

**AGENDA**  
**SHOREWOOD-TROY PUBLIC LIBRARY DISTRICT**  
**BOARD OF TRUSTEES**  
**Meeting Room A, 650 Deerwood Dr., Shorewood, IL 60404**

**Personnel Committee**

**April 23, 2024**

**6:30pm**

1. Welcome
2. Call to order and roll call of Trustees
3. Changes/Additions to Agenda

4. Comments from the Public

**MEMBERS OF THE PUBLIC ARE INVITED TO SPEAK TO THE BOARD. COMMENTS ARE TO BE LIMITED TO THREE MINUTES OR LESS. DUE TO OPEN MEETINGS ACT RESTRICTIONS, ACTIONS MAY NOT BE TAKEN ON ITEMS NOT ALREADY ON THE AGENDA, BUT ACTION MAY BE DEFERRED TO A LATER BOARD MEETING.**

5. New Business –

- a. Director's Evaluation Tool (**Discussion/Action**)

13. Adjourn

Any individual requiring special accommodations as specified by the Americans with Disabilities Act is requested to notify the Shorewood-Troy Public Library District Director at 815-725-1715 at least 24 hours before the meeting date.

For further information regarding this meeting agenda, please contact:  
Jennie Cisna Mills, Director/815.725.1715 or [jmills@shorewoodtroylibrary.org](mailto:jmills@shorewoodtroylibrary.org)  
Shorewood – Troy Public Library District, 650 Deerwood Dr., Shorewood, IL 60404

## SHOREWOOD-TROY PUBLIC LIBRARY DISTRICT

**JOB TITLE: DIRECTOR**

### POSITION OVERVIEW:

Under the Board of Trustees of the library, serves as the professional administrator of the library. Performs all duties and responsibilities as set forth by the by laws, rules, and regulations of the library. Administers over 25 staff. Supervises up to 7 staff. This is an exempt position.

### DUTIES AND RESPONSIBILITIES:

1. Provides consistently gracious and friendly service to internal and external customers.
2. Understands and applies the library policies and procedures while safeguarding confidential and restricted information.
3. Hires, trains, and evaluates management teams. Coaches and counsels to resolve conflicts.
4. Assists the board in the formulation of policies, by-laws, rules, and regulations in connection with the operation of the library.
5. Executes and carries out all stated policies and objectives, and all by-laws, rules and regulations determined by the Board; abides by the requirements of all applicable laws.
6. Administers such other employees of the library as may be necessary.
7. Manages and supervises the day to day operations and business of the library.
8. Ensures that all contractual arrangements made with the library are properly carried out.
9. Ensures proper protection, management, and disbursement of all library funds and assets.
10. Act, only at the request of the Board, as a signatory for the withdrawal of library funds.
11. Attendance at all meetings of the Board and its committees, and such other civic public body, or association meetings as reasonably requested by the Board.
12. Prepares and submits topical and program progress reports to the Board as it may request or direct.
13. Actively seeks to maximize funding sources for the library, including active solicitation of available public and private grants and donations.
14. Performs all other duties as are deemed necessary by the Board to carry out the purpose of the library.
15. Responsible for the overall implementation and progress in meeting the goals of the library's long-range plan.
16. Responsible for the overall budget and monitoring of expenditures.
17. Keeps informed of current information and trends at the local, regional, state, and national Library levels.

### KNOWLEDGE SKILLS AND ABILITIES:

## **SHOREWOOD-TROY PUBLIC LIBRARY DISTRICT**

1. Considerable ability to establish and maintain effective working relationships with board, staff, and public.
2. Considerable ability to exercise leadership and provide direction.
3. Ability to emphasize and relate to the needs of all patrons.
4. Ability to communicate effectively orally and in writing.
5. Considerable knowledge of public library principles, practices and technology.
6. Considerable knowledge of the Illinois laws directly pertaining to the administration and governance of a library district.
7. Considerable ability to remain calm in difficult situations.
8. Considerable ability to exercise reasonable and independent judgment and discretion.
9. Considerable ability to analyze and synthesize data to produce new and revised policies, plans, processes, and procedures.
10. Considerable ability to manage and prioritize multiple tasks.
11. Considerable ability to attend to detail.
12. Knowledge of personnel management principles and practices.
13. Knowledge of PCs and Windows software applications.
14. Considerable ability to adapt and effectively implement change.

### **QUALIFICATIONS FOR JOB:**

ALA/MLS with 10 years public library experience, including three years as director of a public library and six years supervisory experience. Includes evenings and weekends. Access to a vehicle.

**CURRENT STPL DIRECTOR EVALUATION TOOL**

**EMPLOYEE PERFORMANCE EVALUATION**

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Employee's Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Type of Review:      ☐ Annual  
                                 ☐ 6 month  
                                 ☐ Other: \_\_\_\_\_

**My supervisor has reviewed this evaluation with me. My signature does not imply full agreement with the contents of the evaluation, but it does indicate that I have reviewed the contents with my supervisor and have accepted responsibility for the performance objectives in the evaluation. I understand that I may attach written comments reflecting my response to this evaluation if I so desire. I will forward written comments to my supervisor for review and inclusion with this evaluation in my personnel file.**

\_\_\_\_\_  
SUPERVISOR

\_\_\_\_\_  
EMPLOYEE

\_\_\_\_\_  
DATE COMPLETED

**SHOREWOOD-TROY PUBLIC LIBRARY DISTRICT  
BOARD OF TRUSTEES**

**LIBRARY DIRECTOR PERFORMANCE REVIEW**

**DATE:**

Rank according to the following scale:

1. Unsatisfactory   2. Needs improvement   3. Meets expectations   4. Above expectations

**A. Library Management**

Meets with the Board of Trustees to establish policies for library operations. Helps develop policies that are designed to provide excellent customer service. Identifies policies that need to be changed or updated. \_\_\_\_

Administers the library in accordance with the policies and procedures established by the Board of Trustees. \_\_\_\_

Effectively interacts with the Board of Trustees. \_\_\_\_

Develops and prioritizes library goals and objectives. \_\_\_\_

Supervises the selection, purchase, and withdrawal of library materials with input from staff and patrons. \_\_\_\_

Plans and coordinates the daily operations and administration of the library district. \_\_\_\_

Accurately prepares reports relating to library operations. \_\_\_\_

Oversees publication of legal notices as needed. \_\_\_\_

Directs the overall maintenance of the building and grounds. \_\_\_\_

Oversees the library's programming activities. \_\_\_\_

Coordinates publicity and public relations for the library. \_\_\_\_

**COMMENTS:**

## **B. Financial Management**

Assists in the preparation and administration of the library's annual budget. \_\_\_\_

Analyzes sources of revenue and anticipates expenditures and costs of services. \_\_\_\_

Understands, and works with the Board to prepare, financial documents such as the Budget & Appropriations Ordinance and the Levy. \_\_\_\_

Effectively plans and spends the budget to best meet the needs of patrons. \_\_\_\_

Responsibly prepares invoices for payment. \_\_\_\_

COMMENTS:

## **C. Personnel Management**

Hires staff as needed and maintains staffing levels to support the needs of the library.  
\_\_\_\_

Supervises and evaluates library personnel. \_\_\_\_

Coordinates training and continuing education for library staff. \_\_\_\_

COMMENTS:

**D. Overall Professional Performance**

Shows initiative and leadership. \_\_\_\_\_

Is dependable. \_\_\_\_\_

Attends meetings, workshops, and conferences to consistently improve job knowledge.  
\_\_\_\_\_

Communicates effectively with staff. \_\_\_\_\_

Communicates effectively with patrons. \_\_\_\_\_

Communicates effectively with board. \_\_\_\_\_

Acts as a spokesperson for the library. \_\_\_\_\_

Maintains poise and composure. \_\_\_\_\_

Maintains a professional demeanor in the workplace. \_\_\_\_\_

COMMENTS:

**E. Community Relations**

Represents the library on community organizations and groups. Encourages and provides opportunities for other staff to represent the library also. \_\_\_\_\_

Exhibits an awareness of the needs and activities of the community and actively develops/supports library programs and services that benefit the community. \_\_\_\_\_

COMMENTS:

**(TOOL #1)**  
**DIRECTOR EVALUATION FORM**  
**Part 1**

**Director Name:** \_\_\_\_\_

**Evaluator Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

The following items are to be used to evaluate the Library Director. Each Board member should rate the Director on each item, as follows:

**POINTS**

4 – Outstanding

3 – Good

2 – Satisfactory

1 – Needs Improvement

0 – Unsatisfactory

**Category 1: Organization leadership**

**1a) The director understands and implements the mission of the library district.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Please review the mission statement before you respond to this item. The mission statement was approved by the board and should be a guide to what the board expects. The director should display a good understanding of the mission, and all that he/she does for the library district should be in line with the mission.

**1b) The director works as an advocate for the library district before patrons, government, the business community, private organizations and the general public.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The director is the recognized representative of the library district day-to-day. Advocacy means active solicitation of funding for the library district, lobbying for legislation favorable to the library district, and creating a good image of the library district in the public eye. Advocacy means being aware of the outside influences that might impact the library district positively or negatively and then working to increase the positive and head off the negative.

**1c) The director understands the needs of the library district's patrons and seeks to fill those needs with the library district programs and services.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The director position can become segregated from the daily activity of the library district. Managing a smooth-running office means nothing if you cannot identify quality programs and services delivered effectively to those you are in business to serve. The director must always seek to understand the needs of those the library district serves and focus his/her efforts on meeting those needs.

**1d) The director is recognized as a leader among his/her peers and professional colleagues.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Peer approval and respect is generally a good measure of quality in the director. Is she/he a leader in peer organizations or given recognition by peer groups? As a trustee, you are likely to come into contact with professional peers of the director. How do they respond to the director? Has she/he won any awards or held any offices in professional organizations? Colleagues will respect your director only if she/he demonstrates professional competence to them – a good measure for you. If you have no opportunity to observe this, skip this item.

**1e) The director gains respect and support of other persons and organizations who come into contact with our library district.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

In addition to peers & colleagues, recognition by any of the many groups or individuals that come into contact with the director in the line of duty are a good measure of the director's performance. If you have no opportunity to observe this, skip this item.

**1f) The director stays current about new ideas and current trends among libraries.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

This item is not about chasing trends, but rather about being aware of the trends among libraries. Not being current with industry standards can put the library district at a clear disadvantage in finances and certainly in services offered. The director should also keep the board current about new ideas and trends in libraries.

## **Category 2: Business and financial management**

**2a) The director keeps informed about financial needs of the library district to pay for staff, facilities, equipment and supplies.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Even if you have a business manager, the director needs to stay on top of the library district's finances. The business manager is tuned to the numbers, but the director must stay tuned to the big picture. Resources are limited so it is the job of the director to get optimum effect for the finances available. That means understanding the financial needs of each part of the library district and allocating dollars in a balanced manner.

**2b) The director understands and supervises the financial accounting programs for the library district.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Even though the library district has a business manager, the director needs to always have a basic understanding of the accounting system and be fully accountable to the board for maintenance of the accounting system. The budget that the board is asked to approve as well as the financial reports to the board should demonstrate that the director has a good grasp of library district finance.

**2c) The director ensures that library district funds are spent appropriately, always in the best interest of those we serve.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Appropriately means spending to get the most impact from every dollar. Even though we may not always see the need to be businesslike in our spending, we are in business to serve, not make profit, but nonprofit boards often carry that attitude too far. They fail to spend enough to keep the nonprofit running in an efficient manner. Providing a comfortable, efficient office or keeping salaries at a level high enough to keep turnover low are both very appropriate spending. Response to this item must consider impact of spending not just a reflection of one expense you thought was out of line.

**2d) The director provides the board accurate, understandable information about the financial status of the library district through regular financial reports.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The board is responsible to ensure the financial integrity of the organization. To do that, the board must get regular, understandable financial reports from the director. You have delegated financial management to the director, but the director must be accountable to the board for clear explanations and updates about how well he/she is managing the finances.

**2e) The director makes well-supported budgeting recommendations to the board and assists the board to keep the library district financially sound.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The director should build the budget and levy and ask for the board's approval after a good explanation of all elements of the budget and levy. This is not the director's budget and levy, but rather the director's recommendations to the board for the board's budget and levy. The recommendations should be clear and well supported. Financial stability of the library district is the board's responsibility, but we hire the director to assist the board and make recommendations. Expect the director to keep you well informed of potential shortfalls or financial problems. Expect the director to be looking years ahead when proposing a budget or levy. Expect that she/he will respond to budget shortfalls with ideas to increase funding and not just ideas for cutting spending.

**2f) The director explores and proposes to the board new potential sources of finance for programs and services.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

It is easy to look for places to cut spending, but much harder to find new resources to finance programs and services. A good director can do both, and a very good director is always looking for creative alternative sources of finance.

**2g) The director plans and organizes work effectively.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Although board members will not be able to observe planning and organization in the director's daily performance, you will see it in the preparation he/she makes for board meetings and committee meetings. Budgets, ordinances, and state required reports should be prepared and presented on time. Director reports to the board should demonstrate that all duties are being performed in a timely and organized manner.

**2h) The director ensures that all governmental and legal requirements of the library district are met.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

There is no end to the reports to be filed and forms to be completed, everything from grant applications to tax forms. The board should expect the director to protect the board and the library district from legal ramifications by filing all reports and documentation on time and in good order. The director should be free to seek legal advice and assistance, but the director is still accountable to the board to make it all happen.

### **Category 3: Relationship with the board**

**3a) The director keeps board members informed about issues, needs and operations of the library district.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The board makes sweeping delegation of management to the director, and for good reason. The board has neither the time nor the expertise to do the day-to-day management. But the board never gives up absolute responsibility for the library district. The board should insist on regular complete reports about how the library district is delivering programs and services – successes and failures. The director should feel obligated to provide the board a continuous flow of quality information about the library district and his/ her performance.

**3b) The director offers direction to the board, when needed on issues requiring board action, and makes appropriate recommendations based on thorough study and analysis.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The director is the board's prime resource and should be a part of every decision made by the board except the board's consensus about the performance of the director. The director should sit at the board table with the board and be prepared with documented

recommendations on every action item. The director should assure that the board is not acting contrary to the law or to its own policies.

**3c) The director interprets and executes the intent of board policy.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Board policy is the guide for how the library district will function. The director is hired by the board to carry out board policy. The director should demonstrate a clear understanding of the board's policies and follow them, ensure that staff understand and follow board policy, and help patrons to understand board policy.

**3d) The director seeks, and accepts from the board, constructive criticism of work.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The board is the director's employer. A good employer helps the employee do a job better by offering constructive critique of the employee's performance, as you are doing with this evaluation. The employee should accept and apply the criticism to improve job performance, when it comes from the **full board**, just as any employee would.

**3e) The director supports board policy and actions to staff, patrons and the public.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The director should be free to discuss and disagree with board members at the board table, but she/he should never be critical of the board to staff, patrons or anyone else outside the board room.

**3f) The director understands his/her role in administration of board policy.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

It is the director's job to assist the board to develop policy. Once the policy is approved by the board, it is the director's job to ensure that the policy is implemented. It is not the director's job to interpret board policy, but to learn the intent of the board and follow the intent. If the policy proves to be impractical or unworkable, the director should recommend changes to the board.

**3g) The director responds in a timely manner to supply to the board information requested by the full board.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

If the board is to stay out of day-to day management, and still be able to make major decisions for the library district, then the director must provide a good flow of quality information to the board in a timely manner. Notice that this item says "information requested by the **full** board."

**3h) The director freely offers opposition to any matter under discussion by the board until a board decision is made, after which she/he subordinates her/his views to those of the board.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The board should expect the director to assist the board at all times with informed insights and recommendations, whether supporting or opposing board member views. However, once the board makes a decision, the director should be totally supportive of the board's decision and work to carry out the board's wishes.

**3i) The director demonstrates clear understanding of the employee/employer relationship with the board.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The board/ director relationship in the nonprofit is unusual – a professional working for volunteers – but it is still an employer/ employee relationship. The director should always demonstrate that he /she understands that the board is ultimately responsible for the whole library district and all that happens in it. The director should also demonstrate accountability to the full board at all times.

**Category 4: Personal characteristics that impact job performance**

**4a) The director maintains high standards of ethics, honesty, and integrity in personal and professional relationships.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

A professional director should be expected to look and act professional always. Your director's ethics and honesty should never be in doubt.

**4b) The director devotes time and energy effectively to the job.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

You should not assess the director's performance by determining that she/ he is in the office every day from nine to five. The director position is not a nine-to-five job. The board should allow the director flexibility in the hours worked. But the board should expect that the director will devote the time and effort to get the job done right, whatever that takes.

**4c) The director works well with individuals and groups.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

In addition to working with the board, the director must work with committees, community groups, and virtually anyone who enters the office. A professional director representing the library district well cannot hide and avoid working with others. You cannot be aware of how well the director performs this function day-to-day, but you can observe how well the director works with you as an individual and with the full board and committees.

**4d) The director exercises good judgment in arriving at decisions.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

The board should expect the director to be a good decision-maker for the day-to-day operation of the library district. You give the director great latitude to make major decisions for the library district and you should expect that will be done with common sense and with application of good management principles. Good judgment can be measured from executive reports and other information delivered to the board about financial management, staffing, public relations, purchasing decisions and changes in programs and services.

**4e) The director maintains poise and emotional stability in the full range of professional activities.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Managing a nonprofit organization is never a smooth ride. The good director understands there will be crisis and upheaval frequently in the wide range of activities and contacts during nearly every day. The good director also prepares for those ups and downs and can handle them quietly and efficiently with minimal disruption to programs and services.

**4f) The director writes clearly and concisely.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Written communication with board, staff, patrons and the general public is an essential skill for the director. Has the written material you've seen from the director been in good form? Are board meeting packet materials well-written and clear? Have communications to the public represented the library district well?

**4g) The director responds well when faced with unexpected / disturbing situations.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Management of a nonprofit is full of daily surprises and the good director meets those surprises with a measured response. Don't expect the director to be an expert in disaster control, but do expect the director to be prepared for the daily surprises. Programs and services should generally continue at the normal pace despite the problems.

**4h) The director remains open to ideas, suggestions and criticisms from the board.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Note that this item does not say "...from individual board members," but rather it says "...from the board." Certainly individual board members are free to offer ideas, suggestions and criticism to the director, but the board must speak with one voice. The director should be tuned into that voice. The full board represents the community or patrons and can offer the director valuable insights. The director should not only remain open to ideas from the board, but actively seek insights from the board team.

**Category 5: Innovation/Improvement**

**5a) The director accepts/promotes change that will better serve patrons.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

There's no end to the need and potential for more service from any nonprofit. Maintaining status quo is easy. Making change is difficult, but change is necessary for growth. The director should not only demonstrate that he/she seeks positive change in the library district, but also encourages staff to improve service.

**5b) The director regularly proposes good ideas to the board for better service to patrons.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

Service is the bottom line for a nonprofit organization, and better service should always be a goal for all who work here. You should not expect the director to bring every minor change to the board for approval. Only major changes in service and programs need to be approved by the board.

**5c) The director seeks advanced training to improve job skills.**

Rating: \_\_\_\_\_

**Comments:**

***This item means:***

This is a professional position and professionals should be expected to continuously hone their job skills. The board should allow time from the job for the director to attend training and even finance some or all of the training. The director should report regularly to the board about advanced training attended.

## Part II

Items in this section are intended to give board members an opportunity to discuss some area of the director's performance that was not reflected in Part I of the evaluation.

It is not necessary to respond to these items if you feel your responses to Part I adequately reflect your assessment of the director's performance.

- 1) In what area(s) has the director done an exceptional job that is not adequately reflected in part I of this evaluation? Explain.**
- 2) In what area(s), not covered in Part I of this evaluation form, does the director's performance need improvement? Explain.**
- 3) Has the director's performance been at a level that merits consideration of additional compensation? Explain.**



# MORTON GROVE PUBLIC LIBRARY

## EXECUTIVE DIRECTOR ANNUAL REVIEW

Name: \_\_\_\_\_ Review Period: \_\_\_\_\_

### Rating Scale:

- 5 Outstanding
- 4 Exceeds expectations
- 3 Meets expectations/Satisfactory
- 2 Less than satisfactory
- 1 Unsatisfactory/Needs improvement
- U Unable to Evaluate

ORGANIZATIONAL LEADERSHIP	RATING
Understands and implements the mission of the library; articulates a guiding vision.	
Understands the needs of the library's patrons and community and seeks to fill those needs through programs and services.	
Articulates a clear vision to staff about the paramount importance of customer service and models best practice behavior.	
Works as an advocate to secure resources to provide high-quality collections, programs, and services, while removing barriers so staff can do their jobs effectively.	
Organizational Leadership AVERAGE RATING	

ADMINISTRATION	RATING
Plans and coordinates library services and operations.	
Oversees purchase, maintenance, and repair of library equipment.	
Develops, implements, and monitors library policies and procedures.	
Plans, implements, and monitors library technology systems.	
Prepares reports and compiles statistical data as needed.	
Oversees maintenance and improvement of facility and grounds.	
Develops and/or implements and oversees the library's strategic plan.	
Ensures compliance with all governmental and legal requirements.	
Administration AVERAGE RATING	

FINANCIAL MANAGEMENT	RATING
Ensures that library funds are spent appropriately, in compliance with Board spending authority, and always in the best interest of those we serve.	
Prepares budget recommendations for the Library Board.	
Administers the Library budgets.	
Prepares monthly and annual budget reports.	
Searches out and applies for grants and other funding mechanisms as appropriate.	
Assists with annual audit in accordance with legal requirements and current accounting standards.	
Financial Management AVERAGE RATING	

<b>PERSONNEL</b>	<b>RATING</b>
Oversees development and implementation of all personnel policies and procedures, incorporating best practices and ensuring statutory compliance.	
Leads by example and creates a positive workplace culture that demonstrates support, encouragement, and appreciation for staff.	
Analyzes staffing requirements and restructures to meet changing organizational and service needs.	
Develops, implements, and maintains hiring procedures and selects new employees, as necessary.	
Supervises and evaluates library personnel.	
Promotes professional development and provides resources to help staff achieve their goals.	
Communicates with library personnel, as appropriate.	
<b>Personnel AVERAGE RATING</b>	

<b>COLLECTIONS</b>	<b>RATING</b>
Oversees development and maintenance of Library collections and archives.	
Promotes intellectual freedom via access to information and defense against censorship.	
<b>Collections AVERAGE RATING</b>	

<b>PUBLIC AND COMMUNITY RELATIONS</b>	<b>RATING</b>
Serves as a liaison to the community and the Village of Morton Grove.	
Builds and maintains relationships with local businesses and community organizations.	
Represents the library at Village meetings and forums.	
Ensures the library has a presence at large community events.	
Works to promote library news and programs through all available channels.	
Responds to public inquiries and complaints.	
<b>Public and Community Relations AVERAGE RATING</b>	

<b>LIBRARY BOARD</b>	<b>RATING</b>
Provides meaningful recommendations to help establish policies and offers direction to the Board when needed on issues requiring Board action.	
Assists the Board in planning and setting meeting agendas.	
Participates in Board meetings.	
Keeps the Board apprised of present and future needs of the Library.	
Conducts new Board member orientation.	
<b>Library Board AVERAGE RATING</b>	

<b>PROFESSIONAL DEVELOPMENT</b>	<b>RATING</b>
Keeps abreast of local, state, and national library issues. Maintains knowledge and skills about trends relevant to libraries and electronic technology.	
Attends relevant workshops, seminars, and professional meetings.	
Maintains appropriate certifications, as necessary.	
<b>Professional Development AVERAGE RATING</b>	

**Key Accomplishments:**

**Areas of Opportunity:**

**Other Comments:**

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**Executive Director**

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**Date**

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**President, Board of Trustees**

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**Date**



## BOARD EVALUATION OF DIRECTOR

### PART I

- 3 Exceeds Expectations: Director has gone beyond what you would expect.  
 2 Meets Expectations: Director meets all or most of what you expect.  
 1 Does Not Meet Expectations: Director is not working at a level acceptable to you.  
 0 No Information: You have not had an opportunity to observe these behaviors.

#### Category 1: Organizational Leadership

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"><li>• Understands and implements the mission of the library; articulates a guiding vision.</li><li>• Understands the needs of the library's customers and community and seeks to fill those needs through programs and community services.</li><li>• Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.</li><li>• Proactive problem solver: gathers input, makes timely decisions and communicates results.</li></ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Additional Comments:			

#### Category 2: Relationship with the Board

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"><li>• Keeps board members informed about issues, needs and operation of this library.</li><li>• Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis.</li><li>• Interprets the intent of and executes board policy.</li><li>• Seeks and accepts constructive criticism of work from the board.</li><li>• Supports board policy and actions to staff, customers and the public.</li></ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Additional Comments			

#### Category 3: Business and Financial Management

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"> <li>Understands the financial needs of the library and supervises financial accounting programs.</li> <li>Ensures that library funds are spent appropriately, in compliance with the board's spending authority, and always in the best interest of those we serve.</li> </ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	

			<ul style="list-style-type: none"> <li>• Provides the board accurate, understandable information about the financial status of the library through regular financial reports.</li> <li>• Makes well-supported budgeting recommendations to the board.</li> <li>• Explores and proposes to the board new potential sources of finance for programs and services.</li> <li>• Ensures that all governmental and legal requirements of the library are met.</li> </ul>
Additional Comments:			

#### Category 4: Personal Strengths and Interpersonal Effectiveness

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"><li>• Establishes rapport and maintains productive relationships with subordinates, board, customers and community.</li><li>• Maintains high standards of professionalism in personal and professional relationships.</li><li>• Handles differences openly, candidly and constructively, with the best interests of the library in mind.</li><li>• Creates strong, collaborative work groups focused on attaining superior results.</li><li>• Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged.</li><li>• Willingly accepts responsibility for actions and eagerly gives credit to staff.</li><li>• Communicates and writes clearly; encourages a culture of open communication.</li><li>• Actively works to enhance professional development; remains open to ideas, suggestions and feedback from the board.</li></ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Additional Comments:			

#### Category 5: Personnel Management and Development

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"> <li>• Prioritizes appropriate staff development funds and accounts for their use.</li> <li>• Analyzes staff functioning periodically to combine, eliminate and/or create new positions.</li> <li>• Emphasizes equal opportunity employment and affirmative action hiring practices.</li> <li>• Delegates authority and efficiently organizes the work of personnel.</li> </ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	

			<ul style="list-style-type: none"> <li>Inspires staff to do their best work by acting as supporter and motivator; provides necessary resources, encouragement and appreciation.</li> <li>Willingness to assess and address staff performance in a direct and fair manner.</li> </ul>
Additional Comments:			

#### Category 6: Community Engagement

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"><li>• Advocates for the library before government entities, customers, the community and the general public.</li><li>• Stays current with new ideas and trends among libraries.</li><li>• Gains respect and support of those who use our library and services.</li></ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Additional Comments:			

#### Category 7: Strategy and Innovation

	3	Exceeds Expectations	<b>Competency Description</b> <ul style="list-style-type: none"><li>• Creates a vision that keeps the library on the cutting edge in technology, programming and services that will better serve patrons and the community.</li><li>• Establishes strategic goals that enable the library to better serve the community and anticipate future needs.</li><li>• Establishes clear, attainable long- and short-term objectives that promote the advancement of the library.</li><li>• Seeks out and promotes change; regularly proposes new ideas to the board for better service to customers and the community.</li><li>• Constantly pushes to improve efficiency and effectiveness while seeking strong results.</li><li>• Stays current with new ideas and trends among libraries.</li></ul>
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Additional Comments:			

Provide 3-5 examples where performance has been particularly effective:

- 1.
- 2.
- 3.
- 4.
- 5.

Provide 3-5 examples where performance could be more effective:

- 1.
- 2.
- 3.
- 4.
- 5.



## Library Director Annual Evaluation

Date: \_\_\_\_\_

Directions: Using the self-evaluation submitted by the library director as well as your own observations, please comment on the director's performance.

### Board Communication

- Keeps the Board informed of issues, needs, and operations of the Library.
- Offers professional advice on issues requiring Board action.
- Supports and implements Board policy and communicates the Board's intention to staff and public.
- Sets specific goals for the Library and reports status of progress toward achieving these goals in measurable ways.

Board Comments:

## Personnel Management

- Develops and implements sound personnel procedures and practices.
- Recruits and retains quality employees.
- Delegates authority appropriately.
- Minimizes potential for conflict and judiciously resolves conflict as needed.

Board Comments:

## Business and Finance

- Evaluates and anticipates the ongoing and future financial needs of the Library.
- Operates within the budget approved by the Board.
- Supervises daily operations and uses good fiscal judgment.
- Maintains an open line of communication with our attorney and seeks council when appropriate.

Board Comments:

## Community Relations

- Ensures the Library's visibility in the community.
- Acts as a respected steward for the Library.
- Strives to gain public support for the Library.
- Develops and encourages goodwill among staff and community.
- Makes certain the Library has a positive relationship with all media.

Board Comments:

## Goals / Objectives

- Meets annual goals.
- Actively pursues training and educational opportunities (as director).

Board Comments:

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Sign and Date: