentration on one particular activity (whether the primary responsibilities or one of the activities under criteria 2-4) desirable or beneficial at a given time in agreement with the Review Initiator. Such a temporary focus, where justified for good reasons, does not imply imbalance or adversely affect a librarian's career.

3.4. Planning

In planning career development, the librarian should make sure that most of her or his individual professional goals and objectives are compatible with and contribute to the Libraries' goals and objectives, selecting activities that will support career and/or advancement goals especially within criterion 1. Career plans should be flexible and the librarian should be prepared to make changes in order to respond as both the profession and the institution evolve. Activities should also reflect conscious planning with the Review Initiator(s). The UCI Libraries annual plan¹¹ process serves as an appropriate venue for such planning.

¹¹ Annual plan guidelines are available online via the UCI Libraries, Library Human Resources web site: <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

3.5. Quality and Depth

There is a direct link between the superior nature of an individual librarian's career and the quality and depth of the work produced during the course of the career. Advancement is predicated, over the course of a career, upon increasing quality and depth of performance in the primary assignment, and increasing quality and depth of engagement in outside activities and performance of those activities. For example, passive attendance at meetings is not as reflective of quality and depth of engagement as active participation, such as chairing a committee, serving on a panel, presenting a paper, or making substantive contributions to discussions, or to the work of a committee or organization.

It is important, especially for criteria 2-4 activities, that individual librarians strategize with their Review Initiator(s) on how best to document the quality and depth of participation. During reviews for which external letters are mandated (career status, promotion, or accelerated advancement) this may not be an issue. However, during a normal merit review within rank when letters are not mandated, a librarian and Review Initiator may wish to solicit letters anyway, especially to document significant contributions in criteria 2-4 activities for which the librarian may be the only one providing documentation in the review package. Objective assessment of an individual librarian's participation in professional, creative, or other relevant activities outside the Library is important during the peer review process throughout a librarian's career, and sometimes difficult to convey solely through documents authored by the librarian under review and her or his Review Initiator.

3.6. Relative Weight of the Criteria

From the previous points and discussions, it should be possible to arrive at an understanding of this controversial issue. The first criterion remains of primary importance and in any review action should be so weighted. However, a librarian's career must grow and develop, as must the quality and depth of her or his contributions. This growth and development means that as the career advances, increasing attention should be given to activities in one or more of criteria 2-4, though never to the detriment of the quality of performance under criterion 1. In the review process, therefore, increasing weight will be given to superior performance in criteria 2 and/or 3 and/or 4 as the individual progresses within the Associate and Librarian ranks.

3.7. Summary Comments

The key issue is the quality and development of the overall career as it contributes, in addition to the librarian's individual goals, to the improvement of library services and to the advancement of the profession. It should be clear that

an individual with superior career achievement will have made substantive contributions to the institutions with which he or she has been associated and to the profession as a whole.

Throughout an individual librarian's career, it is necessary to recognize the important role of career counseling. It is true that each individual librarian is responsible for her or his own career and for understanding and striving to fulfill the advancement and promotion concepts outlined in this document. However, the Department or Unit Head has the responsibility, both at the time of review and during the period between reviews, to counsel the librarians for whom he or she is the Review Initiator. This is especially true early in a librarian's career, or for individuals who may not be meeting the expectations necessary for continued advancement, or for individuals who have highly developed goals for their career. Additionally, after the results of review have been communicated, it is important that the reviewee receive feedback and, where needed, guidance. This is especially key if the outcome of the review has not been favorable to the candidate and/or if the librarian under review is in potential career status and has not been awarded a merit increase when eligible. As previously noted, the annual plan¹² process for librarians within the UCI Libraries is an appropriate venue in which this planning and counseling can occur.

4. CAREER STATUS¹³

An appointee is considered to have potential career status until achieving career status through promotion or upon successful completion of a trial period. (Assistant Librarians achieve career status upon promotion to the rank of Associate Librarians which must occur after no more than six years of potential career status in the Assistant Librarian rank; potential career Associate Librarians must achieve career status after 4 years in the Associate Librarian rank or upon promotion to the rank of Librarian; potential career Librarians must achieve career status after 3 years in the Librarian rank.) If career status is not granted within the maximum time allowed, the appointee is terminated.

An evaluation of an individual candidate for career status should be based in part on the guidelines in Section 5 of this document for that candidate's rank in the Librarian Series. In addition, the awarding of career status should indicate that the librarian has demonstrated the necessary potential for reaching the highest steps in the Librarian rank.

¹² Annual plan guidelines are available online via the UCI Libraries, Library Human Resources web site: <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

¹³ For further information on criteria for career status see Section I.D.1 of the *Academic Personnel Procedures for Librarians: Represented Librarians* and Section I.D.1 of the *Academic Personnel Procedures for Librarians: Managers and Supervisors*, both available at <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

5. MOVEMENT THROUGH RANKS AND PROMOTION

5.1. Introduction

As a result of reviews of librarians in the UCI Libraries, several personnel actions are possible¹⁴: merit, career status, promotion, termination, or no action. Accelerated advancement is warranted when accomplishments during the review period are extraordinary and clearly beyond expectations. Denial of merit or no action at any rank or step does not prohibit later advancement or promotion. It is also understood that the level of competence and the scope of contribution required for a one-step merit increase become greater as a librarian advances in rank.

In consideration of individual candidates and circumstances, reasonable flexibility must be exercised in applying the criteria. In this section of the guidelines, the interpretation and weighing of the criteria are discussed in relation to five separate phases of advancement through the Librarian Series¹⁵:

- 5.2. Assistant Librarian: Movement through the Rank
- 5.3. Promotion to Associate Librarian
- 5.4. Associate Librarian: Movement through the Rank
- 5.5. Promotion to Librarian
- 5.6. Librarian: Movement through the Rank

These guidelines do not deal with criteria for promotion to Librarian, Step VI (distinguished status). Service at Librarian Steps V, VI, and VII may be of indefinite duration. Advancement from Step V to Step VI is reserved for librarians with a truly distinguished career history, who have demonstrated significant achievement since obtaining Step V. While there is no one pattern of what may be considered a distinguished career, evaluation is based on criteria for advancement to distinguished status for librarians at UCI that were adopted on 6 July 1989¹⁶.

¹⁴ For further information on actions that may result from reviews see Section I.B.1 of the *Academic Personnel Procedures for Librarians: Represented Librarians* and Section I.B.1 of the *Academic Personnel Procedures for Librarians: Managers and Supervisors*, both available at <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

¹⁵ For more information on normal review periods and normal periods of service in the ranks and steps of the Librarian Series see Sections I.B.2 and I.B.3 of the *Academic Personnel Procedures for Librarians: Represented Librarians* and Sections I.B.2 and I.B.3 of the *Academic Personnel Procedures for Librarians: Managers and Supervisors*, both available at <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

¹⁶ These criteria are available online at: <<http://hr.lib.uci.edu/performanceevaluations/UCI-LIB-10-DistinguishedStatusCriteria.pdf>>; and as Section I.D.2 of the *Academic Personnel Procedures for Librarians: Represented Librarians* and Section I.D.2 of the *Academic Personnel Procedures for Librarians: Managers and Supervisors*.

5.2. Assistant Librarian: Movement through the Rank

General emphasis for librarians at the rank of Assistant Librarian is on criterion 1, with increased expectations for breadth and depth of comprehension and performance of responsibilities with movement through the rank. Specific attention is given to the following:

- Quality of performance in the primary area of responsibility.
- Steady work toward a sound professional foundation.
- Growth through demonstrated gains in basic abilities and comprehension of the principles underlying the librarian's primary responsibilities as detailed in the position profile.
- Acceptance and competent execution of responsibilities in addition to those detailed in the position profile to a level and scope in keeping with the step in rank. An example of such responsibilities might be service on UCI Libraries committees, task forces, and teams.

Consideration of Criteria 2 and/or 3 and/or 4 normally will not play a major role in advancement through the lower steps of the rank. However, since achievement of career status and promotion to Associate Librarian is based, among other factors, on potential for further growth, the Assistant Librarian should, by the time of advancement to Step II in this rank, begin to demonstrate activity in some area within Criteria 2 and/or 3 and/or 4. Review Initiators of librarians whose initial appointment at the UCI Libraries is at Assistant Librarian steps II or III should encourage these librarians to begin activity in some area within Criteria 2 and/or 3 and/or 4 fairly quickly.

Denial of merit for those in the Assistant Librarian rank may occur when performance during the review period does not meet the criteria guidelines established for performance in this rank. If denial of merit occurs during time in this rank, and performance does not improve significantly, the next review may result in a termination. The UCI Libraries annual plan¹⁷ process is critical in assuring good communication between the Review Initiator and the Assistant Librarian who has been denied merit in order to establish expectations for improvements in performance prior to the next review.

5.3. Promotion to Associate Librarian

Supervisors, both available at <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

¹⁷ Annual plan guidelines are available online via the UCI Libraries, Library Human Resources web site: <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

Promotion to Associate Librarian is not automatic. It is justified by a steadily increasing level of performance while a librarian is in the rank of Assistant Librarian. Specifically, the recommendation for promotion is based on:

- Demonstrated professional skills acquired through performance of position responsibilities in the Assistant Librarian rank.
- A solid record of professional competence in assigned responsibilities.
- Demonstrated potential for further growth, including assumption of a broader role in the activities of the Libraries as well as the campus, the University, and/or the profession.
- Anticipation of performance and accomplishment in the Associate Librarian rank.

As noted in Section 4 of this document, a librarian appointed to the Assistant rank must achieve career status simultaneously with promotion to Associate Librarian and has a maximum of six years in which to do so.

5.4. Associate Librarian: Movement through the Rank

Movement through the rank of Associate Librarian is based on the achievement of a balance between an increasingly higher level of performance and growth in the primary position responsibilities and significant contributions in one or more areas within criteria 2-4. The librarian must demonstrate interest in and ability to contribute to the Libraries as well as the campus, the University, and/or the overall profession. The quality of contributions, not just quantity, is important. Similarly, the level of the librarian's activities, especially those in criterion 1, is expected to be higher than at the Assistant rank.

For Associate Librarians, expected levels of performance place greater weight on balance between criterion 1 and one or more of criteria 2-4. As a librarian progresses through the Associate rank, the expectation is for an increasing focus on breadth and depth of professional activities within the Libraries as well as the campus, the University, and/or the profession. The concept of balancing criteria 2 and/or 3 and/or 4 activities with increasingly superior performance of primary assignments becomes more important as the Associate Librarian reaches the higher steps in the rank. Unless significant contributions are shown in one or more of the other criteria as identified in the APM and MOU, denial of merit may result, even with superior performance of the primary position responsibilities. Absence of documented competence and growth in primary position responsibilities may also result in denial of merit.

The UCI Libraries annual plan¹⁸ process provides a regular opportunity for mentoring and planning between a librarian at the Associate rank and her or his Review Initiator. As an Associate Librarian becomes increasingly engaged in one or more criteria 2-4 activities, it becomes important during the review process for the librarian under review and the Review Initiator to seek letters of support from knowledgeable peers outside of the Libraries who can assess the significance and strength of that librarian's activities and contributions in criteria 2 and/or 3 and/or 4.

5.5. Promotion to Librarian

Promotion to the Librarian rank is not automatic. Service at Associate Librarian Step VII may be of indefinite duration and considered without prejudice as an acceptable career plateau. A recommendation for promotion is based on the following:

- Consistent and sustained demonstration of superior professional ability, emphasizing depth and breadth of contributions and achievements.
- Demonstrated ability to balance superior performance of primary responsibilities with broader concerns for the Libraries as a whole as well as those of the campus, the University, and/or the profession.
- Assumption of greater responsibilities and/or leadership initiative within the Libraries, the campus, the University, and/or the profession.
- Emphasis on the planned development and strength of the career, particularly within the Associate rank.
- Anticipation of successful performance and accomplishment in the Librarian rank.

As stated in both the APM and the MOU¹⁹, the assumption of administrative responsibilities is not required for promotion. By themselves, technical competence, assumption of administrative responsibilities, and/or superior accomplishment in criterion 1 are insufficient for promotion to the Librarian rank. The candidate for promotion must have demonstrated significant contributions in one or more areas within criteria 2-4. Promotion may be recommended for candidates whose influence, impact, and creative approach to professional responsibilities through activity in any of the criteria are superior and go beyond the confines of the immediate responsibilities of the position. Nonetheless, achievement of balance and demonstration of steady growth in the career remain important factors in evaluating an individual librarian for promotion to the Librarian rank. As previously noted, denial of promotion to

¹⁸ Annual plan guidelines are available online via the UCI Libraries, Library Human Resources web site: <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.

¹⁹ See APM 210-4e(2) and MOU Appendix E II A(2a).

Librarian may not necessarily constitute a judgment of unsatisfactory performance but rather an acceptable career plateau.

5.6. Librarian: Movement through the Rank

Movement through the rank of Librarian is based on substantive and sustained accomplishment, depth and quality of contributions over time, and balance. The level of competence and the scope of contributions required for a one-step merit increase in the Librarian rank are greater than in the Associate and Assistant ranks. Specifically, librarians in the Librarian rank are evaluated on the following:

- Realization of potential for superior professional performance and attainment.
- Sustained quality contributions in a breadth of activities.
- Contributions to and communication of expertise to the Libraries as well as the campus, the University, and/or the profession.

For those in the Librarian rank, greater emphasis is placed on balance between criterion 1 and one or more of criteria 2-4 than at the Associate Librarian rank, with an increased focus on demonstration of leadership, and breadth and depth of professional activity. Unless significant contributions are shown in one or more of the other criteria as identified in the APM and the MOU, denial of merit may result, even with superior performance of the position responsibilities under criterion 1. Absence of documented competence in primary assignments may also result in denial of merit.

Librarians, especially at the higher steps of the Librarian rank, have a responsibility to be "good citizens" of the library. They are expected to participate in and offer leadership and expertise to librarywide groups, especially when the group requires senior librarian participation, e.g. Library Review Committee Ad Hoc Committees.

6. ACCELERATED MERIT INCREASE

APM 210-4 e(2) and MOU Appendix E III A(2a) state that: "...accelerated promotion is possible if achievement has been exceptional." It is expected that an accelerated increase or promotion will be rare, reserved for an individual who has performed in a truly extraordinary manner during the period under review. It is also understood that the performance expectations for the awarding of an accelerated merit increase become greater as a librarian advances in rank.

In judging exceptional achievement, the overall record must be viewed as exceptional. All areas of evaluation must satisfy the basic expectation of excellence. In addition, the candidate's performance in some areas, although not necessarily all, must clearly surpass the performance of most other individuals at the same rank and step. If the candidate has performed her or his primary responsibilities in an exceptional manner, but has not participated to a significant extent in activities within criteria 2 and/or 3 and/or 4, the performance cannot be considered exceptional. Equally, if a candidate has achieved an exceptional performance in activities within criteria 2 and/or 3 and/or 4, yet has not performed all criterion 1 responsibilities in a superior manner, an accelerated merit increase for overall performance cannot be considered.

7. NO ACTION THROUGH DENIAL OF MERIT OR PROMOTION

If, during the period under review, a librarian has not demonstrated the superior contributions and achievement required for a merit increase, a recommendation may be made for no action. Both the level of competence and the scope of contributions required for a merit increase or promotion become greater as a librarian advances in rank. Even though performance of specific responsibilities may be superior, it is possible that an individual's total performance and contribution during that review period is not considered sufficiently meritorious to warrant a recommendation for normal advancement in the series. The UCI Libraries annual plan²⁰ process is an appropriate venue through which a librarian who has been denied merit or promotion and her or his Review Initiator should work to address issues identified in an unsuccessful review.

A librarian in potential career status who is not recommended for a merit increase when eligible should consider that such an action is an indication that her or his performance may not merit the awarding of career status unless significant improvements are made.

²⁰ Annual plan guidelines are available online via the UCI Libraries, Library Human Resources web site: <<http://hr.lib.uci.edu/performanceevaluations/Libperformance.htm>>. Accessed 25 June 2003.