

6.1



TO: Director Evaluation Committee

DATE: April 17, 2024

RE: Director Evaluation Process

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 have elected to use the following procedure which is attached.

I have also attached a sample self evaluation form, board form, staff form and overview for the evaluation process.

Director Evaluation Process

Evaluation Committee Members:

Staff Liaisons

- Assistant Director
- HR Specialist
- Full-Time staff with no roles on the leadership team
- Part-Time staff with no roles on the leadership team
- Full-Time/Part-Time staff

Board Liaisons

- Board President and two at large Board Trustees

The Director Evaluation Committee will consist of two parts: The staff liaisons (five staff members) and board liaisons (three board members) . The Assistant Director and HR Specialist will serve on the Director Evaluation Committee in perpetuity as staff liaisons. The rest of the staff liaisons will serve a two year term. If one of the staff liaisons 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:

Plymouth District Library will use a Director Evaluation form which will have three sections. There will be a general evaluation form section which is similar to the evaluation form used for all staff. There will be a supervisor evaluation form which is similar to the evaluation form used for all supervisors. There will be a director evaluation section which is only used by the Board liaisons on the Director Evaluation Committee and the Director.

- The Director Evaluation form will be distributed in its entirety to the Director to perform a self evaluation (copy of this form is shown below).

- An anonymous digital form asking for comments for the general and supervisor sections (yellow sections) will be distributed to all staff electronically. The HR Specialist and Assistant Director will compile all the staff comments verbatim into a single form.
- The staff liaisons will meet and pull out trends from the staff comments to present at a meeting of the Director Evaluation Committee. They will also score each comment and generate an average for each section based on staff comments.
- The board will be given the verbatim comments to review.
- The board section (green section) of the form will be distributed to each board liaison and they will fill out the board section.
- The Director Evaluation Committee will review each of the sections of the complete Director Evaluation form (1 staff section and 3 board sections) and fill out the Director Evaluation Results form, which averages the scores for each section and records the trends from the staff comments.
- The Director Evaluation Results form will be presented at the June meeting of the Library Board of Trustees as a recommendation from the Director Evaluation Committee. The Board will enter a closed session to discuss the recommendations. During open session the Boards final evaluation results will be announced.

YYYY 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 |
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| Comments: | | | | |

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Quantity of Work

Completes assignments on time. Demonstrates efficient time management.

| 1 | 2 | 3 | 4 | 5 |
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| 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 |
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| Comments: | | | | |

Habits of Work

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

| 1 | 2 | 3 | 4 | 5 |
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| Comments: | | | | |

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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 |
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| 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 |
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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 |
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| 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.

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| 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.

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| 1 | 2 | 3 | 4 | 5 |
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| 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.

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| 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 |
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| 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 |
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| 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 |
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| 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

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| Comments: | | | | |

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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 |
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| 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.

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| Comments: | | | | |

Relationship with the Board

Keeps the board informed on issues, needs and operations of the library. Offers professional advice to the Board on items requiring Board action with appropriate recommendations based on thorough study and analysis. Seriously considers, and/or acts on individual Board member's suggestions.

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| Comments: | | | | |

Community & Professional Relationships

Keeps abreast of local, state, and national library issues. Participates in local, state and national library associations. Gains respect and support of the total community for the library. Stays abreast of important local community issues & politics.

| 1 | 2 | 3 | 4 | 5 |
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| Comments: | | | | |

YYYY DIRECTOR EVALUATION RESULTS

| Hire Date: | Current | Future |
|---------------------------|---------|--------|
| Salary: Salaried - Exempt | | |

| Evaluation | Total Score | Average |
|-------------|-------------|---------|
| General | | |
| Supervisory | | |
| Director | | |
| TOTAL | | |

FINAL COMMENTS

SIGNATURES

| | |
|-----------------------------|------|
| Director | Date |
| Board of Trustees President | Date |