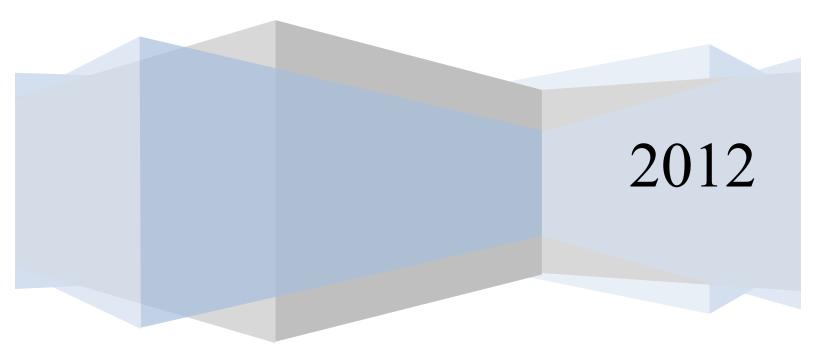**April 10, 2012**

Report to CAUT on the status of the resolution process for the problems faced by McGill librarians regarding collegiality and academic freedom

Prepared by the MAUT Librarians' Section

2012

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Introduction

The present report describes the current status of the process which is under way to resolve the 28 issues which were identified by the MAUT Librarians' Section in its discussion document of 21 May 2010 titled "Problems Faced by McGill Librarians Regarding Collegiality and Academic Freedom."

The report was prepared by Marc Richard, Chair of MAUT-LS, on behalf of the MAUT-LS Executive, whose other members are Sharon Rankin (Chair-Elect), Joan Hobbins (Past-Chair) and Genevieve Gore (Secretary-Treasurer). It is a follow-up document to the previous reports which MAUT-LS has sent to CAUT on this subject, notably:

> - The report of 7 April 2011 titled "Report card to CAUT on the status of the Problems Faced by McGill Librarians Regarding Collegiality and Academic Freedom"

> - The email of 30 January 2012 titled "Status Update on the MAUT-LS List of Issues"

The present report will not summarize the content of these earlier documents, which are available on the MAUT-LS website (http://www.library.mcgill.ca/mautlib/).

Section 1 of the report describes the major developments in the issue-resolution process which have occurred since the fall of 2011.

Section 2 lists the 28 issues from our May 2010 document -- in most cases with abbreviated titles -- and describes the current status of each subject. The issues are arranged in groups, with the original numbering of each subject indicated for ease of comparison with our earlier reports.

Appendices A, B, C and D provide the text of four emails which Dean of Libraries Colleen Cook has sent recently to all McGill librarians as part of the issue-resolution process.

Appendix E provides a summary of the input which members of MAUT-LS provided in February 2012 as part of a consultation process which sought to assess the extent to which the 28 issues were still posing difficulties for McGill librarians and which also aimed to determine what concrete solutions the membership wished to see pursued to address the issues which had not yet been resolved.

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Section 1

Developments Since September 2011

As we reported to CAUT by email on 26 October 2011, the issue-resolution process was severely hampered last fall by the MUNACA/PSAC strike which began at McGill on 1 September 2011. The membership of MUNACA/PSAC includes the majority of the non-academic staff who work in the McGill Library system. As a result of the strike, McGill librarians, who are members of the academic staff, had to cope with changed and/or increased workloads, altered schedules, and in some cases redeployment for the duration of the strike to libraries in which they do not normally work. Most Library committee activities were put on hold during this period. This included a suspension for over two months of the work of the committee which had been struck in August 2011 to address one of the major issues from our list of 28 concerns: the revision of the Library's internal reappointment guidelines.

The MUNACA/PSAC strike ended on 6 December 2011. The following week, the Chair and the Past-Chair of MAUT-LS met with Dean of Libraries Colleen Cook and discussed how to move forward with the issue-resolution process. The Chair and the Chair-Elect of MAUT-LS held further discussions with Dean Cook on this subject in late January 2012. On 31 January, the Chair of MAUT-LS emailed the membership to request input during the month of February on the list of 28 concerns, with a particular focus on the specific solutions that should be pursued to resolve the outstanding issues. This subject was also a major focus of discussion at the MAUT-LS general membership meeting which took place on 3 February.

The input provided by the membership in February was analyzed by the MAUT-LS Executive at the beginning of March. A summary of the comments which were received is provided in Appendix E of the present report.

On the basis of this input, the Executive prepared an assessment of the unresolved issues and drafted a series of specific proposals for addressing them. From 8 March to 5 April, the Chair of MAUT-LS and, for many of these meetings, the Chair-Elect of MAUT-LS met with Dean Cook a total of eight times and reviewed these proposals in detail. The aim of these discussions was to arrive at a comprehensive plan to resolve all of the issues which are still outstanding.

We are pleased to report that this five-week period of intensive work moved the resolution process forward very significantly. As was agreed upon during the discussions, Dean Cook sent two emails to every member of the librarian staff on 29 March, and a further two emails on 5 April. These emails resolved nine of the outstanding issues, plus some aspects of a tenth subject, and constituted the initial step of an agreed-upon process which is expected to resolve a further four issues in the coming months. Proposals to resolve two other concerns have been presented to Dean Cook; these proposals are still at the discussion stage. It is hoped that the last elements of the comprehensive issue-resolution plan can be finalized in the next few weeks.

It was also agreed to set the beginning of September 2012 as the target date for completing the implementation of all the elements of the issue-resolution plan. This target date will ensure that the process will keep receiving a high priority over the coming months, while still providing a

safety margin from September to November that will allow any items not yet acted upon to be implemented before the November 2012 meeting of CAUT Council. If this schedule is met, we expect to be able to report to CAUT Council in November 2012 that all the issues from our 28-item list have been resolved.

The MAUT-LS Executive is greatly encouraged by the progress which has been made since the beginning of March. We wish in particular to thank Dean Cook for her willingness to devote considerable time and effort to the work that was involved, and for the professionalism and collegiality which she showed during the course of our discussions with her. We look forward to continuing to work with Dean Cook in this constructive spirit in the weeks and months ahead.

Section 2

Status of Individual Issues

Resolved

Issue # 1: Allocation of Duties and Opportunities for Scholarly Activities

This issue was resolved through the email titled "Announcements on Workplace Issues for Librarians Message 2" which was sent on 5 April 2012 to all librarians by the Dean of Libraries (see Appendix D for the full text).

Issue # 2: Librarian Nominations to Senate Committees

This issue is outside the authority of the Dean of Libraries. The Senate Nominating Committee appears to be following the recommendations which were made on this subject in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White. At some point in the future, once approximately 30 librarians have achieved tenure during the period since the May 2007 adoption of the revised *Regulations Relating to the Employment of Librarian Staff*, the LCC recommendation pertaining to the University Tenure Committee will need to be implemented.

Issue # 3: Conference / Travel Funding

In March 2011, the Dean issued two documents titled *Guidelines for Personnel Development Funds* and *Travel and Personnel Development Guidelines*. These documents, as well as a *Personnel Development / Administrative / Leave Request Form*, are available in the Common \ Administrative \ Forms section of the Library's U: drive. After his term of service has been completed in May 2012, the current Chair of MAUT-LS will review these documents and propose revisions to clarify the phrasing of some of their elements.

Issue # 6: Salary Anomalies

This issue was resolved through the email titled "Workplace Issue: Stipends" which was sent on 5 April 2012 to all librarians by the Dean of Libraries (see Appendix C for the full text).

Issue # 7: Vacation Policy

As per the recommendations which were made on this subject in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White, a

working group was established to draft a new vacation policy. This new policy was approved by Provost Anthony Masi in April 2011.

The subject of social leaves (e.g. leaves for bereavement) was mentioned by MAUT-LS members as part of the input they provided during the February 2012 consultation process, and has also been raised on previous occasions. The topic is somewhat related to the subject of vacations, but is sufficiently distinct that it does not fall under the scope of the resolution process involving the list of 28 issues which MAUT-LS identified in 2010. The subject of social leaves will therefore be discussed with the Dean of Libraries on its own, as part of the regular meetings which the MAUT-LS Executive has with her to address issues that arise from time to time.

Issue # 8: Library Council

As per the recommendations which were made on this subject in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White, a working group was established to draft the terms of reference for a Library Council. These were approved by Provost Anthony Masi in May 2011. Library Council held its first meeting in June of that year.

Issue # 9: Workplace Values and Service Guidelines Documents

This issue was resolved through the email titled "Announcements on Workplace Issues for Librarians Message 1" which was sent on 29 March 2012 to all librarians by the Dean of Libraries (see Appendix A for the full text).

Issue # 10: Workload

This issue was resolved through the email titled "Announcements on Workplace Issues for Librarians Message 2" which was sent on 5 April 2012 to all librarians by the Dean of Libraries (see Appendix D for the full text).

Issue # 11: Scholarly Recognition

This issue was resolved through the email titled "Announcements on Workplace Issues for Librarians Message 1" which was sent on 29 March 2012 to all librarians by the Dean of Libraries (see Appendix A for the full text).

Issue # 12: Dean's Mandate

In its November 2010 report, the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White "recommended to the Provost that a substantive affirmation of the importance of academic duties of librarians be made in the appropriate venues."

On 11 December 2010, Provost Anthony Masi sent an email to all librarians stating:

> "I am very pleased to report that the workgroup charged with reviewing the concerns raised by librarians in August 2010 has concluded its work and made several recommendations that I immediately accepted. Some of these recommendations are referred to Dean Cook who will look into them upon her arrival. This report, along with a copy of my letter to members of the work group accepting the recommendations made to me, is attached for your information. You will note that many of the matters originally raised are considered to be resolved. In particular it was agreed that a Library Committee will be formed, with a view to make it operational in time for the Fall 2011 term. I take this opportunity to thank you for the substantive contribution each of you makes to the University's mission, and for your dedication to excellent service to our students, professors and community at large."

The attachments accompanying the email included a letter from Provost Masi to the members of the LCC acknowledging receipt of their report. This letter stated in part:

> "With regard to the issues surrounding the academic duties of librarians, I confirm that I will seek all available opportunities and venues to affirm the importance of academic freedom for tenured and tenure stream librarians, as well as for our professional and other academic staff. Let me take this opportunity to state for the record that McGill University, and the current senior administration in particular, are dedicated to fostering a community in which the distinctive professional, scholarly, and community contributions of librarians can be recognized and appreciated."

Issue # 17: Collection Budget Allocation
&
Issue # 18: Consultants
&
Issue # 19: Annual Report on Budget and Staffing

These issues were resolved through the email titled "Announcements on Workplace Issues for Librarians Message 1" which was sent on 29 March 2012 to all librarians by the Dean of Libraries (see Appendix A for the full text).

Issue # 22: Encouragement of Free Expression

This issue was resolved through the email titled "Announcements on Workplace Issues for Librarians Message 2" which was sent on 5 April 2012 to all librarians by the Dean of Libraries (see Appendix D for the full text).

Issue # 23: Availability of Lists of Library Committee Members
&
Issue # 24: Availability of Committee Mandates

As is mentioned in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White, this information has been placed on the Library's U: drive. Periodic work by the Dean's Office will be needed on an ongoing basis to keep the information up to date.

Issue # 25: Annual Lists of Librarians

The Library's annual report for 2009-2010 provided detailed tables of information on the following topics (with dates in most cases), and we expect that this information will continue to be provided in future annual reports:

- Nominative list of librarians, their academic ranks and current status
- Staff arrivals
- Grants of tenure
- Grants of sabbatical leaves
- Staff departures
- Staff retirements
- Grants of Emeritus / Emerita status
- Transfers and reassignments

Issue # 26: Exit Interviews

As per the recommendation which was made on this subject in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White, exit interviews of librarians are being conducted by either Human Resources staff or by the Dean of Libraries, at the librarian's choice, if he or she consents to such an interview.

Issue # 28: Web Page Accessibility

As per the recommendations which were made on this subject in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White, web page accessibility has been resolved and librarians will eventually be able to create personal profiles.

Resolution Under Way

Issue # 5: Reappointment and Tenure Criteria

A committee was struck by the Dean of Libraries in August 2011 to rewrite the Library's internal reappointment criteria and tenure criteria documents. A first meeting of Library Council to discuss these subjects was held in August 2011. At a second meeting, held in November 2011, Library Council provided feedback on a draft version of the new reappointment criteria. At a third meeting, held in March 2012, Library Council provided feedback on a revised draft of the reappointment criteria and on a first draft of the new tenure criteria. The committee will continue its work and will bring a further revision of these documents to Library Council for discussion.

During its March 2012 discussions with the Dean of Libraries, the MAUT-LS Executive recommended that the reappointment and tenure documents be finalized by the end of June 2012, i.e. at least two months before the September 1 deadline for tenure candidates to submit their dossiers to the Secretariat. The Dean indicated that she too hopes that the work on this project will be completed soon.

Issue # 13: Position Reassignments
&
Issue # 14: Position Postings
&
Issue # 15: Offices and Space Allocation
&
Issue # 16: Filling of Committee Positions

The initial step of an agreed-upon process to resolve these four issue was implemented on 29 March 2012, when the Dean of Libraries sent to all librarians the email titled "Workplace Issues to be discussed at Library Council meetings" (see Appendix B for the full text). As is stated in the email, supporting documentation on each topic will in most cases be distributed before or after the meetings at which the topics are discussed.

In the specific case of Issue # 16, follow-up action by Library Council will be needed to develop nomination and election procedures for those committees that are filled in whole or in part by election.

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Under Discussion

Issue # 4: Merit

This issue remains under discussion. It was noted during the MAUT-LS Executive's March 2012 meetings with the Dean of Libraries that some of the problems pertaining to the issue of merit related specifically to the annual performance evaluation process. It was therefore decided to deal with these two subjects separately.

The measures taken to deal with the subject of the annual evaluation process are described on the next page of this report. A draft multi-step framework for addressing the remaining aspects of Issue # 4 -- i.e. the points involving the merit process on its own -- was presented in writing by the Chair of MAUT-LS to the Dean of Libraries on 28 March. We await the Dean's response to our proposal.

Issue # 27 Incidental Illness

This issue remains under discussion. A draft multi-step framework for addressing this topic was presented in writing by the Chair of MAUT-LS to the Dean of Libraries on 28 March. We await the Dean's response to our proposal.

Other

Annual Evaluation Process (topic derived from Issue # 4: Merit)

As was mentioned on the previous page, it was noted during the MAUT-LS Executive's March 2012 meetings with the Dean of Libraries that some of the problems pertaining to the issue of merit related specifically to the annual performance evaluation process. It was therefore decided to deal with these two subjects separately.

One problematic aspect of the annual evaluation process is the Annual Performance Recognition Report form. This form needs to be overhauled to better reflect the three areas of academic duties for librarians and the tenure requirements which are defined in the *Regulations Relating to the Employment of Librarian Staff*. It is particularly important to remove from this form elements tied to the merit process -- especially the form's reference to five performance levels, since these reflect the five merit award categories which are typically outlined in each year's Academic Salary Policy rather than the smaller number of performance levels (superior and reasonable) which are defined by the *Regulations*.

Dean Cook concurs that the form should be revised. We recommend that this revision be conducted under the auspices of Library Council.

The remaining problematic aspects of the annual evaluation process, i.e. those not tied to the Annual Performance Recognition Report form, were resolved through the email titled "Announcements on Workplace Issues for Librarians Message 2" which was sent on 5 April 2012 to all librarians by the Dean of Libraries (see Appendix D for the full text).

Issue # 20: CAUT Librarian Salary Survey

As is mentioned in the November 2010 report of the Librarians' Concerns Committee (LCC) chaired by Associate Provost Lydia White, it was agreed that the Library would participate in the biennial CAUT Librarian Salary Survey, starting with the 2012 survey.

The Librarian Salary and Academic Status Survey questionnaire was emailed by CAUT to the MAUT office on 1 February 2012. The Chair of MAUT-LS forwarded a copy of the survey questionnaire and of the covering memo to the office of the Dean of Libraries on 6 February. At the request of the Dean of Libraries, the Chair of MAUT-LS sent a second copy of these documents to her office on 26 March, with a reminder that the deadline for submission of the completed questionnaire is 15 April.

We would appreciate if CAUT could advise the Chair of MAUT-LS by email when it receives the completed 2012 questionnaire from the Dean of Libraries, so that we can take note that the Library's commitment to participate in the 2012 survey has been fulfilled. We would also appreciate being kept advised in subsequent years of the completion of future biennial surveys.

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Issue # 21: Librarian Consultation on the Selection of Future Deans of Libraries

This issue is a long-range one, given that the appointment of the current Dean of Libraries runs until August 2015, so it has had a low priority in the MAUT-LS Executive's March 2012 discussions with the Dean. We feel that it would be appropriate for Library Council to take up this issue about eighteen months prior to the date on which the Dean's appointment ends. We have not yet discussed with the Dean the question of how a commitment with such a long time frame could be handled, but we will raise the subject with her as part of the ongoing process to resolve all of the outstanding issues by the target date of early September 2012.

<u>Appendix A</u>

Email (March 29, 2012) from the Dean of Libraries on:

        - Workplace values and service guidelines documents
        - Scholarly recognition
        - Library budget (including the collections budget)
        - Consultants

From: C. Colleen Cook, Dr.
Sent: Thursday, March 29, 2012 4:01 PM
To: Librarians Library
Subject: Announcements on Workplace Issues for Librarians Message 1

Hello,

Please note the following announcements which deal with various workplace issues for Librarians. These are straightforward issues now considered to be resolved. I'll be happy to answer questions about these if asked at Library Council.

1) Workplace and Values and Service Guidelines documents are not longer in use.

2) Scholarly recognition: If desired, librarian curators will be named on exhibition publications, e.g., posters, and will be included in future Library annual reports.

3) The Library budget, including the Collections budget, will be presented and discussed at a Library Council meeting annually.

4) I have not read, nor plan to use, consultants reports that were done previous to my arrival. If I do decide to use consultants in the future, I will talk about reasons why and results broadly and openly.

As we resolve other issues, I will send additional messages.

Best,
Colleen

<u>Appendix B</u>

Email (March 29, 2012) from the Dean of Libraries on:

- Position reassignments and position postings
- Offices and space allocation
- Filling of committee positions

From: C. Colleen Cook, Dr.
Sent: Thursday, March 29, 2012 4:20 PM
To: Librarians Library
Cc: Isabelle Roberge
Subject: Workplace Issues to be discussed at Library Council meetings

Hello,

The following topics will be discussed at Library Council over the next few months. The exact dates of these meetings will be announced later. Supporting documentation on each topic will in most cases be distributed before or after the meeting at which the topic is discussed.

* Position Reassignments and Position Postings

Subjects discussed will include:

- The overall approach to the filling of staff positions, including the desirability in most cases of having the pool of potential candidates be as large as possible in consideration of legal requirements. We wish to hire the best person available.

- The distinction between internal reassignments of responsibilities and the opening of positions to candidates

- The composition and functions of the Search committee, and the manner in which it provides representation from the unit in which a vacant position is located

- The degree to which job postings should be customized to include specific details on the position being advertised

- The reasoning behind the requirement of job talks for all candidates, internal and external

* Offices and Space Allocation

Subjects discussed will include:

- The general principles which guide the provision of offices to librarians

- The general principles which guide the allocation of space to staff and students as part of library renovation projects

* Filling of Committee Positions

Subjects discussed will include:

- The distinction between committees directly related to librarian position responsibilities, committees related to governance matters within the Library, and committees involving representation at the level of the University

- The process used to establish new committees (their mandate, their composition, and the length of the terms of service of its members, including the desirability of having staggered terms)

- Which types of committees should in general be filled by appointment, which should be filled by election, and which should be filled perhaps in part with appointed members and in part with elected ones

- The need to develop nomination and election procedures for those committees that are filled (in whole or in part) by election

Thank you and best wishes,
Colleen

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Appendix C

Email (April 5, 2012) from the Dean of Libraries on:

- Supervisory stipends

From: C. Colleen Cook, Dr.
Sent: Thursday, April 05, 2012 4:19 PM
To: Librarians Library
Cc: Isabelle Roberge
Subject: Workplace Issue: Stipends

Hello,

Please find below a statement on the Library practice for awarding stipends for librarians.

Thank you and best wishes for the holidays.

Colleen

McGill Library Supervisory Stipend Summary
April 5, 2012

The primary purpose of the McGill Library supervisory stipend is to compensate librarians who perform additional administrative duties, have responsibility for a unit or function, and supervise at least two full time employees (Librarians, M class and/or Library Assistants). The Supervisory Stipend is time limited and tied to the term of the appointment. Should the person no longer hold the supervisory role, the stipend is removed. Administrative duties can include but are not limited to: managing two or more full time employees, scheduling, managing their day to day activities, ensuring PRESENT is maintained and accurate, being responsible for the Performance Management and Performance Recognition and Development Report of M-level staff and Librarians in their team.

Eligible categories and stipend scale:

1. Branch Heads - $6,000

2. Coordinators, Team Leaders or Group Leaders - $3,000

Note. In the case of some long serving staff who assumed their administrative responsibilities before the university practice of awarding stipends was commonplace, monetary recognition for supervisory/administrative responsibility was rolled into the base salary and is not separable.

Appendix D

Email (April 5, 2012) from the Dean of Libraries on:

- Option for confidential discussion if difficulties are encountered
- Allocation of duties and opportunities for scholarly activities
- Workload
- Encouragement of free expression
- The annual evaluation process

From: C. Colleen Cook, Dr.
Sent: Thursday, April 05, 2012 4:46 PM
To: Librarians Library
Cc: Isabelle Roberge
Subject: Announcements on Workplace Issues for Librarians Message 2

Happy Holidays,

Following is the next in a series of longer message which addresses several issues. It covers the following topics: a) allocation of duties and opportunities for scholarly activities; b) workload; c) encouragement of free expression; d) the annual evaluation process.

Supervisors are expected to apply the principles given under each topic when these subjects arise with the librarians they supervise.

If librarians encounter difficulties with a supervisor in these areas, they are welcome to discuss the matter confidentially with either Isabelle Roberge (Senior HR Advisor, Office of the Dean of Libraries) or with the Dean of Libraries. When librarians use this option, their choice to do so will have the full support of Dean Cook. Using this option will not affect a librarian's right to file a complaint or grievance under the Regulations Relating to the Employment of Librarian Staff.

Isabelle Roberge will give a presentation at a future meeting of Library Council, or at a Dean's Corner meeting, which will describe the roles and responsibilities of her position. Her presentation will in particular explain how confidentiality is handled when personnel issues are brought to her attention.

Allocation of Duties and Opportunities for Scholarly Activities

- Librarians must ensure that they meet the requirement in the Regulations that they achieve superior performance in the first area of their academic duties (position responsibilities).

- Supervisors must afford librarians sufficient opportunity to meet the requirement in the Regulations that they achieve superior performance in one of the two other areas of their academic duties (professional and scholarly activities, which may include research, and other

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contributions to the University and scholarly communities) and at least reasonable performance in the remaining area. These two areas are a mandatory part of a librarian's work -- both for obtaining tenure (article 3.10) and for maintaining the standards for which tenure has been granted (article 3.59) -- and supervisors will encourage and support the librarians they supervise in the pursuit of these work activities.

- Librarians have the right to choose their research topics without prior approval, should they choose to do research.

- Librarians may transmit the results of their research and other professional and scholarly activities at seminars and workshops.

- In situations in which a significant conflict might exist between the time required for position responsibilities and the time required for the other two areas of academic duties, the supervisor and the librarian concerned will discuss the matter to determine how the situation will be handled. If they fail to agree, the librarian concerned is welcome to refer the matter to the next highest administrator and, ultimately, to the Dean of Libraries.

Workload

- As is required by section (i) of article 1.4.2 of the Regulations Relating to the Employment of Librarian Staff, supervisors who allocate academic duties to librarians will take into account the obligation of librarians to carry out all three areas of their academic duties.

- Librarians, as academic staff members, will have flexibility in managing the use of their own time, as long as they do so in a responsible manner and ensure that their scheduled obligations for performance are met as outlined in the Regulations. Normal workplace courtesy in keeping coworkers and supervisors informed of one's whereabouts is assumed.

- Supervisors will take reasonable steps to accommodate special workload-related situations which may arise for librarians, for example the need a librarian might have to spend a few days away from the office to finish writing up a research paper or preparing a conference presentation.

Encouragement of Free Expression

- Supervisors should be mindful of the power differential which exists, by virtue of their position, in their relationship with the staff they supervise. They have a responsibility to interact with staff members in a manner which is civil and respectful, and which encourages staff to express their views freely and without fear of adverse consequences. The goal is to behave in a manner that encourages a culture of dialogue and mutual respect.

The Annual Evaluation Process

- Supervisors have a responsibility to conduct annual performance review meetings with the librarians they supervise in a timely fashion, and in a manner which is respectful and courteous.

- Annual performance review meetings provide an opportunity for supervisors to recognize and credit good performance, and are also an appropriate venue for a supervisor to discuss in a constructive way aspects of a librarian's performance which are not satisfactory. Supervisors who have concerns about a librarian's performance during the course of the year will bring these concerns to the librarian's attention in a timely fashion rather than waiting until the annual performance review meeting to do so.

- Supervisors may revise the evaluation they provided on a librarian's annual performance recognition form to take into account the discussion they had with that librarian at the annual performance review meeting. Before signing the revised form, the librarian will have the opportunity to read it, to discuss it further with the supervisor, and to add comments if he or she wishes.

- If librarians have concerns about the goals set for them, or about the fairness of their annual performance evaluation, they are encouraged to discuss the matter confidentially with either Isabelle Roberge (Senior HR Advisor, Office of the Dean of Libraries) or with the Dean of Libraries.

- Librarians have a right to receive upon request and in a timely fashion a copy of their completed and signed annual performance recognition form.

Best wishes,
Colleen

Appendix E

Summary of input received from MAUT-LS members during the consultation process conducted by MAUT-LS in February 2012

Issue #1: Allocation of Duties and Freedom for Scholarly Activities

Summary of comments received: Some librarians who are building up their tenure dossiers are working on research projects in secret, for fear that their projects will be interfered with if their supervisors learn about them. Some librarians feel that they receive uneven treatment from supervisors when it comes to the allocation of time to pursue scholarly activities; such time is seen as a privilege which is dispensed to favourites and withheld from others.

Issue # 2: Librarian Nominations to Senate Committees

Summary of comments received: The removal of librarians from Senate committees which occurred in April 2009 was viewed as highly objectionable. The wish was expressed for some indication from the Dean that she is encouraging the Provost to continue following up on the LCC recommendations.

Issue # 3: Conference / Travel Funding

Summary of comments received: Progress has been made made but the details of the new policy and its approval mechanisms need clarification. Mixed feedback was received on the need for a list of people who received funding.

Issue # 4 Merit

Summary of comments received: This is the issue on which MAUT-LS received by far the most feedback (a total of six pages of comments from thirteen different people). The concerns raised can be grouped into the following categories:

a) Problems with the Annual Performance Recognition Report form

- There is a lack of consistency from one unit to another regarding how the form is to be completed (for instance on the question of whether every sentence of a librarian's job description needs to be addressed). It is felt that supervisors are not given adequate training on the completion of this form, that the resulting process is too open to subjective personality assessments, and that are no checks and balances to ensure the fairness of the review.

- Last year, there was inconsistency by supervisors on the use of the five performance category designations (exceptional, surpassed expectations, achieved expectations, etc.): some supervisors used one of these terms to summarize their evaluations, while others did not. This year,

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supervisors were apparently given instructions not to use these terms, or were directed only to make general comments at the beginning of the form rather than commenting on individual points within the form; no announcement on this subject was made to librarians as a group, so librarians have been left in the dark about the exact procedures which supervisors are supposed to be following.

- The Annual Performance Recognition Report form identifies five performance levels, whereas the Regulation explicitly define two (superior and reasonable) and imply the existence of a third (less than reasonable). This difference between the form and the Regulations is problematic. The five levels defined by the form supposedly correspond to the five merit award categories which are typically defined by each year's Academic Salary Policy, but nowhere is this stated in writing; this explanation has only been given verbally at performance evaluation information meetings held by the Dean. Individuals reading the form are thus left to decide for themselves what correspondence (if any) exists between the five levels mentioned by the form and the two performance levels defined in the Regulations, and if so what those correspondences are (e.g., do the top two levels on the form, "exceptional" and "surpassed expectations," correspond to "superior"?). This can have especially grave consequences if the individuals trying to interpret the five categories on the form are the faculty members of the tenure committees charged with assessing a librarian's dossier.

- It was felt that the form needs to be completely overhauled to better reflect the three areas of academic duties for librarians and the tenure requirements which are defined in the Regulations. It was also felt that the form should reflect the upcoming revisions to the reappointment guidelines.

b) Other problems with the Annual Performance Recognition process

- There have been unreasonable delays in parts of the annual evaluation process for which supervisors are responsible. In some cases, supervisors waited about a month after they had received a librarian's Annual Performance Recognition Report form -- waited until the deadline for submission of the signed form to the Dean's office was only hours away -- before returning it to the librarian with their evaluative comments and holding the performance review meeting with the staff member.

- It is considered unacceptable for supervisors to wait until the annual review process to raise with a librarian they supervise concerns about their performance which the supervisor should have brought to the librarian's attention months earlier.

- It is felt that, during the Annual Performance Recognition process, Associate Directors should not be involved in the evaluation of librarians they do not directly supervise. Supervisors should not have to show the completed forms to an Associate Director, and Associate Directors should not instruct or pressure supervisors to alter the contents of Annual Performance Recognition forms, nor should they add comments of their own to what the supervisor has written on the form. In addition to sending the message that a supervisor's opinion is not trusted, such a practice is inappropriate because it allows an Associate Director who will be involved in evaluating a librarian for purposes of merit to interfere with the assessment that a supervisor writes on the form which will be used for the merit evaluation process.

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c) Lack of transparency and of timeliness regarding the merit evaluation process

- Librarians feel that they are not given adequate information about the mechanics of the merit process used by the Dean in a given year. It is not enough for the information given by the Dean on this subject to be presented verbally at meetings; it has to be sent in writing to all librarians, and it has to be detailed. The information must include the method by which librarians are divided into groups for evaluation purposes, how many librarians have ended up in each group, how the merit committee will be formed, who its members will be, what evaluative criteria are used to compare librarians to each other

- It is unfair for the criteria and procedures of the merit evaluation process to be established after the completion of the work year that will be evaluated. Librarians cannot go back in time and alter the activities they did in the past year to accommodate after-the-fact changes in merit emphasis (i.e. the percentage of merit for which each category of academic duties will count). In order for librarians to plan their activities for a given year, they need to know <u>before the year starts</u> (not after it ends) what merit criteria will apply to their work for that year, and what percentage value will be given to each area of their academic duties. (To draw a parallel: professors are required to specify in writing (in their course outlines), at the very beginning of a course, the percentage of a student's final mark for which every assignment and exam will count; these percentages cannot be changed after the fact.) It should be noted that this concern does not refer to the specific amounts of money that will be allocated to each merit category in a given year (since these are determined by the yearly Academic Salary Policy), but rather to evaluative criteria, percentage values and other procedural aspects of the merit evaluations conducted by the Library.

d) Other concerns about the merit evaluation process

- Concerns were expressed about the fact that the performance of tenure-track librarians was being judged for merit purposes by a merit committee whose members include a non-tenure-track librarian, i.e. a librarian who under the Regulations would not be allowed to be a member of either the Library Tenure Committee or the University Tenure Committee. It was felt that the merit committee should consist only of tenured librarians. It was also considered to be a conflict of interest for members of the merit committee to decide the merit allocation of librarians whom they personally supervise and on whose Recognition Report form they have provided evaluative comments.

- It was considered contradictory for the merit process to put librarians in competition with each other when so much of the work done in the Library is team-based. Questions were also raised about how team-based work can properly be quantified for the purposes of individual evaluations. It was also felt that librarians should be evaluated against other members of their own unit rather than against members of their Library-wide cohort, given that the workload and types of responsibilities carried by librarians varies considerably from unit to unit.

- It was felt that the merit process itself should be just as accountable as the librarians it evaluates. Merit award letters should give clear reasons for the amount which was granted.

- It was felt that the low percentage weight allocated in the merit process to the third area of academic duties (Other contributions to the University and scholarly communities) has the effect

of pressuring librarians to achieve superior performance in the second area of academic duties (Professional and scholarly activities, which may include research). This is not in accord with the Regulations, article 3.10 of which states that "Superior performance in position responsibilities, the first category set out in Section 1.2.2, which is the most important of the academic duties, is required and a superior performance in one of the remaining two categories and a reasonable performance in the other shall be the minimum requirement for the granting of tenure." Pressuring librarians to achieve superior performance in area 2 is not only inappropriate in terms of the Regulations, it also fails to recognize that emphasizing area 2 does not suit every librarian's situation, nor the situation of a given librarian over the entire course of his or her career at McGill.

Issue # 5: Reappointment Criteria

Summary of comments received: Disappointment was expressed that the establishment of new criteria will come too late for the librarians who were penalized (during the years when merit evaluations were mandatory dossier components) by merit reviews which contained highly subjective personality assessments for which supervisors were never held accountable. Concerns were expressed that, even though the inclusion of merit letters in reappointment and tenure dossiers is no longer required or requested, librarians who do not include them on their own initiative will look bad: it will be assumed that they received low merit, in contrast with the librarians who received high merit and who will thus be more inclined to include their merit letters in their dossiers. Librarians also want the various deadlines in the reappointment process (for example the date for the submission of tenure dossiers) to be announced clearly, unambiguously, and well in advance. The opinion was also expressed that the Administration does not get these processes moving without being prodded.

Issue # 6: Salary Anomalies

Summary of comments received: Concerns were expressed about salaries remaining unbalanced, even though there is an anomaly correction component to the academic salary policy; people who have similar levels of supervisory responsibility don't necessarily have similar salaries nor do they all have administrative stipends. Anomalies are hard to spot when stipend policies are not public.

Issue # 7: Vacation Policy

Summary of comments received: There is some dissatisfaction that the new policy provides no time off for new hires. The need for time off for bereavement and similar events was also raised. (This issue is discussed below, after Issue #28, in the section summarizing comments received on topics other that the items in the 28-point list of concerns.)

Issue # 8: Library Council

==Summary of comments received==: People are pleased that the Library Council was established, but have some operational concerns: the meetings are not held regularly; some people may fear speaking their minds for fear of reprisals from supervisors; at one meeting, a member was subjected to verbal attacks by another member. The question of whether retired or emeritus librarians should be able to attend was also raised.

Issue # 9: Workplace Values and Service Guideline Documents

==Summary of comments received==: The documents were created by a flawed process. They have been used by superiors to bully staff members, which is reprehensible and (in the case of the values document) hypocritical.

Issue # 10 Workload

==Summary of comments received==: Several comments were received about the inequitable distribution of work between colleagues within units, about the size of the workload carried by some librarians (particularly younger librarians), and about the lack (or inequality) of allocated time to pursue scholarly and service activities. Librarians who are working towards tenure have the greatest need for time to carry out the second and third areas of their academic duties, yet also seem to have the fewest opportunities to do so and to have the least recourse to correct the situation. Concerns were also expressed about providing librarians with access to their computers without requiring them to work overtime (for instance on evenings and weekends) and without supervisors assuming that they are working on their position responsibilities. The concept of what constitutes "normal" working hours for academic staff is problematic, given that academic staff are not paid by the hour, and is subject to a range of interpretations from one unit to another. It appears to be left up to individual supervisors, for example, to decide if a librarian will need to make up the time when he or she has a non-work-related appointment during the workday.

Issue # 11: Scholarly Recognition

==Summary of comments received==: People involved in projects should be named, and the nature of their involvement should be specified.

Issue # 12: Dean's Mandate

==Summary of comments received==: The Dean is seen to recognize and support the academic status of McGill librarians, but scepticism was expressed about whether the University's senior executives share this view.

Issue # 13 Position Reassignments

and

Issue # 14 Position Postings

NOTE: These two related issues will be discussed together, since some of the comments which were received concerned both topics.

<mark>Summary of comments received</mark>: The predominant message in the comments received on these two topics is that there should be a clear policy on the filling of positions, with a great emphasis placed on the need for consistency. There is general agreement that all vacant positions should be posted, but there are differences of opinion on whether this should be done internally before being done externally. There are also differences of opinion on whether a librarian already working at McGill should have to go through the full search process (such as giving a job talk) which an external candidate would undergo. The need was expressed for hiring committees to include people from the unit in which the chosen candidate will work, since this would help in selecting the best person for the job; scepticism was expressed about the adequacy of using a one-size-fits-all hiring committee. It was also felt that staff retention would be improved if the interview process included opportunities to go on tours and meet staff, since this would allow candidates to get a better feel for the institution at which they will be working.

Generic job description postings were viewed negatively. It was felt that such postings give candidates no clear idea about the job for which they are applying, and that it is a waste of time for everyone (including the candidates) when unqualified individuals apply as a result of this. It is embarrassing for candidates to be put in such a position, and it is embarrassing for McGill librarians to be unable to give a clear response when colleagues from other universities call them to inquire about the nature of a job posting and to ask in which Library the position is located.

Issue # 15 Phones and Offices

<mark>Summary of comments received</mark>: The lack of offices for librarians was seen as a serious problem. The open-space concept has the defect of exposing librarians to a work environment which is noisy and distracting, which is prone to frequent interruptions from passers-by, and which lacks privacy (for librarians in a general sense, for patrons who may wish to discuss sensitive research needs with librarians, and for supervisors who may need to have confidential meetings with staff members they supervise). Having to make phone calls in a workspace in which colleagues will hear the conversation -- and, conversely, having to put up with listening to someone else's phone calls -- was cited as being especially irritating. Working under such distracting conditions all day can be exhausting, and this kind of environment is also considered to be unprofessional. Work which requires concentration and reflection -- such as preparing for in-class teaching or for a conference presentation -- sometimes has to be taken home by librarians who cannot find sufficient uninterrupted time at the library.

A broader area of concern expressed in the comments received regarding physical space was the view that the Administration regards the needs of library staff members as subordinate to those of students and other library users. A specific example cited several times was the decision

made by the Administration that, in the forthcoming renovations to the Life Sciences Library, prime real estate areas (such as those near windows) will be reserved for student use. The comments we received objected strongly to the notion of having staff members -- who unlike students might spend eight hours a day for the whole week working in a particular library -- being relegated to its less comfortable and less attractive areas. It was felt that this notion conveyed the message that it was not important for staff to have a workspace which is pleasant and which encourages productivity. Compounding this problem, there is resentment and incomprehension over the manner in which this decision was reached. Librarians feel that their views were not heard, and that the Administration has been unwilling to explain why it is being inflexible on this matter.

Regarding the subject of telephones, it was considered desirable for telephones to have a call display feature, so that librarians would not have to interrupt an important task to deal with a call which could best be handled by having the caller leave a voicemail message.

Issue # 16 Filling of Committee Positions

Summary of comments received: The comments received on this issue revolve around concerns that committee positions within the Library are filled in a haphazard way which lacks transparency, at the Dean's discretion. Nomination calls and elections are the exception, not the norm. Individuals are perceived as being appointed to committees by virtue of their positions, or because they are favourites. The filling of committees by appointment is considered objectionable on the grounds that it is arbitrary. Some librarians feel that they -- and their views on subjects of importance to them -- are being excluded from committees on which they would have wanted to serve.

The process by which the Strategic Plan Working Groups were recently formed was criticized for assigning individuals to groups different from the ones for which they had volunteered, or to groups which did not exist when the call for volunteers was issued. This will result in people serving on working groups in which they will have no interest, and to which they will bring no meaningful contributions. Respondents also objected to being assigned to work groups even if they did not volunteer for such service, and without consideration being given to the heavy workloads they were already carrying.

Some support was expressed for the view that certain committee positions could be filled by election, certain others by appointment, and certain others by calls for volunteers. There was clear agreement, however, on the notion that the process (or processes) used to fill committee positions should be transparent and well-defined. A number of respondents suggested that a Library nomination committee be put in place to handle these processes. In the case of committees filled by election or on a volunteer basis, it was noted that adequate time has to be allowed for candidates to come forward.

Issue # 17: Collection Budget Allocation

Summary of comments received: Collection budget allocation is seen as being an arbitrary, secret, back-room process which is not explained when people ask for information about it.

Issue # 18: Consultants

Summary of comments received: Respondents were critical of the fact that the mandates and reports of consultants who were hired were not made public, or were restricted to a small number of people. They also criticized the fact that, from what is known about these reports, their recommendations were not implemented and that they were a waste of time and money.

Issue # 19: Annual Report on Budget and Staffing

Summary of comments received: The need for transparency was stressed.

Issue # 20: CAUT Librarian Salary Survey

Summary of comments received: Respondents hope that the Dean's Office will comply with the commitment made to fill out this survey each time it is conducted.

Issue # 21: Librarian Consultation on the Selection of Future Deans

Summary of comments received: The wish was expressed to see future candidates for the position of Dean / Director give job talks similar to those implemented for current librarian hires. The wish was also expressed that the consultation process be extended to the selection of future Associate Directors.

Issue # 22: Discouragement of Free Expression

Summary of comments received: It was noted that people are more willing to speak up than in the past, but concerns were expressed about a climate of fear still existing when speaking to supervisors. Some librarians are shut out of discussions or are told that they will only be consulted as necessary. Some librarians are not invited to administrative meetings which determine their work priorities. Information from such meetings is filtered through supervisors, as is the transmission of ideas to these meetings. Concerns were expressed about continued micro-management, and about the dismissal of complaints from staff members who feel they are being treated in a condescending manner. Lack of prior notice about meetings with supervisors to which some librarians are summoned was another concern, as was the haphazard nature of written communications that are received.

Issue # 23: Availability of Lists of Library Committee Members

Summary of comments received: Suggestions were received: that the lists be put on the Library website, where the public can see them; that the Library's annual report and the Library Council minutes also be freely available on the website; that librarians be listed by rank on the website.

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All this would help highlight the work that librarians do, giving them more visibility and credibility.

Issue # 24: Availability of Committee Mandates

<mark>Summary of comments received</mark>: Agreement was expressed with the view that this is resolved.

Issue # 25: Annual Lists of Librarians

<mark>Summary of comments received</mark>: Agreement was expressed with the view that this is resolved. It was commented that an annual list of all library staff (not just librarians) would be useful.

Issue # 26: Exit Interviews

<mark>Summary of comments received</mark>: Agreement was expressed with the view that this is resolved.

Issue # 27 Incidental Illness

<mark>Summary of comments received</mark>: Respondents wish to see this subject clarified as soon as possible, in writing, so that the the degree of flexibility applied when a librarian reports in sick does not vary from unit to unit based on whatever an individual supervisor decides. It was considered inhumane for staff members who are in a clinic or hospital waiting room to have to adhere to overly rigid protocols (such as having to speak by telephone in person to a specific supervisor or designated substitute rather than texting or leaving a voicemail message) in order to report their illness. Respondents also objected to the use of the Present software to record librarian absences due to illness, a requirement which to our knowledge does not apply to other members of McGill's academic staff.

Issue # 28: Web Page Accessibility

<mark>Summary of comments received</mark>: Continued improvements in this area will be welcome.

Feedback on Issues Outside the 28-Item List

As part of the feedback which was sent to us by our members during our February 2012 consultation, we received input on a number of subjects which did not fall precisely under the 28 issues in our April 2010 list of concerns (though in some cases they are related to one or more of these issues).

As we have already mentioned to Dean Cook, these subjects are not included in the discussions we are currently having with her on the resolution of the 28 issues. These other subjects are

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noted here for information only, and will be discussed with the Dean outside of the CAUT framework, i.e. as part of the regular meetings and exchanges of correspondence we have with her to deal with issues that arise from time to time.

Social Leaves

Summary of comments received: Respondents stressed the need for clarity on this subject. Some librarians are unaware that a policy document on this subject was posted on the U: drive by the Library Administration -- or, if they are aware of the fact, are unsure about its location. (It is located at U:\Common\Administrative\Entitlements). There in consensus on the need for fairness and uniformity of application across the library system, but it is not clear whether librarians would prefer to see this handled via a formal written policy or not.

Academic CVs

Summary of comments received: It was felt that librarians, as academics and as professionals, should be free to decide for themselves what format to use for their CVs. Some individuals were concerned that they would be penalized if they did not use the CV template located at U:\Common\Administrative\Forms.

Training Opportunities

Summary of comments received: It was felt that McGill librarians should be informed of training opportunities which arise outside of McGill, along with an invitation for librarians to express their interest. Such expressions of interest should be followed up by the Administration when the Administration is involved in selecting who will attend -- for example, by making sure that librarians who expressed interest are told whether or not they were selected.

Staffing Renewal

Summary of comments received: Concerns were expressed by a number of individuals about the large amounts of institutional knowledge that is being lost as librarians retire. It was felt that not enough succession planning is being done.

Librarian Communications

Summary of comments received: Concerns were expressed by individuals about the appropriateness of statements in several messages from the Dean's Communications Officer. They can be interpreted as giving instructions to librarians for their liaison work.