

5.1



TO: Director Evaluation Committee
RE: Director Evaluation Process

DATE: April 17, 2024
FROM: Melanie Bell,
Assistant Director

This committee is responsible for evaluating the Director every year. In past years we have used a variety of methods to do this. Going forward we would like to establish a formal procedure for this process. I asked our HR Specialist, Zach Hose, to put together a proposal that we could discuss. That proposal is attached to this memo.

I have also attached a sample Director evaluation that is a combination of the general form we give our staff, the supervisor form that is sent to supervisors, and some questions specifically about the directors relationship with the board.

Additionally there are some samples from other libraries that were recommended by United for Libraries which is run by ALA for Library Board Trustees.

We value input from the board on how they would like to see this process go forward.

Director Evaluation Proposal

Evaluation Committee Members:

1. Assistant Director
2. HR Specialist
3. Full-Time staff with no roles on the leadership team
4. Part-Time staff with no roles on the leadership team
5. Full-Time/Part-Time staff
6. Board members selected for the Director Evaluation Committee

The Assistant Director and HR Specialist will serve on the Director Evaluation Committee in perpetuity. The other three staff members of the committee will serve a two year term. If one of these members ends their employment with Plymouth District Library, their spot will be filled with a staff member with equivalent credentials. The three board members are selected by the Board of Trustees.

Proposal for the 2024 Evaluation Committee is the following:

1. Melanie Bell - Assistant Director
2. Zach Hose - HR Specialist
3. Sam Stachowiak - Full-Time staff with no roles on the leadership team
4. Cathy Boismer - Part-Time staff with no roles on the leadership team
5. Hiroko Stolaruk - Full-Time/Part-Time staff
6. Mike Pappas - Board of Trustees President
7. Yasir Khogali - Board of Trustees Treasurer
8. Jacqueline George - Board of Trustees

Process:

The Director will fill out a self evaluation. This will be the same form presented to the Director Evaluation Committee. The Director Evaluation Committee will then meet in a work session. During the work session all staff on the Director Evaluation Committee will meet and collaboratively complete the yellow sections of the director evaluation form. The board members will collaboratively complete the green sections of the director evaluation form.

After the working session the entire Director Evaluation Committee will then meet to share their evaluations and discuss final recommendations for the Board. The Director Evaluation Committee will determine the Director's average score on a 5 point scale and as a committee complete the evaluation overview. The Director would be required to score above a 3.0 to qualify for a merit raise.

Once the Director Evaluation Committee and the Board have discussed their evaluation, feedback, and recommendations, they then present them to the Director at a library board meeting.

Director Evaluation Form

This Director Evaluation Form will be provided to the Director Evaluation Committee. Staff on the Director Evaluation Committee will fill out the yellow sections and board members on the Director Evaluation Committee will fill out the green sections.

General Evaluation

This evaluation will be provided to all staff. The following benchmarks will be used for evaluation:

- 1. Needs improvement, action plan needed
- 2. Approaching standard, inconsistent
- 3. Effective, on target, standard
- 4. Often exceeds expectations
- 5. Above and beyond, demonstrates full mastery beyond expectations

Knowledge of Job

Demonstrates technical and professional skills in all position responsibilities and duties. Seeks out new skills and opportunities for development.

1	2	3	4	5
Comments:				

Quality of Work

Demonstrates strong attention to detail, consistent follow-through, and accuracy in all job duties.

1	2	3	4	5
Comments:				

Quantity of Work

Completes assignments on time. Demonstrates efficient time management.

1	2	3	4	5
Comments:				

Attendance/Punctuality

Has an excellent attendance record, conforming to scheduled hours. Follows all policies and procedures related to time off. Communicates effectively with supervisor regarding work schedule.

1	2	3	4	5
Comments:				

Habits of Work

Follows all regulations and procedures conscientiously. Maintains an organized workplace. Uses equipment properly.

1	2	3	4	5
Comments:				

Communication & Listening

Communicates with others effectively, speaking and/or in writing. Presents comprehensive feedback. Keeps supervisor and coworkers informed. Follows directions. Receives constructive feedback professionally.

1	2	3	4	5
Comments:				

Personal Initiative & Dependability

Volunteers to carry out tasks or activities. Persists with extra enthusiasm or effort when necessary to complete projects successfully. Helps others. Demonstrates strong judgment and discernment even when doing so is inconvenient. Endorses, supports, and defends organizational objectives.

1	2	3	4	5
Comments:				

Cooperation & Teamwork

Demonstrates willingness to support group work. Recognizes the needs and sensitivities of others.

1	2	3	4	5
Comments:				

Supervisory Evaluation

This evaluation will be provided to all management-level staff. The following benchmarks will be used for evaluation:

1. Needs improvement, action plan needed
2. Approaching standard, inconsistent
3. Effective, on target, standard
4. Often exceeds expectations
5. Above and beyond, demonstrates full mastery beyond expectations

Strategic Thinking

Generates original, innovative solutions to the needs of the department. Plans ahead, taking the big picture into consideration. Proactively engages with broader trends and community needs. Sets realistic priorities.

1	2	3	4	5
Comments:				

Employee Training/Coaching

Sets clear and consistent expectations for employees. Supports individuals according to their specific needs. Prioritizes staff development. Recognizes staff accomplishments. Provides opportunities for feedback.

1	2	3	4	5
Comments:				

Project Management

Determines appropriate measures to complete assignments. Coordinates activities according to library priorities and project goals. Navigates available resources and organizational structures to achieve desired outcomes.

1	2	3	4	5
Comments:				

Decision Making & Problem Solving

Gives reasonable consideration to all facets of issues that may arise. Gathers and analyzes information. Seeks input and positive feedback from others. Makes timely decisions. Communicates decisions to all affected parties. Resolves conflict in a positive manner.

1	2	3	4	5
Comments:				

Resource Management

Stays within allotted budget parameters. Maintains accurate records regarding staffing and budgets. Ensures that staff time is allocated effectively. Uses departmental resources in ways that align with the library's strategic priorities.

1	2	3	4	5
Comments:				

Inclusivity

Maintains healthy working relationships. Finds ways to bring people together across differences. Demonstrates an appreciation for the diversity of others. Takes proactive steps to prevent and address all forms of discrimination.

1	2	3	4	5
Comments:				

Director Evaluation

This evaluation will be provided to the Library Director. The following benchmarks will be used for evaluation:

- 1. Needs improvement, action plan needed
- 2. Approaching standard, inconsistent
- 3. Effective, on target, standard
- 4. Often exceeds expectations
- 5. Above and beyond, demonstrates full mastery beyond expectations

Preparing & Managing the Budget

Necessary work is completed in a timely manner prior to presentation to the Board. The budget covers all necessary expenses. Funds are allocated or reserved for unanticipated contingencies.

1	2	3	4	5
Comments:				

Policy Recommendations to the Board

Adequate staff research is completed prior to presentation to the board. Policy recommendations are necessary and appropriate to the efficient operation of the library. Trustees are informed of new developments and important news reported in library correspondence and literature to provide them with the necessary background to make informed policy decisions

1	2	3	4	5
Comments:				

Establishing Priorities

Director's recommended priorities are in concert with the library strategic plan. Priorities appropriately reflect advance planning to meet community needs. Director provides adequate information to the board on the implementation and revision of short & long term planning.

1	2	3	4	5
Comments:				

Implementation of Board Decisions

Board decisions are implemented on a timely basis. Director displays initiative and is objective in making the necessary decisions. Director fully and enthusiastically supports board decisions.

1	2	3	4	5
Comments:				

DIRECTOR EVALUATION RESULTS

Hire Date:	Current	Future
Salary:		

Evaluation	Total Score	Average
General		
Supervisory		
Director		
TOTAL		

FINAL COMMENTS

SIGNATURES

Director	Date
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Board of Trustees President

Date

EVALUATION OF LIBRARY DIRECTOR
Rochester Hills Public Library
September 2010

Use the numerical scale below to evaluate the performance of the Library Director this past year. Select the number that best indicates your perception of the Director's performance for each of the criteria listed.

POINTS

- | | |
|--------------------|---|
| 5 - Outstanding | far exceeding performance criteria |
| 4 - Above average | exceeds normal expectations |
| 3 - Average | generally meets expectations |
| 2 - Weak | erratic performance, falls short of normal expectations, requires remedial action |
| 1 - Unsatisfactory | unacceptable performance, which must receive immediate attention |

Rating

A. Relationships with Board

- | | |
|-------|--|
| _____ | 1. Keeps the Board informed on issues, needs and operations of library |
| _____ | 2. Offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis. |
| _____ | 3. Supports and executes Board policy and intent to public and staff. |
| _____ | 4. Seeks and accepts constructive criticism of work. |
| _____ | 5. Seriously considers, and/or acts on individual Board member's suggestions. |

Comments

B. Goals and Objectives

- | | |
|-------|--|
| _____ | 6. Provides leadership in developing long and short term goals to accomplish mission of library. |
| _____ | 7. Keeps the Board updated on implementation of library goals and objectives. |

Comments

C. Community and Professional Relationships

- | | |
|-------|--|
| _____ | 8. Gains respect and support of the total community on the operation of library. |
| _____ | 9. Maintains an effective press and media campaign. |
| _____ | 10. Keeps abreast of local, state and national library issues. |
| _____ | 11. Participates in local, state and national library associations. |

Comments

D. Staff and Personnel Relationships

- _____ 12. Develops and executes sound personnel procedures and practices.
- _____ 13. Develops good staff morale and loyalty to the organization.
- _____ 14. Delegates authority to members appropriate to the positions each holds.
- _____ 15. Recruits and assigns the best available personnel in terms of their competencies.
- _____ 16. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.

Comments

E. Business and Finance

- _____ 17. Keeps informed on needs of the library -- plant, facilities, equipment and supplies.
- _____ 18. Evaluates financial needs and makes recommendations for adequate financing.
- _____ 19. Determines that funds are wisely spent and within budget limitations.
- _____ 20. Supervises operations, insisting on competent and efficient performance.

Comments

F. Personal Qualities

- _____ 21. Maintains high standards of ethics, honesty and integrity in all professional matters.

Comments

Comment and Discussion

What are the three major strengths of the Director?

Are there limitations in the Director's performance?

In the past year, what difficult issues have faced the library and how did the Director bring them to resolution?

What should be the organizational goals and/or personal development goals for the Director for the coming year?

Overall Performance Rating

Based upon the preceding comments and evaluations, check the term which best describes the Director's overall performance for the evaluation period. This may not necessarily be an "average" of your criteria ratings, since some criteria are more important than others. Use the back of this page (or make another one) for further comments and recommendations.

- _____ Outstanding
- _____ Above average
- _____ Average
- _____ Weak
- _____ Unsatisfactory

Thank you for your participation,

The 2010 Director's Evaluation Committee – Madge, Ann and Doug

Sample Director Evaluation Form for Trustees

Executive Director's Annual Evaluation

Date:

Form Instructions:

- 1) *each board member should individually respond to this form.*
- 2) *In responding to the form, board members could refer to the plan of service, board minutes, usage statistics, program results or other information sources from the year.*
- 3) *Submit this form to the Board President for inclusion in the Summation Form that will be used during the face-to-face appointment with the director.*

Scale: E = excellent S = satisfactory N = needs improvement U = unknown

Area of Organizational Health

Rating

Customer Service & Community Relations

• Level of patron satisfaction	E	S	N	U
• Customer service received by patrons	E	S	N	U
• Consistent application of policies that affect the public	E	S	N	U
• Services are communicated to the public effectively	E	S	N	U
• Working relationships and cooperative arrangements with government officials, community groups and organizations	E	S	N	U
• Awareness of community needs	E	S	N	U
• Mechanisms are in place to hear from patrons and the community-at-large	E	S	N	U
• Library is being marketed to the community	E	S	N	U

Comments:

CS & CR totals: E ____ S ____ N ____ U ____

Organizational Growth

• The library is making progress on its long-range plan (LRP)	E	S	N	U
• Services to meet the goals and objectives of the LRP are carried out with staff and trustee involvement	E	S	N	U
• Goals and objectives are evaluated regularly	E	S	N	U
• Creativity and initiative are demonstrated in creating new services/programs	E	S	N	U
• Collection is responsive to community needs	E	S	N	U
• The library is responsive to changes in the community	E	S	N	U
• Staff are aware of library's long-range plan, policies and activities	E	S	N	U
• There is a working knowledge of significant developments and trends in the field	E	S	N	U
• Building and grounds are kept up and needed repairs and maintenance are done on a timely basis	E	S	N	U

Comments:

OG totals: E ____ S ____ N ____ U ____

Administration & Human Resource Management

- | | | | | |
|---|---|---|---|---|
| • Work is effectively assigned, appropriate levels of freedom and authority are delegated | E | S | N | U |
| • Job descriptions are developed; regular performance evaluations are held and documented | E | S | N | U |
| • Personnel policies and state and federal regulations on workplaces and employment are effectively implemented | E | S | N | U |
| • Policies and procedures are in place to maximize volunteer involvement | E | S | N | U |
| • Staff development and education is encouraged; | E | S | N | U |
| • Staff understand how their role at the library relates to the mission | E | S | N | U |
| • Library climate attracts, keeps, and motivates a diverse staff of top quality people | E | S | N | U |

Comments:

A&HRM totals: E ___ S ___ N ___ U ___

Financial Management / Legal Compliance / Fundraising

- | | | | | |
|---|---|---|---|---|
| • Adequate control and accounting of all funds takes place; library uses sound financial practices | E | S | N | U |
| • Budget is prepared with input from staff and trustees; the library operates within budget guidelines | E | S | N | U |
| • Official records and documents are maintained, library is in compliance with federal, state and local regulations and reporting requirements (such as annual report, payroll withholding and reporting, etc.) | E | S | N | U |
| • Positive relationships with government, foundation and corporate funders are in place | E | S | N | U |
| • Positive relationships with individual donors is established | E | S | N | U |
| • Funds are disbursed in accordance with budget, contract/grant requirements and donor designations | E | S | N | U |

Comments:

FM/LC/F totals: E ___ S ___ N ___ U ___

Board of Trustee relationship

- | | | | | |
|---|---|---|---|---|
| • Appropriate, adequate, and timely information is provided to the board | E | S | N | U |
| • Support is provided to board committees | E | S | N | U |
| • The board is informed on the condition of the organization and all important factors influencing it | E | S | N | U |
| • The board works effectively | E | S | N | U |

Comments:

BTR totals: E _____ S _____ N _____ U _____

Additional Comments:

[Return this form to the Board President for inclusion in the Summation Form that will be used during the face-to-face appointment with the director.]