



FORT SASKATCHEWAN PUBLIC LIBRARY

APPENDIX A

LIBRARY DIRECTOR PERFORMANCE EVALUATION

The Library Board will evaluate the Director in 4 different categories: **Applied Library Knowledge; Relationship Development; Leadership and Management; and Marketing and Program Development.** The evaluator(s) will be asked to choose from among six possible responses for each of these skills. The six possible responses are noted in the **Evaluation Rubric Appendix** that is attached.

In order to assist the evaluator(s) in determining an appropriate response, examples of behaviours are included. The examples provided under “**What You Should See**” give a clear idea of what observable behaviours will be demonstrated when the Behaviour is being fulfilled. “**When It’s Missing**” gives some specific examples of what you might expect to see if an employee fails to demonstrate that Behaviour.

It is important to note that the sample Behaviours offered in “**When It’s Missing**” are intended only as helpful clues and ideas and do not represent **all** the observables that could be encountered when a particular Behaviour is not being met.

Each of the elements of the Library Director’s position description is listed below. **Prompt questions** are included to help the evaluator(s) decide on areas of strength and improvement appropriate for each element. **Please note that the evaluation is to be based on what we as a Board see, hear, or observe. We cannot comment on the relationships with staff, volunteers, customers, etc., unless we see or hear it first hand.** Please provide as much comment as possible. The more complete the comments are, the more meaningful will be the feedback to the Library Director. When providing comments, **please give specific examples** whether positive or negative. **An overall rating of each element is required.** Please circle the number which best describes the success of the Library Director in satisfying the requirements of each element: **6** is highest, **1** is lowest. The Personnel Committee will tabulate and average the ratings and then provide an overall average for each element.

Following is a summary of the Library Director's Position Description (for clarification in responding to the evaluation questions):

- **Manages and directs** all administrative support functions of the Library, such as financial administration; personnel management; and facility operation.
- **Develops and recommends** administrative policies to the Library Board.
- **Develops and organizes** the Library's collections; customer services; and programs.
- **Works closely** with Library staff; the Library Board; City departments and officials; local cultural and educational organizations; as well as with other libraries and professional organizations to provide the best possible library service to the community. The Director **provides leadership** by maintaining a high professional standard, by creating an atmosphere where customers and staff alike feel welcome and valued, and by leading an effective team of employees dedicated to the Library's mission.

1.0 Applied Library Knowledge

What you should see: A person with a rounded generalist background and a broad range of interests so as to enhance all collections of the Library.

An ability to apply innovative means to enhance Library use and optimize workflow.

Skill in balancing conflicting demands and effectively utilizing resources to achieve goals.

When it's missing: Library collections are focused in a minimal number of subject and genre areas or in media types. In stock materials are old, new bestseller or topical materials are not being purchased. Customer requests rise in quantity.

Few or no changes are being made to the physical facility, to the organization of service desks or to the responsibilities of individual staff members.

There is some difficulty managing multiple demands and prioritizing according to importance and urgency.

1.1 Identifies emerging trends in library services and in various types of collections (writers, types of books, music, videos etc.).

6 5 4 3 2 1

1.2 Is current on library issues.

6 5 4 3 2 1

1.3 Creates a professional service and inviting physical atmosphere in the Library.

6 5 4 3 2 1

1.4 Sets and meets short and long term goals.

6 5 4 3 2 1

1.5 Delegates responsibilities effectively.

6 5 4 3 2 1

1.6 Seems organized and comfortable.

6 5 4 3 2 1

Comments:

[Insert specific annual objectives, if any]

2.0 Relationship Development

What you should see: A skilled communicator who can bring the Library's goals and values to life, gain support and align employee efforts and actions accordingly.

Conducts themselves and the Library operations in a way that actively shows respect and understanding of differences.

When it's missing: Is sometimes impatient with people who don't get on board right away or who are reluctant to share their views. The day-to-day, more routine parts of the work may be neglected.

May be unaware of or insensitive about the challenges that some people are faced with.

2.1 Provides advice, guidance and direction to the Board for the development of its decisions.

6 5 4 3 2 1

2.2 Implements approved Board policies.

6 5 4 3 2 1

2.3 Reviews and develops policy, as necessary, for consideration and approval by the Board.

6 5 4 3 2 1

2.4 Ensures that all issues and recommendations are brought to the Board in a timely fashion.

6 5 4 3 2 1

2.5 Maintains relationships with Strathcona County Library and other libraries in the Metropolitan area.

6 5 4 3 2 1

2.6 Develops relationships and establishes contacts with other organizations and agencies as potential partners.

6 5 4 3 2 1

2.7 Works well with people from diverse backgrounds, is sensitive to their needs.

6 5 4 3 2 1

Comments:

[Insert specific annual objectives, if any]

3.0 Leadership and Management

What you should see: Someone who involves others in decision making in a meaningful way through collaboration and effective teamwork.

A person who treats others fairly and with respect; taking personal responsibility for decisions.

A responsible risk taker who encourages and supports innovation in others, while treating mistakes as opportunities for learning.

A willingness to share leadership and information by delegating responsibility.

When it's missing: May permit token involvement only, and even then to only a small segment of the work.

Might be viewed by others as lazy and unwilling to do their fair share of the work.

A lack of respect and fairness which may leave some people unhappy and demoralized; finds it difficult not to place the blame elsewhere when decisions fail.

May sometimes be seen as moving too quickly, reaching conclusions prematurely.

Sometimes abdicates personal responsibility or places unreasonable demands on people.

3.1 Has a vision for the Library and articulates it well.

6 5 4 3 2 1

3.2 Shows initiative in bringing ideas, with options, to the Board, to enhance Library services.

6 5 4 3 2 1

3.3 Encourages staff professional growth.

6 5 4 3 2 1

3.4 Builds a strong team of staff and volunteers through effective recruitment, development and supervision.

6 5 4 3 2 1

3.5 Awareness of the responsibilities as *Freedom Of Information and Protection of Privacy Co-ordinator*.

6 5 4 3 2 1

3.6 Prepared a budget for consideration by the Board.
6 5 4 3 2 1

3.7 Administered the approved budget within guidelines.
6 5 4 3 2 1

3.8 Remained aware of alternative sources of funding.
6 5 4 3 2 1

3.9 Has a good understanding of the financial reports and can address issues raised.
6 5 4 3 2 1

Comments: _____

[Insert specific annual objectives, if any]

4.0 Marketing and Program Development

What you should see: Someone with a clear picture of the Library’s customer base and what their needs are.

A good listener who also asks the right questions and acts on the concerns that are expressed.

The versatility and energy to build and maintain partnerships and alliances.

Ability to plan, implement and evaluate programs that meet customer needs.

When it’s missing: A reluctance to listen to or act on the concerns and problems that people express. Is sometimes viewed by others as arrogant.

There is a failure to consult and involve important stakeholders. Seldom takes advantage of available contacts, other organizations or networks.

May not be clear and consistent about the expected standards or may be reluctant to confront those who do not meet the standards.

4.1 Identifies and is responsive to the needs of customers.

6 5 4 3 2 1

4.2 Promotes the Library, its collections, services and programs to the public and other local organizations and associations.

6 5 4 3 2 1

4.3 Works cooperatively with Strathcona County Library and other Metropolitan area libraries to ensure consistent service delivery to all customers within this area.

6 5 4 3 2 1

4.4 Working within the framework of the Strategic Plan, explores options to promote the Library as “The Information Source” in Fort Saskatchewan.

6 5 4 3 2 1

Comments: _____

[Insert specific annual objectives, if any]