

Plainfield Public Library District
Personnel Committee Agenda
April 24, 2017
7:00 PM.
Library Director's Office

1. Call to Order, Pledge, Roll Call
2. Public Comment
3. Discussion Items
 - Director Evaluation Form 2
 - Library Director Job Description 41
 - Library Director Search 60
4. Executive Session
 - 5 ILCS 120/2 (c) (1) - Performance or Compensation of a Specific Employee
5. Recommendations for Board Action
6. Adjournment

DATE _____

**LIBRARY DIRECTOR PERFORMANCE EVALUATION
DIRECT REPORT FEEDBACK**

This feedback is designed to assist the Board in making an assessment in regards to the Library Director's performance. Please think about the skills and abilities needed to be an effective Library Director and the overall progress toward the Library's goals and mission in the past year as you comment on the following areas:

What did the Library Director do well this past year?

What areas should the Library Director focus on or improve in the next year?

DATE _____

**LIBRARY DIRECTOR PERFORMANCE EVALUATION
TRUSTEE FEEDBACK**

This feedback is designed to assist the Board in making an assessment in regards to the Library Director's performance. Please think about the skills and abilities needed to be an effective Library Director and the overall progress toward the Library's goals and mission in the past year as you comment on the following areas:

Does the Library Director communicate effectively with you? If not, what do you suggest?

In what ways, does the Library Director facilitate the Library's mission to "Educate - Captivate - Connect" library district residents?

GENOA PUBLIC LIBRARY
DIRECTOR EVALUATION

Rating Scale

Performs Unacceptably	Performs Marginally	Performs Satisfactorily	Performs High Level	Performs Outstanding
1	2	3	4	5

1) Provides Library Board Members with necessary information for decision making in the following areas:

- a) Budget
- b) Personnel
- c) Facilities
- d) Procedures/Policies
- e) Technology
- f) Contracts and Services

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Comments:

2) Promotes professional image to public.

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

Comments:

3) Works cooperatively with Library Board.

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

Comments:

4) Provides feedback to Library Board on areas of concern.

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

Comments:

5) Provides and promotes staff development.

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

Comments:

6) Takes initiative to identify new or expanded:

- a) Service needs
- b) Staff needs
- c) Facility needs

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Comments:

7) Participates in meetings and continuing education opportunities.

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

Comments:

8) Personality and behavior traits:

- a) Cooperative attitude
- b) Communicates well
- c) Takes initiative
- d) Shows enthusiasm for work

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Comments:

9) Has completed the responsibilities and duties as outlined in the Library Director's Position Description.

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

Comments:

Date: _____

Board President signature: _____

Director signature: _____

**Genoa Public Library
Board of Trustee Policy for
Annual Evaluation of Library Director**

The primary purpose of the Director Evaluation process is to provide the Director with a clear understanding of the Board's expectations; to ensure the Director is aware of how well the expectations are being met; to serve as a formal vehicle of communication between the Board and Director; to identify the Board's concerns, if any, so that appropriate action can be taken; and to demonstrate sound management practices and accountability to the community.

The Evaluation Calendar

The Board of Trustees will evaluate the Director annually. At the end of the previous evaluation, the Board will have approved the evaluation form for the next cycle. The evaluation will be based on the Director's job description, that year's Director goals, and/or other criteria decided by the Board in conjunction with the Director at the start of the year being evaluated. The evaluation process will consist of three parts: (1) a written evaluation, (2) a formal review session by the Board conducted at a regularly scheduled Board meeting in closed session, and (3) a performance review session between the Board President/designee and Director at a mutually agreed upon time before the end of the fiscal year.

The ideal timeline for the process of evaluation is as follows:

- 1) The Library Director will present the Working Budget for the next fiscal year at the May Board meeting. At the same meeting, the Library Director will prepare and hand out to the Board members a copy of the Library Director Evaluation form and a self-addressed stamped envelope for Board members to fill out and return to the Board President/designee by June 1.
- 2) Between the May and June Board meetings, the Library Director will conduct staff annual reviews and prepare a salary recommendations report.
- 3) The Board President/designee will compile Library Director Evaluation results for closed session discussion at June Board meeting.
- 4) At the June Board meeting, the Library Director will present staff salary recommendations to the Board for approval. At the same meeting, the Board will meet in closed session to discuss the Library Director evaluation and salary recommendation.
- 5) By June 30th, the Board President/designee will meet with the Library Director to review the Library Director Evaluation.

Director 2015 Annual Evaluation

Using the following scale, please give your impression of the performance of the Executive Director during the past twelve-month period. Use the space provided under each item for any additional comments you choose to make.

Evaluation Scale

9	Outstanding	Far exceeds performance criteria
7	Excellent	Exceeds normal expectations
5	Average	Generally meets expectations
3	Weak	Erratic performance, falls short of expectations
1	Unsatisfactory	Unacceptable performance

1. Relationship with Board _____

Keeps 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 intentions to the staff and public. Sets specific goals for the Library and reports status of progress toward achieving these goals in measurable ways.

2. Staff and Personnel Relationships _____

Develops and implements sound personnel procedures and practices. Provides a good working environment within the Library which insures good staff morale and loyalty to the Library. Recruits and retains quality employees whenever possible. Delegates authority whenever appropriate. Anticipates problems with the staff and works to avoid conflict. Is fair and even handed when dealing with the staff.

3. Business and Finance _____

Evaluates and anticipates the financial needs of the Library and keeps within the budget approved by the Board. Supervises operations, uses good fiscal judgment and insists on competent and efficient performance from our bookkeeping professional. Maintains an open line of communication with our attorney and seeks council when appropriate.

4. Community Relationships _____

Is visible in the community and is respected by the public and other elected officials. Gains public support for the Library. Develops and encourages good staff/ community relationships. Deals well with the press. Is friendly, approachable, and fair when dealing with the public.

5. Overall Rating _____

Additional Comments:



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	Competency Description <ul style="list-style-type: none"> • Understands and implements the mission of the library. • Works as an advocate for the library before government, customers, the community and the general public. • Stays current with new ideas and trends among libraries. • Effective decision maker: gathers input, makes timely decisions and communicates results. • Proactive problem solver. • Articulates a guiding vision.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			

Category 2: Relationship with the Board

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



Category 3: Business and Financial Management

	3	Exceeds Expectations	Competency Description <ul style="list-style-type: none"> Keeps informed about financial needs of the library. Understands and supervises the financial accounting programs for the library. Ensures that library funds are spent appropriately, always in the best interest of those we serve. Provides the board accurate, understandable information about the financial status of the library through regular financial reports. Makes well-supported budgeting recommendations to the board. Assists the board in keeping the library financially sound. Explores and proposes to the board new potential sources of finance for programs and services. Plans and organizes work effectively. Ensures that all governmental and legal requirements of the library are met.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			

Category 4: Customer Service

	3	Exceeds Expectations	Competency Description <ul style="list-style-type: none"> Understands the needs of the library's customers and community and seeks to fill those needs with the organization's programs and community services. Gains respect and support of other persons and organizations that come in contact with our library. Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			



Category 5: Personal Characteristics that Impact Job Performance

	3	Exceeds Expectations	Competency Description <ul style="list-style-type: none"> • Maintains high standards of ethics, honesty and integrity in personal and professional relationships. • Works well with individuals and groups. • Exercises good judgment in arriving at decisions. • Maintains poise and emotional stability in the full range of professional activities. • Writes clearly and concisely. • Responds well when faced with unexpected/disturbing situations. • Remains open to ideas, suggestions and criticism from the board.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			

Category 6: Personnel/Management and Development

	3	Exceeds Expectations	Competency Description <ul style="list-style-type: none"> • Justifies the need for staff development funds, actively campaigns for them and accounts for their use. • Analyzes staff functioning periodically with the object of combining, eliminating and/or creating new positions. • Emphasizes equal opportunity employment and affirmative action hiring practices. • Delegates authority and efficiently organizes the work of personnel. • Inspires staff to do their best work by acting as supporter and motivator; providing necessary resources, encouragement and appreciation. • Addresses performance issues and takes actions necessary to correct problems, both with staff and his/herself. • Willingness to assess and address poor and mediocre performance in a direct and fair manner.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			



Category 7: Planning and Problem Solving

	3	Exceeds Expectations	Competency Description <ul style="list-style-type: none"> Establishes strategic goals that enable the library to better serve the community and anticipate future needs. Creates a vision that keeps the library on the cutting edge in technology, programming and services. Establishes clear long and short term objectives that are attainable and promote betterment of the library.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			

Category 8: Interpersonal Effectiveness

	3	Exceeds Expectations	Competency Description <ul style="list-style-type: none"> Establishes rapport and maintains productive relationships with subordinates, board, customers and community. Handles differences openly, candidly and constructively with the best interests of the library in mind. Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged. Willingly accepts responsibility for actions and eagerly gives credit to staff. Creates strong, collaborative work groups focused on attaining superior results. Encourages a culture of open communication.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			



Category 9: Innovation/Improvement

	3	Exceeds Expectations	<p>Competency Description</p> <ul style="list-style-type: none"> • Seeks out and promotes change that will better serve patrons and the community. • Regularly proposes new ideas to the board for better service to customers and the community. • Seeks advanced training to improve job skills. • Constantly pushes to improve efficiency & effectiveness. • Demonstrates concern about quality and getting better results. • Functions well in fast-paced, changing environment. • Anticipates change and develops appropriate coping strategies. • Actively works on personal development; seeks out feedback on how to improve. • Responds effectively and proactively to library/organizational changes. • Accomplishes responsibilities with superior outcomes. • Demonstrates resolve and urgency to get things done. • Commits to reach timely and successful closure on work. • Strong work ethic; does whatever it takes to get the job done. • Drives to excel in all matters.
	2	Meets Expectations	
	1	Does Not Meet Expectations	
	0	No Information	
Behavioral Evidence:			



PART II

Describe 3-5 areas where performance is particularly effective:

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

Describe 3-5 areas where performance could be more effective:

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

OAK PARK PUBLIC LIBRARY EXECUTIVE DIRECTOR EVALUATION FORM

OVERALL RATING (CIRCLE ONE)

- 4 = Clear Mastery – Consistently demonstrates exceptional performance.
- 3 = Strong Evidence - Often demonstrates performance beyond expectations.
- 2 = Some Evidence – Performance meets expectations.
- 1 = Development Opportunity – Performance needs attention.
- 0 = No Opportunity to Observe

PART I

Category 1 – Organization Leadership

4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Understands and implements the mission of the library. Works as an advocate for the library before government, customers, the community and the general public. Stays current with new ideas and trends among libraries. Effective decision maker – gathers input, makes timely decisions and communicates results Proactive problem solver Articulates a guiding vision
3	Strong Evidence	
2	Some Evidence	
1	Development Opportunity	
0	No Opportunity to Observe	
<p>Behavioral Evidence:</p>		

Category 2 – Business and financial management

4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Keeps informed about financial needs of the library Understands and supervises the financial accounting programs for the library Ensures that library funds are spent appropriately, always in the best interest of those we serve. Provides the board accurate, understandable information about the financial status of the library through regular financial reports. Makes well-supported budgeting recommendations to the board. Assists the board in keeping the library financially sound. Explores and proposes to the board new potential sources of finance for programs and services. Plans and organizes work effectively. Ensures that all governmental and legal requirements of the library are met.
3	Strong Evidence	
2	Some Evidence	
1	Development Opportunity	
0	No Opportunity to Observe	

Behavioral Evidence:

Category 3 – Customer Service

4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Understands the needs of the library’s customers and community and seeks to fill those needs with the organization’s programs and services. Gains respect and support of other persons and organizations who come in contact with our library Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.
3	Strong Evidence	
2	Some Evidence	
1	Development Opportunity	
0	No Opportunity to Observe	

Behavioral Evidence

Category 4 – Relationship with the Board

4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Keeps board members informed about issues, needs and operation of this library. Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis. Interprets the intent of and executes board policy. Seeks and accepts from the board, constructive criticism of work. Supports board policy and actions to staff, customers and the public. Understands his/her role in administration of board policy.
3	Strong Evidence	
2	Some Evidence	
1	Development Opportunity	
0	No Opportunity to Observe	

Behavioral Evidence:

Category 5 – Personal characteristics that impact job performance

4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Maintains high standards of ethics, honesty and integrity in personal and professional relationships. Works well with individuals and groups. Exercises good judgment in arriving at decisions. Maintains poise and emotional stability in the full range of professional activities. Writes clearly and concisely. Responds well when faced with unexpected/disturbing situations. Remains open to ideas, suggestions and criticisms from the board.
3	Strong Evidence	
2	Some Evidence	
1	Development Opportunity	
0	No Opportunity to Observe	

Behavioral Evidence:

Category 6 – Personnel/Management and Development

	4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Justifies the need for staff development funds, actively campaigns for them and accounts for their use. Analyzes staff functioning periodically with the object of combining, eliminating and/or creating new positions. Emphasizes equal opportunity employment and affirmative action hiring practices. Delegates authority and efficiently organizes the work of personnel. Inspires staff to do their best work by acting as supporter and motivator; providing necessary resources, encouragement and appreciation. Addresses performance issues and takes actions necessary to correct problems, both with staff and his/herself. Willingness to assess and address poor and mediocre performance in a direct and fair manner.
	3	Strong Evidence	
	2	Some Evidence	
	1	Development Opportunity	
	0	No Opportunity to Observe	

Behavioral Evidence:

Category 7 – Innovation/Improvement

	4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Seeks out and promotes change that will better serve patrons and the community. Regularly proposes new ideas to the board for better service to customers and the community. Seeks advanced training to improve job skills. Constantly pushes to improve efficiency & effectiveness Demonstrates concern about quality and getting better results. Functions well in fast-paced, changing environment. Anticipates change and develops appropriate coping strategies. Actively works on personal development; seeks out feedback on how to improve. Responds effectively and proactively to library/organizational changes. Accomplishes responsibilities with superior outcomes. Demonstrates resolve and urgency to get things done. Commits to reach timely and successful closure on work. Strong work ethic; does whatever it takes to get the job done. Drives to excel in all matters.
	3	Strong Evidence	
	2	Some Evidence	
	1	Development Opportunity	
	0	No Opportunity to Observe	

Behavioral Evidence:

Category 8 – Planning and Problem Solving

	4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Establishes strategic goals that enable the library to better serve the community and anticipate future needs. Creates a vision that keeps the library on the cutting edge in technology, programming and services. Establishes clear long and short term objectives that are attainable and promote betterment of the library.
	3	Strong Evidence	
	2	Some Evidence	
	1	Development Opportunity	
	0	No Opportunity to Observe	

Behavioral Evidence:

Category 9 – Interpersonal effectiveness

	4	Clear Mastery	<p>Competency Description</p> <ul style="list-style-type: none"> Establishes rapport and maintains productive relationships with subordinates, board, customers and community. Handles differences openly, candidly and constructively with the best interests of the library in mind. Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged. Willingly accepts responsibility for actions and eagerly gives credit to staff. Creates strong, collaborative work groups focused on attaining superior results. Encourages a culture of open communication.
	3	Strong Evidence	
	2	Some Evidence	
	1	Development Opportunity	
	0	No Opportunity to Observe	

Behavioral Evidence

PART II

Describe 3-5 areas where performance is particularly effective:

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

Describe 3-5 areas where performance could be more effective:

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

Has the executive director’s performance been at a level that merits consideration of additional compensation? Explain.

Evaluation Process Goals

- To formulate and articulate the Board's expectations of the Library Director and to communicate these to her in a constructive manner;
- To review and evaluate the Library Director's performance during a set period of time (i.e., the evaluation period);
- To help the Library Board determine whether or not the Library Director will receive increased remuneration as a result of his job performance during the evaluation period, as well as the nature and scope of any such increased remuneration; and
- To help the Library Director establish performance objectives for the next evaluation period.

The Evaluation Process

Each library trustee shall individually complete the accompanying Performance Evaluation Form and submit it to the Chairperson of the Library Board's Staffing and Personnel Committee by the deadline listed below. The Committee shall then compile the results into a single document that both summarizes the responses and articulates the Board's **consensus** regarding the Library Director's performance.

This document will be shared with the Library Director, who will then meet with the Committee to review and discuss the results. At this session, the Library Director shall be given the opportunity to ask questions about and respond to issues raised in the document. When formulating performance objectives for the ensuing evaluation period, the Library Director should address issues highlighted by the Board in the evaluation document as well as the mission, goals, objectives, and action steps articulated in the library's current Strategic Plan.

The effectiveness of this evaluation process shall be reviewed annually to determine whether the process needs to be revised.

Evaluation Items and Rating System

The items to be evaluated in the accompanying form derive from the Library Director's Job Description and list of Major Performance Objectives for Twelve-month Period from February 6, 2013 through February 6, 2014.

- Items 1 — 8: **Job Description** – Responsibilities – Primary and Additional Duties
- Items 9— 17: **Job Description** – General Performance Requirements
- Items 18— 22: **Major Performance Objectives (Goals)**

When rating the Library Director on these items, you should enter:

5 = Exceeded All Position's Job Duty Requirements/Performance Objectives

4 = Met All and Exceeded Some Position's Job Duty Requirements/Performance Objectives

3 = Met All Position's Job Duty Requirements/Performance Objectives

2 = Met Most and Failed to Meet Some Position's Job Duty Requirements/Performance Objectives

1 = Did Not Meet Position's Job Duty Requirements/Performance Objectives.

Regarding items 1 through 15 below, if either a "2" or "1" are given, the trustee must document the reasons for this under "Comments," citing specific examples of output, activities, behavior, etc. For ratings of "3, 4, or 5" comments are not required, but are appreciated. Comments are required from trustees for items 16-19 below.

Please return your completed Library Director Performance Evaluation Form to Staffing & Personnel Committee Chairperson **xxx** by **xxx**.

Name of Evaluating Trustee: _____

Date: _____

Ratings:

- 5 = **Exceeded** Position's Job Duty Requirements/Designated Performance Objectives
- 4 = **Somewhat Exceeded** Position's Job Duty Requirements/Designated Performance Objectives
- 3 = **Met** Position's Job Duty Requirements/Designated Performance Objectives
- 2 = **Somewhat Met** Position's Job Duty Requirements/Designated Performance Objectives
- 1 = **Did Not Meet** Position's Job Duty Requirements/Designated Performance Objectives.

Responsibilities – Primary and Additional Duties

<u>Item No.</u>	<u>Description</u>
1.	<p>Ongoing Library Operations. Coordinate and oversee day-to-day library operations, including the delivery of library services and facility management.</p> <p>Rating: _____ Category: Primary Duties</p> <p>Comments:</p>
2.	<p>Short and Long-range Planning. Coordinate all planning efforts of the staff and library board, to include: developing, implementing and evaluating library services; building and maintaining a strong, balanced, up-to-date and useful collection of library materials and resources; and developing and implementing strategic planning cycles.</p> <p>Rating: _____ Category: Primary Duties</p> <p>Comments:</p>

3. **Fiscal Management.** Develop and prepare the annual budget and related fiscal documents for the library board. Implement and manage the approved budget, and monitor and control expenditures. Oversee the ongoing business operations of the library.

Rating: _____

Category: Primary Duties

Comments:

4. **Board Relations and Policy Development.** Provide regular reports to the board about the status of the library and its services, resources and usage. Attend—and prepare background materials for— board and board committee meetings, and provide information, counsel and advice on all matters that are considered. Recommend and help formulate policies and policy changes. Execute decisions of the board.

Rating: _____

Category: Primary Duties

Comments:

5. **Personnel Management.** Provide for recruitment, training, supervision, evaluation, motivation and ongoing development of a highly effective, responsive and service-oriented staff. Directly supervise and evaluate the performance of the assistant library director, department heads and other administrative staff. Direct and coordinate the efforts of the staff management team.

Rating: _____

Category: Primary Duties

Comments:

6. **Public Awareness and Relations.** Develop and sustain a public information program that effectively informs the community about library services and promotes a strong library presence in Lincolnwood. Represent the library on occasions that require professional competence for promoting library services, programs and goals, and for explaining policies, procedures and operations. Pursue and maintain contact with other community organizations, including the *Friends of the Library*, and develop methods of cooperation. Establish effective working relationships with community leaders and officials. Assist with development and fundraising efforts on behalf of the library, including the pursuit of appropriate grants. Serve on committees of library and community organizations whose efforts may affect the nature and quality of library service.

Rating: _____ **Category:** Primary Duties

Comments:

General Performance Requirements

7. **Competence** relates primarily to technical aspects of the job: the ability to learn various job functions, to perform them correctly and completely, and to understand why they are necessary and how they affect library operations and other staff members.

Rating: _____

Category: General Performance Requirements

Comments:

8. **Productivity** is the ability to function efficiently and purposefully so as to produce the expected volume of useful work in a timely manner.

Rating: _____

Category: General Performance Requirements

Comments:

9. **Initiative** is the capacity to view one's duties broadly rather than narrowly, to be a "self-starter", to anticipate problems or needs and be resourceful in handling them, to step forward to address issues without being specifically directed to do so and to take responsibility for thorough and effective follow-through.

Rating: _____

Category: General Performance Requirements

Comments:

10. **Commitment** is characterized by dedication and a sense of responsibility to co-workers and the library as well as to the job. Committed employees can be relied on to set a good example for co-workers. They consistently fulfill their work schedules, exhibit good work habits, meet deadlines and give extra of themselves when necessary.

Rating: _____ **Category:** General Performance Requirements

Comments:

11. **Judgment** is the ability to make appropriate decisions given both the situation at hand and the employee's position at the library, to exercise discretion where needed and to correctly establish priorities between multiple responsibilities.

Rating: _____ **Category:** General Performance Requirements

Comments:

12. **Teamwork** is the capacity to interact and communicate effectively with co-workers for the common good of the staff and the library. A cooperative, non-competitive spirit, supportiveness, courtesy, and respect for the feelings, circumstances and perspectives of others all contribute to teamwork and staff cohesiveness. The library director must be able to inspire a team approach in others and thrive in such an environment. An ability to adapt to change and a willingness to accept direction and constructive criticism from the library board are also needed.

Rating: _____ **Category:** General Performance Requirements

Comments:

13. **Effective Public Service and Interpersonal Contact** depends on attitude, demeanor and appearance as well as on specific skills. Responsiveness, courtesy, helpfulness, the ability to speak and write clearly and grammatically, a neat personal appearance and an orderly work space enhance customer satisfaction and project a positive image of the library with the public and others.

Rating: _____

Category: General Performance Requirements

Comments:

14. **Professionalism** includes bringing to the job a body of knowledge and expertise in the fields of library and information science and administration. This is characterized by a skillful implementation of library procedures, operations and services, as well as by a willingness to keep abreast of library trends, philosophies of service, and technology as part of one's own professional development. It entails attending workshops and conferences, reading professional literature and pursuing other methods of continuing education.

Rating: _____

Category: General Performance Requirements

Comments:

15. **Leadership** is characterized by the willingness and ability to assume responsibility. Employees who are leaders model the work habits, behaviors and attitudes expected of all library staff. Effective leaders exhibit creative problem solving skills and the ability to grow and develop in times of change. The library director, who sets both the tone for service delivery and the direction for library development, must have effective supervisory skills, including the capacity to motivate and guide staff to perform to the best of their abilities.

Rating: _____

Category: General Performance Requirements

Comments:

Major Performance Objectives

16. **Goal #1: xxx**
Rating: _____ Category: Performance Objectives
Comments:

17. **Goal #2: xxx**
Rating: _____ Category: Performance Objectives
Comments:

18. **Goal #3: xxx**
Rating: _____ Category: Performance Objectives
Comments:

19. **Goal #4: xxx**
Rating: _____ Category: Performance Objectives
Comments:

EMPLOYEE PERFORMANCE EVALUATION

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:

THREE RIVERS LIBRARY

DIRECTOR EVALUATION

January, 2015

Rating Scale

	Inadequate 1	Adequate 2	Good 3	Very Good 4	Outstanding 5
1) Provides Library Board Members with adequate background for decision making in the following areas:					
a) Budget	1	2	3	4	5
b) Personnel	1	2	3	4	5
c) Facilities	1	2	3	4	5
d) Procedures/Policies	1	2	3	4	5
e) Technology	1	2	3	4	5
f) Contracts and Services	1	2	3	4	5

Comments:

2) Promotes professional image to public.	1	2	3	4	5
---	---	---	---	---	---

Comments:

3) Works cooperatively with Library Board	1	2	3	4	5
---	---	---	---	---	---

Comments:

4) Provides feedback to Library Board on areas of concern.	1	2	3	4	5
--	---	---	---	---	---

Comments:

5) Provides and promotes staff development	1	2	3	4	5
--	---	---	---	---	---

Comments:

6) Takes initiative to provide new or expanded:					
a) Service needs	1	2	3	4	5
b) Staff needs	1	2	3	4	5
c) Facility needs	1	2	3	4	5

Comments:

7) Participates in meetings and continuing education opportunities	1	2	3	4	5
--	---	---	---	---	---

Comments:

8) Personality and behavior traits:					
a) Cooperative attitude	1	2	3	4	5
b) Communicates well	1	2	3	4	5
c) Takes initiative	1	2	3	4	5
d) Shows enthusiasm for work	1	2	3	4	5

Comments:

9) Has completed her responsibilities and duties as outlined in the Executive Director’s Job Description	1	2	3	4	5
--	---	---	---	---	---

Comments:

Final thoughts:

Director Evaluation Processes at Area Libraries

*Compiled and Shared by the Director of the Prospect Heights Public Library District

Mount Prospect – (Marilyn Guenther, Director)

1. The Personnel Committee (President and a few other trustees) reviews the form they use which details the key expectations of the Director - skills and knowledge, etc. They occasionally make changes/updates to the form.
1. The form is distributed to the other board members to complete and return to the President.
2. The President compiles the information for a general Board discussion where the final review is drafted.
3. The President reviews with the Director.

Lake Bluff – (Eric Bailey, Director)

1. The Director provides the Human Resources Committee a summary of accomplishments for the year, an analysis of library director's salaries (for which the LACONI surveys and the information that Kaye Grabbe gathers are priceless), and the Board of Trustees approved Director Job Description and Review form.
2. The HR Committee meets and writes up their comments.
3. They discuss their review in closed session with the rest of the Board.
4. One of the HR Committee members meets with the Director 1 on 1 to discuss the review. The current Board rotates the Committee each year, so that even if something is repeated from a previous review the information has a slightly different perspective.

Cook Memorial Public Library District (Stephen Kershner, Director)

1. The Director completes a progress report detailing his goals & objectives, and accomplishments and gives it to the Board.
2. Each Board member completes the evaluation form and gives it to the Finance/Employee Relations Committee Chair who compiles them.
3. The evaluation is discussed in a closed session of the Board.
4. The process takes approximately three months.

The Board also does 360 evaluation which is a challenge. Two years ago they had all staff answer an anonymous Survey Monkey of questions about the Director's performance. This past year it was conducted with just managers. A part-time high school page or other part-time staff evaluating the Director anonymously when they have limited contact &/or knowledge is believed is a disadvantage. So it was done only with the managers.

The Director also provides the Board committee chair a list of the major community members he interacted with during the year, including contact phone numbers – mayors, school superintendents, chamber director, etc.

Lincolnwood – Su Bochenski, Director

1. The Director completes a self-evaluation. There's no specific form for this, but she followed the responsibilities and performance objectives on the Evaluation Form.

Director Evaluation Processes at Area Libraries

*Compiled and Shared by the Director of the Prospect Heights Public Library District

2. The self-evaluation is sent to all trustees along with a blank Evaluation Form. Trustees complete the Evaluation Form and return it to the Staffing & Personnel Committee Chair.
3. The Staffing & Personnel Committee Chair solicits input from Su's direct reports (her management team), asking two basic questions. 1) What has the Director done well this past year? and 2) What could the Director do to improve? [***This is new this year, and Su specifically asked for it to be done, mostly because she is new.***]
4. The Staffing & Personnel Committee Chair consolidates all of the scores and comments from everyone into a single summary document (and, presumably eliminating duplicates or outliers).
5. The Staffing & Personnel Committee conducts an evaluation meeting with the Director in closed session. Goals for the upcoming year are discussed and set. During this meeting, they also agree on any proposed salary increases to recommend to the board.
6. The Staffing & Personnel Committee recommends any salary increases to the Board, who then vote in open session during the regular board meeting.

Rolling Meadows – David Ruff, Director

1. The Director develops a list of upcoming projects and goals with the development committee (composed of staff and board members).
2. The Director meets with the Board and reviews the list of goals set at the previous year's evaluation.
3. They then discuss special projects and goals for the current year.

Cary Area – Diane McNulty, Director

1. Each board member completed an evaluation form and returns it to the Board President.
2. Board President compiles all the forms into a final draft which is discussed in a closed session.
3. The Director gets a copy of the review for her files after the discussion when they review it with her afterwards.

Alpha Park Public Library District – John Richmond, Director

1. Evaluation is done in June. Board President gives notice of the Director's evaluation at the May meeting.
2. Various formal forms with numbered ratings have been used over the years, but the current President doesn't find them useful (For instance, on a scale of 0-5, for some people a 3 meant "the Director is competent and is doing a fine job." For some people, a 3 was a low grade, as it were, and a 5 equaled a "fine job.") Numbers are open to subjective interpretations.
3. The Director provides a list of his goals for the coming year.
4. The Board, in closed session, discusses whether or not to retain the Director, whether or not to give him a raise (and if so, how much), and crafts goals for the Director in the coming year.
5. The Board reviews the results with the Director.

The Director used to ask employees to evaluate him independently of the Board. After a while, when he saw that the feedback was getting repetitive, he stopped. Also, the board president, who is keen on trustee education, attended more than one legal workshop at ILA or a Trustee Forum in which it was *strongly* suggested that the staff NOT be involved in the Director's evaluation.

Director Evaluation Processes at Area Libraries

*Compiled and Shared by the Director of the Prospect Heights Public Library District

Frankfort Public Library District, Pierre Gregoire, Director

1. Frankfort PLD is a form based process similar to the others mentioned, except his is timed to his anniversary date (as are the evaluations of the entire staff).

They tried a 360 review with input from staff once. The Board decided they did not want to continue that part of the process as it implies a second line of reporting i.e. from staff to Board that is not proper nor desired by the Board.

Lake Forest Public Library – Kaye Grabbe, Director

1. The Director does a benchmark survey for the Board each year comparing salary, years on the job, population, circulation, budget, sq. ft., FT/PT staff etc. for about 8 area libraries – so the Board has an idea of relative size.
2. Director provides a copy of her salary history, goals for the year and indicates completion, in process, etc.
3. At the March or April meeting, the Board goes into closed session, has a discussion, agrees on a salary, closes the session, closes the public meeting, and everyone leaves except the Director and President where they discuss salary and goals.
4. The Director stresses to the Board that they should not wait until the evaluation if they want something different, want her to do something else, or see something wrong.
5. Kaye has been Director at Lake Forest long enough for the annual review to be a general discussion about salary and a chance for her to thank the Board for their support and for the board to thank her for a job well done.

Vernon Area – Cynthia Fuerst, Director

1. The head of the Personnel committee distributes the evaluation form to the Director and each board member.
2. The forms are completed and sent back to the Head of the Personnel Committee.
3. The board will go into executive session (without the Director) to discuss all of evaluations.
4. The Head of the Personnel Committee and the Board President meet with the Director to discuss the evaluation.

“My board has differing opinions on just about everything. Fortunately they all sincerely love the library. Their goal for me this year was rather vague - "something innovative." The goals I set for myself tend to be a little more concrete - like developing a strategic plan, which has clear goals in writing that the board approves.”

DIRECTOR EVALUATION – Purpose

The primary purpose of the Director Evaluation process is to provide feedback so that the Director may better fulfill his/her responsibilities. This system promotes a two-way process that protects and promotes the relationships between the Director, his/her staff, and the Board of Trustees, as well as the Director's ability to accomplish the identified goals.

DIRECTOR EVALUATION – Process

In general, the process allows for a collaborative structure that includes goal setting (Strategic Plan, Professional, and Personal), and a triangulation of evaluation . . . the “sense of the Board” as established by individual trustee evaluations, the “sense of the Department Heads” as established by individual department head evaluations, and the self-evaluation of the director.

A Personnel Committee will be appointed by the Board to receive the anonymous individual evaluations and compile the information provided into “sense of the Board” and “sense of the Department Head” documents. Individual evaluations are to be completed anonymously, preferably on a computer, and independent of input from other individuals.

The ideal timeline for the process of evaluation is as follows:

June & July:

- Director and Personnel Committee agree to the Strategic Plan Goals, Professional Goals, and Personal Goals relative to the Director's Evaluation for the new fiscal year.

December:

- At least one week prior to the monthly Board of Trustee Meeting, the Director distributes a written up-date report concerning the established Strategic Plan Goals, Professional Goals, and Personal Goals relative to the Director's Evaluation.
- At the monthly Board of Trustee Meeting, the Board and Director will discuss the summary report in closed session.

March:

- Director distributes a written self-evaluation document to each trustee. The self-evaluation document includes her/his accomplishments, progress toward attaining the established goals, and any “issues” that need to be relayed to the Board of Trustees.
- Personnel Committee distributes the “Department Head Form” of the Director’s Evaluation to each Department Head and “Individual Trustee Form” to each Trustee.
- Personnel Committee collects individual forms from Department Heads and Trustees.
- Personnel Committee transfers the individual ratings and comments to the “Sense of the Department Head” and “Sense of the Board” documents.

April:

- Personnel Committee presents “Sense of the Department Heads” and “Sense of the Board” at a closed session of the Board for the purpose of evaluating the Director. Based on this discussion, the Board will direct the Personnel Committee to meet with the Director and share this information.

May:

- Director meets with Personnel Committee and participates in a dialogue relative to the “Sense of the Board of Trustees,” the “Sense of the Department Heads,” noted celebrations, and suggested areas for improvement.

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JOB TITLE: LIBRARY DIRECTOR

DEFINITION STATEMENT:

Under the Board of Trustees of the library, serves as the professional administrator of the library. Performs all duties and responsibilities as set forth in the bylaws, rules, and regulations of the library. Administers over 35 staff. Supervises up to eleven staff. This is an exempt position.

DUTIES AND RESPONSIBILITIES:

1. Provides consistently gracious and friendly service to internal and external customers.
2. Actively pursues opportunities to increase knowledge of current technology and library trends. Distributes and communicates information appropriately to the board, management team and staff.
3. Understands and enforces the library policies and procedures while safeguarding confidential and restricted information.
4. Assists the board in the formulation of policies, bylaws, rules, and regulations in connection with the operation of the library.
5. Executes and carries out all stated policies and objectives, and all bylaws, rules and regulations determined by the board; abides by the requirements of all applicable laws.
6. Ensures the proper protection, management, and disbursement of all library funds and assets.
7. Responsible for the overall budget and monitoring of expenditures.
8. Ensures that all contractual arrangements made with the library are properly carried out.
9. Acts, only at the request of the board, as a signatory for the withdrawal of library funds.
10. Responsible for the overall implementation and progress in meeting the goals of the library's strategic plan.
11. Administers employees of the library as may be necessary, subject to the approval of the board.
12. Administers and monitors the day-to-day operations and business of the library.
13. Direct responsibility for hiring, training and evaluating management team and direct reports. Coaches and counsels management team and direct reports as needed.
14. Attends all meetings of the board and its committees.

15. Attends other civic, public body, or association meetings as reasonably requested by the board.
16. Actively seeks to maximize funding sources for the library, including active solicitation of available public and private grants and donations.
17. Prepares and submits topical and progress reports to the board.
18. Keeps work areas neat and orderly.
19. Performs all other duties as are deemed necessary by the board to carry out the purpose of the library.

KNOWLEDGE, SKILLS AND ABILITIES:

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 empathize and relate to 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 Illinois laws directly pertaining to the administration and governance of library districts.
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 or 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 to and effectively implement change.

QUALIFICATIONS FOR JOB:

ALA/MLS with 10 years public library experience, including 3 years as director of a public library and 6 years supervisory experience. Includes evenings, weekends and mandatory workdays. Access to a vehicle.

Job Title: Library Director

Job Purpose: To develop and implement the overall goals and objectives of the library, providing library services, facilities, technology, and personnel that meet the needs of the community.

Job duties:

- The Library Director is directly responsible to the library board.
- Develops the overall vision, goals and objectives of the library, integrating the ideas of the public, board and staff.
- Manages the finances of the library and the foundation, monitoring current expenditures and revenue, forecasting future trends, and developing annual budgets and long range financial plans.
- Develops and coordinates the implementation of major projects that impact on all areas of library operations and services.
- Directs and evaluates the work of the assistant library director and the department heads.
- Develops and implements library policy and procedures. Takes the ultimate responsibility for resolving administrative and procedural emergencies.
- Prepares reports and recommendations for the library board.
- Develops professional skills, knowledge, and abilities through workshops, conferences, professional affiliations, and examination of professional literature. Uses this knowledge to analyze and improve the library's public services, facilities, technology, staff development, and up-date the library board on current methods and trends.
- Consults with the assistant library director regarding the development and implementation of the personnel management program. Is directly involved in the selection and training of key management personnel.
- Represents the interests of the library to the community, and other governmental and professional organizations.
- Handles operational details in the absence of the assistant library director.
- Provides other services as necessary to support operations, such as: meets with the library boards, serves as liaison to the Downers Grove Public Library Foundation and Friends of the Library, speaks to community and professional groups, is active in state and national library associations, responds to emergency calls from fire and police in the night, handles critical incidents with the public and staff.

Duties require an understanding of the operation of the entire library. Serious complaints are handled by this employee. Good judgment is important to protect the image and resources of the library. Deals primarily with questions of policy and library practice. Regularly involved in project development. Coordinates work of the department heads, indirectly supervises work of general staff as needed.

Skills: Required: This is a professional position which requires an MLS and broad knowledge of the principles and practices of librarianship. Excellent administrative, financial planning, communication, and personnel management skills. Ability to speak to diverse groups concerning library affairs. Ability to handle critical incidents and resolve conflicts involving patrons, staff, materials, or facilities. Ability to participate in meetings and conferences outside of normal working hours. Ability to inspire and lead staff. Initiative, awareness and vision in developing library services. Eight years of public library experience in increasingly responsible positions, including at least four years at the management level.

Preferred: Experience in library technology and fundraising.

LIBRARY DIRECTOR

This is a professional exempt position involving responsibility and administrative ability in all phases of library work. It requires a master's degree in library science. Experience in library management is required.

Nature of Work:

Direct and supervise all activities of the library. An employee in this class deals directly with the public, the Board of Trustees, and the library staff; a high degree of skill and tact are required as well as a strong knowledge of the purposes and functions of libraries. The work is performed in accordance with accepted library practice and required an extremely high degree of independence and judgment.

Qualifications:

- Master's degree in library science from an ALA-accredited program
- Ability to work various hours including some evenings and weekends
- Knowledge of general library management and procedures
- Ability to supervise and evaluate the performance of staff
- Considerable knowledge of the history, purposes, and functions of libraries
- Ability to work with the Board of Trustees in a positive manner
- Ability to deal with persons of all ages and backgrounds in a positive manner
- Ability to communicate effectively in person, on the telephone, and in writing
- Familiarity with Illinois and Federal laws as they apply to public libraries
- Familiarity with Illinois and Federal employment laws and practices
- Good communication skills, both oral and written

Description of Duties:

- Responsible for all aspects of the day to day operation of the library
- Develop policies for recommendation to the Board
- Attend all Board meetings
- Participate in System activities
- Guide staff in development of procedures
- Oversee physical maintenance of building
- Prepare and/or supervise news releases for library activities
- Prepare and/or supervise the preparation of grant applications
- Prepare annual report for Illinois State Library
- Develop annual budget
- Review expenditures to keep them within the budget
- Oversee hiring, training, and supervision of staff
- Work with Board committees
- Make monthly reports to Board
- Recommend purchase of equipment and furniture
- Prepare bills for Board approval
- See that all ordinances are correctly developed and filed
- Provide materials and information to business manager or bookkeeper for monthly financial reports
- Gather needed information for annual audit
- Work with professionals in other fields to further the library's goals
- Work with other governmental bodies and outside organizations to further the library's interests
- Prepare election documents in conjunction with Board secretary
- Conduct regular staff meetings.
- Implements all library policies and procedures
- Attends outreach events as required
- Performs other related duties as required

Physical Demands and Working Conditions

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee will frequently sit, stand, kneel, reach, and walk. The employee will occasionally lift and/or move equipment, etc., up to fifty (50) pounds. Specific vision and hearing abilities are required by this job.

The above statements are intended to describe the general nature and level of work being performed by personnel assigned to this position.

Reports to: Board of Trustees

Supervises: Managers, administrative staff, and all other staff as needed

Reddick Public Library District

JOB DESCRIPTION

TITLE: Library Director

SALARY REVIEW: Annually

CLASSIFICATION: Full-time, Exempt

REPORTS TO: Board of Trustees

Duties:

- Plans and coordinates the operation and administration of the library.
- Establishes rules and procedures for library operation.
- Formulates and recommends policies to the library board and interprets policies to the library staff and the public.
- Implements library goals, objectives and policies.
- Develops and communicates plans for library growth.
- Prepares required library district ordinances and legal documents.
- Supervises hiring, evaluating and termination of employees and recommends pay increases based upon staff evaluations.
- Administers payroll information for payroll services.
- Maintains personnel records for staff.
- Assists in preparation and administration of the library's annual budget.
- Oversees preparation of accounting and legal records for annual audit.
- Prepares for and attends monthly library board meetings. Prepares reports of library operations for the board. Plans and conducts regular staff meetings.
- Analyzes sources of revenue, anticipates expenditures and costs of services.
- Plans and coordinates staff training and workshops.
- Selects and screens the purchase of library materials and equipment and oversees accurate inventory of the same.
- Administers library programs and administers library publicity of services and programs.
- Directs the overall maintenance of building and grounds.
- Fills out necessary reports for federal and state grants and funds.
- Investigates additional sources of funding.
- Attends meetings, seminars, and professional workshops.
- Establishes and maintains effective work relationships with the board of trustees, city officials, community organizations, school groups, library associates and the general public.
- Cooperates as a team member with the library staff in performing any duty essential to the achievement of efficient library operations.

Qualifications:

- Master's Degree, preferably in Library Science from an ALA accredited institution and at least 5 years of experience in a supervisory position.
- Thorough knowledge of the theories, principles and techniques of librarianship.
- Ability to relate to employees and handle personnel issues in a positive and responsive manner.
- Ability to exercise tact, leadership and judgment and direct, coordinate, plan and administer for quality library service to the community.

River Forest Public Library
Position Description
Library Director
Status: Exempt

Full Time: 37.5 hrs/week (minimum)

Definition: A full-time position, responsible for all aspects of library administration, library related services and activities, library facilities and community relations.

Reports to: Library Board of Trustees

Manages: 3 full-time department heads
1 part-time P.R. Assistant

Duties and Responsibilities:

In order to grow a positive organizational climate and to develop an increasing level of customer satisfaction, the Library Director will:

- Create a friendly, welcoming environment that is focused on helping the community to utilize the library's resources to their fullest potential.
- Use initiative and independent judgement to apply standards of professional library management including all aspects of staffing, budgeting, financial reporting, building maintenance and legal compliance to ensure a smooth functioning library.
- Effectively communicate financial, policy, technology, facility and staff organization needs to the Board of Trustees.
- Work with the Board of Trustees to develop, monitor and amend priorities and with the library staff to implement the Board-approved goals and objectives of the library.
- Recruit, manage, evaluate, and mentor a well-trained, customer service oriented staff.
- Build professional knowledge of self and other staff members through ongoing participation in professional development opportunities.
- Develop and maintain fundraising opportunities through grants, contributions and pledges and support the work of the RFPL Foundation.
- Formulate and report metrics-driven evaluations (through surveys and statistics) of collections and services, where possible.
- Develop strategies to deal with growth and change and to promote a shared vision between staff, Board members and patrons.

- Seek and develop new relationships for the library with community stakeholders to ensure that library collections, programs, services and spaces are responsive to community needs
- Coordinate information services with other libraries and agencies.
- Other duties as assigned

Necessary Skills and Abilities

- Requires strong organizational and management skills.
- Excellent interpersonal skills and clear oral and written expression.
- Ability to take a big-picture view while maintaining attention to detail.
- Knowledge of current library trends and openness to new ideas.
- Strong problem solving, and decision-making skills.
- Ability to think creatively, evaluate and fine-tune strategies, implement new ideas and optimize solutions in all aspects of the job.

Qualifications:

- MLS from an ALA accredited school.
- At least five years of experience in a public library setting.
- At least five years of supervisory experience.
- Ability to work nights and weekends as necessitated.
- Must have a valid driver's license and car.

7/8/16



Three Rivers Public Library District Job Description **Executive Director**

Definition

Under administration of the Library Board of Trustees, this exempt position is responsible for day-to-day library operations. The director deals responsibly with patron problems and emergencies to maintain a safe and pleasant work environment. The director is responsible for supervision of all employees.

Responsibilities and Duties Include

- A. Provides friendly, courteous and accurate service to all users
- B. Provides a leadership role in the library
- C. Responds to patron requests, suggestions and complaints in a timely fashion
- D. Evaluates operations and activities of the library, plans for future needs, develops library collections and services and adopts and implements new services
- E. Advocates for the library by serving as the official representative of the library in the community and throughout the library field and by speaking before community, civic and other groups about the library's services
- F. Establishes and maintains effective working relationships with library patrons, other governmental agencies, civic and community groups and the general public
- G. Develops staff job descriptions, recommends and administers personnel policies involving hiring, evaluating, promoting and terminating staff
- H. Directly supervises the Management Team; indirectly supervises all library employees
- I. Defines expectations for staff performances, oversees and implements the staff evaluation process
- J. Promotes staff morale through communication, staff meetings, in-service programs and staff trainings
- K. Supervises and encourages staff members continuing education
- L. Attends library board meetings and committee meetings and serves as a resource for the library board
- M. Develops and submits an annual budget and monthly financial reports to the library board
- N. Formulates and recommends policies to the library board and implements board adopted policies and library procedures
- O. Monitors and approves appropriations and expenditures
- P. Prepares legal documents, oversees the filing of required documents, and publishing of required notices
- Q. Oversees grant proposals and submissions
- R. Creates, organizes and implements solicitation of donations and/or gifts to the library, reviews and acknowledges receipt of donations and/or gifts

- S. Monitors, oversees and evaluates the cost and adequacy of insurance coverage, services provided by insurance companies and insurance proposals and provide recommendations for the library board
- T. Oversees the automation and technology needs and maintenance of the library, implements new technology as appropriate
- U. Attends library and professional meetings and participates in regional and statewide professional activities

Knowledge, Skills and Abilities

- A. Knowledge of library philosophies, practices, procedures and technologies
- B. Ability to set priorities, make decisions, and exercise discretion with patrons and staff
- C. Ability to think analytically and to exercise initiative
- D. Ability to prioritize work, meet established deadlines, delegate duties and attend to detail as appropriate
- E. Ability to handle multiple and simultaneous tasks
- F. Ability to develop and implement policies and procedures
- G. Ability to establish and maintain effective relationships with staff and with local and regional media
- H. Ability to hire, train, supervise, discipline and evaluate staff at all levels of experience
- I. Ability to work effectively as a team
- J. Knowledge of library budgetary and fiscal practices and library law
- K. Knowledge of computers and the Internet, especially integrated library systems software, Microsoft Office, and similar software programs
- L. Ability to communicate effectively, both in writing and orally and to prepare and present reports and other information in the appropriate format
- M. Ability to work the hours needed to complete responsibilities of Library Director

Qualifications:

- A. MLS from an ALA accredited program
- B. Five years library experience
- C. Two years supervisory experience
- D. Position requires day, evening and weekend hours
- E. Access to transportation

Library Director

Customer Service Vision Statement

Wilmington Public Library District is committed to providing excellent service to its community. Staff members are expected to interact with all patrons and staff with courtesy and respect.

Definition

Under administration of the Library Board of Trustees, this exempt position is responsible for day-to-day library operations. The director deals responsibly with patron problems and emergencies to maintain a safe and pleasant work environment. The director is responsible for supervision of all employees.

Responsibilities and Duties Include

- A. Provides friendly, courteous and accurate service to all users
- B. Maintains neatness of public areas including desks, counters, shelves, tables and personal space visible to public
- C. Provides a leadership role in the library
- D. Responds to patron requests, suggestions and complaints
- E. Evaluates operations and activities of the library, plans for future needs, develops library collections and services and adopts and implements new services
- F. Advocates for the library by serving as the official representative of the library in the community and throughout the library field and by speaking before community, civic and other groups about the library's services
- G. Establishes and maintains effective working relationships with library patrons, other governmental agencies, civic and community groups and the general public
- H. Develops staff job descriptions, recommends and administers personnel policies involving hiring, evaluating, promoting and terminating staff
- I. Directly supervises the Management Team; indirectly supervises all library employees
- J. Defines expectations for staff performances, oversees and implements the staff evaluation process
- K. Promotes staff morale through communication, staff meetings, in-service programs and staff trainings
- L. Supervises and encourages staff members continuing education
- M. Attends library board meetings and committee meetings and serves as a resource for the library board
- N. Develops and submits an annual budget and monthly financial reports to the library board
- O. Formulates and recommends policies to the library board and implements board adopted policies and library procedures
- P. Monitors and approves appropriations and expenditures

- Q. Prepares legal documents, files required documents, publishes required notices
- R. Oversees grant proposals and submissions
- S. Creates, organizes and implements solicitation of donations and/or gifts to the library, reviews and acknowledges receipt of donations and/or gifts
- T. Monitors, oversees and evaluates the cost and adequacy of insurance coverage, services provided by insurance companies and insurance proposals and provide recommendations for the library board
- U. Oversees the automation and technology needs and maintenance of the library, implements new technology as appropriate
- V. Attends library and professional meetings and participates in regional and statewide professional activities

Knowledge, Skills and Abilities

- A. Knowledge of library philosophies, practices, procedures and technologies
- B. Ability to set priorities, make decisions, and exercise discretion with patrons and staff
- C. Ability to think analytically and to exercise initiative
- D. Ability to prioritize work, meet established deadlines, delegate duties and attend to detail as appropriate
- E. Ability to handle multiple and simultaneous tasks
- F. Ability to develop and implement policies and procedures
- G. Ability to establish and maintain effective relationships with staff and with local and regional media
- H. Ability to hire, train, supervise, discipline and evaluate staff at all levels of experience
- I. Ability to work effectively as a team
- J. Knowledge of library budgetary and fiscal practices and library law
- K. Knowledge of computers and the Internet, especially integrated library systems software, Microsoft Office, and similar software programs
- L. Ability to communicate effectively, both in writing and orally and to prepare and present reports and other information in the appropriate format
- M. Ability to work the hours needed to complete responsibilities of Library Director

Qualifications:

- A. MLS from an ALA accredited program
- B. Five years library experience
- C. Two years supervisory experience
- D. Position requires day, evening and weekend hours
- E. Access to transportation

Position Description

Library Director

Full-Time	Exempt
Reports to Library Board of Trustees	

Description

The Library Director, working in concert with Board approved plans, policies, and budget, leads the staff in providing exceptionally fine Library services to the community.

Responsibilities and Duties

1. Provide leadership and direction in planning, organizing, implementing, and evaluating all Library programs, resources, activities, and staff.
2. Develop and recommend to Board of Trustees for approval: Library Policies, Long Range Plan, Budget, and other related material.
3. Provide final determination for all personnel actions including initial employment, classification changes, promotions, evaluations, or terminations and insures that such activities are consistent with board-approved policies. Insures that such policies are consistent with all applicable federal, state, and local laws.
4. Serve as a spokesperson and advocate for the Library throughout the community.
5. Represent and maintain active involvement by the Library within the Reaching Across Illinois Library System.
6. Keep informed of current trends, legal issues, and other developments affecting libraries and takes or recommends action when appropriate.
7. Maintain memberships in professional library associations and participate in their activities.
8. Oversee maintenance and improvement of Library facilities, property, and equipment. Insure that facility is in compliance with federal, state, and local code and safety regulations.
9. Attend all Board of Trustees open meetings. On a monthly basis and more often if needed, provide clear, accurate, and timely information to the Board of Trustees.

Necessary knowledge, skills, and abilities

1. Knowledge of current principles, methods, and practices of public library service including the Library Bill of Rights.

Library Director

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2. Knowledge of administrative principles and practices such as finance, human resources, and planning.
3. Considerable skill in organizing, managing, and motivating people.
4. Considerable ability to formulate, implement, and manage an operating and capital budget in excess of \$3 million.
5. Considerable ability to establish and maintain effective and harmonious working relationships with staff, patrons, and community agencies.
6. Considerable ability to prepare and present clear, accurate and timely reports containing findings and recommendations.
7. Considerable ability to resolve difficult situations in a calm and professional manner.
8. Considerable ability and willingness to implement new programs and services brought about by rapidly changing information and/or technology;
9. Considerable ability to analyze issues and make informed recommendations to the Board of Trustees.
10. Considerable ability to develop and implement plans for growth, use, and development of library facilities in accordance with the needs of the residents of the community.

Qualifications for employment

1. Masters Degree in Library Science from an ALA accredited program.
2. Eight years progressively responsible full time work as a professional librarian serving in a public library.
3. Four years of administrative/managerial experience as library administrator, assistant library administrator or head of a large department that includes other professional librarians.



JOB TITLE: ASSISTANT LIBRARY DIRECTOR

DEFINITION STATEMENT:

Under the administration of the Library Director, assists in the overall professional administration of the library with emphasis on marketing, staff development and daily operations. Supervises up to seven full time equivalent staff. In the absence of the Library Director is in charge of the library. This is an exempt position.

DUTIES AND RESPONSIBILITIES:

1. Provides consistent, gracious and friendly service to internal and external customers.
2. Actively pursues opportunities to increase knowledge of current technology and library trends. Distributes and communicates information appropriately to management team and staff.
3. Understands and enforces the library policies and procedures while safeguarding confidential and restricted information.
4. Responsible for development and implementation of initiatives and activities supporting the library's strategic plan.
5. Responsible for analysis and evaluation of library services to determine if user needs are being met.
6. Responsible for staff development and continuing education including supporting department heads.
7. Coaches and counsels department heads in leadership skills, management practices and conflict resolution.
8. Responsible for marketing and public relations output for the library, including supervising Community Relations department.
9. Seeks out and applies for grants and additional funding and oversees library grant administration.
10. Coordinates technology required for library operations.
11. Assists the Library Director in the development and implementation of the library budget.
12. Assists the Library Director in the development of library policies and plans and makes recommendations as necessary.
13. Keeps informed of current information and trends at the local and regional library level.
14. Keeps work areas neat and orderly.

15. Attends appropriate meetings as assigned by Library Director.
16. Performs other duties as assigned by Library Director.

KNOWLEDGE, SKILLS AND ABILITIES:

1. Ability to establish and maintain effective working relationships with staff and public.
2. Ability to exercise leadership and provide direction.
3. Ability to empathize 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 ability to remain calm and effective in difficult situations.
7. Considerable ability to exercise reasonable and independent judgment and discretion.
8. Ability to manage and prioritize multiple tasks.
9. Ability to attend to detail.
10. Considerable ability to analyze and synthesize data to produce new or revised processes and procedures.
11. Knowledge of personnel management principles and practices.
12. Knowledge of PCs and windows software applications.
13. Considerable ability to adapt to and effectively implement change.
14. Ability to use a variety of office equipment.

QUALIFICATIONS FOR JOB:

ALA/MLS degree required with 7 years public library experience, including 4 years of supervisory experience as a public library department head. Includes evenings and weekends. Access to a vehicle.



JOB TITLE: COMMUNITY RELATIONS COORDINATOR

DEFINITION STATEMENT:

Under the supervision of the Assistant Library Director, plans and directs continuous development and execution of library publicity, public relations and marketing programs. Responsible for promoting and maintaining the image of the library both within the library and to the community. Supervises up to three staff members. This is an exempt position.

DUTIES AND RESPONSIBILITIES:

1. Provides consistent, gracious and friendly service to internal and external customers.
2. Understands and enforces the library policies and procedures while safeguarding confidential and restricted information.
3. Develops and implements initiatives and activities supporting the library's strategic plan related to marketing and public relations.
4. Seeks opportunities to promote the library to the community; implements and evaluates outcomes.
5. Represents the library publicly at meetings and other events as directed.
6. Develops relationships throughout the community through participation and membership in civic and cultural organizations.
7. Evaluates public relations activities with the Assistant Library Director on an ongoing basis.
8. Participates in budget development for the public relations area.
9. Prepares press releases in cooperation with the Marketing Assistant as appropriate.
10. Maintains appropriate relationships between the library and media.
11. Serves as spokesperson for library programs, services, and special events.
12. Plans, schedules and presents programs for external community groups.
13. Maintains relationships with community organizations to foster cooperation with the library and encourage people to use the library.
14. Instructs community groups in the use and availability of all library services.
15. Serves as the liaison to the Friends of the Library organization.
16. Refers unresolved outreach services issues to supervisor or person in charge.
17. Keeps informed of current information and trends at the local and regional library level.

18. Keeps work areas neat and orderly.
19. Attends appropriate meetings as assigned by supervisor.
20. Performs other duties as assigned by supervisor.

KNOWLEDGE, SKILLS AND ABILITIES:

1. Ability to establish and maintain effective working relationships with staff and public.
2. Ability to empathize and relate to the needs of all patrons.
3. Ability to communicate professionally verbally and in writing.
4. Knowledge of general library principles, practices and technology, including marketing and public relations.
5. Demonstrated ability to speak in front of a group.
6. Considerable ability to organize job duties and work independently.
7. Ability to remain calm and effective in difficult situations.
8. Ability to exercise appropriate judgment and discretion.
9. Ability to analyze and synthesize data to produce new or revised processes and procedures.
10. Ability to manage and prioritize multiple tasks.
11. Ability to bend, stoop, lift and carry. Ability to push fully loaded cart.
12. Knowledge of PCs and Windows software applications including desk top publishing.
13. Ability to adapt to and effectively implement change.
14. Ability to use a variety of office equipment.
15. Ability to operate and troubleshoot audiovisual equipment.

QUALIFICATIONS FOR JOB:

ALA/MLS required with two years working experience with schools or community organizations or Bachelor's degree with five years working experience in public relations or marketing with non-profit, community or governmental organizations. Includes evenings, weekends and mandatory workdays. Access to a vehicle.



15025 S. Illinois Street
Plainfield IL 60544
www.plainfieldpubliclibrary.org

Request for Proposal Executive Search Services

Issue Date: May 19, 2016

I. Introduction

The Plainfield Public Library District (“the Library”) Board of Trustees is seeking an Executive Search Firm with the expertise to secure qualified candidates for the position of Library Director of the Plainfield Public Library District. This is an opportunity for an experienced, skilled administrator to apply to oversee the operations of the Library.

II. Background

The Plainfield Public Library District began as the McClester-Nimmons Village of Plainfield Free Public Library with bequests from the Nimmons and McClester families in 1925. In 1977, Plainfield Township created a tax-supported library to serve residents outside of the Village of Plainfield boundaries. The Plainfield Township Library contracted with other local libraries for service until 1987. In 1988, voters approved the merger of the Village and Township libraries, becoming the Plainfield Public Library District. A detailed history of the Plainfield Public Library District can be found at www.plainfieldpubliclibrary.org/resources/plainfield-library-history.aspx

The Library District currently includes 75,000 people. Approximately half of them live in the Village of Plainfield and the balance live in unincorporated Plainfield and Wheatland Townships, Village of Bolingbrook in Wheatland Township and Village of Romeoville in Plainfield Township. In addition to purchasing and lending items, the Library provides ancillary services, such as meeting rooms, computers, WiFi, photocopiers, and voter registration, in a single location of 27,160 square feet. There

are 61 employees at the Library (22 full time and 39 part time) and an annual operating budget of approximately \$3.6 Million.

III. Scope of Project

The Library Board of Trustees will oversee the search as a Committee of the Whole. The consultant will be expected to communicate regularly with the Library Board of Trustees. Routine or procedural communication will be with Interim Library Director/Assistant Library Director Lisa Y. Pappas.

The consultant selected will provide professional services including, but not limited to those outlined below:

- A. Developing a comprehensive plan outlining all steps necessary to complete the search with an associated timeline for success.
- B. Creating an ideal profile of the successful candidate for the Library Director position with the Library Board of Trustees and the management team.
- C. Reviewing the current job description and compensation package and providing recommendations for changes where appropriate.
- D. Conducting a comprehensive search to identify highly qualified and willing candidates meeting the agreed upon qualifications.
- E. Consulting with the Library Board of Trustees to select top candidate(s) at each step in the process.
- F. Organizing interviews with the selected candidates.
- G. Debriefing the panel(s) following the interviews.
- H. Verifying selected candidate's educational background and employment record and checking references of the candidates including, but not limited to professional, financial, background and criminal.
- I. Notifying applicants not selected.
- J. Assisting the Library Board of Trustees with compensation negotiations.
- K. Providing clerical, technical and professional support necessary to complete the project.

The tasks outlined above are provided as a guideline, and are not intended to be restrictive nor all-inclusive. It is expected that the successful proposer will advise the Library Board of Trustees as to a specific plan of action necessary to successfully complete this project.

IV. Proposal Requirements

Your proposal should include the following, at a minimum:

- A. **Recommended Selection Process and** - If you believe that a particular search/selection process works best for public agencies like the Plainfield Public Library District, we would appreciate hearing about your suggested process. Describe the role you believe your organization would best play in that process.
- B. **Suggested Timeline** - Please describe your recommended timeline for the process to fill the position as soon as possible.
- C. **Proposed Team** - Identify the person or persons who you propose would work with the Library on this recruiting/selection process.
- D. **Qualifications** - Summarize your team members' credentials and experience that makes them uniquely qualified to assist the Library.
- E. **Workload** - Describe both your current and anticipated client obligations and how those obligations would impact your work for the Library.
- F. **Proposed Fee** - Describe the proposed fee you would charge for your services, along with a summary of items that are included in the fee or excluded from it.
- G. **References** - Provide references from recent public library executive search processes in which you have assisted.
- H. **Other Pertinent Information-** You are welcome to provide other information that you believe will be useful to the Library and the Library Board of Trustees as it embarks on this process. Please consider this your opportunity to demonstrate your expertise.

V. Timeline

The Library will follow this timetable, which will result in the implementation of an agreement no later than June 29, 2016.

- Announce RFP May 19, 2016
- Deadline for submittal of proposals June 2, 2016
- Selection of firms for interview June 4, 2016
- Notification of selection for interview June 6, 2016
- Interview of selected firms June 13, 2016, 6:30pm, Original Library Room
- Notification of Decision June 16, 2016

VI. Submission of Proposals

Proposals should be limited to 25 pages and be prepared simply and economically, with an emphasis on completeness and clarity of content.

Please submit a proposal via email in electronic format by the close of business on June 2, 2016, to:

Debbie Maxwell
Administrative Assistant
Plainfield Public Library District
15025 S Illinois Street
Plainfield IL 60544
Email: dmaxwell@plainfieldpubliclibrary.org
Phone: 815-439-2872
FAX: 815-439-2878

VII. Additional Information

If you have questions, please submit them by email to Library Director Julie M. Milavec at jmmilavec@plainfieldpubliclibrary.org. We would expect to provide the same answers to all of the prospective consultants being considered in this process.

VIII. Terms and Conditions

The Library reserves the right to request clarification of information submitted and investigate the ability of the executive search firm to meet the required needs. The firm shall furnish to The Library all such information and data for this purpose as may be requested.

- A. The Library reserves the right to award any contract to the next most qualified firm, if the successful firm does not execute a signed written agreement within a reasonable amount of time.
- B. The Library reserves the right to reject any proposed agreement or contract that does not conform to the specifications contained in this RFP.
- C. The Library shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to this RFP.
- D. The Plainfield Public Library District is an "Equal Opportunity Employer."
- E. The Library reserves the right to reject any and all proposals and waive any informality to the extent it is lawful and in the best interest of the Library. To the extent permitted by law, the Library reserves the right to negotiate with qualified firms as to compensation and terms.
- F. The Library reserves the right to reject any and all proposals or parts of a proposal, to waive technicalities, and to adjust quantities.

End of RFP