NOT THE SPANISH INQUISITION!

INSTEAD

THE GOLDEN RULE:

“DO UNTO OTHERS AS YOU WOULD HAVE THEM DO UNTO YOU”
10-3-104. Powers and duties of library board.

The members of the library board shall organize by electing officers and adopting bylaws and regulations. The board has the power to direct all the affairs of the library, including appointment of a librarian who shall direct the internal affairs of the library, and such assistants or employees as may be necessary. It may make and enforce rules and regulations and establish branches of travel service at its discretion. It may expend funds for the special training and formal education of library personnel; provided, that such personnel shall agree to work in the library for at least two (2) years after completion of such training and education. It may receive donations, devises and bequests to be used by it directly for library purposes. It may hold and convey realty and personal property and negotiate leases for and on behalf of such library. The library board shall furnish to the state library agency such statistics and information as may be required, and shall make annual reports to the county legislative body and/or city governing body.

Library Director Performance Appraisal Steps

- If applicable, identify Executive Committee or other appropriate group of Board members to conduct the evaluation.

- Review the job description/performance standards.

- Create the questions/standards to be evaluated (use job description).

- Design a self-evaluation for the Library Director.

- Design a staff evaluation form. This can be administered by interviewing the staff or by having them complete the form individually and submitting it to the Executive Committee. Give them a due date and instructions on how detailed you expect the responses to be.

- If feedback from community partners or other stakeholders is desired, create the questions and determine who to send to, with instructions.

- Assemble all the above responses.

- Meet with the Library Director. Give the Library Director an opportunity to write comments. Both parties sign. Give copy to Library Director and place original in personnel file.

- Include plan/goals for following year. Work collaboratively on these.

- Report to full board. If an employment action is in order, request action by the full board.
Library Director
Performance Evaluation

Evaluated by:  Position:
Date of Evaluation:  Period of Evaluation:

For each category, please rate the Library Director’s performance as one of the following, and provide comments as warranted:

5. Outstanding – Performance is consistently above job requirement.
4. Highly Effective – Performance meets all job requirements and in many cases exceeds them.
2. Improvement Needed – Performance reflects partial or inconsistent achievement of job requirements and standards.
1. Unsatisfactory – Performance consistently fails to meet job requirements and standards; significant improvement required if job is to be retained.
0. Unable to Rate – Library Director is new and/or individual providing rating has insufficient information to provide an evaluation in this area.

I. Job Performance Factors (Give rating and write comments.)

1. Grants and Contracts:
   - Grant proposals/contracts secured submitted and funded
   - Grant goals met and reported quarterly or semi-annually to the funder
   - Grants management—reporting timely and accurately under differing reporting guidelines (quarterly; semi-annually)
   - Grant reviews—audit findings

   Comments:

2. Working with Local Programs:
   - Satisfaction/Effectiveness Surveys—completed annually
   - Directors Meetings and new Director’s Meetings
   - Directors Retreat held annually
   - Visits with local programs—13 programs each year are required in grant goals.
   - Daily technical assistance

   Comments:
3. Board Relations:
- Preparation for Board meetings
- Arranging Committee meetings prior to Board meetings as needed
- Updating Strategic Action Plans Quarterly for Board review
- Sending Board Packet prior to meeting
- Board Orientation for new Board members
- Communicating with Board with relevant information between meetings

Comments:

4. Financial:
- Following all fiscal policies to ensure audits with no findings
- Preparing financial reports for Board, grants proposals, etc.
- Preparing budget for upcoming fiscal year for Board review and approval
- Monitoring expenses
- Filing all required reports including W-2, 1099, 941, State Charitable Solicitations License, State Annual Report, Tax Exempt requirements
- Preparing billings/reports for funding sources

Comments:

5. Networking:
- Serving and participating on statewide/national committees
- Attending conferences
- Coordinating the Annual Meeting

Comments:
6. Program Management:
- Meeting Standards for State Programs
- Hiring, training and supervising staff
- Evaluating staff annually
- Maintaining effective office space
- Ensuring adequate technology and supplies

Comments:

7. Legislative Activities:
- Promptly updating Network regarding federal and state legislation related to funding and/or programming
- Attending legislative committee meetings and present as requested
- Meeting with legislators
- Coordinating with legislative efforts
- Representing Network during Day on the Hill

Comments:

8. Other Performance Standards:
- Timeliness, deadline-focused
- Attendance, regular and reliable
- Quality of work product
- Communication skills

Comments:

II. Objectives for Future Performance
III. Professional Development Needs (Identify and indicate suggestions for helping the ED meet objectives.)

IV. Other Comments

Attach self-assessment, if applicable.

___ Recommend for continued employment (Yes or No).

Library Director Name (write or type)  Signature  Date

Rater Name (write or type)  Rater Signature  Date
Library Director
Self-Assessment
Measurable Activities

Grants and Contracts:

- Grant proposals/contracts secured submitted and funded
  - All grant proposals were submitted and funded. The G contract was secured in May, 2011 and required an unusual amount of time and effort. This is a federal contract with many layers of bureaucracy requiring many reports. However, it is ultimately worthwhile as a total of 6 G members are placed in 6 programs including one at location A.

- Grant goals met
  - Grant goals have been met and are reported quarterly or semi-annually to the funder.

- Grants management—reporting timely and accurately
  - Each Grant/Contract requires different reporting guidelines. X is quarterly; Y and Z are semi-annually. All reports have been timely and accurately.

- Grant reviews—audit findings
  - A completed their audit and there were no findings or deficiencies noted. V and Y have not yet audited any grants.

Working with local programs:

- Satisfaction/Effectiveness Surveys—completed annually
  - This survey is sent out through Survey Monkey each year. In 2011 there was a high degree of satisfaction in the areas of technical assistance and training. The survey indicated that we are most effective in policy and communication/networking/information sharing. 95% of the respondents felt that X staff was helpful always or almost always. 100% felt that we respond to them in a timely manner, 95% felt the office is courteous.

- Directors Meetings and new Director’s Meetings
  - Within the past year, 3 in person meetings have been held and 1 conference call was held for the entire network of local programs. This meets National Z’s grant requirements.
  - New Director’s orientation meetings have been held for all new directors—twice in the past 12 months due to high rate of Executive Director turnover.

- Directors Retreat held annually
  - A local program director’s retreat is scheduled for Nov. 14-15

- Visits with local programs—13 programs each year are required in National Z’s grant goals.
  - The following programs were visited within the last 12 months: (list of programs/libraries) for a total of 17 out of 24 programs.

- Provide technical assistance on a daily basis
Technical assistance can range from a simple question with an easy answer to a highly complex and or serious issue. Due to my background in non-profit management since 1981 including child welfare, I am almost always capable of helping and if I don’t have the answer, I will refer them to someone who does or research it myself. I particularly enjoy this aspect of my job.

Board Relations:
- Board Meeting Preparation—everything is in order for a successful board meeting
  - Board meeting preparation requires coordination many things including meeting location, determining relevant board documents for board packet, setting agenda with board president, communicating the upcoming board meeting, determining attendance, and making copies. I am very mindful of having everything in order so that Board can concentrate on the tasks at hand.
- Arranging for Committee meetings prior to board meetings as needed
  - I am responsible for arranging for committee meetings as needed. I do find this difficult due to working with everyone’s schedule. It would be helpful to have a specific day and time for committee meetings.
- Updating Strategic Action Plans Quarterly for board review
  - The Board receives an update at each board meeting for all action plans.
- Sending Board Packet prior to meeting
  - A Board Packet is always sent out before the meeting. Often it is difficult to send out a full week before the meeting but I strive to send it out 3 days before the meeting.
- Board Orientation of all new board members including Board of Director’s Manual
  - All new board members received a full orientation with the exception of Agency Representatives.
- Communicating with Board with relevant information between board meetings
  - I strive to send relevant information, although sometimes it is difficult to know if I am sending too much or too little and would appreciate board feedback.

Financial:
- Follow all fiscal polices to ensure audit with no findings
  - I am very aware of the importance of following our fiscal/internal controls policies and there have been no audit findings since the beginning of my employment in 2005. The Board Treasurer is vital to my ability to manage finances and meeting all fiscal policies.
- Prepare financial reports for Board, grants proposals, etc.
  - I enjoy the financial management part of my joy, although sometimes it is very time consuming. I feel it is important for the Board to have a clear picture of our finances.
- Prepare budget for upcoming fiscal year for board review and approval
I have over 30 years experience in developing budgets and I enjoy it. I appreciate the board’s involvement with reviewing and approving it in a timely manner so that we start out fiscal year with a balanced budget.

- Monitoring expenses—keeping within the overall approved budget
  - I am very mindful of monitoring expenses and feel it is an important aspect of my job. Since 2005 we have always had a fund surplus at year end.

- File all required reports to including: W-2, 1099, 941, State Charitable Solicitations License, State Annual Report, Tax Exempt requirements
  - All filings have been filed by their due date.

- Prepare billings/reports for funding sources including A, B, C, X, Y, Z
  - Financial reporting for our funding sources is very time consuming, especially V. All billings/reports have been filed by their due date.

**Networking:**

- Serve and participate on statewide/national committees including
  - N Standards Committee
  - C Task Force
  - CAP Committee
  - Advisory Council—serve as Chairperson
  - Transitioning Committee
  - I enjoy participating on various state level committees and feel it is important for T to be present. Sometimes I do not participate in person but do participate by conference call to save on travel and time.

- Attend Conferences such as National Z Conference, CCJ, State Director’s Meetings
  - I have attended many conferences—some are required such as State Director’s meetings and the National Z Conference. Some are optional and I consider various facts such as costs and time away from the office. Most recently I attended a regional state director’s meeting in Harrodsville, KY and it was extremely beneficial.

- Coordinate the Annual Meeting
  - This requires a group effort to hold an effective meeting and we were fortunate to have both staff and board assistance. Our most recent annual meeting was very well-received and was the result of good planning and execution.

**Program Management**

- Meet National Z Standards for State Programs
  - X received a letter of compliance from National Z on Oct. 10, 2011. We were in 100% compliance of 48 indicators and our compliance percentage ranged from one at 93% and the remaining standards at 98-100%.

- Hire, train and supervise staff
I am fortunate to have 2 very dedicated and competent staff members. We are a strong team and I have learned to delegate duties more effectively.

- Evaluate staff annually
  - Both staff have been evaluated
- Maintain effective office space
  - We are currently in a very nice small office building shared by about 15 other tenants. We have access to shared spaces such as a conference room, a training room, kitchen area and lobby. There is a security system including cameras outside and inside.
- Ensure adequate technology and supplies
  - We have adequate technology but could use some IT help.

**Legislative Activities**

- Promptly update Network regarding federal and state legislation related to X funding and/or programming
  - The Network is updated regularly via email and/or conference calls. It is very important that all programs receive this information so that we have a unified voice.
- Attend legislative committee meetings and present as requested
  - This past legislative session I attended a few committee meetings on the Hill. It was not as busy as previous years due budget constraints.
- Meet with legislators
  - I am not a registered lobbyist so must be mindful of how many visits I make to the Hill. When I do meet with legislators I provide an informative packet that is concise.
- Coordinate legislative efforts
  - When there is pending legislation that might impact X programs, our office mobilizes the X Network and provides updates on the progress as it moves through the House and Senate.
Library Director

Performance Evaluation by Staff

Date of Evaluation:               Period of Evaluation:

Please assess the Library Director’s performance in each category below. Your feedback is valuable to the board to ensure continued success for the organization.

1.  Is Jane/Joe meeting your expectations of a Library Director?

2.  Are you getting what you need from him/her to be able to do your job well?

3.  What are Jane/Joe’s strengths?

4.  Are there areas where his/her performance could improve?

5.  What do you see as Jane/Joe’s biggest accomplishments in the last x months?

6.  Is there anything you think she should have gotten done that s/he did not?

7.  How well do you think the board is supporting Jane/Joe’s work?

8.  How well do you think the other staff members are supporting Jane/Joe’s work?

9.  Is there anything else you want to say about his/her performance?

10. Are the any suggestions you want to make?

Thank you for your feedback. Please return this form (To whom? How?).
Evaluating the Performance of Nonprofit Executive Directors

Performance evaluation of nonprofit executive directors is an often neglected aspect of the Board’s job. Below is an outline of the goals for that process, and how the process might take place.

Goals for Performance Evaluation

- Provide an opportunity for people in the organization to reflect on the performance of the executive director (ED) and on the organization’s goals for that position.
- Hear how the ED is experiencing their job, how they feel about their performance, what their concerns are about their own performance and how they are being supported in the organization.
- Provide clear and detailed feedback to the ED about what they are doing well and where there may be concerns.
- Review the job description and work plan for the ED and initiate the process of making changes for the coming year.
- Document performance (as a basis for references later, or for disciplinary action or firing if that is necessary). NOTE: If there are major performance issues, these should not come as a surprise to the ED in this evaluation – feedback about problems should happen as they arise, and be well documented as they happen.
- In some instances goals may also include: moving a new ED from probationary to regular status (document this), establishing the basis for pay increases (or lack thereof), bringing closure for both the ED and the organization when an ED leaves (exit interview).

Performance Evaluation Process for an Executive Director

- Identify a committee of board members that will do the evaluation. Assign one person to chair the group and run the process.
- Define the process – is this the coming out of the probation period review, an annual review, a special review because there are problems to be addressed or an exit interview?
- Review the job description and work plan the ED is using1.
- Create a set of questions the performance review should answer.
- Design a self-evaluation form for the executive director to fill out (may be different questions for different types of review), and send it to them. Give them a date by which to fill it out, and a clear sense of how detailed you expect the responses to be.

1 It is very important that the ED have a current job description (not just whatever was used for the hiring) and work plan that is updated every year and that is a set of expectations for the ED’s work, not for the organization as a whole.
Create a short questionnaire for the board to fill out about the ED’s performance (see below). Send it to them with a deadline for response.

Create a short questionnaire for other staff to fill out, or a set of questions the chair of the board committee will ask them by phone or in person (see below). Set those interviews or a deadline for the written response. Make clear that this is required.

If feedback from community partners or other stakeholders is desired, decide on the questions, create a list of who to ask, send them the form with a deadline or set up interviews.

Collect all the info from other people and the ED’s self-evaluation. If there is a lot of input, summarize it in writing for the committee. Discuss it in a meeting with the members of the committee before meeting with the ED. Decide how you feel about the person’s performance, what feedback you want to give, how to handle any concerns you have.

Meet with the ED (see page 4).

Write up an evaluation, give a copy to the ED to review. Give them an opportunity to state any concerns they have about it. Make revisions if appropriate.

File the final version, along with the ED’s self-evaluation, in the personnel files (one copy to board chair). (This assumes there are no major problems that need to be addressed.)

Work with the ED to create a work plan for the coming year.

Report to the Board that the evaluation has been done, and any salient information that arose in that process that the whole board needs to know.

If a pay raise or movement from probationary status to permanent status is called for, have the full board act on the committee’s recommendation at the next board meeting and file that information with the evaluation.

Self Evaluation Form
Text for a self-evaluation form might include the following. Additional questions may be added for various kinds of evaluations (exit interviews, etc.).

Please write up answers to the following questions and deliver to__________, chair of the Personnel Committee, by _____. On receipt, the Personnel Committee will schedule a meeting for an initial performance evaluation.

**Overview:** Please summarize your performance over the past X months, highlighting accomplishments, disappointments, changes in your work responsibilities, any general feelings about your role at (organization), etc. If you had established goals, how close have you come to meeting them? How does your present role at (organization) compare to what you expected when you joined (organization)?

**Strengths:** Describe your principal assets as (organization’s) Executive Director, and how your capabilities have evolved since you started work at this position.
- **Areas for Improvement:** List the skills you would like to improve, including any suggestions you may have on how (organization) can help you increase these skills.

- **Plans & Objectives for Next Year:** Be as specific as possible about goals you want to set for next year.

- **Feedback to the (organization) Board:** How can the Board (or Personnel Committee) do a better job of supporting you in your role here? Are there things the Board could do differently that would improve (organization)? Do you have any general feedback about what we might do better as an organization?

**Board Feedback Form**
Below are some questions board members can be asked to answer as part of the evaluation process.

- Is (name of ED) meeting your expectations of an ED?
- What are (name)’s strengths?
- Are there areas where (name)’s performance could improve?
- What do you see as (name)’s biggest accomplishments in the last x months?
- Is there anything you think (name) should have gotten done that (he, she) did not?
- How well do you think the board is supporting (name)’s work?
- How well do you think the other staff members are supporting (name)’s work?
- Is there anything else you want to say about (name)’s performance?
- Are the any suggestions you want to make?

**Questions for Staff**

- Is (name of ED) meeting your expectations of an ED?
- Are you getting what you need from (name) to be able to do your job well?
- What are (name)’s strengths?
- Are there areas where (name)’s performance could improve?
- What do you see as (name)’s biggest accomplishments in the last x months?
- Is there anything you think (name) should have gotten done that (he, she) did not?
- How well do you think the board is supporting (name)’s work?
- How well do you think the other staff members are supporting (name)’s work?
- Is there anything else you want to say about (name)’s performance?
- Are the any suggestions you want to make?
Outline for a Basic Performance Evaluation Meeting (as part of the larger process described above)

- ED presents her or his self-evaluation.
- Board members assigned this task provide feedback on that self-evaluation.
- Same people provide feedback on ED’s performance based on conversations with Board, staff, and (in some cases) community partners, and in connection to the ED’s job description and work plan.
- Board members and ED go through a performance evaluation form together. (The ED should be very clear about what the written evaluation in their file will say).
- All discuss the development of the employee’s work plan for the coming year and get a start on it (identify benchmarks, brainstorm roles).
Library Director Position Information

1. Salary
   The Library Board has established a salary range for this position of $58,000 to $72,000 per year.

2. Residency
   The Library Board wishes to encourage the Library Director to reside in the City of Menasha, so that the Director will: more easily become known in and a part of the community; be directly affected as a taxpayer by Library financial decisions; be served as a resident by the Library and other City Departments; be able to respond quickly to needs at the Library; and be perceived by local elected officials to be part of the community.

Library Director’s Job Description

1. The Director is responsible for all aspects of library operations and functions, for advocating for the library at all times, and meeting the requirements of the Library Board, the community, the staff, and local and state government.

2. Qualifications for the Directorship of the Library will be:
   a. Master’s Degree in Library Science from a library school accredited by the American Library Association, and Wisconsin Grade I certification as provided under the Wisconsin Administrative Code, Sec. PL 6.03.
   b. Commitment to the mission and philosophy of public library service.
   c. Excellent leadership skills.
   d. Excellent communication, interpersonal and technology skills.
   e. Ability to work effectively with library trustees, elected officials and community groups.
   f. Ability to supervise and motivate library staff and volunteers.
   g. A minimum of five years of increasingly responsible professional library experience including significant administrative and supervisory responsibility.
   h. Possession of, or ability to obtain, an appropriate, valid driver’s license.
   i. Ability to work in dynamic library environment, including working with public.
   j. Physical Conditions – Essential and marginal functions may require maintaining physical condition necessary for sitting and/or standing for prolonged periods of time; moderate lifting and reaching.
   k. Ability to leverage cutting edge technology to keep library competitive.
   l. Experienced in seeking and obtaining philanthropic and public funding.
   m. Knowledge of foundations and management of endowment growth.

3. Duties:
   a. Board Relations - The Director shall:
      1. Report to the Board, which has the legal responsibility for governing the library and hiring the library’s director.
      2. Organize and plan agendas for Board meetings in consultation with the President. Distribute agendas and support materials.
      3. Notify Board members of meetings and prepare appropriate public notices in compliance with Wisconsin Open Meetings Laws.
      4. Attend all Library Board or committee meetings except when officially excused by the President.
      5. Act as executive secretary to the Board.
      6. Prepare regular monthly reports and otherwise generally apprise the Board of significant activities, events, problems and concerns of the Library.
      7. Formulate and recommend policies for Board approval, and implement the same.
   b. Planning - The Director shall:
      1. Continually evaluate the effectiveness of library services in relation to changing needs of the community and develop plans to meet those needs.
      2. Evaluate future needs for library services and resources to meet those needs.
      3. Prepare long-range plans for the library.
      4. Work for compliance with the Wisconsin Public Library standards.
   c. Finance - The Director shall:
      1. Prepare a draft annual budget for Board consideration and adoption.
      2. With the Board, present the budget to the Menasha City Council.
      3. Represent the library’s budgetary interests to the Winnebago County Board.
      4. Make or supervise expenditures of library funds.
      5. Prepare bills for approval by the Board at regular meetings and subsequent payment by the city.
      6. Prepare monthly and yearly financial reports on budget accounts, receipts, and endowment funds, and present an audit report to the Board.
      7. Prepare and send to the Division for Library Services the required annual report.
      8. Prepare an annual review of library insurance policies and recommendations for any changes.
d. Personnel - The Director shall be responsible (some aspects may be delegated to supervising librarians) for all aspects of personnel management, including:
   1. Classification of staff positions and periodic revision of job descriptions.
   2. Recruitment and interviewing of candidates for positions.
   3. Responsible for employee hiring, firing, and promotions.
   4. Scheduling, organizing and supervising work operations.
   5. Establishment of work rules and regulations.
   6. Training and professional development of employees.
   7. Promotion of employee work satisfaction and general staff welfare.
   8. Preparation of annual evaluations of direct reports.

e. Public and Patron Relations
   1. Advocate for and promote the library. Work with employees, library board, volunteers and library users as well as educational, literary and literacy organizations.
   2. Work to establish effective communications through news releases, e-mail or print newsletters, blogs, web sites, etc.
   3. Establish and maintain effective working relationships with schools, agencies, civic and community groups, the general public and the news media.
   4. Represent the library at and speak before community, civic and other groups regarding the objectives and activities of the library.
   5. Participate as a member in appropriate civic or service organizations.
   6. Monitor public perceptions of the library and its services.
   7. Effectively address patron complaints and public criticism of the library.
   8. Ability to respond to the unique needs of the community as the demography dictates.

f. Collections - Supervise selection, acquisition, and processing of library materials to meet public needs within the structure of library selection policies and budgetary limitations.

g. Physical Facilities - Supervise housekeeping, maintenance and repair of building and grounds. These responsibilities are accomplished with the assistance of and through the Supervisor of City Buildings.

h. Professional Development – Keep current in library trends. This includes, but is not limited to, participation in professional and other meetings as appropriate, membership in state and national library organizations and networking with regional libraries.