

### LIBRARY DIRECTOR PERFORMANCE APPRAISAL CRITERIA

Director should do self-assessment for board in the form of a narrative outlining strengths, accomplishments, goals and areas for library and personal/professional development.

Board should complete evaluation in executive session.

President and Vice President should meet with director to review evaluation in early December.

	Needs Improvement	Meets Standards	Exceeds Standards
<b>Preparing and managing the budget:</b>			
a. All the necessary staff work is completed in a timely manner prior to presentation to the board.			
b. The budget covers all necessary expenses.			
c. Funds are allocated or reserved for unanticipated contingencies.			
d. Funds are effectively allocated.			
e. Mid-course corrections are minimized.			
<b>Staff selection:</b>			
a. Emphasis is placed on Equal Opportunity Employer/Affirmative Action and the director's commitment to these principles is communicated to the staff.			
b. The selection process is designed to insure the selection of the most qualified person for the job.			
<b>Managing the staff:</b>			
a. Positive management/staff relations are maintained.			
b. Fair and equitable policies are proposed for board adoption and then fairly administered			
c. Grievances are openly received			
d. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.			

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<b>Development of staff:</b>			
a. Potential managers are identified, and are encouraged and assisted in their professional development			
b. Internal candidates for promotion are competitive with outside candidates for management positions.			
c. The director justifies the need for staff development funds, actively campaigns for such funds, and accounts for the use of such funds.			
<b>Utilization of staff:</b>			
a. Staff is adequately trained to perform their public service functions.			
b. Peak service hours have been identified and staff deployed accordingly.			
c. Functions are analyzed periodically with the objective efficient use of staff.			
d. Staff schedules balance public service needs with equitable staffing.			
<b>Policy recommendations to board:</b>			
a. Director gives necessary and appropriate policy recommendations for operation of the library.			
b. Reasonable alternatives are recommended.			
c. Policy recommendations are generally made in advance rather than reactive.			
<b>Implementation of board decisions:</b>			
a. Board decisions are implemented on a timely basis.			
b. Once a decision has been made, the director fully and enthusiastically backs it.			

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<b>Professional state-of-the-art awareness:</b>			
a. Innovative methods of service delivery, technical processes, etc., are studied thoroughly and implemented if appropriate and cost effective.			
b. The director maintains an adequate knowledge of current library and information technology.			
c. The staff is encouraged and aided in maintaining an awareness of technological advances in the profession.			
<b>Use of the library:</b>			
a. The services of the library are effectively communicated to the public.			
b. A proper and realistic balance is established between promotion of services and budget constraints.			
c. Circulation trends and in-house use are analyzed and utilized appropriately			
d. The library has a program in place, which effectively determines user needs/wants and translates these into acquisitions and services.			
<b>Maintenance and construction of physical plant:</b>			
a. Is effective in insuring adequate maintenance of building and grounds			
b. The director is effective in providing rationale for new and/or remodeled facilities.			
c. Facilities are functionally appropriate and aesthetically pleasing.			

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<b>Community involvement:</b>			
a. The director is active in the community.			
b. The director is "visible" to large segments of the population.			
c. The director is available for speaking engagements in the community.			
d. The director is actively involved in promoting the library to the community.			
<b>Activity in professional organizations:</b>			
a. The library is represented and the director actively participates in the American Library Association, state and regional library associations.			
b. The director seeks active roles in professional organizations.			
<b>Friends of the library:</b>			
a. The director actively promotes effective communication with the Friends about the current goals and priorities of the library.			
b. The director and staff support the Friends' organization.			
c. The director and staff promote a feeling among the Friends that their organization is a vital and appreciated part of the library and important to its mission.			

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<b>Short- and long-range planning:</b>			
a. The director's plans reflect library board mission and priorities.			
b. The director's plans appropriately reflect community needs.			
c. The plans are updated to reflect changing circumstances.			
d. The director's accomplishments reflect and relate to the short-and long-range plans.			
e. The director provides adequate information to the board on the implementation, revision, etc. of short- and long-range planning.			
<b>Overview of the Director as Manager:</b>			
a. The director sets an example for the staff through professional conduct, high principles and a business-like approach.			
b. The director displays initiative in anticipating and reacting to problems, which may arise.			
c. The director is consistent in decisions that affect the staff and/or public			
d. Difficult decisions are always made and implemented, rather than deferred or ignored			
e. The director is objective in making necessary decisions			
f. The director is open and effective in working with the board.			
g. The director is effective in working with Village Manager, Mayor, and Village Board.			