

CHAPTER EIGHT

Evaluating the Director

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Evaluating the library director is often one of the more difficult tasks faced by a public library board of trustees, but it doesn't need to be. It is only difficult when a board is unsure of the process to follow or the criteria to be used to evaluate the job performance of their director. The following is a discussion of the methodology and criteria a board may use to carry out the review.

- There are several good reasons for carrying out a review of your library director:
- A review provides the director with formal feedback on his/her job performance.
- A review can be a tool for motivation, encouragement, and direction.
- A review can provide the board with valuable information about the operations and performance of the library.
- A review can help to establish a record of unsatisfactory performance if there is ever cause to discipline the director or terminate employment.
- A review can give the board and the director a formal opportunity to evaluate the job description and adjust it as necessary.

A well-executed performance review is the culmination of formal and informal communication carried out throughout the year regarding the activities of the director. Problems are best brought to the attention of the director as they occur, rather than stored up for the annual review. Success, accomplishment, and simple hard work or dedication should be acknowledged as it is observed, as well as at the annual review.

Who Should Carry Out the Review?

Though it is the board as a whole that is responsible for oversight of library operations and the activities of the library director, often boards decide to delegate the task of developing a preliminary evaluation of the director to a personnel committee or specially appointed committee of the board. Whether the whole board takes part or a committee does the work depends on the makeup of the board and the time available to board members. Often a board may have experienced managers or human resource professionals among its members. Other board members may be less experienced in personnel management. The key here is consistency and deciding ahead of time who will take part. At any rate, the *entire* board should review, discuss, and approve the final written evaluation.

Municipal libraries that are a part of the department structure of the city/town will find that the library director's direct supervisor, normally the town/city manager, will perform the director's evaluation unless that responsibility is delegated to the advisory board by charter or council/select board action.

Those charged with carrying out the evaluation should avoid relying on chance comments from library employees. Comments solicited from employees *with the knowledge of the director* can be helpful when solicited in a formal, organized fashion. Board members should bear in mind that the director is hired to manage the daily operations of the library on behalf of the board and community. The chain of communications should always flow from library employees through the director to the board.

The Basis for the Review

The performance review should be based on three factors:

1. The director's performance as it relates to a written job description (see attached sample form, which incorporates points from the sample job description).
2. A list of objectives for the preceding year jointly written and agreed upon by the director and the board.
3. The success of the library in carrying out service programs, as well as the director's contribution to that success.

The director's job description should be kept up to date and be a realistic statement of the work that needs to be done. The director needs to know what is expected. For example, what role will the director play in fundraising? Is the director the primary fundraiser, or is a volunteer or member of the board the primary fundraiser? Is the director expected to work a service desk? Is the director expected to attend every city council or selectmen meeting? A director should not be faulted for failing to do something that was never officially decided at the time of hire or at a later board meeting.

Including a discussion of the director's job description at the time of hire and during the annual performance review provides an opportunity to change the job description as the needs of the organization change. Job descriptions need to change as technology and environmental factors affect them. The library director is the resident authority on what is new at the library and how tasks change in light of new priorities. Board members can learn a lot about the library by discussing changes in staff job descriptions with the director.

Establishing a list of objectives for the director is important to assure continued growth for the director as an individual as well as for the organization. Some objectives may be project oriented, such as completing a weeding of the collection in the coming year, or upgrading the automation system. Other objectives may be more personal, such as those contributing to professional development. Though the director should be the one primarily responsible for suggesting his or her objectives for the coming year, they should be discussed and agreed upon by the board.

The objectives of the director should be closely related to the long-range plan of the library. Establishing objectives can be an exercise in creativity in searching

for new ways to improve the library. Failure to attain some objectives does not necessarily indicate poor job performance. Many times, outside factors may have prevented success or a director may simply have been too ambitious in the number of projects planned for a year. Some objectives may not be reached because they were experimental in nature. The important factors to remember when evaluating objectives are progress, initiative, and the willingness of the director to expand the limits of his or her work and understanding. A director who accomplishes all of his/her objectives may be an exceptional employee or may simply have been quite conservative in what he or she set out to do.

Assessing the degree to which the director contributes to the success of the organization can be especially helpful to library boards as they evaluate the director. Library board members are continually viewing the library from the outside, since they do not participate in the daily management of the organization. Good board members are library users who experience library services first hand. As community leaders, they are aware of the image of the library within the community. The library board needs to be able to examine the resources of the library and the resourcefulness of the director and see how these have been utilized to manage library services successfully.

Examining resource management is a far more reliable tool for reviewing the library director than relying on subjective comments from individuals. The board has a variety of resources at its disposal by which to evaluate resource management. The monthly financial statement and statistical reports are good examples. Your district consultant can also suggest a variety of output measures by which the board may judge the success of the library and, by extension, the success of the director.

How to Conduct the Review

When conducting the annual formal performance review, it is very helpful to have the director fill out review forms as a self-assessment. The board, or review committee, should fill out a second set of forms. By comparing assessments, the director and board can easily establish areas of agreement and work to resolve disagreements. All discussions of the director's job performance should be carried out in legally posted closed session meetings.

The formal evaluation of the library director should take place at the next regularly scheduled board meeting. It should be conducted in an objective, businesslike manner with a predetermined agenda, but should not be so austere as to be intimidating. Specific examples should be used to illustrate the evaluation and free discussion should be encouraged. Adequate time should be allowed to thoroughly explore all issues and the meeting should be free of interruptions. There should be a thorough summing-up by the spokesperson of the proceedings. The evaluation should be followed with a planning session to develop the basis for the next review.

The director's self-assessments may or may not be considered part of the permanent record; however, the director should have the opportunity to respond in writing to reviews placed in his or her permanent file. Written comments should always be part of the permanent record and be kept with board personnel files. If the library director is a municipal employee his or her evaluation will be kept at the town office/city hall with those of other municipal employees. No performance review should ever be placed in a personnel file without the knowledge of the director. The director should sign the review indicating that he or she has been given the opportunity to read and discuss the evaluation. Signing a review should not be construed as agreement.

The basis of the evaluation should be the up-to-date job description and the annual performance objectives agreed to by the director and board. There are many forms available for your adaptation and use when evaluating a director. Your district consultant should be able to furnish you with some samples. Here are some questions to consider in the evaluation process:

- How well has the director utilized the resources available to him/her? Is library service provided efficiently and effectively at your public library?
- Does the community like and respect the director? Is he/she accessible? Do people enjoy coming to the library?
- Is the library in good financial shape? Does the director stay within the budget and provide clear and timely reports to the board? Does the annual budget, as initially drafted by the director, adequately reflect the needs for library service in the community? Is the director successful in obtaining necessary funding (with the help and involvement of the board)?
- Does the director communicate effectively to staff? Is he/she a good supervisor?
- Is use of the library increasing? If not, why not? (Success is not strictly the responsibility of the director, but of course he/she has much direct influence.)
- Is the director creative, willing to try new things, and does he or she give considerable effort to making programs work?
- Does the director accurately and fully provide the board with the information you need to do your job? Does the director provide the board with well-considered advice?
- Has the director put appropriate effort into achievement of the annual objectives agreed to between the board and director? Is the director striving to accomplish the goals and objectives of the library's long-range plan?

Sources of Additional Information

- Sample Performance Appraisal Form (attached)
- Your district consultant

Sample Performance Appraisal Form

[Note: This sample should be adapted to reflect the job description of your director and the needs of your local library.]

Job Title: LIBRARY DIRECTOR

Name: _____ Date: _____

Reason for Appraisal: ___End of Probation ___Annual ___Final ___Other

Administrative Services

Specific Duties:

1. Act as the library board’s executive officer.
2. Serve as the technical adviser to the board.
3. Implement the policies of the library as established by the board.
4. Prepare the draft of the annual library budget for board discussion and approval.
5. Participate in the presentation of the adopted budget to local officials.
6. Receive and expend library funds according to established guidelines, and maintain accurate and up-to-date records showing the status of library finances.
7. Recruit, select, hire, supervise, evaluate, and terminate if necessary, library staff in conformity with library policy and state and federal law (and any applicable local civil service regulations and/or union contracts).
8. Prepare library board meeting agendas and necessary reports in cooperation with the library board president, and notify board members of scheduled meetings.
9. Prepare state annual report for review and approval by the library board.
10. Inform and advise the library board as to local, regional, state, and national developments in the library field and work to maintain communication with other area libraries and the library system.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Collection Management

Specific Duties:

1. Select or direct the selection of materials for all media and all age groups, based on the library’s approved collection development policy.
2. Catalog and classify library materials according to accepted standards and maintain the public catalog.
3. Process materials to provide appeal, protection, and control.
4. Develop and maintain a regular weeding schedule.
5. Periodically review the collection development policy and make recommendations to the library board for revisions.
6. Oversee the shelving and organization of materials.
7. Prepare and distribute overdue notices to users with overdue or lost materials.
8. Maintain an accurate and up-to-date database of user registrations and activities, including information adequate to support reimbursement requests for nonresident borrowing.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Service and Service Promotion:

Specific Duties:

1. Develop and execute an array of service programs to address the various needs of users and to make the library more accessible to all. These might include: preparation and dissemination of bibliographies of popular topics and genre collections; tours of the library for school, daycare, and homeschooling groups; inclusion of interesting displays of an educational or cultural nature; presentations to local organizations or groups on the benefits offered by the library; provision of storytime sessions for small children, and teen and adult book discussion sessions; support of a summer reading program; acquisition of special materials and provision of accommodations to encourage use of the library by individuals with special needs; development of a homebound service for residents unable to visit the library.
2. Provide friendly and efficient direct assistance to users checking out materials, requesting directional or community information, or seeking materials or information on specific topics.
3. Prepare media advisories and press releases and submissions to the media to announce new or special services and events that spotlight the library.
4. Assist and guide local volunteer groups (e.g., Library Friends) who wish to help with library promotion, fundraising, and enhancement of services.
5. Prepare grant applications, when grant opportunities are offered, in order to supplement local funding of library operations and development.
6. Maintain records showing all programs offered and number of attendees at each program.
7. Continually investigate the value, costs, and logistics of adding library services, new media, and new technologies in order to keep the library current and proactive in its service provision to the public.
8. Conduct ongoing evaluations of existing library programs, services, policies, and procedures, and submit recommendations for improvements to the library board.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Facilities Management

Specific Duties:

- 1. Oversee care and maintenance of the library building and grounds.
- 2. Oversee the work of custodial staff.
- 3. Regularly review building needs and advise the board in its planning for future expansion or development.
- 4. Assess the adequacy of existing facilities in regard to the provision of automated services.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Certification

Board President’s Signature _____ Date _____

Library Director’s Signature _____ Date _____

