

Village of Mukwonago
Notice of Meeting and Personnel Committee Meeting Agenda

LIBRARY BOARD OF TRUSTEES MEETING
Thursday, January 26, 2023

Time: **6:00 pm**

Place: **Mukwonago Community Library**

1. Call to Order

2. Roll Call and Introduction of Guests

3. Approval of Minutes

- 3.a Personnel Committee Meeting Minutes from June 2, 2022
[Personnel Committee Meeting minutes 20220602_unapproved.pdf](#)

4. Discussion/Action Items

- 4.a Library Director Evaluation Form and Goals
Discussion and possible action on creating the 2023 evaluation form and goals for the Library Director.
[DRAFT MCL Library Director Evaluation Form 2023_Personnel Committee 20230126.pdf](#)
[EXAMPLE Bridges System Director Evaluation Form 2022.docx](#)
[EXAMPLE Brookfield Director Evaluation.pdf](#)
[EXAMPLE Waukesha Director Evaluation draft 2023.docx](#)
- 4.b Staffing Organization
Discussion and possible action on reviewing staffing organization and capacities per recommendation from Grutzmacher Collection Committee.
[EXAMPLE Brookfield Public Library Organizational Chart.pdf](#)
[EXAMPLE Waukesha Public Library Organizational Chart.pdf](#)
[EXAMPLE Whitewater Organizational Chart - 2022.pdf](#)

5. Referral Items

6. Confirm Next Meeting Date

7. Adjourn

It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

**DRAFT MINUTES OF MUKWONAGO COMMUNITY LIBRARY'S
PERSONNEL COMMITTEE MEETING**

Thursday, June 2, 2022

Time: **4:00 pm**

Place: **Mukwonago Community Library, 511 Division St., Mukwonago, WI 53149
and Zoom**

Call to Order

The committee chair Donna Whalen called the meeting to order at 4:04p.m.

Roll Call and Introduction of Guests

Committee Members Present

J. Darin
M. Lacock
E. Pautz
D. Whalen

Absent

M. Penzkover

Also Present

A. Armour, Library Director

Comments from the Public

None.

Approval of Minutes

M. Lacock/E. Pautz motioned to approve the minutes from the Personnel Committee meeting on Thursday, October 7, 2021 Unanimously carried. J. Darin abstained.

Discussion/Action Items

Library Position Compensation and Performance Evaluation Program Policy. Discussion and possible recommendation on the annual review and evaluation of the overall policy.

A. Armour noted that once annually the compensation evaluation policy needs to be reviewed and she drew from several general questions that she had once she reviewed this policy. It was decided to bring these questions to the full board as well as have A. Armour research the Village policy for compensation and what other libraries are currently doing in regards to non-monetary job incentives.

Personnel Policy. Discussion and possible recommendation on proposed updates to the Personnel Policy including the integration of the Remote Work Agreement Policy into Section III.

A. Armour noted that this policy needed review and amendment of several areas that are highlighted; these areas were thoroughly discussed.

M. Lacock/J. Darin motioned to recommend to the Library Board the approval of the Personnel Policy changes as proposed by the Library Director and amended at this meeting. Unanimously carried.

Employee Recognition. Discussion and possible recommendation to approve the allowance of one additional paid day of vacation in the year an employee reaches a milestone anniversary with the Village.

D. Whalen noted that this would be best discussed after Village Board review and/or adoption. It was recommended to bring it to the Library Board for the July meeting.

Library Director Evaluation

Discussion and possible recommendation on annual evaluation of the Library Director.

D. Whalen noted that this would be a good discussion to have with the entire Board and should be an agenda item at the next full Board meeting in June.

Referral Items

None.

Confirm Next Meeting Date

The Personnel Committee meets on an as-needed basis. The Committee did not identify a future meeting date.

Adjournment

M. Lacock/J. Darin motioned to adjourn the meeting. Unanimously carried. Meeting was adjourned at 5:12 pm.

Mukwonago Community Library Director Evaluation Form 2023

The Mukwonago Community Library Board of Trustees is responsible for the hiring and oversight of the Library Director. This multi-faceted position is responsible for the employment and direction of staff, care of the library facility and equipment, for the efficiency of the library's services to the public, for the fulfillment of the strategic plan and mission, and for the operation of the library under the financial conditions set forth in the annual budget. This position reports directly to the Library Board and Trustees and serves as a member of the Village's department head team. An annual review is conducted in early summer to evaluate performance of the previous twelve months in preparation for considering merit-based wage increases during the annual budget process.

Please respond to the questions below using the following ratings:

Rating Guideline:

3 = Exceeds Expectations: Employee consistently performs above the established performance standard for the competency. In addition, the employee regularly makes positive contributions to the Library that demonstrates creativity and initiative. Employee has complete understanding of all the requirements of the position and how they relate to the goals of the organization and the mission of the Library. Employee takes a leadership role in developing new ideas on how to improve the level of service and possesses the job knowledge, skills, and abilities required to successfully complete all assigned tasks efficiently and effectively.

2 = Meets Expectations: Employee maintains performance level in accordance with the established standard for the competency and performs position duties at or near full proficiency. Employee's work is completed accurately and on time and the employee works well with associates, the Library Board, and the public.

1 = Below Expectations: Employee is not meeting a significant number of performance standards established for the competencies required of this position. Employee lacks the required knowledge, skills, and abilities and is unable to perform many of the tasks required of the position. Corrective measures are necessary and a formal performance plan should be implemented.

Note: Some examples of how each performance factor may be demonstrated are provided, but these are not all inclusive.

Section 1: General Performance Factors

Professionalism

- Effectively interacts with other individuals in a reasonable, positive, and productive manner.
- Demonstrates tactful, diplomatic, and respectful behavior to all.
- Positively represents the Mukwonago Community Library and the Village of Mukwonago with a professional appearance and demeanor.

Rating for Professionalism _____

Comments (Optional)

Leadership

- Respected by peers and looked to as an opinion leader, subject matter expert, and go-to person.
- Creates a positive environment for staff and Library Board.
- Sees potential in others and takes opportunities to apply and develop that potential.

Rating for Leadership _____

Comments (Optional)

Communication

- Prepares, presents, and comprehends information through various verbal, nonverbal, and written means in an effective, professional manner.
- Provides a consistent and regular flow of information to appropriate individuals and groups.
- Respects and encourages feedback as part of the communication process.

Rating for Communication _____

Comments (Optional)

Innovation

- Demonstrates an ability and willingness to adapt to changing organizational needs.
- Fosters an environment that encourages new ideas.
- Suggests and develops new concepts, processes and/or procedures.

Rating for Innovation _____

Comments (Optional)

Section 2: Job Specific Performance Factors

Relationship with Library Board of Trustees

- Working with the Library Board of Trustees, develops, and promotes a vision for the library in the community. Provides leadership in achieving the vision.
- Develops strategic plan in coordination with the Library Board of Trustees. Facilitates implementation of strategic plan.
- Reports regularly to the Library Board of Trustees on progress of both long and short-range plans.
- Keeps the Library Board of Trustees informed on Library issues, needs, trustee training opportunities, library trends, and operations of the library.
- Offers professional advice to the Library Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis.
- Supports and implements Library Board approved policies promptly and effectively.
- Communicates effectively and efficiently with the Library Board of Trustees; treats Board members with dignity and respect.

Rating for Relationship with Library Board of Trustees _____
Comments (Optional)

Relationship with Staff

- Establishes and maintains a Library organizational structure that facilitates maximum effectiveness of human resources, facility, and equipment.
- Develops, implements, and maintains human resource management programs and practices that are consistent with the policies established and approved by the Library Board of Trustees. Makes recommendations to the Library Board of Trustees on human resources programs and policies that would serve to attract, develop, equitably compensate, and retain competent personnel.
- Establishes and maintains a safe working environment within the Library that encourages a high level of employee morale and productivity.
- Delegates authority to staff appropriate to the positions each hold.
- Encourages staff to develop their skills through workshops and other training opportunities.
- Monitors and evaluates the performance of staff to provide timely formal and informal feedback, and provides support, coaching, resources, and remediation to improve job performance based on documented deficiencies and proficiencies.

Rating for Relationship with Staff _____
Comments (Optional)

Relationship with Community

- Monitors the scope and effectiveness of existing services on a continuous basis; assures that significant trends in customer interests are identified and defined; adapts Library resources to meet such trends.
- Directs and/or initiates and maintains continuing liaison with community leaders, other groups, other libraries, and local, county, and state government officials, as appropriate to Library operations.
- Promotes the Library and its services throughout the community through speaking opportunities, attendance at community group meetings, or other advocacy occasions.
- Coordinates the Library's participation in the Bridges Library System. Advocates for the needs of MCL to the system and other system libraries as well as ensures MCL adheres to contracts with and through the library system.
- Participates and holds office in professional organizations, as appropriate.
- Treats the public and community officials with dignity and respect.

Rating for Relationship with Community _____

Comments (Optional)

Administrative and Finance

- Develops estimated forecasts of Library operations to facilitate long and short-term planning; analyzes information that aids the planning process.
- Plans and prepares the annual budget to achieve objectives as identified by the Library Board of Trustees.
- Controls expenses of the Library and implements measures necessary to ensure compliance with budget limitations. Presents monthly financial statements and bills for Library Board of Trustees action.
- Acts to resolve operational and administrative conflicts and problems; decides alternative courses of action; monitors and evaluates progress of delegated matters.
- Develops internal procedures that uphold and align with policies. Works with staff to implement procedures. Provides guidance and training to staff about policies and procedures.
- Adheres to open records and records retention policies. Keeps clear, organized records for easy communication to the Library Board, the staff, stakeholders, and future managers of Library business.
- Compliance with NAGPRA and oversight of the needs of the Grutzmacher Collection.

Rating for Administrative and Finance _____

Comments (Optional)

Section 3: 2023 Goals

Goal 1: By the end of March 2023, conduct staff time study and compile results for the Library Board, per Strategic Plan 2023-2025 Operational Priorities.

Rating for Goal 1 _____

Comments (Optional)

Goal 2: By the end of July 2023, gather data related to the operation of service desks in the Library and compile results for the Library Board, per Strategic Plan 2023-2025 Operational Priorities.

Rating for Goal 2 _____

Comments (Optional)

Goal 3: By the end of 2023, work with Library Board of Trustees to develop and implement staff reorganization to fulfill operational needs identified through data gathering and provide for succession planning.

Rating for Goal 3 _____

Comments (Optional)

Goal 4: Facilitate Library Board's revisit of the space needs plan, per Strategic Plan 2023-2025 Operational Priorities. Work with Library Board to determine and begin implementing next steps.

Rating for Goal 4 _____

Comments (Optional)

Comments Regarding Overall Performance (Optional):

Do you have suggestions for improving this form? (Optional)

DRAFT

Bridges Library System Director Evaluation Form

The strength of an organization is reliant on the work of its staff. The Bridges Library System Board is responsible for the oversight of the library system director and seeks your feedback as a part of the performance evaluation process. We value your input and would sincerely appreciate hearing from you.

Please respond to the questions below using the following ratings:

U = Unacceptable

NTB = Needs to Build

E = Effective

C = Commendable

X = Exceptional

NA = Not applicable to my knowledge or interaction

Rating Scale and Definitions

Unacceptable Performance is consistently below the minimum requirements needed to fulfill the principal duties, responsibilities, objectives, and expectations of the position. Requires an unreasonable amount of supervision. Consistently fails to meet deadlines and standards of accuracy. Has been on the job long enough to show better performance.

Needs to Build Performance does not consistently meet all the major requirements needed to fulfill the principal duties, responsibilities, objectives, and expectations of the position. Requires more than a normal amount of guidance, supervision, or follow-up to assure that work assignments are completed adequately. Performance needs improvement in specific areas.

Effective Performance consistently meets requirements needed to fulfill the principal duties, responsibilities, objectives, and expectations of the position. Has demonstrated the ability to handle a wide variety of projects or assignments and is considered fully competent.

Commendable Performance consistently demonstrates the ability to integrate a wide variety of skills to effectively solve problems and carry out duties, responsibilities, and objectives. Makes or recommends ongoing improvements in the performance of regularly assigned tasks, and in other related areas of the work unit or department.

Exceptional Performance consistently exceeds the highest level of standards in handling all assignments. Acquires and demonstrates skills, abilities, and knowledge beyond what is expected for the position. Makes unique contributions to the County, the System, or the library community at large which have substantial and significant impacts, outcomes, or solutions which are seldom matched by others.

Note: Some examples of how each performance factor may be demonstrated are provided, but these are not all inclusive.

Section 1: General Performance Factors

Professionalism

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Effectively interacts with other individuals in a reasonable, positive, and productive manner.
- Demonstrates tactful, diplomatic, and respectful behavior to all.
- Positively represents the Bridges Library System with a professional appearance and demeanor.

Comments (Optional)

Leadership

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Respected by peers and looked to as an opinion leader, subject matter expert, and go-to person.
- Creates a positive environment.
- Sees potential in others and takes opportunities to apply and that develop potential.

Comments (Optional)

Judgement/Decision Making

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Respects and maintains confidentiality.
- Identifies issues, secures required information, explores appropriate alternatives and reaches logical and effective conclusions on a timely basis.
- Anticipates consequences of decisions.

Comments (Optional)

Communication

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Prepares, presents, and comprehends information through various verbal, nonverbal, and written means in an effective, professional manner.
- Provides a consistent and regular flow of information to appropriate individuals and groups.
- Respects and encourages feedback as part of the communication process.

Comments (Optional)

Innovation

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Demonstrates an ability and willingness to adapt to changing organizational needs.
- Fosters an environment that encourages new ideas.
- Suggests and develops new concepts, processes and/or procedures

Comments (Optional)

Section 2: Job Specific Performance Factors

Budgeting and Cost Effectiveness

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Prepares and administers a balanced budget.
- Identifies areas of cost savings within the department, including areas of collaboration or outsourcing that may be fiscally prudent.
- Proposes solutions to fiscal management difficulties.

Comments (Optional)

Human Resources Management

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Hires and maintains competent staff members.
- Defines and communicates standards of performance, assists employees in achieving these standards, and conducts regular assessment of staff performance.
- Regularly recognizes staff member contributions.

Comments (Optional)

Planning and Coordinating

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Evaluates the effectiveness of programs and operations and ensures the implementation of the department's strategic plan.
- Develops and maintains partnerships and coordinates responsibilities and processes with other staff, departments, libraries, or outside resources.
- Plans and coordinates the efficient use of self and staff.

Comments (Optional)

Relationship Building

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Works cooperatively and effectively with others to achieve goals.
- Gains confidence and trust of others.
- Demonstrates effective communication with stakeholders, including the ability to exchange information, persuade, and resolve problems.

Comments (Optional)

Section 3: 2022 Goals

Goal 1: Work with system stakeholders to develop a new system strategic plan.

Performance Factor: Planning and Coordinating

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments (Optional)

Goal 2: Review and revise, as necessary, internal control procedures to improve operational efficiency, accountability, and accuracy.

Performance Factor: Budgeting and Cost Effectiveness

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments (Optional)

Goal 3: Develop and provide easy access to resources for library directors and staff to assist with recurring tasks or inquiries. Resources could include sample policies, new director orientation materials, annual report tools, information for new municipal staff or trustees, and grant opportunities.

Performance Factor: Communication

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments (Optional)

Goal 4: Attend a minimum of six local library board meetings to share information about system services.

Performance Factor: Relationship Building

U	NTB	E	C	X	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments (Optional)

Comments Regarding Performance (Optional):

Do you have suggestions for improving this form? (Optional)

Thank you for sharing your feedback with us!

When completed, please mail or email to Linda Ager, Board President by November 4, 2022 to:

Linda Ager
W4499 County Road Y
Jefferson, WI 53549

Or via email to:
linda272727@yahoo.com

Protocol for Closed Session Library Director Evaluation

Steps

1. Excuse all non-board members. Only board members and the director are allowed to remain in the room.
2. Close door.
3. Motion and 2nd as follows:

“I move to go into Closed Session under Sec. 19.85(1)(c) Wis. Stats. to discuss the performance evaluation of the Library Director.”

4. Distribute copy of summary page to the director and board members
5. Discussion
6. Collect summary pages and any copies of the evaluation forms that have not previously been turned in. These materials are confidential and may not be retained by board members.
7. Board president and library director sign one copy of the summary form.
8. Original evaluation forms, as well as all copies of the form and summary pages are turned in.
9. Copies of the summary forms, with the exception of the original signed copy, will be shredded by the library director.
10. The library director takes the original evaluations and signed summary page to the human resources director for the personnel file.
11. Motion and 2nd as follows:

“I move to reconvene in Open Session pursuant to Sec. 19.85(2) Wis. Stats.”

Once the meeting is reconvened, there is no further report or business so a motion is made and 2nd to adjourn.

To: Brookfield Public Library Board of Trustees

From: Director's Name, Director of Library Services
October Board Meeting Date

RE: Review of Library Director

Board Members,

Please use the enclosed for your evaluation and comments. Each board member has their own form. These forms are confidential and are not to be shared, even with other board members. You are to complete the form independently, and mail it directly to the Board President, Insert full name, to be received no later than Wednesday, Insert date of 4th Wednesday. Simply complete and sign the form and mail it to Name in the stamped return envelope that is provided. Note that any rating of "Needs Improvement" requires detailed comments. You are of course free to make other comments as well and should do so on the backside of the form.

The "Competencies" are those that we use in the job descriptions. Note that not all of the activities may necessarily be done in a given year, as these competencies are broad categorical statements. I have provided a separate list of 20xx accomplishments, and 20xx goals.

We will have a closed session review at the November XX board meeting.

If you have any questions, please call me directly at 262-796-6662.

Regards,

Full Name
Director of Library Services

Encl.

Confidential

City of Brookfield Department Head Annual Review Director of Library Services

Name: (insert director's full name)

Trustee: (insert trustee's full name)

Date of Review: November 20xx

Trustee signature:

Rating Scale

Outstanding – consistently performs at a high level, exceeds expectations as outlined in job description.

Fully satisfactory – performance meets all expectations.

Needs improvement – performance is less than satisfactory and fails to meet expectations.

Any rating of "Needs improvement" must include detailed comments

The Library Director is responsible for planning, managing and administering all phases of library operation in accordance with the mission, goals and objectives, policies and budgetary decisions of the Library Board and the City of Brookfield. The position is responsible for the employment and direction of staff, care of the library facility and equipment, for the efficiency of the library's service to the public, and for the operation of the library under the financial conditions set forth in the annual budget. This position reports directly to the Library Board of Trustees and to the Mayor, and serves as a member of the City's department head team.

Competencies

Administrative and Board Relations:

- Acts as executive officer to the Library Board of Trustees. Keeps Trustees informed of current service needs, interests and developments in librarianship and technology that affect materials, programs and services. Drafts and recommends policies and procedures for Board action and attention and ensures that such policies and procedures are implemented and kept current. Directs and supervises all administrative support services. Regularly reports to the Library Board and city officials on operational activities and service levels. Initiates and manages change.

Rating: _____

Confidential

Planning and Budget:

- Evaluates the effectiveness of library services in relation to changing needs within the community. Outlines goals and objectives, prioritizes the organizational structure for the Library and measures effectiveness. Allocates resources while monitoring and reporting on progress. Prepares the annual budget and controls and monitors all expenditures to meet recognized objectives of the Library Board.

Rating: _____

Personnel Management and Development:

- Assigns duties and makes reassignments as necessary to ensure most effective use of staff. Ensures the training and development of administrative staff. Works with administrative staff to ensure that performance standards are in place and that staff receive appropriate training, coaching and evaluation to meet the library's service objectives. Actively promotes a work environment that is conducive to team building and problem solving. Encourages creativity, acceptance of responsibility and accountability and open lines of communication among all levels of staff.

Rating: _____

External Involvement and Representation:

- Promotes effective communication with library patrons on issues regarding library policies and procedures. Participates in local, regional, state and national professional organizations. Maintains and fosters good working relationships with internal and external persons and organizations. Serves as the liaison to auxiliary groups.

Rating: _____

Completed forms should be signed, and delivered to the Board President in a sealed envelope that has been provided

**name, President
street address
Brookfield, WI 53005 or 53045**

**Completed forms are due no later than Wednesday, October xx, 20xx
[use last Wednesday of October]**

Library Director Evaluation – November xx, 20xx**2022 Accomplishments**

Bullet point list of major accomplishment. Begin with stated goals from last evaluation. Add anything additional that was not specifically spelled out.

2023 Goals

Bullet point list of major goals for next year.

Note: Director's evaluation is January through December. The Library Board is required to evaluate the director. This is done at the November meeting in closed session.

/s/ signature

Brookfield Public Library
Review of Library Director
November xx, 20xx

Ratings: Outstanding Fully Satisfactory Needs Improvement

Competencies:

Administrative & Board

Planning & Budget

Personnel Mgt. & Dev.

External Involvement

Comments:

Enter the total number of rating for each competency in the appropriate rating column. (Ex.

Administrative & Board	8	1
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Planning & Budget	9	
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Note: if board members include specific comments, these should be listed individually under "Comments." Individual board member names do not need to be included.

The Library Board President collects and tallies the responses and provides all original copies of the evaluation forms along with the tally sheet to the Library Director.

2022 Library Director Evaluation

To Library Board of Trustees

This performance evaluation will be used by the Library Board to gain insight to overall performance of the Library Director. This evaluation process will comprise of a review by the Human Resources Committee of all submitted evaluations. The Human Resources Committee will compile and generalize ratings and comments received, then summarize the results in a document to be presented in closed session to the Library Board of Trustees. A separate closed session will be scheduled, with the Library Director present, to deliver the summarized review and give time for further comments and clarifications by the Library Director and Board of Trustees.

Please take time to complete the Performance Evaluation. This evaluation process is not only a benefit to the Library Director's professional development but will strengthen the organization as a whole. Evaluations are to be completed by Sunday DATE TBD. The Human Resources Committee will review the submissions at their January meeting.

A closed session with the full Board of Trustees will be scheduled at the regular February meeting to review the Human Resources Committee's recommendation.

Thank you,

Human Resources Committee

NAME

DATE OF REVIEW

Purpose of the Performance Evaluation

- To ensure the Director and the Library Board of Trustees are aware of how well expectations are being met.
- To serve as a formal vehicle of primary communication between the Library Board of Trustees and the Director.
- To identify any concerns the Library Board of Trustees may have, so that appropriate action can be taken.
- To demonstrate sound management practices and accountability to municipal officials and the community.

Use the Performance Rating scale below to evaluate the library director's performance during the review period. Consider the objectives listed in each category.

PERFORMANCE RATING

Description	Definition
Exceeds Expectations (4)	Performance is at a high level and frequently exceeds normal expectations of the position.
Meets Expectations (3)	Performance is acceptable and desired results and expectations for the position are generally achieved.
Needs Improvement (2)	Performance and results achieved generally do not meet the standards and expectations for the position requirements.
Unacceptable (1)	Performance is consistently below standards and expectations of the position.

Relationship with Library Board of Trustees

- Working with the Library Board of Trustees, develops, and promotes a vision for the library in the community. Provides leadership in achieving the vision.
- Develops strategic plan in coordination with the Library Board of Trustees and Assistant Director.
- Reports regularly to the Library Board of Trustees on progress of both long and short-range plans.
- Keeps the Library Board of Trustees informed on Library issues, needs, trustee training opportunities, library trends and operations of the library.
- Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.
- Supports and implements Board approved policies promptly and effectively.
- Communicates effectively and efficiently with the Library Board of Trustees; treats Board members with dignity and respect.

RATING

COMMENTS

Community and Professional Relationships

- Monitors the scope and effectiveness of existing services on a continuous basis; assures that significant trends in customer interests are identified and defined; adapts Library resources to meet such trends.
- Directs and/or initiates and maintains continuing liaison with community leaders, other groups, other libraries, and local, county and state government officials, as appropriate to Library operations.
- Promotes the library and its services throughout the community through speaking opportunities, attendance at community group meetings, or other advocacy occasions.
- Maintains an active program of public relations and public information; represents the Library on other community boards and committees.
- Works with Bridges Library System and library staff to provide resource library services meeting the needs of Bridges Library System member libraries.
- Coordinates the Library's participation in the Bridges Library System; serves as ex-officio member of the Bridges Board; serves as member of System and Resource Library Administration Association of Wisconsin (SRLAAW).
- Serves as an ex officio member on the Friends of Waukesha Public Library Board of Directors.
- Participates and holds office in professional organizations, as appropriate.
- Treats the public and community officials with dignity and respect.

RATING

COMMENTS

Business and Finance

- Develops estimated forecasts of Library operations to facilitate long and short-term planning; analyzes information that aids the planning process.
- Seeks outside funding for library capital needs and other special projects.
- Defines in the annual budget and operational plan the shorter-range commitment of resources.
- Plans and prepares the annual budget to achieve objectives as identified by the Library Board of Trustees.
- Controls expenses of the Library and implements measures necessary to ensure compliance with budget limitations. Presents monthly financial statements and bills for Library Board of Trustees action.

RATING

COMMENTS

DRAFT

Employment, Supervision and Staff Development

- Establishes and maintains a Library organizational structure that facilitates maximum effectiveness of human resources, facility, and equipment.
- Develops, implements, and maintains human resource management programs and practices that are consistent with the policies established and approved by the Library Board of Trustees. Makes recommendations to the Library Board of Trustees on human resources programs and policies that would serve to attract, develop, equitably compensate and retain competent personnel.
- Establishes and maintains a working environment within the Library that encourages a high level of employee morale and productivity.
- Delegates authority to staff appropriate to the positions each hold.
- Encourages staff to develop their skills through workshops and other training opportunities.
- Monitors and evaluates the performance of staff to provide timely formal and informal feedback, and provides support, resources, and remediation to improve job performance based on documented deficiencies and proficiencies.
- Promotes an environment of workplace safety.

RATING

COMMENTS

Management Characteristics

- Monitors and controls performance of the Library in conformance with plans, objectives and budgets; accounts for variances and implements corrective action; develops and implements administrative procedures, schedules, plans and operating practices.
- Acts to resolve operational and administrative conflicts and problems; decides alternative courses of action; interprets policies; monitors and evaluates progress of delegated matters.
- Recommends policies for Library Board action; translates the policies and goals of the Library Board of Trustees into assignable responsibilities.
- Stays abreast of current trends and developments in the field of librarianship and participates in appropriate conferences, workshops, and seminars.
- Maintains high standards of ethics, honesty and integrity in all professional matters and sets an example for the staff through professional conduct and high principles.
- Stays up to date about library legislation and related laws and keeps the Board informed.

RATING

COMMENTS

2022 Goals Evaluation

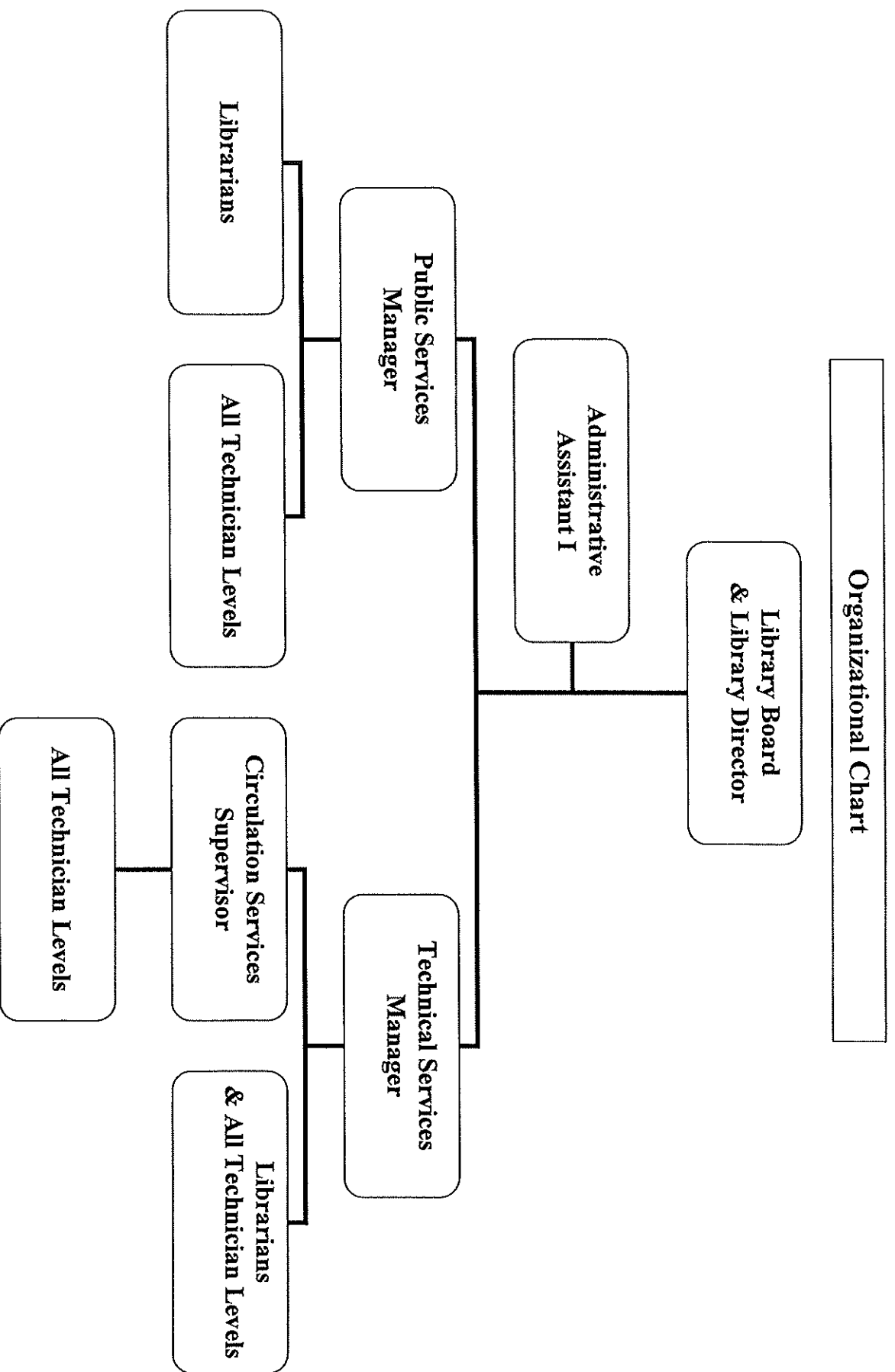
1. By the end of April, 2022, complete the first-floor renovation project and oversee library reopening activities.
2. By the end of 2022, successfully complete the capital campaign.
3. By the end of August, 2022, implement a staff training program that supports staff training needs, budgets for training opportunities, tracks completed training, and provides a structure for bringing the ideas and skills learned in training to the work in the library.

RATING

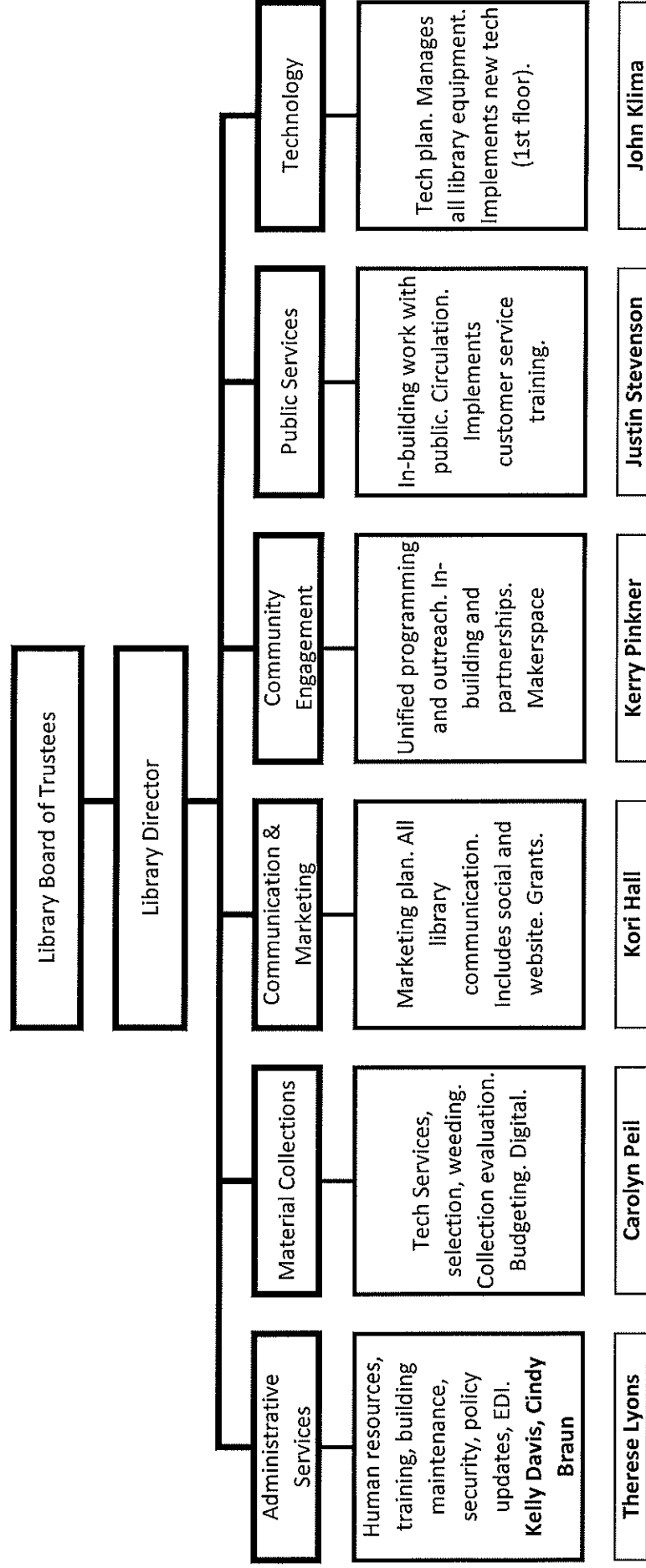
COMMENTS

What strengths did the Library Director exhibit throughout the review period?

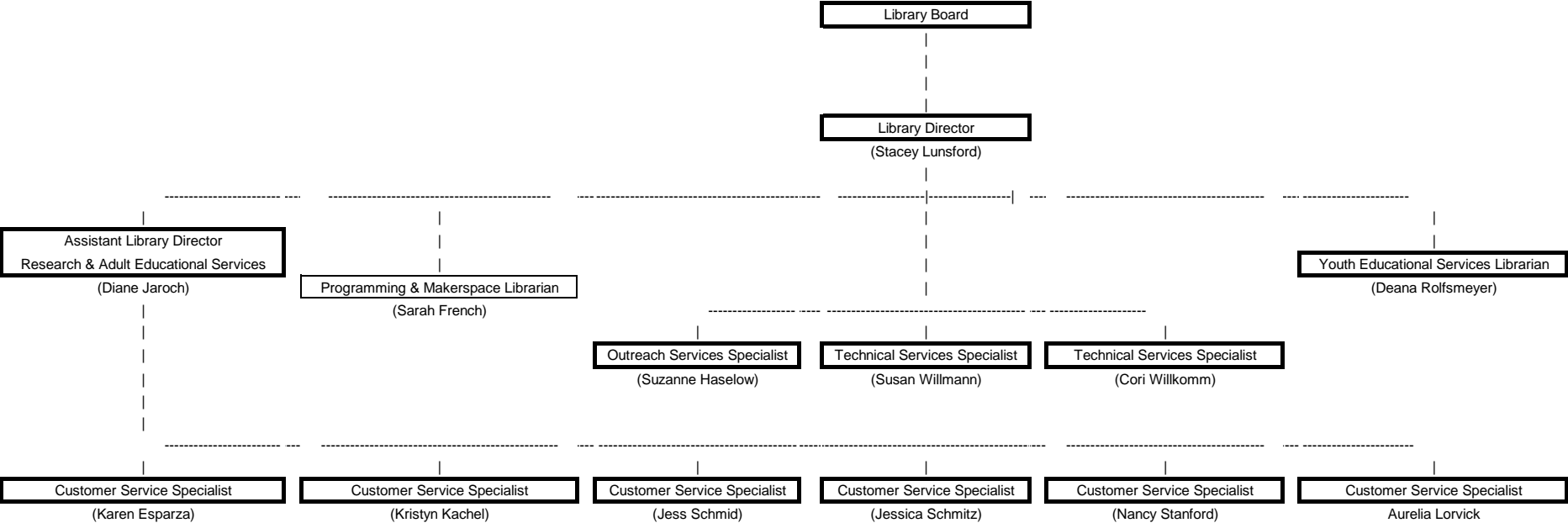
What specific recommendations do you have for the Library Director to improve performance?



Revised and approved January 12, 2011
 Reviewed and approved February 12, 2014
 Revised and approved October 14, 2015
 Reviewed April 12, 2017
 Revised May 13, 2020
 Revision Cycle: review every three years



LIBRARY ORGANIZATIONAL CHART



DIRECT SUPERVISION

Library Director:

- Assistant Library Director
- Youth Educational Services Librarian
- Programming & Makerspace Librarian
- Outreach Services Specialist
- Technical Services Specialists

Assistant Library Director:

- Customer Service Specialists

If your direct supervisor is unavailable:

1. Ask the other supervisor
2. Ask the lead worker for the day
 - a. Youth Educational Services Librarian
 - b. Programming and Makerspace Librarian
 - c. Assigned lead worker (Saturdays)