Our mission is to exceed the expectations of our customers, the taxpayers, by operating at the highest levels of accuracy, cost-effectiveness, and accountability in a customer-centered environment.

Performance Management

Presented by Susan Simmons Byrne, Clinch River Regional Director
WHY MANAGE PERFORMANCE?
Law
TCA 10-3-104 Powers & duties of library board
TCA 8-44 et seq. Public meetings

Standards (Planning)
"Library board conducts an annual performance evaluation of the library director, including an image evaluation of the library and its services."
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.
Reasons to Manage Performance

Law
TCA 10-3-104 Powers & duties of library board
TCA 8-44 et seq. Public meetings

Standards (Planning)
"Library board conducts an annual performance evaluation of the library director, including an image evaluation of the library and its services."

(a) The general assembly hereby declares it to be the policy of this state that the formation of public policy and decisions is public business and shall not be conducted in secret.

(b) This part shall not be construed to limit any of the rights and privileges contained in article I, § 19 of the Constitution of Tennessee.
Reasons to Manage Performance

Law
TCA 10-3-104 Powers & duties of library board
TCA 8-44 et seq. Public meetings

Standards (Planning)
"Library board conducts an annual performance evaluation of the library director, including an image evaluation of the library and its services."
Tennessee Standards for Non-Metropolitan Public Libraries

Revised 2014

Charles A. Sherrill, State Librarian and Archivist

Tennessee State Library and Archives
Tennessee Secretary of State/The Highlander
Theory
- Continuous Feedback
- 360 Reviews
- Strengths-based & looking forward
Practice
- Impact of Sunshine Law
- Creating the Evaluation Process
  - Evaluation committee?
  - Full board?
  - Single evaluator?

How to Manage Performance?
Case Studies

- Personnel/Special Committee
- Full Board Participation
- One Person Plus One
- Board plus HR Combo
• Job description/performance standards
• Create questions/standards to be evaluated
• Director self-evaluation
• Staff evaluation form
• Feedback form from community partners or stakeholders
• Image evaluation
Library Director - Position Description

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:
   1. 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.
   2. Commitment to the mission and philosophy of public library service.
   3. Excellent leadership skills.
   4. Excellent communication, interpersonal and technology skills.
   5. Ability to work effectively with library trustees, elected officials and community groups.
   6. Ability to supervise and motivate library staff and volunteers.
   7. A minimum of five years of increasingly responsible professional library experience including significant administrative and supervisory responsibility.
   8. Possession of, or ability to obtain, an appropriate, valid driver’s license.
   9. Ability to work in dynamic library environment, including working with public.
   10. 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.
   11. Ability to leverage cutting edge technology to keep library competitive.
   12. Experienced in seeking and obtaining philanthropic and public funding.

3. Duties:
   1. Board Relations - The Director shall:
Paperwork...

- Job description/performance standards
- Create questions/standards to be evaluated
- Director self-evaluation
- Staff evaluation form
- Feedback form from community partners or stakeholders
- Image evaluation
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.

1. 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:
Paperwork...

- Job description/performance standards
- Create questions/standards to be evaluated
- Director self-evaluation
- Staff evaluation form
- Feedback form from community partners or stakeholders
- Image evaluation
• Job description/performance standards
• Create questions/standards to be evaluated
• Director self-evaluation
• Staff evaluation form
• Feedback form from community partners or stakeholders
• Image evaluation
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 there any suggestions you want to make?

Thank you for your feedback. Please return this form (To whom? How?).
• Job description/performance standards
• Create questions/standards to be evaluated
• Director self-evaluation
• Staff evaluation form
• Feedback form from community partners or stakeholders
• Image evaluation
APPENDIX IV:
IMAGE EVALUATION

Factors as diverse as the physical building, the appearance of the collection, the signage, and the staff’s attitude affect the image of the library and how the public feels about the library and its staff. The checklist should be completed by walking through the building and the grounds and observing everything carefully. Each evaluator should complete the checklist, comparing their results at a board meeting. 43

THE PHYSICAL BUILDING

- Are there directional signs around town to find the library?
- Is there an exterior sign with the library’s name and hours readable from the street?
- Is the exterior library sign in good condition?
- Are the mailbox and flag poles well maintained?
- Is the book drop easily accessible and attractive?
- Is the overall look of the building attractive? Appealing?
- Are the windows clean?
- Are drapes drooping?
- If there are exterior displays, how do they look? How frequently are they changed?
- Are landscaping plants trimmed neatly?
- Do the grounds look well-maintained?
- Is the library easily accessible to the handicapped?
- Are there adequate parking spaces? Are they clearly marked? Is the parking lot well lit?
- Are there appropriate smoking receptacles provided for the public and located according to legally established guidelines? Are they well maintained?
- Are entrance and exit doors handicap-accessible and easy to use?
- Are doors easy to open?
- Are there trash receptacles available?
- Is there security available after hours?
- Are there electrical outlets available to the public for charging personal devices?
- Are bicycle racks available?
- Is there a designated courier drop-off location?

43 Evaluators could include funding bodies, policy makers, local/regional board members, volunteers or other support groups.
Distribution and Deadlines

Board members
Self-evaluation to Library Director
  Goals
  Plan for next year
Staff (anonymous)
Community
Image Evaluation
Image Evaluation Case Studies

- Inside or Outside Job?
- Ask the Friends of the Library
- Look for the WOW Factor
- Performance Evaluations and Image Evaluations at Every Board Meeting
Prepare for Meeting

- Assemble responses
- Summarize responses
- Practice
- Where and when?
- Public notice
Conduct the Meeting

- Allow for public comment
- Copy for director
- Original for board
- Board members’ & director's signatures
- Deadline for director comments
- Positive conclusion
Follow-Up

- File signed original in board files with any comments
- Report to full board
- Work on goals and plans
- Continuous feedback & documentation
- Raises tied to performance?
Ready for Next Year?

☐ Suggestion box
☐ Track goals and plans
☐ Revise job description
☐ Budget for salary increase
Full Circle

- Job Description/Expectations
- Continuous Feedback
- Performance Evaluation
- Monitor goals & plans
Questions?

- Contact your regional library director or local human resources department
- Regions’ Toll-Free Number
  855-692-8186