

# Madison Public Library

## Library Director Performance Evaluation



This evaluation is designed to gather overall impressions of the Library Director by the Board. We recognize limitations in the direct knowledge Board Members have when evaluating the Director, we expect you to use your *perceptions* to help your evaluation.

*Instructions:* In the following areas, please put a mark in the box that best represents your opinion of the Library Director's performance. Use the below

**Does Not Meet Expectations:** Performance is consistently below requirements for the position.

**Meets Expectations:** Meets requirements for the position.

**Consistently Meets Expectations:** Performance consistently fulfills expectations and at times exceeds them.

**Exceeds Expectations:** Performance well exceeds expectations and is consistently outstanding.

**No Comment:** Do not know, or have not seen this area of work.

<b>1. Area: Board Policy Assistance and Support</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

The Library Director is expected to provide support and professional assistance which enhances the Board's ability to make informed decisions and to carry out its legislative responsibilities.

- ☞ Quality and timeliness of reports and recommendations (creative, thoughtful, innovative).
- ☞ Ability to follow Board policy and direction.
- ☞ Earns and maintains respect of Board, and maintains accessibility to all Board members.
- ☞ Represent the Board in an exemplary manner.

**Written Comments:**

Madison Public Library  
Board of Directors

<b>2. Area: Leadership/Managerial</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

This area encompasses the organization and coordination of people and resources to accomplish set objectives.

- ☞ Displays leadership, and establishes direction through the goals, vision and mission of the Library.
- ☞ Inspires the cooperation and confidence of the Board and consistently follows through on promises and commitments.
- ☞ Accepts accountability for individual and staff actions and models by example a commitment to organizational excellence.
- ☞ Oversees programs, resources and services to meet the organization’s goals, vision and mission.

**Written Comments:**

<b>3. Area: Communication</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

This area involves written and oral communication skills including formal presentation of reports to the Board as well as communicating with Library staff and the community at large.

- ☞ Is aware of the Board’s needs and perceptions and strives to meet Board expectations.
- ☞ Develops and maintains effective and productive working relationships with Board, internal and external customers and other stakeholders.
- ☞ Presents ideas persuasively to Board.
- ☞ Employs honesty, tact and courtesy in communication; and fosters open communication in all directions.
- ☞ Treats customers (internal and external), partners (such as city staff, SCLS and the University), and outside agencies with honesty, approachability, accountability, and courtesy.
- ☞ Establishes a positive climate that promotes high morale and a sense of ownership system-wide.

**Written Comments:**

Madison Public Library  
Board of Directors

<b>4. Area: Public Relations/Library Resources</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

This area involves the extent to which the Director is aware of community needs and how the Director manages the Library's resources to meet those needs.

- ☞ How is the Library viewed in our community? Is the Director accessible?
- ☞ Is the Director respected and accessible by internal customers (staff)?
- ☞ How well does the Director utilize resources to further library's vision, mission and goals?
- ☞ How successful has the Director been in managing library service?
- ☞ Is library service provided efficiently and effectively throughout the community?
- ☞ Does the Director ensure the Library is meeting the Community's expectations with regard to Library Service?

**Written Comments:**

<b>5. Area: Job Knowledge/Technical Skills</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

This area involves knowledge of technical aspects of the job; knowledge of responsibilities; knowledge of Madison Public Library policies and procedures and their applications; keeps skills and knowledge current.

- ☞ Encourages innovation and responsiveness to meet shifting demands and foster continuous improvement.
- ☞ Understands MPL's goals, vision and mission.
- ☞ Demonstrates strong operational knowledge.
- ☞ Stays current on technical information and is able to relate information to Board.
- ☞ Demonstrates understanding for the need to innovate to move the Library forward and is able to implement policies to achieve desired objectives.
- ☞ Board is able to confidently rely on Director's job knowledge and technical skills.
- ☞ Demonstrates creativity and the willingness to try new things in an effort to making programs work.

**Written Comments:**

Madison Public Library  
Board of Directors

<b>6. Area: Fiscal Responsibility</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

This dimension evaluates how the Director is managing the Library's financial resources.

- ☞ Does the Director demonstrate strong understanding of Fiscal systems and possess sound budgetary acumen?
- ☞ Is the library in good financial shape?
- ☞ Does the Director ensure that the Library stays within the budget and provide or delegate clear and timely reports to the Board?
- ☞ Is the Director successful in obtaining necessary funding (with the help and involvement of the Board)?
- ☞ Has the Library made provisions for future expansion and development?
- ☞ Does the Director demonstrate creativity in exploring a variety of resources (e.g. grant opportunities) in order to supplement local funding of Library operations and development?

**Written Comments:**

<b>7. Area: Problem Solving/Judgment/Decision Making</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

Problem solving: Includes the ability to assemble available information, provide analysis and formulate workable solutions.

Judgment: Ability by which Director makes sound decisions and considers possible alternatives.

Decision making: Does not hesitate in making difficult decisions all the while recognizing possible ramifications and impacts of each decision.

- ☞ Decisions are timely and of high caliber.
- ☞ Considers long-range needs of MPL and impediments to achieving long-term goals.
- ☞ Board has confidence in ability to identify and provide positive, effective solutions to issues and problems.
- ☞ Displays a practical approach to solving problems.
- ☞ Effectively uses all available resources in addressing issues/problems.
- ☞ Provides 360-degree view of issues and guides staff toward sound resolution.
- ☞ Assists staff in achieving goals and objectives.

**Written Comments:**

Madison Public Library  
Board of Directors

<b>8. Area: Racial Equity and Social Justice</b>				
Does Not Meet Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations	No Comment

This area evaluates the library Director's work on eliminating racial and social inequities in municipal government by implementing strategies in three main areas: equity in policies and budgets; equity in operations and services; and equity in the community.

- Provides supervision of staff in a manner consistent with best practices outlined by the City's employee engagement and equity initiative.
- Ensures department employees receive adequate training and capacity building related to racial equity and social justice and that racial equity and social justice principles are implemented.
- Utilizes racial equity and social justice impact analysis annually across a variety of library functions including the budget.
- Supports programs and services that address racial and social inequalities

**Written Comments:**

<b>9. Area: Accomplishing Stated Objectives</b>
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This is the initial year and no focus areas have been identified between the Library Board and the Library Director, so this section will not be completed until next year.



# MADISON PUBLIC LIBRARY

## **Madison Public Library Vision**

Madison Public Library: your place to learn, share, and create.

## **Madison Public Library Mission**

Madison Public Library provides free and equitable access to cultural and educational experiences. We celebrate ideas, promote creativity, connect people, and enrich lives.

## **Madison Public Library Values**

Learning in all forms  
Diverse perspectives  
Intellectual freedom  
Customer experience  
Collaboration innovation  
Making a difference



## Madison Public Library Strategic Lens



**Literacy** is the ability to interpret and understand. It is our purpose.



**Engagement** encompasses how we connect to the community and build relationships. It is how we do business.



**Community** includes all of Madison. It is who we serve.



**Equity** refers to the measures we take to help the people in our community realize their full potential. It is how we serve.



**Accountability** means we take responsibility for our actions and produce results. It is our promise.



Your place to learn, share, and create

MADISON PUBLIC LIBRARY



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