

Librarian and Archivist Employment Handbook

The purpose of the Librarian and Archivist Employment Handbook (Handbook) is to provide guidance on University of Waterloo [policies and processes](#) as they pertain to the professional development and career advancement of Librarians/Archivists. The Handbook applies to all ongoing University of Waterloo Library staff employed in positions that require a master's degree in library and information science or its educational equivalent.

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Introduction

Handbook revision process

The University Librarian convenes a Handbook Review Committee (Committee) to consider any substantive amendments. The Committee consists of the University Librarian; Administrative Officer; four Librarians/Archivists representing various areas of the Library and chosen by the [Librarians' and Archivists' Association of the University of Waterloo](#); and consultants as appropriate. Substantive revisions to the Handbook are reviewed by the [Vice President, Academic and Provost](#), and the [Associate Provost, Human Resources](#).

The Library strives to review and revise the Handbook at least every five years. Any staff member to whom the document applies may direct a request for a substantive amendment to the University Librarian. Housekeeping changes (i.e., those that do not modify the intent of the document, such as changes in position titles, URLs) will be made as appropriate.

Handbook revision history

The Handbook was first developed as the *University of Waterloo Professional Staff Manual* in 1980. It was revised in 1986; 1992; 2002, when the name of the document was changed to the *Librarians' Employment Handbook*; and in 2010.

The Handbook was most recently reviewed and revised in 2019 by the following Committee:

- Lauren Byl, Copyright and Licensing Librarian
- Jane Forgay, Librarian
- Sandra Keys, Librarian
- Sharon Lamont, Director, Organizational Services
- Beth Namachchivaya, University Librarian (Chair)
- Danielle Robichaud, Digital Archivist

Carolyn Vincent and Graham Yeates provided administrative support

Role of librarians/archivists

The University of Waterloo Library partners with the University of Waterloo (Waterloo) in teaching and learning, research, faculty and student recruitment and retention, risk management, staff development, advancement and fundraising, community relations, and equity, diversity and inclusion. Librarians/archivists share in Waterloo's creative,

intellectual and administrative work and are academic partners with the faculty. They participate in the governance of the institution as members of Waterloo's governing bodies, faculty committees, and library committees. Librarians/archivists are committed to upholding intellectual freedom, facilitating learning, research and scholarship, and providing access to scholarly information. They have the right and responsibility to advocate for and to act on these commitments. Librarians/Archivists contribute to Waterloo's scholarly activities, professional and community service, and they pursue research in library, archival, information science and other academic disciplines.

Librarians/archivists build and develop vibrant programs, resources, and spaces that are a vital component of Waterloo's teaching and research mission, as articulated in its [Strategic Plan](#). They draw upon expertise in a number of areas as they carry out these responsibilities, including: library, information science, archives and records management concepts; knowledge of academic disciplines; pedagogical, research, problem-solving, leadership, and management. Their contributions to Waterloo's mission and strategy include:

- selecting, acquiring, and providing sustained access to research and scholarly information, and special collections;
- teaching critical evaluation of information resources, information appraisal, and research skills;
- organizing, arranging, managing, describing and providing effective access to research information, using information standards, schema, and technologies;
- managing financial resources, technological infrastructure, and facilities development;
- implementing and supporting library technologies, infrastructure, data sources and scholarly information and datasets;
- publishing in scholarly, peer-reviewed and practitioner's venues;
- presenting papers and posters, and participating on panels at professional and scholarly conferences.

Through their professional activities, Librarians/Archivists are active partners and leaders-- locally, nationally, and globally.

At its base, librarianship is responsible for supplying the lifeblood of the rest of the academy — access to information for the advancement of knowledge, invention, and teaching.

Terms and Conditions of Employment

University of Waterloo [policies, procedures, and guidelines](#) apply to Librarians/Archivists. The purpose of these terms and conditions is to provide additional guidance on processes that are specific to the Library.

1. Recruitment and appointments

Appointment to the position of Librarian or Archivist requires an undergraduate degree plus a master's degree from an American Library Association accredited program or [equivalent professional credentials](#).

Vacant professional positions are advertised first within the University of Waterloo (Waterloo). External recruitment may be initiated if qualified Waterloo candidates do not apply or if the nature of the position merits [expanding the pool](#). Library practice is to expand the pool when recruiting for Department Heads or higher, or new positions. In these cases, the pool will only be expanded if the threshold of qualified internal candidates is not met. If recruitment extends beyond Waterloo, advertisements specify a date for receiving applications that assures consideration. [Current job descriptions](#) are available online at the time a position is posted.

1.1 Posting

Administrative vacancies

When a vacancy occurs in an administrative position, administrative Librarians/Archivists and non-administrative Librarians/Archivists associated with the position are invited to contribute to the development of a posting.

Non-administrative vacancies

When a vacancy occurs in a non-administrative position, Librarians/Archivists within the department in which the vacancy exists are invited to contribute to the development of a posting.

1.2 Composition of hiring committee

The recruiting manager appoints and chairs a Hiring Committee (Committee) prior to the position being posted. The Committee is advisory to the recruiting manager and consists of the following members:

- the Associate University Librarian (AUL) whose administrative portfolio includes the unit where the position is being recruited

- professionals from other Library departments who may interact substantially with the position being recruited
- professional and other staff of the appropriate Library department
- a [Talent Acquisition](#) member from [Human Resources](#)

The Administrative Officer is a resource to the recruiting manager and the Committee.

1.3 Interview process

Once the Committee is appointed, a pre-interview meeting is held for the following purposes:

- to allow the recruiting manager to review the stated qualifications for the job
- to establish a priority ranking among the qualifications
- to enable team members to ask questions of the recruiting manager

Members of the Committee review the applications to create a short-list of candidates. Information relating to applicants must remain confidential and may not be shared with any person outside of the Committee. Within a week following the closing date for receipt of applications, the Committee meets with the recruiting manager to recommend a short-list of candidates to be interviewed. If the Committee cannot reach consensus on the recommendation of qualified candidate(s) for interview, the recruiting manager determines a recommendation or an alternate course of action after consultation with the Committee, and the recruiting manager's supervisor or AUL.

Following candidate interviews, the Committee formulates a recommendation. After consultation with the University Librarian, the recruiting manager makes a final decision. Human Resources, in consultation with the Administrative Officer, makes the offer of employment on behalf of the recruiting manager.

1.4 Probationary period

A probationary period is part of Waterloo's initial employment contract, as outlined in [Policy 18 - Staff Employment, Appendix A](#). Staff who transfer or are promoted from within Waterloo to a Librarian/an Archivist role are not subject to another probationary period. For Librarians or Archivists who have transferred to these roles from other positions, managers, librarians, and archivists are encouraged to have a check-in meeting within the first year, outside of the performance appraisal to address recommendations made under Appendix A.

See [Appendix A: Probationary review guidelines](#) for further details.

2. Positions and ranks

Librarian/archivist positions at the University of Waterloo (Waterloo) are classified into the following University support groups (USG):

- administrative positions at USG 14 and 16
- non-administrative librarians/archivists ranging from USG 10 to 13

For further details, see [Policy 5 - Salary Administration, University Support Staff](#).

2.1 Administrative librarians/archivists

Administrative librarians/archivists provide leadership by planning, developing, and managing services, resources, and systems to meet the current and future needs of Waterloo's academic community. Waterloo recognizes the following grades for administrative librarians/archivists:

University librarian

As the chair of the library executive, the university librarian provides overall vision, leadership, and direction for the provision of library services and resources that support learning, research and scholarship at Waterloo. They report to the [vice-president, academic and provost](#).

Associate university librarians

As members of the library executive, the associate university librarians (AUL) participate in the overall administration of the Library. They are responsible for strategically overseeing the development and provision of library services, resources, programs, and systems to support the current and future needs of Waterloo's academic community. The associate university librarian positions are classified at USG 16.

The current AUL positions are:

- [Associate university librarian, learning, research and user services](#)
- [Associate university librarian, collections, technology and scholarly communication](#)
- [Associate university librarian, administration and strategic initiatives](#)

Department heads

Department heads who are librarians/archivists have administrative responsibility for their unit's services, resources and systems. The position of department head is classified at USG 14.

The current head positions are:

- [Head, collection development](#)
- [Head, Davis information services and resources](#)
- [Head, digital initiatives](#)
- [Head, metadata and cataloguing services](#)
- [Head, Porter information services and resources](#)
- [Head, special collections & archives](#)

2.2. Librarians/archivists

The University recognizes four non-administrative librarian/archivist ranks. Consideration for advancement to any level is available to librarians who have achieved the previous level.

Criteria for professional advancement

Advancement from one rank to the next is available to non-administrative librarians/archivists. It is subject to a successful peer review based on a candidate's performance, impact on the organization and profession, and readiness to advance. See [Appendix B: Professional advancement procedures and criteria](#) for further details.

Rank 1 (USG 10)

The Librarian/Archivist is a professional with a good understanding of the principles of librarianship/archival practice. Under general supervision, they demonstrate the ability to work independently within established practices and procedures. They work well with others, showing and gaining respect within their key areas of accountability.

Librarians/Archivists at this level exhibit good judgement and a promise of the ability to handle an increasing level of responsibility. They are beginning to engage in professional activities that contribute to the success of their unit and the Library.

Rank 2 (USG 11)

The Librarian/Archivist is a competent professional who applies specialized knowledge to the benefit of the Library and broader campus or professional communities. With limited supervision, they exert greater influence and impact by taking on increasingly complex duties including the planning, management, and direction of initiatives/projects. There is evidence of sound judgement in the work they do and in interactions with others.

Librarians/Archivists at this level demonstrate the ability to work with and guide others in a positive manner. They are involved in professional activities that contribute to the success of their unit and the Library.

Rank 3 (USG 12)

The Librarian/Archivist is an experienced professional, with a high level of specialized knowledge that contributes to the advancement of the Library or campus initiatives. They are trusted to take on leadership roles that fall within their areas of expertise. They have demonstrated initiative and the ability to bring colleagues and others on side toward common goals in a respectful and positive manner. Librarians/Archivists at this level make significant contributions to their unit and Library initiatives and are able to work with a variety of groups. They are a resource for other colleagues and demonstrate solid professional judgement.

Rank 4 (USG 13)

The Librarian/Archivist is recognized both internally and externally for the impact of their work. They have made outstanding contributions to the profession or the broader academic community and have a history of distinguished service. They possess advanced/specialized knowledge and contribute to the overall success of the Library by, for example, providing leadership and actively mentoring or sharing expertise and experience with their colleagues in inclusive and progressive ways.

3. University provided benefits

The following benefits are governed by the University of Waterloo Human Resources Department.

3.1 Salary policy

The [Provost's Advisory Committee on Staff Compensation](#) reviews the staff salary ranges annually, to ensure fair and equitable salaries.

Waterloo's staff salary structure comprises 21 USG salary ranges each composed of a minimum (80%), a job value (100%) and a maximum (120%). The job value is considered an appropriate salary for a fully qualified and experienced incumbent fulfilling all of the requirements of a position in a completely satisfactory manner. The salary of newly hired individuals is normally between the minimum and the job value.

Salary increases are based on merit. There are no scale, general, cost-of-living or across-the-board increases. The May 1 merit process for each individual is contingent upon a number of factors including the incumbent's position in the salary range with respect to the job value, the results of a performance appraisal and the total amount of funding available for merit increases. See [Policy 5 - Salary Administration, University Support Staff](#) and [University of Waterloo University Support Staff Compensation Program](#) for further details.

3.2 Vacation

During the vacation credit year (July 1 to June 30), staff members accumulate vacation credits which are available to be used as paid vacation time during the following year. Vacation credits for regular staff members, for the first year of employment, will be pro-rated. The number of vacation credits is dependent upon length of service. See [Policy 6 - Vacation - Staff](#) for further details.

3.3 Paid holidays

Staff members are entitled to ten [paid holidays](#) each year. In addition, there will be not less than three nor more than four "floating" days, determined at the discretion of the President, dependent upon the day of the week on which Canada Day, Christmas and New Year's fall. Waterloo routinely closes between Christmas and New Year's. December 24 will be a paid day off for support staff when it falls on a working day. See [Policy 38 – Paid Holidays](#) for further details.

3.4 Pension and benefits

All librarians/archivists employed by Waterloo have coverage as outlined on the [HR Benefits site](#) and in [Policy 23 - Eligibility for Pension and Insured Benefits](#). All staff members also have access to the [Employee & Family Assistance Program](#) as an additional avenue for health and wellness services.

4. Promotions

Only librarians/archivists who have passed probation are eligible to apply for a promotion. A promotion may occur in one or more of the following ways:

4.1 Job evaluation

Job evaluation is available to administrative librarians/archivists who can demonstrate that their job has grown e.g., they took on supervisory or managerial responsibilities, provided leadership and direction within an administrative unit, or participated in the general administration of the Library.

The incumbent's manager requests a review of changes in the job description, and the associate university librarian, administration and administrative officer submits the request for a position evaluation to Human Resources. Reclassifications at a higher level are accompanied by a salary increase.

4.2 Professional advancement

Professional advancement is available to all non-administrative librarians/archivists, in keeping with [Appendix B: Professional advancement procedures and criteria](#).

Successful advancement from one rank to the next is accompanied by a salary increase and a move up one salary grade (to a maximum of USG 13).

4.3 Applying for a new job

Librarians/archivists who have passed probation may apply for a job at a higher USG grade than their current position.

4.4. Temporary reassignment or secondment

A librarian/archivist may be temporarily reassigned to another position in the Library or seconded to another position on campus which is at a higher USG level than their current position. During the temporary assignment or secondment, the librarian/archivist will normally receive a stipend. At the end of the assignment, the librarian/archivist returns to their previous position and salary.

5. Performance appraisals

The annual [performance appraisal](#) is an opportunity for managers to provide confidential and constructive feedback to staff regarding their performance per the requirements of the job description and Waterloo's principles of the workplace.¹ It is used to identify areas of success, the need for improvement if necessary, and opportunities for the future.

Each Waterloo staff member receives a performance review once a year. The results of this review are reflected in the merit process that a staff member participates in on May 1. Mid-year check-ins may take place to review the objectives set for the current year, and to revise priorities as necessary.

6. Performance management and progressive discipline, including dismissal from employment

As specified in [Policy 18.4 – Staff Employment - Performance Management](#), Waterloo is committed to the ongoing growth and development of its Staff. The purpose of performance management is to provide ongoing confidential, constructive feedback to a Staff member regarding their performance in relation to the requirements of their job description and identified career goals and objectives.

Performance management may occasionally include performance improvement measures that can, where necessary, result in progressive discipline measures or employee termination, in keeping with [Policy 18.6 - Staff Employment - Terminating Employment](#).

¹ The [Basic Principles](#) and the [Principles of Inclusivity](#) represent Waterloo's principles on behaviour in the workplace.

(See [Policy 18 - Staff Employment - Appendix C: Performance Management](#) and [Policy 18 - Staff Employment - Appendix E: Terminating Employment](#) for further details.)

7. Dispute resolution

Librarians/archivists who have completed probation have recourse to the provisions of [Policy 36 - Dispute Resolution for University Support Staff](#). This policy provides a confidential, effective and fair way to resolve problems, disputes, misunderstandings, and disagreements concerning management action or inaction directly affecting a staff member.

8. Loss of employment and resignations

The Library may be required to reduce its staff complement due to financial constraints or in light of organizational change. The provisions that apply to staff whose positions are so eliminated are described in [Policy 18.6 - Staff Employment - Terminating Employment - Terminations Due to Organizational Change](#).

On occasion, loss of employment may be the outcome of disciplinary action. In such cases, formal disciplinary procedures will have been initiated. For further details, see [Policy 18.6 - Staff Employment - Terminating Employment - Terminating Employment, Terminations for Performance](#).

Before resigning from Waterloo, it is expected that librarians/archivists give a minimum of 30 days notice.

9. Support for professional development

Librarians/archivists are expected to engage in activities that enhance their professional development. The University of Waterloo Library (Library) is committed to supporting professional development and research that contributes to new and enhanced library service programs as well as access to and stewardship of research collections and resources through leaves, funding opportunities, and access to research materials, in keeping with [Policy 18.3 - Staff Employment - Training, Development and Mobility](#).

Librarians/archivists and their managers work in partnership to accommodate time away from other duties so librarians/archivists can engage in professional development opportunities and activities. For example:

- preparing for presentations and publications
- research planning, data analysis, etc.
- reading professional library and information science or related literature
- taking courses at the University of Waterloo (Waterloo) or another institution

- various leaves, including attendance and participation at conferences

This section contains the following subsections:

9.1 - Professional development, research, and leave opportunities and related processes

All professional development research and leave opportunities will be granted subject to the approval of the appropriate manager who must ensure that their department continues to offer an effective level of service.

Courses at Waterloo or another institution

Permission may be granted for up to three hours' attendance within normal working hours each week to pursue credit courses that are determined to be of value to the Libraries. The Administrative Officer must be advised of all such leaves.

Process: Complete the [Request to enrol in a course](#) form. For further details, see [Policy 4 - Benefits to Faculty and Staff Undertaking Part-Time Educational Programs](#).

Leaves and absences

Waterloo recognizes that leaves may benefit the institution, as well as staff members, and the Libraries encourage Librarians/Archivists to consider opportunities for leaves. The granting of a leave of absence, with or without pay, will depend upon the following:

- Conditions specified in [Policy 39 - Leaves of Absence for Staff Members](#)
- The appropriate manager must ensure that their department can continue to offer an effective level of service.
- The Libraries' and Waterloo's estimation of the value of such a leave to Waterloo as well as to the individual.

A. Conference Leave

The Libraries may grant leave with salary to attend conferences, meetings, seminars, workshops, or other related activities. Subject to budgetary constraints, the Libraries may also grant reasonable expenses, including registration fees, travel, hotel, and food.

Duration: 1 - 7 days

Documentation and process: Complete the [Funding for Professional Development](#) form. Procedures for applying for conference leave and an online form are explained in [Appendix D: Funding for professional development](#).

B. Research and Study Days

A day away from regular duties to engage in professional development, research, investigation, and/or re-skilling.

Context: The purpose of research and study days is to provide an avenue for Librarians/Archivists to arrange for time away of a brief duration (i.e. 1-2 days a month) to focus on a professional activity, a research or writing project, or training/re-skilling in some area of library, archival and information science that benefits their professional role in the Library. The following examples are intended to illustrate possible ways an individual could use research and study days. This list is not intended to be exhaustive.

- online learning resources on a relevant topic
- analyzing information in different ways
- learning a (new) programming language, or more advanced techniques
- learning about or practicing different research methods
- creating a new software application
- learning about project management or other aspects of management
- writing a paper intended for publication

Duration: 1 - 24 days per year

Research days are generally not intended to be consecutive. However, there may be occasions when this is appropriate; these kinds of requests may be considered by the Librarian's/Archivist's manager in consultation with their manager.

Documentation and process: The Librarian/Archivist must submit an advanced request to their manager to take a research day. The request should provide a brief written description of the overall project or activity and the potential contribution it would make to strengthening Library services or programs. It is expected that research days be scheduled so as to have minimal impact on department service levels. The manager may consult with their manager, as necessary. The Librarian/Archivist and their manager will establish reporting expectations relevant to the project.

C. Study Leave

A focused and concentrated time away from Waterloo during which the applicant will be unavailable to perform their normal duties.

Context: Such leaves provide release from regular duties for a period of time for research or other scholarly work, completion of a project or course of study, etc. A study leave may be granted on full or partial salary, depending on the circumstances.

Duration: Maximum of 1 year

Documentation and process: The Librarian/Archivist must discuss their intent with their manager, prepare an application package, and submit the University of Waterloo Libraries

Study Leave Application form six months in advance of the planned leave. The University Librarian recommends study leaves for approval by the Provost.

See [Appendix C: Study leave procedures and criteria](#) for further information about the process and approval, including relevant templates.

9.2 - Non-professional development leaves

The following are included for informational purposes and are supported by Waterloo Staff Policy or Libraries practice.

A. Leaves Without Pay

Leave without pay may be granted for a period of up to one year. There must be an expectation of return to Waterloo at the end of the requested unpaid leave. Leaves in excess of four calendar months must also be approved by the appropriate senior administrative officer (i.e., the University Librarian). In all cases, copies of written approvals must be given to [Human Resources](#).

Duration: Maximum of 1 year

Documentation and process: Librarian/Archivist submits a written request to their manager, detailing the impact on the department and effective level of service. Requests for leave without pay are considered individually on their merits and recommended for approval by the Department Head/Manager, in consultation with Human Resources. Final approval is sought from the University Librarian.

Important links:

- [Policy 39 - Leaves of Absence for Staff Members](#), see section 2, 'Unpaid leaves of absence
- [Human Resources - Types of absences and leaves](#), see unpaid leave

B. Self-Funded Leaves

Approved unpaid leaves of six months to one year may be self-funded through a deferred salary leave agreement signed with Waterloo.

Duration: Maximum 1 year

Documentation and Process: Must be requested 3 years in advance. Librarian/Archivist submits a written request to their manager, detailing the impact on the department and effective level of service. Requests for self-funded leaves are considered individually on their merits and recommended for approval by the Department Head/Manager, in consultation with Human Resources. Final approval is sought from the University Librarian.

Important links:

- [Policy 39 - Leaves of Absence for Staff Members](#), see section 3, 'Self-funded leaves'
- [Human Resources - Types of absences and leaves](#), see self-funded leave

C. Work From Home Agreement

A regularly scheduled and approved ongoing arrangement initiated by the staff member whereby they work from home for a maximum of two (2) days per week. A work from home agreement is a signed contract between the individual, their manager, and HR that align with [Waterloo's Work from Home Guidelines](#).

Under a Work from Home Agreement, a Librarian/Archivist is engaging in their regular job duties from home.

Example: You have a difficult commute and would like to work from home two days a week to help. You perform your regular duties at home.

Duration: Maximum of 2 days per week

Documentation and process: Librarian/Archivist discusses with their manager, and fills in the [Work from Home Agreement](#) form.

D. Work From Home (Ad-Hoc)

Librarians/Archivists may take work-from-home days on an ad-hoc basis in consultation with their manager. During an ad-hoc work-from-home individuals participate in their regular duties.

Examples:

1. You have a medical appointment near your home in the afternoon. You ask your manager to work from home so that you can work before and after your appointment to reduce the amount of travel time.
2. The weather is bad and you don't feel it's safe to drive to work, but Waterloo is still open. You ask your manager to work from home.

Duration: Normally a single day.

Documentation and process: Librarian/Archivist discusses with their manager.

Important links:

- [Policy 39 - Leaves of Absence for Staff Members](#), see section 3, 'Self-funded leaves'
- [Human Resources - Types of absences and leaves](#), see self-funded leave

9.3 - Funding for professional development

All Librarians/Archivists on regular appointments can apply for funding to support professional development. Professional development activities include but are not limited to conferences, workshops, and research and study days. There is no formula-driven method of determining which requests will be granted and at what level of funding. However, if an individual's requests in a fiscal year exceed the current designated amount (subject to annual review), requests are subject to the approval of the Library Executive Committee.

See [Appendix D: Funding for professional development](#) for further details.

9.4 - Purchase requests for research material

Process: If the purchase cost is less than 150.00 CAD a request to order the item may be sent to the Manager, Acquisitions via library.help@uwaterloo.ca. For items with a purchase cost of more than 150.00 CAD the request should be discussed with your manager, who will consult their manager if necessary. At the end of each fiscal year, this arrangement will be reviewed to assess its efficacy. Continuation of this arrangement is subject to budgetary constraints. Items purchased in this way will be property of the Libraries. A list of materials purchased for professional development/research is made available annually.

Appendices

Appendix A: Probationary review guidelines

As outlined in [Policy 18 - Staff Employment - Appendix A: Hiring at Waterloo - Probation Periods](#), a probationary period is part of the initial employment contract at Waterloo. Staff who transfer or are promoted from another role within Waterloo are not subject to another probationary period. However, the below recommendations apply to all non-administrative full-time and regular part-time librarians/archivists who are in their first year of their first librarian/archivist position at Waterloo.

The normal probationary period for an incumbent is one year during which time their performance is regularly evaluated and conveyed by their manager (frequency to be determined by the manager and the incumbent) for the following recommendations.

Recommendations:

- the manager is encouraged to solicit feedback from some of the incumbent's colleagues during the probationary period to help inform the manager's decision making, and provide meaningful feedback to the incumbent related to professional development and career growth;

- the incumbent and their manager are encouraged to have at least one conversation about the professional advancement process, and professional development during their first year of employment, and;
- both the incumbent and their manager are encouraged to connect with colleagues who can provide the incumbent with mentorship, guidance, and insight into the advancement process and professional development.

Appendix B: Professional advancement procedures and criteria

Professional advancement from one rank to the next is available to all non-administrative full-time and regular part-time librarians/archivists who have passed probation and who continue to demonstrate [fully satisfactory job performance](#). It is the process through which a librarian/archivist (candidate) is reviewed by a group of their peers in regards to performance, impact on the organization and profession, and their readiness to advance through the professional ranks at the University of Waterloo.

It is the responsibility of librarians/archivists to participate in professional service activities, including the review and assessment of their colleagues. This responsibility extends to members of the library executive and department heads/managers, through their support and encouragement of professional development, research, and service activities as they pertain to the advancement of librarians/archivists.

This appendix outlines the procedures and criteria against which a candidate will be assessed for their suitability for advancement. It also details the roles of the Professional Advancement Review Committee (Committee) members and how they should evaluate the merit of a candidate's dossier. All potential committee members must declare conflicts of interest, as defined by [Policy 69 - Conflict of Interest](#), for consideration and mediation by the University Librarian, the chair of the Committee.

The following sections describe professional advancement:

B.1 – Review procedures

The following procedures inform the deliberations of the Professional Advancement Review Committee (Committee):

1. A librarian/archivist initiates advancement by selecting an advocate. The advocate is a Libraries staff member and the candidate can choose to ask their manager to serve in the role.
 - The candidate prepares the dossier with input and guidance from the advocate. When both parties are satisfied that the dossier outlines the candidate's accomplishments in alignment with the criteria for professional

advancement, the advocate submits it to the university librarian who then appoints the Committee.

2. Once a Committee has been appointed, an initial meeting chaired by the associate university librarian, administration and strategic initiatives (AUL-A & SI) is scheduled, which the university librarian does not attend. The purpose of the meeting is to discuss the candidate's dossier in order to provide the university librarian with a written draft recommendation regarding the candidate's suitability to advance prior to the final review meeting.
 - The meeting will commence with an unofficial vote regarding the candidate's suitability for advancement, followed by group discussion. Where appropriate, the meeting may also conclude by a final unofficial vote.
 - Working together and under the direction of the AUL-A & SI, the Committee drafts a written assessment of the candidate, indicating their recommendation regarding advancement, normally within ten working days of the meeting. Once complete, the AUL-A & SI submits and reviews with the university librarian the draft recommendation.
3. Following the submission of the Committee's written draft recommendation, the university librarian will schedule a final meeting to discuss the candidate's advancement.
 - The proceedings of the meeting, and all comments made regarding the candidate, must remain completely confidential.
4. Following the conclusion of the final review meeting, the university librarian decides whether a candidate advances. They revise and finalize the draft recommendation to reflect their decision, and inform the committee members of the outcome. The decision must remain confidential until the candidate has been informed.
5. The university librarian will inform the candidate of their decision by phone or in person, normally within three working days, to be followed by a letter outlining their achievements and opportunities for the future. The AUL-A & SI will work with Human Resources in order to facilitate changes to salary.
6. The university librarian makes a public announcement about successful advancements.

B.2 – Review committee membership and roles

The decision to advance a candidate rests with the university librarian and is based on the recommendation of the Professional Advancement Review Committee (Committee) following a review of the candidate's professional advancement dossier.

The review process is confidential, objective and evidence based. Committee members are expected to provide constructive feedback regarding the growth and development of the candidate in a fair but rigorous manner. Confidentiality of the review process is essential in order to allow for frank and honest deliberations.

2.1 Membership

This Committee consists of:

- University librarian (chair);
- Administrative Officer;
- the candidate's manager;
- the candidate's advocate (if applicable);
- three others, individually selected by the candidate, university librarian and the candidate's manager.

The advocate is a Libraries staff member selected by the candidate. The candidate can choose to ask to have their manager serve in the role.

The candidate, manager, and university librarian each select one of the three other committee members. The candidate identifies their choice, along with the names of other colleagues for consideration, that may include librarian/archivists, non-professional staff, and faculty members from the University of Waterloo.

The manager and University Librarian may or may not select a peer from this list, but their selection must be someone who have been associated with the candidate in their job-related or professional activities in order to speak to the relevant advancement criteria and provide suitable evaluative feedback.

2.2 Roles

University librarian

- appoints the Committee;
- reviews the written recommendation submitted by the associate university librarian, administration and strategic initiatives on behalf of the Committee;
- where applicable, reviews letters of reference;
- chairs and schedules a final review meeting;
- decides whether a candidate advances and notifies the Committee;

- informs the candidate about the outcome of the advancement review in person or by phone within three working days of the final review meeting;
- sends a letter to the successful candidate outlining their achievements and opportunities for the future;
- makes a public announcement about successful advancements.

Administrative Officer

- provides administrative support to the advocate and Committee;
- solicits any letters of reference regarding the candidate's performance, impact and readiness to advance;
- chairs Committee meeting, in the absence of the university librarian, to discuss the candidate's suitability to advance prior to the final review meeting with the university librarian;
- following the meeting, submits a written draft advancement recommendation on behalf of the Committee to the university librarian, briefly summarizing the candidate's strengths, areas for growth, and any concerns about the suitability of the candidate for advancement;
- works with Human Resources to arrange for salary adjustment following a successful advancement.

Advocate

- provides input and guidance in the preparation of a candidate's dossier in alignment with the criteria for professional advancement;
- submits the candidate's dossier to the university librarian with a list of suggestions for potential committee members;
- initiates the discussion at the meeting by providing a comprehensive overview of the candidate and their performance relating to the advancement.

Non-administrative member

- reviews a candidate's dossier in order to assess performance, impact and readiness to advance;
- attends review meetings to discuss the candidate's suitability for advancement;
- assists with the drafting of a written recommendation regarding a candidate's advancement for submission by the associate university librarian, administration and strategic initiatives to the university librarian ahead of the final review meeting;
- provides constructive feedback regarding the growth and development of the candidate.

B.3 – Ranks and criteria

The librarian/archivist ranks and advancement criteria is a professional advancement guide for assessing performance, impact on the organization and profession, and readiness to advance of a librarian/archivist. The criteria are:

Key accountabilities: The Librarian/Archivist demonstrates a high level of competence in their jobs. Strong performance in these areas is a mandatory criterion for advancement. **The Librarian/Archivist must fulfill the key accountabilities of a particular rank in order to advance to that rank.**

In addition, the Librarian/Archivist must provide evidence of rank appropriate achievement in at least two other criteria areas that best demonstrate impact, performance or readiness to advance.

Professional and community service: The Librarian/Archivist contributes professional expertise in service activities that benefit the Libraries, the University, professional or off-campus communities, through, for example: participating on teams, committees, and other work groups; undertaking cooperative initiatives with other university colleagues; participating in training or teaching programs.

Professional development and research: The Librarian/Archivist participates in professional development and research activities that may include: participating in professional associations or communities, publishing in a professional or scholarly forums, engaging in continuing studies or other relevant activities that advance professional growth.

Specialized and advanced application of knowledge: The Librarian/Archivist possesses and shares knowledge in an academic discipline or area of professional specialization indicated, in part, by the degree to which others consult them for advice, guidance and mentorship or project leadership.

Leadership and initiative: The Librarian/Archivist fosters commitment to organizational goals or strategies by creating a positive environment within which people are motivated towards the achievement of individual and/or group goals. Leaders are found not only among managerial or supervisory staff; strong leaders exist throughout the organization and includes the ability to guide, direct, and influence.

Criteria

The ranks and their criteria are also available in a table format in the PDF document attached below.

Rank 1 – USG 10

Definition: The Librarian/Archivist is a professional with a good understanding of the principles of librarianship/archival practice. Under general supervision, they demonstrate the ability to work independently within established practices and procedures. They work well with others, showing and gaining respect within their key areas of accountability. Librarians/Archivists at this level exhibit good judgement and a promise of the ability to handle an increasing level of responsibility. They are beginning to engage in professional activities that contribute to the success of their unit and the Libraries.

Key accountabilities: The Librarian/Archivist is beginning to meet the requirements of the position in all key accountability areas. Under general supervision the Librarian/Archivist is familiarizing themselves with all aspects of the position and is adjusting to their work environment.

Professional and community service: The Librarian/Archivist participates in department projects and occasionally sits on working groups or committees. May contribute in a professional capacity to community activities or services.

Professional development and research: The Librarian/Archivist joins and attends conferences and meetings of professional associations or communities. They are pursuing professional development opportunities and may be engaged in writing, research or other types of professional or scholarly activities.

Specialized and advanced application of knowledge: The Librarian/Archivist is developing an understanding of an academic discipline or area of professional specialization.

Leadership and initiative: The Librarian/Archivist is establishing constructive relationships with others in order to achieve positive outcomes. They interact diplomatically with people who have differing opinions.

Rank 2 – USG 11

Definition: The Librarian/Archivist is a competent professional who applies specialized knowledge to the benefit of the Libraries and broader campus or professional communities. With limited supervision, they exert greater influence and impact by taking on increasingly complex duties including the planning, management, and direction of initiatives/projects. There is evidence of sound judgement in the work they do and in interactions with others. Librarians/Archivists at this level demonstrate the ability to work with and guide others in a positive manner. They are involved in professional activities that contribute to the success of their unit and the Libraries.

Key accountabilities: The Librarian/Archivist meets the requirements of the position in all key accountability areas. They demonstrate greater independence and impact within their department or the Libraries and exercise sound judgement in personal interactions and decision making. Their approach to the job regularly produces successful results.

Professional and community service: The Librarian/Archivist takes on and successfully completes additional responsibilities within committees, projects or initiatives. They improve services or systems through the sharing or application of expertise.

Professional development and research: The Librarian/Archivist contributes to a professional association or community. They are active in professional development or research activities that contribute to their professional/personal growth and that of the profession.

Specialized and advanced application of knowledge: The Librarian/Archivist has and is able to communicate a depth of knowledge about an academic discipline or area of professional specialization. They are called upon by Libraries, University and professional colleagues for input and direction.

Leadership and initiative: The Librarian/Archivist maintains productive and collaborative relationships and provides advice and guidance to individuals formally or informally. Their encouragement results in the participation of others in achieving common goals.

Rank 3 – USG 12

Definition: The Librarian/Archivist is an experienced professional, with a high level of specialized knowledge that contributes to the advancement of the Libraries or campus initiatives. They are trusted to take on leadership roles that fall within their areas of expertise. They have demonstrated initiative and the ability to bring colleagues and others on side toward common goals in a respectful and positive manner. Librarians/Archivists at this level make significant contributions to their unit and Libraries initiatives and are able to work with a variety of groups. They are a resource for other colleagues and demonstrate solid professional judgement.

Key accountabilities: The Librarian/Archivist meets the requirements of the position in a manner that demonstrates a depth and breadth of professional knowledge. With minimal supervision they produce positive results within their department or Library. They exert significant influence and impact in their key accountability areas while maintaining constructive working relationships.

Professional and community service: The Librarian/Archivist is an effective member or leader of a committee, project or initiative. They are an effective leader or member who is relied upon to deliver successful results.

Professional development and research: The Librarian/Archivist has demonstrated growth through increased involvement or impact within a professional association or community. They are contributing to developments in areas of specialization or the greater profession by engaging in professional discourse or research activities.

Specialized and advanced application of knowledge: The Librarian/Archivist demonstrates expertise in an academic discipline or area of professional specialization. They provide guidance and advice to the Libraries, University and professional colleagues relating to this specialization.

Leadership and initiative: The Librarian/Archivist builds productive and collaborative relationships. They encourage others to take actions of continuing and significant value to the Libraries. They take initiative in identifying areas for improvement and demonstrate leadership in successfully implementing approaches to problem solving.

Rank 4 – USG 13

Definition: The Librarian/Archivist is recognized both internally and externally for the impact of their work. They have made outstanding contributions to the profession or the broader academic community and have a history of distinguished service. They possess advanced/specialized knowledge and contribute to the overall success of the Libraries by, for example, providing leadership and actively mentoring or sharing expertise and experience with their colleagues in inclusive and progressive ways.

Key accountabilities: The Librarian/Archivist meets the requirements of the position in a clearly distinguished way. Their performance accomplishes outstanding results that are recognized throughout the Libraries or broadly within the University. They lead by example and are regularly called upon by others for their expertise and advice.

Professional and community service: The Librarian/Archivist develops and implements innovative solutions to professional or community problems resulting in widely recognized service or system enhancements. They are relied upon as a leader in their working and professional environments.

Professional development and research: The Librarian/Archivist has an established record of significant impact on a professional association or community. They are recognized for their impact on the profession and engage in advanced study or research in areas of specialization.

Specialized and advanced application of knowledge: The Librarian/Archivist has a proven ability to apply knowledge and expertise in a creative and impactful way. They are recognized as significant contributors in their local or professional communities.

Leadership and initiative: The Librarian/Archivist fosters productive and collaborative relationships. They lead by example and create a positive and constructive work environment. They are widely recognized for their ability to motivate others in ways that contribute to the overall success of the Libraries. They provide sound and consistent leadership, actively mentor, and share their knowledge and experiences with others.

B.4 – Dossier

The dossier outlines select accomplishments of a librarian/archivist (candidate) in alignment with the criteria for advancement to the next professional rank.

The dossier must include:

1. A current curriculum vitae reflecting the candidate's professional career. (See [B5. Curriculum vitae guidelines.](#))
2. A copy of the candidate's job description.
3. A narrative submission outlining the candidate's professional accomplishments since their last advancement in alignment with the rank they are pursuing. (See [B6. Candidate's narrative submission guidelines.](#))

It must demonstrate:

- [fully satisfactory job performance](#) relating to the candidate's key accountability areas, as outlined in their job description; and
- evidence of rank appropriate achievement in at least two other criteria areas that best demonstrate impact, performance or readiness to advance.

Optional materials may include:

1. Up to three (3) confidential evaluation letters of may be solicited for advancement packages at the senior ranks (i.e., Rank 3 or 4). The advocate, in consultation with the candidate, can submit the names, qualifications, and contact information of individuals who the candidate suggests can provide evaluative comments on the candidate's accomplishments in their job, professional service or research activities. The associate university librarian, administration and strategic initiatives solicits any letters on behalf of the Libraries prior to the submission of the final dossier. Any letters received by the Libraries are treated as confidential information and are shared only with the Professional Advancement Review Committee ahead of the final advancement review meeting.
2. Selected materials including, but not limited to:
 - publications, lesson plans or finding aids
 - examples of committee activities or outputs

The following supplemental information is provided to guide advancement candidates:

B.5 – Curriculum Vitae guidelines

Similar in nature to a resume, a curriculum vitae (CV) is used within academia to provide a detailed overview of a Librarian's/Archivist's (candidate) professional career.

The University of Waterloo Libraries do not have a prescribed CV format or length. The format and style of one candidate's CV will vary from another candidate's CV based on career path and professional area of expertise, activity or service.

A CV submitted for advancement within the Libraries should:

- use consistent voice and formatting;
- incorporate elements that facilitate quick reference such as clearly defined headings, white space and use of bullet points or summarization; and
- follow Waterloo's [Writing Style Guide](#), where appropriate, including guidelines for [acronyms and abbreviations](#) guidelines.

The candidate is responsible for determining the order and presentation of information, but the CV should include reference to:

- education;
- employment;
- professional development or training;
- professional activities including presentations, workshops or publications; and
- professional service.

Where relevant, it may also include sections focused on:

- awards and achievements;
- non-professional volunteer work;
- professional memberships;
- skills; and
- other categories that best reflect the candidate and their career.

B.6 – Candidate's narrative submission guidelines

The style and format of the narrative submission is determined by the candidate, in consultation with the advocate. It must include a section related to job performance, as outlined in the [Key accountabilities criterion](#), plus at least two other criteria.

6.1 Narrative introduction

Each narrative submission should begin with a brief, general overview of a candidate's time at the Libraries, making reference to the nature of their role and changes to their portfolio, areas of expertise, or level of responsibility over time.

6.2 Criterion sections

Each criterion section should be introduced with a brief overview of a candidate's activities since being hired or last advancing. The content within these introductory sections should provide the Professional Advancement Review Committee with relevant information regarding the accomplishment examples to follow. Where appropriate, they should include general comments about professional growth and motivating strategic or professional goals.

6.3 Accomplishment examples

No more than two or three examples should be provided within each criterion section, and sub-sections should be used to highlight each example to make the case for advancement. The examples should focus on achievements accomplished since the candidate's last advancement and may include evidence of:

- impactful contributions to or leadership in working groups, committees or professional associations;
- successful collaborative efforts with Libraries, campus or community colleagues;
- engagement in professional and scholarly pursuits including participation in professional development activities and/or the publication of articles, information resources or blog posts;
- contributing to healthy working relationships that benefit department colleagues, the Libraries and/or professional or local communities;
- the development of professional skills and/or specialized knowledge;
- involvement with and impact on the delivery of strategic initiatives or services;
- the establishment of or participation in outreach and communication activities targeted at the University of Waterloo or broader community regarding Libraries services and resources;
- effectively communicating and/or consulting with different audiences and user groups;
- designing, implementing and/or managing information systems, services or workflows that support and enhance user experience;
- successful approaches to instruction, outreach or communication activities;
- effective management of Libraries processes, services or functions;
- coaching or mentoring colleagues.

Appendix C: Study leave procedures and criteria

A study leave is a focused and concentrated time away from the University when the applicant is pursuing research or related activities and will be unavailable to perform their job duties.

The Study Leave Review Committee (committee) reviews applications for study leaves. Appointed by the Administrative Officer, the committee advises the university librarian (UL), regarding the assessment of the application.

The committee consists of:

- the university librarian (chair),
- the appropriate associate university librarian,
- the Administrative Officer,
- the applicant's manager, and
- three other members who have been associated with the applicant in their job-related and/or professional activities. The university librarian, the applicant, and the applicant's manager each name one of these three.

The following sections describe the study leave procedures:

C.1 – Committee membership and roles

University Librarian

As the chair of the Committee, the University Librarian:

- reviews the written recommendation submitted by the Administrative Officer on behalf of the Committee;
- sets a final review meeting;
- advises the Provost of their recommendation;
- informs the Committee of the Provost's decision;
- informs the applicant about the outcome in person or by phone within 7 working days of the final review meeting; and
- makes a public announcement about successful study leave applications.

Administrative Officer

- appoints the Committee;
- provides administrative support to the applicant, their Manager, and the Committee;
- chairs Committee meeting, in the absence of the University Librarian, to discuss the study leave application prior to the final review meeting with the University Librarian;

- following the meeting, submits a written report on behalf of the Committee to the University Librarian assessing the application against the evaluation rubric;
- works with Human Resources to file study leave paperwork following a successful application.

Manager

- advises the applicant on the content of their application, as compared to the rubric;
- formulates a coverage plan, with the assistance of the applicant;
- notifies their manager about the application;
- provides context to the committee about the application.

Non-administrative member

- reviews the study leave application and assesses it against the rubric;
- attends review meetings to discuss the assessment of the leave;
- assists in the preparation of a written report and recommendation to the UL following the first Committee meeting.

C.2 – Procedure

The complete application should be submitted in writing to the Administrative Officer and the applicant's manager at least six months prior to the date(s) for which the leave is being requested. Opportunities with shorter timeframes may arise (e.g., the opportunity to work with staff at other institutions on a consortial project) and so a shorter lead time will be accommodated when necessary.

1. **The applicant discusses their intent with their manager in advance.** The applicant's manager will advise on the content of the application, as well as its necessity. Other options for completing research may exist, such as work from home arrangements or other leave applications.
2. **Prepare the application.** The application should include the following:
 1. a current curriculum vitae
 2. a summary of the applicant's research project or course of study for which the leave is being requested, including: a clear statement of objectives, any work already completed, and the work to be undertaken during the study leave
 3. a summary of the applicant's particular qualifications to undertake the project (e.g. educational qualifications: credit and non-credit, previous related research and publications, relevant employment background)
 4. a statement of the expected result of the project, including, where applicable:

1. published material
2. significance and future use of results
5. a statement of the expected benefits of the study leave, that clearly demonstrate the impact, outcomes and deliverables as related to:
 1. the applicant
 2. the Libraries
 3. the University of Waterloo (Waterloo)
6. where applicable, a list of agencies to which the applicant has applied for support and an indication of any funding that has been awarded
7. additional documentation such as the following may be submitted if thought pertinent: letters from colleagues from within the Libraries, Waterloo, or the broader academic community; copies of publications, reviews, or presentations; records of committee activities; etc. Applicants should ensure that their applications are complete, concise and clear.
3. **Review the application with your Manager.** This review should include a discussion of the means of meeting the needs of a department during a leave, including the coverage plan. The Libraries will endeavour to ensure minimal disruption to library services. The Manager will alert their Manager to any ongoing study leave application.
4. **Submit the application using the [web form](#).** When submitted, the application will be directed to the Administrative Officer, with the applicant's manager copied.
5. **The Administrative Officer calls a Committee to review the application.** The AUL-A & SI calls a meeting of the applicant's manager and the three other members of the Committee. This group discusses the application, and if necessary prepares questions for the applicant¹. The Administrative Officer, the applicant's manager, and the three others will evaluate the application using the rubric. This group will provide a draft assessment and recommendation to the University Librarian (UL). The group can either recommend the leave, recommend the leave with reservations, or decline to recommend the leave.
6. **The Committee reviews the application and the draft assessment and recommendation made to the UL.** The full committee will meet to discuss draft assessment and recommendation.

7. **The UL makes a decision, and makes their recommendation to the Provost.** If the application is not supported the applicant will be provided with reasons. When appropriate, other options such as research and study days, unpaid or self-funded leave will be discussed with the applicant, as appropriate.
8. **The Administrative Officer notifies Human Resources (HR) of a successful study leave application.** Notification to HR is required for the appropriate paperwork to be processed.

¹ If the group has questions, the Administrative Officer, Manager, and the applicant meet to discuss. Clarifications and/or answers to questions will be added as an addendum to the application.

Reports

Staff members granted study leaves submit a report to the University Librarian within sixty days of their return. A report template is available in [Section C.5](#). Managers, administration, and [Librarians' and Archivists' Association of the University of Waterloo Executive](#) should encourage and facilitate staff members sharing results with colleagues as appropriate or relevant.

It is also expected that other outputs will be stated in the application and delivered during or after the completion of the leave. These outputs should be relevant and appropriate to the work undertaken during the leave. Acceptable types of outputs include, but are not limited to:

- journal articles (peer-reviewed or professional/subject-related)
- books
- conference presentations
- poster presentations
- reports (external or internal)
- brown-bag presentations
- datasets

C.3 – Evaluation rubric

Criteria	1	2	3	4
Level Summaries	The project and its intended results have not been described in	The project and its intended results are beneficial/significant to the applicant at the	The project and its intended results are beneficial/significant to the	The project and its intended results are beneficial/significant to the profession, the

	terms of their significance /benefits, or the perceived significance or benefits are minimal.	current time. The applicant has adequately described the project's topic and timing, and to whom the project is important.	Libraries and the applicant at the current time. The applicant has adequately described the project's topic and timing, and to whom the project is important.	Libraries, Waterloo, and the applicant, at the current time. The applicant has adequately described the project's topic and timing, and to whom the project is important.
Feasibility Is the timeline of the project and the nature of tasks described appropriate compared to asks for support (time, money, people)?	The leave requests are not appropriate compared to support needs (time, resourcing). The applicant will need to revise their plan.	Null	Null	The leave requests are appropriate compared to support needs (time, resourcing).
Applicant qualifications Does the applicant have the skills required for the project?	The applicant does not have the necessary skills to carry out the leave described ¹ .	The applicant has a few of the skills necessary.	The applicant has most of the necessary skills to complete the leave as described. They have a plan in place to address obtaining the necessary skills.	The applicant has all the necessary skills to complete the leave as described.
Benefit to the applicant, the Library, and the University	The project provides benefit to the applicant alone.	The project provides benefits to the applicant, and to their Department.	The project provides benefits to the applicant, and to the	The project provides benefits to the applicant, the Libraries, the University, and

What benefits does the project provide?			Libraries as a whole.	the scholarly community.
Outcomes/ Impact/ Deliverables Has the applicant described the outcomes/impact/deliverables of the project?	The applicant has not identified expected outcomes.	The applicant has identified some expected outcomes/impacts/deliverables but they are not appropriate to the leave request.	The applicant has clearly articulated the expected outcomes, impact, and deliverables connected to the project and they are appropriate to the described leave.	The applicant has outlined anticipated outcomes/impact/deliverables (ex. they have a book contract, they are developing a tool to be used by a consortia, etc).

1 – Consider if the application is framed as a learning opportunity.

C.4 – Study leave application template

Please provide the following information:

A. An up-to-date curriculum vitae or resume

Please refer to [the curriculum vitae guidelines in Appendix B.](#)

B. A summary of the research project or course of study for which the leave is being requested

Please include: a clear statement of objectives, any work already completed, and the work to be undertaken during the study

C. A summary of your particular qualifications to undertake the project

For example, educational qualifications (credit or non-credit), previous related research and publications, and relevant employment background.

D. A statement of the expected result of the project

Include, where applicable, how you intend to distribute the results (publications, conferences, etc.), and an estimate of the significance and future use of the results.

E. A statement of the expected benefits of the project

Clearly demonstrate the impact, outcomes and deliverables as related to:

1. **The Applicant:** Describe the expected benefits of the project for yourself.
2. **The Libraries:** Describe the expected benefits of the project to the Libraries; relate these benefits to the Libraries' strategic plan if possible.

3. **The University:** Describe the expected benefits of the project to the University; relate these benefits to the University strategic plan if possible.
4. **The Scholarly Community:** Describe the expected benefits of the project for the scholarly community.

F. Describe the resources required for this project, and if you have sought external funding

Some examples of resources you may need: travel, supplies, survey creation/analysis, human resources, and/or training. If you have sought and/or received external funding please indicate the source and amount, and the purpose of the funding (i.e. what is the funding intended to cover). If funding is not received, please indicate how you will proceed with the project.

G. Additional supporting documentation

Additional documentation such as the following may be submitted if thought pertinent: copies of publications, reviews, or presentations; records of committee activities; etc.

C.5 – Final report template

Reports should be a maximum of two pages.

Project title

Name:

Study Leave Date:

Project description

Provide a brief description of the project you undertook on your leave.

Project goal

Explain in one or two sentences what the overarching goal or goals of your project were.

Project outcomes

Provide a brief overview of what you have accomplished on your leave, and a summary of the outcomes of your project.

Project impact and/or lessons learned

Describe the impact of your project (on your work, on the Libraries, on the scholarly community) and/or the lessons you learned during your leave.

Appendix D: Funding for professional development

The University recognizes the benefits of ongoing professional development to both the individual and the institution. Librarians/Archivists attending conferences, meetings, seminars, workshops, or other such activities related to their field of specialization may be granted leave with salary. Subject to budgetary constraints, the Library may also grant reasonable expenses, including registration fees, travel, hotel, and food. The following procedures apply to the application for funding and reimbursement of expenses for such leaves. For information about other types of leaves, see [9. Support for professional development and research](#).

Each year, library executive will establish a professional development request process and funding cap as part of the budget planning cycle.

In addition,

- funds permitting, library executive may grant additional funding for participation beyond attendance, such as presenting a session or being a panelist.
- department heads, in consultation with their managers, have discretion to authorize travel expenses (i.e. mileage, bus or train costs, and meals where appropriate) for business or meeting purposes, where the event is within a day's round trip.
- library executive will address supporting special training sessions or workshops as opportunities and needs arise.
- when attending a meeting, workshop or training opportunity at the request of the Library, funding is deemed to be for administrative purposes.

D.1 Criteria for funding

Requests are judged individually on their own merits. There is no formula-driven method of determining which requests will be granted and at what level of funding. Should a request for funding or part thereof be denied, one's manager will indicate the reasons for the decision.

The following criteria reflect principles and standards that may be used to assess the merits of a request and to determine the allocation of funds. These criteria should be kept in mind when applying for funds:

- benefit of the professional development activity to the individual;
- benefit of the activity to the Library and/or its partners;
- benefit of the activity to Waterloo;
- contribution of the activity to the profession;
- role of the requestor in the activity (e.g., contributor vs. attendee);

- relationship of the activity to previous skill/knowledge development;
- proposed outcomes as to the dissemination of knowledge and information and the extent to which the requestor becomes a resource to others; i.e., evidence of active sharing and usage of experience gleaned.

D.2 Request process

Requests should be submitted using the appropriate form in accordance with [Policy 31 - Travel](#):

- [Request for funding for professional development](#)
- [Request to enrol in a course](#)

The following guidelines are relevant to specific sections of the form:

- all reasonable attempts should be made to secure travel and accommodation consistent with reasonable comfort and economy. Green options are encouraged when planning travel;
- estimated costs should include applicable taxes and currency exchange rate used;
- registration for association conferences is funded at the member rate. Early bird registration rates should be secured if available. When the Library holds an institutional membership in an Association for which non-members can register at the institutional rate (e.g., Ontario Library Association, 2-person privileges), application to use this rate should be noted on the Request for Funding form;
- incidental transportation costs such as airport transportation, taxis and other ground transportation should be included.

When a professional development activity (including travel when required) falls on a Saturday or Sunday or on a Waterloo holiday, equivalent time off (up to seven hours per day) may be taken at a time to be arranged with the individual's manager.

D.3 Reimbursement process for approved funding requests

The University's Concur system is used to request travel Advances for out-of-pocket, upfront costs incurred (e.g. conference registration, airfare, etc.), as well as reimbursement for travel expenses. Travel policy and other Concur information, including initial set-up of your user profile can be found on the [Library's Confluence Site](#). Please contact the Library Financial Officer with any questions.