

**Hatfield Public Library
Board of Trustees
39 Main Street
Hatfield, MA 01039**

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.

Purposes 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.

Comments

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.

Comments

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.

Comments

4. Collection development

___ Collection development policy is up-to-date.

___ Selection and weeding are policies systematically implemented.

___ Director determine's 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.

Comments

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.

Comments

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.

___ Information about new services that are effectively communicated to the public.

Comments

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.

Comments

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.

Comments

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

Comments

10. Activity in Professional Organizations

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

Comments

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.

Comments

12. Friends of The Library

___ Director actively promotes the maintenance of a Friends group.

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

___ 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.

Comments

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

Wolfe, Elizabeth Marus, ed.; MBLC Public Library Advisory Unit. "Massachusetts Public Library Trustees Handbook". Boston, MA: Commonwealth of Massachusetts Board of Library Commissioners. 2000. Print.