Director Review Materials

The Director performance review takes place annually in July. This is a new form that a neighboring library uses to evaluate their Director. The form does not need to be completed at this time. The actual review will take place in an Executive Session in July.

Director Evaluation Form

4 = Clear Mastery – Consistently demonstrates exceptional performance.
3 = Strong Evidence – Often demonstrates performance beyond expectations.
2 = Some Evidence – Performance meets expectations.
1 = Development Opportunity – Performance needs attention.
0 = No Opportunity to Observe

PART I
Category 1 – Organization Leadership

	4	Clear Mastery
	3	Strong Evidence
	2	Some Evidence
	1	Development Opportunity
	0	No Opportunity to Observe

Competency Description
- Understands and implements the mission of the library.
- Works as an advocate for the library before government, customers, the community and the general public.
- Stays current with new ideas and trends among libraries.
- Effective decision maker – gathers input, makes timely decisions and communicates results
- Proactive problem solver
- Articulates a guiding vision

Behavioral Evidence:
Category 2 – Business and financial management

	4	Clear Mastery
	3	Strong Evidence
	2	Some Evidence
	1	Development Opportunity
	0	No Opportunity to Observe

Competency Description
- Keeps informed about financial needs of the library.
- Ensures that library funds are spent appropriately, always in the best interest of those we serve.
- Provides the board accurate, understandable information about the financial status of the library through regular financial reports.
- Makes well-supported budgeting recommendations to the board.
- Assists the board in keeping the library financially sound.
- Explores and proposes to the board new potential sources of finance for programs and services.
- Plans and organizes work effectively.
- Ensures that all governmental and legal requirements of the library are met.

Behavioral Evidence:
Category 3 – Customer Service

	4	Clear Mastery
	3	Strong Evidence
	2	Some Evidence
	1	Development Opportunity
	0	No Opportunity to Observe

Competency Description
- Understands the needs of the library's customers and community and seeks to fill those needs with the organization's programs and services.
- Gains respect and support of other persons and organizations who come in contact with our Library.
- Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.

Behavioral Evidence:
Category 4 – Relationship with the Board

	4	Clear Mastery
	3	Strong Evidence
	2	Some Evidence
	1	Development Opportunity
	0	No Opportunity to Observe

Competency Description
- Keeps board members informed about issues, needs and operation of this library.
- Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis.
- Interprets the intent of and executes board policy.
- Seeks and accepts from the board, constructive criticism of work.
- Supports board policy and actions to staff, customers and the public.
- Understands their role in administration of board policy.

Behavioral Evidence:
Category 5 – Personal characteristics that impact job performance

	4	**Clear Mastery**
	3	**Strong Evidence**
	2	**Some Evidence**
	1	**Development Opportunity**
	0	**No Opportunity to Observe**

Competency Description
- Maintains high standards of ethics, honesty and integrity in personal and professional relationships.
- Works well with individuals and groups.
- Exercises good judgment in arriving at decisions.
- Maintains poise and emotional stability in the full range of professional activities.
- Writes clearly and concisely.
- Responds well when faced with unexpected/disturbing situations.
- Remains open to ideas, suggestions and criticisms from the board.

Behavioral Evidence:
Category 6 – Personnel/Management and Development

	4	**Clear Mastery**
	3	**Strong Evidence**
	2	**Some Evidence**
	1	**Development Opportunity**
	0	**No Opportunity to Observe**

Competency Description
- Justifies the need for staff development funds, actively campaigns for them and accounts for their use.
- Analyzes staff functioning periodically with the object of combining, eliminating and/or creating new positions.
- Emphasizes equal opportunity employment and affirmative action hiring practices.
- Delegates authority and efficiently organizes the work of personnel.
- Inspires staff to do their best work by acting as supporter and motivator; providing necessary resources, encouragement and appreciation.
- Addresses performance issues and takes actions necessary to correct problems, both with staff and themselves.
- Willingness to assess and address poor and mediocre performance in a direct and fair manner.

Behavioral Evidence:
Category 7 – Innovation/Improvement

			Competency Description
	4	Clear Mastery	• Seeks out and promotes change that will better serve patrons and the community. • Regularly proposes new ideas to the board for better service to customers and the community.
	3	Strong Evidence	• Seeks advanced training to improve job skills.
	2	Some Evidence	• Constantly pushes to improve efficiency & effectiveness. • Demonstrates concern about quality and getting better results.
	1	Development Opportunity	• Functions well in fast-paced, changing environment. • Anticipates change and develops appropriate coping strategies.
	0	No Opportunity to Observe	• Actively works on personal development; seeks out feedback on how to improve. • Responds effectively and proactively to library/organizational changes.
			• Accomplishes responsibilities with superior outcomes. • Demonstrates resolve and urgency to get things done. • Commits to reach timely and successful closure on work. • Strong work ethic; does whatever it takes to get the job done. • Drives to excel in all matters.

Behavioral Evidence:
Category 8 – Planning and Problem Solving

			Competency Description
	4	Clear Mastery	
	3	Strong Evidence	
	2	Some Evidence	• Establishes strategic goals that enable the library to better serve the community and anticipate future needs.
	1	Development Opportunity	• Creates a vision that keeps the library on the cutting edge in technology, programming and services.
	0	No Opportunity to Observe	• Establishes clear long and short term objectives that are attainable and promote betterment of the library.

Behavioral Evidence:
Category 9 – Interpersonal effectiveness

	4	Clear Mastery	
	3	Strong Evidence	
	2	Some Evidence	
	1	Development Opportunity	
	0	No Opportunity to Observe	

Competency Description
- Establishes rapport and maintains productive relationships with subordinates, board, customers and community.
- Handles differences openly, candidly and constructively with the best interests of the library in mind.
- Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged.
- Willingly accepts responsibility for actions and eagerly gives credit to staff.
- Creates strong, collaborative work groups focused on attaining superior results.
- Encourages a culture of open communication.

Other Comments: