Who’s Keeping Score?
Director Evaluations that Work

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Avoid
Evaluation Form Template
(East Morgan County Library District)
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Evaluation Process

- Yearly evaluation based on job description elements
- Rankings on a 1-6; Poor - Excellent with overall narratives
- Self-Evaluation given to Trustees. They then each submit their rankings
- Board President creates a summary of rankings
  - Presents to the Board in Executive Session
- Additional comments are captured
- A year-end review of the Board’s summary is shared with the Director
Job Description Elements

- 10 Job performance categories (each with specific areas of evaluation):
  - General
  - Human Resources
  - Financial
  - Facilities Management
  - Governance & Policy Development
  - Collection Development
  - Accountability
  - Public Relations
  - Technology
  - Professional Development
What works/What hasn’t

- **What works**
  - Generated a numeric eval based on Trustees’ limited knowledge of job performance
  - Created a basis for determining pay adjustment or bonus

- **What hasn’t worked**
  - Limited input for director to establish a development plan
  - Lack of Trustees knowledge on many operational specifics

- **2019: We changed the director job description & eval process**
  - More questions/comments, fewer numerical ratings
  - Refocus: 1. Satisfy job description, 2. achieve strategic outcomes 3. model organizational values

Philosophical Points/Perspective

- Library district is best served by a director who continually develops their skills and interactions with employees, trustees and patrons
- Therefore, the goal is to aid director’s job growth and development
- Corresponding perspective of the “importance” of each element can help clarify the ranking given
- 360-oriented inputs can identify areas for improvement (if done well)
QUESTIONS?

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