

**STANDARDS AND PROCEDURES
FOR PERFORMANCE EVALUATION AND PROMOTION OF
FACULTY SERVICE OFFICERS
FACULTY OF AGRICULTURAL, LIFE & ENVIRONMENTAL SCIENCES**
(approved by Faculty Evaluation Committee on March 23, 2011)

1. INTRODUCTION

The responsibilities of the Faculty Service Officers (FSOs) in the Faculty of Agricultural, Life & Environmental Sciences are varied, but all support the Faculty's teaching, research and service. Tasks assigned may include administrative duties as required but these shall not be a major component of the position responsibilities. The purpose of this document is to set out the standards of performance required under the FSO Agreement in clause 13.03. As required by clause 13.05, the standards of performance are higher in the higher ranks.

The Faculty Service Officers in the Faculty of Agricultural, Life & Environmental Sciences are responsible to the Department Chair/Director of the Devonian Botanic Gardens.

2. STANDARDS FOR FACULTY SERVICE OFFICER RANKS

A Faculty Service Officer's performance will be evaluated in the context of the job description with respect to the standards set out for each rank. For all ranks, professional/technical and leadership competencies and the ability to meet diverse demands in a timely and useful manner are of primary importance. Persons outside the Faculty may be consulted with regard to assessing the competence of the staff member for salary, promotion and continuing appointment decisions. Assessment of the staff member's performance may be facilitated by formal requests for feedback from faculty and administrators. Supervision of staff may be required at any FSO rank and the quality of supervision will be part of the performance evaluation.

Faculty Service Officer I

1. The staff member shall be professionally/technically competent in the specific areas of responsibility.
2. The staff member shall provide support, service and advice to faculty and administrative staff in a timely and useful manner.
3. The staff member shall show promise of leadership within assigned duties and responsibilities.
4. The staff member shall contribute, under the direction of an academic staff member, to the Faculty's/Department's teaching, research and service activities.

Faculty Service Officer II

1. The staff member shall further develop professional/technical competencies in support of the Faculty's/Department's teaching, research and service activities.

2. The staff member shall proactively provide support, service and advice to faculty and administrative staff in a timely and useful manner.
3. The staff member shall contribute effectively, under the minimal direction of an academic staff member, to the Faculty's/Department's teaching, research and service activities.
4. The staff member shall represent the Department's and the Faculty's interests at University levels.
5. The staff member shall show evidence of leadership.
6. The staff member shall show a capacity for conducting research/creative/scholarly activity.

Faculty Service Officer III

1. The staff member shall provide effective teaching and/or enhancement of the learning environment such as: supervision of teaching assistants, introduction of new elements, development of instructional technology, assisting in the development of new courses, new methods of course delivery and development of new course materials.
2. The staff member shall contribute to effective liaison with University entities and external groups.
3. The staff member shall provide leadership in support of the Faculty's/Department's research and service activities and be capable of managing projects, including supervision of research assistants and other staff as required.
4. The staff member shall demonstrate initiative and leadership.
5. The staff member shall have some recognized research/creative/scholarly achievements at the national or international level.

Faculty Service Officer IV

1. The staff member shall exercise independence of action and judgement consistent with participation in senior management.
2. The staff member shall provide substantive and meaningful advice to senior administrators regarding teaching, research, and service, in areas such as curriculum development and/or research plans and proposals.
3. The staff member shall perform a major role in maintaining and improving liaison with University entities and external groups.
4. The staff member shall consistently demonstrate a high level of initiative and leadership.
5. The staff member shall be nationally and internationally recognized for significant research/creative/scholarly achievements.

3. INCREMENTATION

"Merit" will come under more detailed scrutiny as progress through the ranks occurs; and in the course of the progression, emphasis on the evaluation of performance will shift from competent service to initiative and leadership in establishing and executing the requisite tasks and serving Faculty/Department needs.

4. PROMOTION

When promotion to a higher rank is under consideration, the candidate's entire record will be carefully reviewed and evaluated. Promotion to the next higher rank requires strong and superior performance in all dimensions of that rank and a demonstrated ability to sustain such performance after promotion. Promotion of FSO IV requires a demonstrated capacity to participate in senior management decision making on issues related to teaching, research and service in the Faculty/Department. Appraisal of this capacity will include assessment of the appointee's judgement and leadership qualities, and of the future benefit to the Faculty/Department from having the appointee participate at a more senior management level.

5. CONTINUING APPOINTMENT

A decision to award continuing appointment is prospective and is based on the staff member's entire record of performance. The staff member shall have demonstrated capability in carrying out responsibilities and the potential for continued high performance in meeting Faculty/Department requirements in teaching, research and service.

6. PROCEDURES FOR PROMOTION AND CONTINUING APPOINTMENT

As required by the Faculty Service Officer Agreement (13.29), procedures governing applications for promotion and continuing appointments are set out in Appendix A.

APPENDIX A
(updated June 2012)
PROCEDURES FOR PROMOTION AND GRANTING CONTINUING APPOINTMENT
FOR FACULTY SERVICE OFFICERS
FACULTY OF AGRICULTURAL, LIFE & ENVIRONMENTAL SCIENCES

The procedures set out below detail the respective roles and responsibilities of the Faculty Service Officer (FSO) applying for promotion, his/her Department Chair, and the Chair of the Faculty Evaluation Committee, as well as the deadlines and timing for the submission of materials and notification of decisions. Specific dates for deadlines will be determined each year.

1. Documentation

- 1.1. To be provided by the Faculty Service Officer
 - Up-to-date curriculum vitae.
 - Statement summarizing work since appointment.
 - Reports and other material prepared as part of his/her work.
 - Publications, conference presentations, technical reports, creative works.
 - List of potential assessors (see 2.0).
 - Any other material deemed relevant.

- 1.2. To be provided by the Chair of the Department
 - Statement in opposition or support of application including a statement of FSO's overall contribution to the Faculty/Department.
 - Annual reports of staff member and summary recommendation forms for last five years.
 - List of potential assessors (see 2.0).
 - Written assessments of performance from faculty members and relevant administrators.
 - Any additional internal assessments deemed necessary.
 - Written assessments of performance from external assessors.
 - Copy of the position description.

2. Assessments

2.1. Internal Assessments

The FSO shall submit to the Department Chair a list of a minimum of three individuals internal or external to the University who can attest to the quality of his/her entire career work. The Department Chair shall add three other individuals to this list, which shall be made known to the FSO. Faculty members currently serving on FEC shall not be included on either list. From this pool of six, the Department Chair shall choose a minimum of three individuals from whom to solicit written references, ensuring that the reviewers are able to assess each aspect of the position. A minimum of

one of the three will be chosen from the list submitted by the FSO. In addition, the Department Chair shall consult with other relevant staff, and will consider their input in the Chair's written assessment. The Department Chair may, if he/she deems it necessary, request written assessments from other Faculty and University administrators.

In the case of promotion to FSO IV, a written reference will be required from one additional individual qualified to assess the FSO's contributions to the specific areas of responsibility. The FSO shall add one name to his/her list of potential assessors. The Department Chair shall also add one name to his/her list of potential assessors. From this pool of at least eight individuals, the Department Chair shall solicit written references from four individuals qualified to assess the contributions of the FSO to the areas of responsibility; at least one of whom is external to the University.

2.2. Summaries of Confidential Material

In all cases a summary of letters of assessment is to be prepared by the Department Chair, approved by the FEC Chair, and conveyed by the Department Chair to the FSO.

3. **Timelines for Submission of Materials** *(Please refer to flowchart)*