



Madison Public Library

Library Director Performance Evaluation

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

Instructions: In the following areas, please rank performance of the Director on a scale of one through five with the following rating scale. Please note that scores can be in whole or half measures (1.0, 1.5, 2, 2.5, etc.) if the performance is in between two rankings. If you are unable to provide a ranking due to a lack of awareness or information related to the Director’s performance in any particular area, please do not providing a ranking or provide a rank of 0.

Rating	Definition
1	Does Not Meet Expectations: Performance is consistently below requirements for the position.
2	Inconsistently Meets Expectations: Performance meets some benchmarks related to the expectation area, or meets all benchmarks but only some of the time.
3	Meets Expectations: Meets requirements for the position.
4	Consistently Meets Expectations: Performance consistently fulfills expectations and at times exceeds them
5	Exceeds Expectations: Performance well exceeds expectations and is consistently outstanding.

1. Area: Board Policy Assistance and Support				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- Quality and timeliness of reports and recommendations (creative, thoughtful, innovative).

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- Ability to follow Board policy and direction.
- Earns and maintains respect of Board, and maintains accessibility to all Board members.
- Represent the Board in an exemplary manner.
- Transparency is ensured through monthly updates to the board on the Operations Assessment and organizational structure or service changes, and through advanced awareness of emerging organizational issues.
- Is aware of the Board’s needs and perceptions, gathers board input and strives to meet Board expectations.
- Engages the Board in discussion about the strategic direction of MPL, and provides updates on at least a quarterly basis on each of the four pillars of the strategic plan.

Written Comments:

2. Area: Leadership/Managerial				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- Displays leadership, and establishes direction through the goals, vision and mission of the Library.
- Inspires the cooperation and confidence from staff and the Board, and consistently follows through on promises and commitments.
- Accepts accountability for individual and staff actions and models by example a commitment to organizational excellence.
- Oversees programs, resources and services to meet the organization’s goals, vision and mission.
- Develops staff relationships by developing a schedule of regular staff, management, and leadership meetings.
- Creates new feedback mechanisms to ensure input into organizational strategies and priorities.
- Establishes a positive climate that promotes high morale and a sense of ownership system-wide.
- Participates in City of Madison staff survey development and action planning to promote a positive work culture at the Library.
- Assists staff in developing and achieving staff goals and objectives including staff development.

Written Comments:

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3. Area: Racial Equity and Social Justice				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- Ensures multi-cultural and diverse communities are served through innovative programming, services, and collections and maintains a welcoming atmosphere for all.
- Provides supervision of staff in a manner consistent with best practices outlined by the City’s racial equity and social justice initiative and inclusive supervisory practices.
- Ensures department employees receive adequate training and capacity building related to racial equity and social justice and that racial equity and social justice principles are implemented.
- Utilizes racial equity and social justice analyses tools annually across a variety of library functions including the budget.
- Supports programs and services that address racial and social inequalities, and regularly evaluates services for accessibility and equity related disparities.
- Makes demonstrable effort to ensure the MPL meets recruitment and retention goals to ensure a diverse and inclusive workforce.

Written Comments:

4. Area: Communication				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- Develops and maintains effective and productive working relationships with Board,

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internal and external customers and other stakeholders.

- Presents ideas persuasively to Board.
- Employs honesty, tact and courtesy in communication; and fosters open communication in all directions.
- Treats customers (internal and external), partners (such as city staff, SCLS and the University), and outside agencies with honesty, approachability, accountability, and courtesy.
- Creates monthly MPL Staff and Operational Updates with branch specific highlights to provide talking points for the Board, Mayor, and Common Council (ideally in dashboard form).
- Creates monthly opportunities for staff at all levels to communicate to the Board related to MPL projects, programs, and priorities.

Written Comments:

5. Area: Public Relations/Library Resources				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- The Library Director is accessible and perceived positively in the community.
- The Library Director is respected and accessible by internal customers (staff).
- The Director utilize resources to further library's vision, mission and goals.
- Library Services are provided efficiently and effectively throughout the community as evidenced by program participation data.
- The Director collaborates with the Board to develop goals for program participation and service-related data.
- The Director ensures the Library is meeting the Community’s expectations with regard to Library Services.
- The Madison Public Library communicates at least weekly on projects, programs, and priorities to the public, and MPL maintains an active social media presence that is evidenced by social media metrics.
- The Director ensures staff provides quarterly updates to the Board on social media metrics and trends.
- The Director meets regularly and collaborates effectively with the MPL Foundation.

Written Comments:

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6. Area: Job Knowledge/Skills and Innovation				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- Encourages innovation and responsiveness to meet shifting demands and foster continuous improvement.
- Meets the annual DPI Library Director continuing education requirements.
- Demonstrates creativity and the willingness to try new things in an effort to make programs work and meet the needs of new and untapped audiences.
- Understands MPL’s goals, vision and mission.
- Demonstrates strong operational knowledge.
- Stays current on technical information and is able to relate information to Board.
- Demonstrates understanding for the need to innovate to move the Library forward and is able to implement policies to achieve desired objectives.
- The Board is able to confidently rely on Director’s job knowledge and technical skills.
- The Director meets measurable goals set by the Board.

Written Comments:

7. Area: Fiscal Advocacy and Responsibility				
Does Not Meet Expectations	Inconsistently Meets Expectations	Meets Expectations	Consistently Meets Expectations	Exceeds Expectations

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

Benchmarks/Expectations:

- In a difficult fiscal environment, the Library Director establishes and effectively implements a plan to maintain services and programs amidst a budget deficit
- The Director maintains knowledge and awareness of new city, county and state funding formulas and environments.

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- The Director demonstrate strong understanding of Fiscal systems and possess sound budgetary acumen
- The Director ensures that the Library stays within budget, maintains services and funding within statutory requirements, and in compliance with all budgetary requirements and regulations
- The Director provides or delegates clear and timely reports to the Board
- Within the scope of their responsibility, the Director advocates for and is successful in obtaining necessary funding (with the help and involvement of the Board).
- The Library makes provisions for future expansion and development, including ensuring adequate staffing for new services and locations
- The Director demonstrates creativity and advocacy in exploring a variety of resources (e.g. grant opportunities) in order to supplement local funding of Library operations and development, including through effective collaboration with the MPL Foundation

Written Comments:



MADISON PUBLIC LIBRARY

Madison Public Library Vision

Madison Public Library: Where worlds connect and dreams are built.

Madison Public Library Mission

Madison Public Library sparks literacy, fosters curiosity and supports community. We provide equitable access to experiences, ideas and resources necessary to thrive.

Madison Public Library Values

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

Strategic Priorities: Strong Libraries, Thriving Communities

Engaging & Accessible Services. We share collections, programs, and digital resources that foster learning, literacy and personal growth.

Community Partnerships. We actively partner with community leaders, organizations and government services to connect visitors to needed services in areas of basic needs, technology, and education.

Nourishing Spaces. We provide welcoming, safe, environmentally friendly, community-responsive spaces which are accessible and well maintained.

Staff Development. We invest in people and structures to provide an affirming workplace where staff at all levels can pursue their goals and best serve our community