

GUIDELINES FOR THE DETERMINATION OF LIBRARIAN WORKLOAD

(Ratified by librarian members of QUFA, January 1998)

According to Article 6.1 of the Collective Agreement, librarians' academic responsibilities are made up of an appropriate combination of professional practice (further defined in 6.2), scholarly activity (6.3) and service (6.4). The professional practice, service and professional development of librarians have been described in an accompanying document entitled *Librarian Responsibilities*. This describes what librarians do collectively towards the achievement of the system-wide Library mission, goals and service obligations, as professionals working in partnership with faculty to enhance and support the University's academic programmes and research.

Each unit in the Library system has more precise goals and objectives which derive from, and contribute to the overarching Library goals and service obligations. The workload of each librarian is determined by setting individual goals and service responsibilities based on the position guide and the specific goals of the unit, which will be consistent with the Library's service commitments and priorities. (Article 34.3.3. (b)).

The assigned duties of each librarian are made up of a combination of various elements of professional practice and service, as outlined in *Librarian Responsibilities*. The duties for each librarian will vary according to his/her assigned involvement in the different areas of professional practice and service, and will reflect shared responsibility for the development and maintenance of effective library services and operations. Assigned duties are outlined in position guides and in each librarian's annual action plan. The action plan will vary from one librarian to another, and may vary from one year to another, depending on the priorities set. Articles 34.3.3 and 34.3.4 define the framework within which duties in the categories of professional practice and service are assigned. A principle underlying the assignment of duties is enunciated in the Collective Agreement in Article 34.3.1: "*...it is recognized that librarian ...Members have a fixed number of scheduled hours of work, and it is expected that the work of the librarian ... would normally be accomplished within the scheduled periods.*"

The unit head or supervisor has the obligation to ensure that the unit's goals, defined collectively by all staff in the unit, are achievable, and that there is an equitable workload allocation to achieve the unit's and the Library's service obligations. To assist in ensuring that individual assignments are equitable, librarians may wish to estimate the percentage of working time to be spent in each activity, pro-rated over the year.

Specific guidelines for workload determination

- Librarians will normally spend approximately 10% - 15% of their time on a combination of service and professional development. (An interpretation is included in the document *Librarian Responsibilities*).
- Librarians will normally spend a minimum of 5% of their working time on administrative responsibilities. (See *Librarian Responsibilities*.)
- The remaining workload (80% -85%) will be distributed according to the priorities, range and extent of each librarian's responsibilities. Since librarians have responsibilities in two or more categories of professional practice (as described in the document *Librarian Responsibilities*), it is unlikely that the time spent on any one category would exceed, or even reach 80% of a librarian's work time.

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Position Guide

The position guide describes the general responsibilities and broad duties of each librarian position, followed by the desired qualifications of the incumbent.

Individual Action Plan

Each year, the unit head (or other designate of the Chief Librarian) and the librarian shall meet in order to develop each librarian's action plan. The librarian's annual action plan identifies shared participation in normal provision of service, and includes precise objectives, priorities and assigned duties, which contribute to the overall attainment of the unit and Library goals, as well as contributing to the librarian's professional development and service goals.

To develop the action plan:

1. Review and set priorities for the achievement of current unit goals which will have been established jointly. Responsibility for accomplishing these unit goals and objectives will then be allocated equitably among the librarian members of the unit, and/or equitably in relation to librarian Members with similar responsibilities in other units.
2. Set the librarian's specific goals and priorities in relation to
 - a) unit goals
 - b) their responsibilities as defined in their position guide
 - c) a balance of professional development and service activities (Article 34.3.4 and 34.3.5). In the early years of a librarian's career, the service component may be relatively low.

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3. Set clearly defined performance standards based on observable results.

During the course of the year, changes in priorities or work assignment which will have significant impacts on a librarian's **action plan** and priorities will be reflected in a revision of the action plan. It is desirable that each librarian meet with his/her supervisor informally at least once during the year in addition to the annual evaluation, to review the goals and progress towards their accomplishment, and, if necessary, to revise the action plan.

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