Library Director Evaluation

The Hatfield Public Library Board of Trustees will conduct a formal, written evaluation of the Library Director at the end of each fiscal year.

Purpose of the Performance Evaluation

- To provide the director with clear understanding of the board's expectations.
- To ensure the director and the board are aware of how well the expectations are being met.
- To serve as a formal vehicle of primary communication between the board and director.
- To identify the board's actual concerns so that appropriate action can be taken.
- To demonstrate sound management practices and accountability to municipal officials and the community.

Expectations and Evaluation

Directors are held accountable to many varied and sometimes conflicting constituencies. The board and the director must recognize these groups and acknowledge the relationship with each one:

- The general public
- Elected officials and the appointed governing officer who supervises other municipal departments
- The library staff members who have diverse personal expectations for their director
- Public pressure groups who exert pressure on the director to respond to their concerns
- Friends of the Library groups
- Individual members of the board of trustees who have personal priorities for the library and the director.
Good communication, public relations, a written plan and clear policies will all help the board and director to deal with any conflicting expectations. The evaluation method and process can be designed to include input from all these groups, but the final responsibility rests with the board.

**Definition of Rating Terms:**

5: **Outstanding:** The Director’s performance is exceptional in comparison to expectations.

4: **Highly Effective:** The Director always meets and frequently exceeds performance expectations.

3: **Effective:** The Director consistently meets performance expectations and performs in a professional and competent manner.

2: **Needs Improvement:** The Director meets only minimally acceptable levels of performance; the Director requires extra direction from the Library Trustees.

1: **Unacceptable/Needs Substantial Improvement:** The Director does not meet performance expectations, even at a minimally acceptable level; the Director requires significant extra direction and/or constant supervision from the Library Trustees. Need for immediate and significant improvement.

0: **N/A:** Not applicable to this situation.

**Please rate the Library Director in the following areas using the above scale 5 (highest) to 1 (lowest) or N/A (Not Applicable) where appropriate:**

1. **Preparing and Managing the Budget**
   
   ___ Necessary work is completed in a timely manner prior to present to the Board.
   
   ___ The budget covers all necessary expenses.
   
   ___ Funds are allocated or reserved for unanticipated contingencies.
   
   ___ Funds are effectively allocated.
   
   ___ Mid-course corrections are minimized.
   
   ___ ARIS (August) and State Aid (October) reports are accurate and complete and submitted to the MBLC in a timely manner.
Other funding sources are explored and applied for as appropriate.

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2. **Managing the Staff**

- Positive management/staff relations are maintained.
- Fair and equitable policies are proposed for board adoption and then fairly administered.
- When grievances are filed they are justified.

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3. **Professional Awareness**

- Innovative methods of service delivery and technical processes are studied thoroughly.
- Innovations are implemented only after they fit the needs of the institution and are proven to be cost effective.
- The director maintains an adequate knowledge of current library science practices.
- Staff are encouraged to maintain an awareness of technological advances in the profession.

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4. **Collection development**

- Collection development policy is up-to-date.
- Selection and weeding are policies systematically implemented.
Director determines user needs/wants and translates these into appropriate acquisitions and services.

- Selection criteria have been established to enable the library to react systematically to changes in the budget.

- The collection is current and reflects present community needs and interests.

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5. Implementation of Board Decisions

- Board decisions are implemented on a timely basis.
- Director displays initiative.
- Director is objective in making the necessary decisions.
- Director is consistent in decisions that affect the staff and/or public.
- Director fully and enthusiastically supports board decisions.
- Director sets an example for the staff through professional conduct, high principles, and a business-like approach.

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6. Use of the Library

- Effectively communicates library services to the public.
- A proper and realistic balance is maintained between promotion of services and budget constraints.
- Circulation trends and in-house use are adequately analyzed.
7. Development of Staff

- Potential managers are identified, encouraged to develop and assisted in their pursuit of career goals.

- Internal candidates for promotion are competitive with outside candidates for management positions.

- Director adequately justifies the need for staff development funds, actively campaigns for such funds, and adequately account for the use of such funds.

- Cross-training is utilized to provide adequate service to the public.

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8. Utilization of Staff

- Staff are aware of the separation of professional and clerical tasks and responsibilities.

- Peak service hours have been identified and staff deployed accordingly.

- Functions are analyzed periodically with the objective of combining, eliminating and/or creating new positions.

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9. **Community Development**

____ Director is active in the community.

____ The Director is "visible" to large segments of the population.

____ The Director is available for speaking engagements in the community.

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10. **Activity in Professional Organizations**

____ Director participates and holds office in professional organizations as appropriate.

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11. **Policy Recommendations to 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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12. **Friends of The Library**

____ Director actively promotes the maintenance of a Friends group.

____ Director and staff provide adequate support to the Friends organization.

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____ Director delineates and/or helps define the role of the Friends group.

____ Friends group has adequate explanation of its role in relationship to the role of the board.

Comments

13. Maintenance and Construction of Physical Plants

____ Buildings and grounds are adequately maintained within the imposed budgetary constraints.

____ Director has an ongoing program that provides adequate information on the need for new and/or remodeled facilities.

____ New and/or remodeled facilities are functionally appropriate and aesthetically pleasing.

____ New and/or remodeled facilities are constructed within budget allocations.

Comments

14. Establishing Priorities

____ Director's recommended priorities are in concert with the library's plan as defined by the board.

____ Priorities appropriately reflect community needs.

____ Priorities reflect advanced planning.

____ Director's accomplishments reflect and relate to the short and long range plans.

____ Plans are updated on a continuous basis to reflect changing circumstances.

____ Director provides adequate information to the board on the implementation and revision of short and long term planning.
15. Staff Selection

_____ Staff selection is accomplished at appropriate supervisory levels and with adequate use of staff resources.

_____ Adequate emphasis is placed on Equal Opportunity Employment/Affirmative Action.

_____ Selection process is designed to insure the selection of the best person for the job.

Comments

Approved by the Board of Trustees on June 1, 2011.
Dodie Gaudet, Chair
Marsha Humphrey
Nancy Little, Recording Secretary