

Douglas County Public Library
Director's Annual Performance Evaluation
COMPARISON DOCUMENT FOR OCTOBER 22, 2019 MEETING
Text only; does not include summary, goals and signature portions.
Compares existing evaluation form with proposed revision.

10/22/19 LIB. BOARD
OF TRUSTEES MTG
AGENDA ITEM
7
"SUPPLEMENTAL"

Regular Text = Existing Text
Bold Text = Proposed Text Additions
Purple/Crossed-out text = Proposed Text Deletions

Employee Name:

Review Date:

Rating Period: (example: 12/01/17-12/01/18)

Evaluating Supervisor: Library Board of Trustees

INSTRUCTIONS: Use the following scale to rate the employee's ~~typical level of performance for the rating period by placing a check in the box~~ performance.

Superior: ~~Demonstrates exceptionally high ability in greatly exceeding established job~~ Meets or exceeds all performance ~~expectations.~~ May be recognized beyond work group for contributions ~~standards.~~

Fully Competent: ~~Consistently meets and may sometimes exceed job~~ Meets or exceeds most performance ~~expectations~~ standards.

Below Standards: Does ~~Not Meet: Work does not meet~~ job ~~most~~ performance ~~expectations~~ standards.

Failed: Does not meet all performance standards.

Performance Areas and Accountability Standards

Superior

Fully competent

~~Does not meet~~ Below standards

Failed

Leadership

Develops/Manages Staff

The Director manages, develops ~~skilled and successful employees; ensures~~ directs personnel effectively, according to approved policies and procedures, ensuring staff is properly ~~are~~ trained and equipped to perform their jobs; ~~uses diverse strengths, and talents of employees~~ contribute to accomplish objectives; ~~delegates activities to those responsible and/or capable; reviews employees' work and holds them accountable for quality performance; fairly and consistently~~ achieving the Library's mission; addresses ~~employee~~ performance issues; fairly and consistently, completes performance reviews in a ~~timely and~~ professional manner; develops plans and follows standards for ~~documenting progressive discipline and corrective direction and training; develops~~ performance improvement and employees ~~skills~~ development ~~plans;~~ and helps employees understand ~~and improve~~ against standards, policies, procedures and objectives.

Sets Expectations

The Director establishes the tone and direction for the Library's success, motivating ~~and inspiring~~ others to accomplish a shared vision; ~~establishes strategic by establishing~~ goals that support for the growth and development of the Library; ~~sets departmental and individual goals that encourage self and others to reach high performance standards; clearly and consistently communicates and~~

~~enforces expectations including performance standards, policies, procedures, department goals and objectives.~~

~~Manages Staff Listens to, acts on, and advances employee suggestions, concerns, and questions; responds to employee pay issues and time off requests in a reasonable time; seeks employee feedback to improve workplace and management style; follows policies and procedures for planning, scheduling, and adjusting coverage, distributing job assignments, granting annual pay raises, and executing discipline; ensures employees know how their job contributes to the success of the Library; provides feedback; recognizes individual and team performance; gives credit to those who contribute to achieving departmental goals.~~

Personal Development

~~The Director seeks~~leads by example, seeking~~ out and participates~~participating~~ in training and other professional development opportunities to learn new~~improve their~~ skills and correct~~knowledge gaps~~. The Director is able to resolve problems under unpleasant conditions, tolerates conditions of uncertainty, adequately deals with~~stay informed about developments in information science and practice, including technological tools.~~~~

Administration

Accountability

~~Job Organization: The Director delegates responsibility effectively, uses time productively, operates in an orderly and systematic manner.~~

~~Execution of Policy:~~

~~The Director understands and complies with the overall~~and~~ policies, and~~laws and philosophy of the~~ Library, Douglas County and ~~of the Douglas County Public Library~~. ~~The Director's efforts lead towards successful accomplishment of goals, results are measured against goals, goals are affirmed or mid-course corrections deployed~~Nevada, including reporting obligations at all levels of government.~~

~~Planning: The Director translates policies and objectives into specific and effective programs, independently recognizes problems, develops relative facts, formulates alternate solutions~~

Budget: and Finances

~~The Director develops a reasonable and an appropriate budget in a systematic and effective~~timely~~ manner, manages~~for submission to the~~ budget satisfactorily and controls expenses within the levels set in the budget. Finances: Effectively~~Board of Trustees~~; manages internal and external resources and~~effectively~~; identifies cost-effective ways to achieve goals; gets~~manages~~ disbursements from the Gift Fund; acts as resident agent for the Library Foundation and the most-out~~Friends of limited resources~~the Library; and works within budget; upholds all financial standards, policies, procedures and regulations.~~

Library Board of Trustees

~~The Director responds positively to guidance from the Board and provides the Board with the information needed to make decisions; understands and complies with the statutory requirements for Library governance; and provides guidance to the Board on open meeting laws and other procedural matters.~~

Facilities and Collection

The Director ensures that the Library's buildings and equipment are safe and well-maintained, and that the various materials comprising the Library's circulating, reference and other collections are cared for according to professional standards.

Communication

Communication:

The Director ensures open dialogue through proactive listening and sharing of information throughout the organization and the community; respects differences of opinion ~~and seeks first to understand before offering own opinion; ensures a consistent and timely flow of information to team members; asks for opinions and ideas and allows others to complete their thoughts;~~ and is clear and concise with oral and written presentations and other ~~communications; uses information technology to improve~~ communications.

~~Library Board of Trustees: The Director responds positively to suggestions and guidance from the Library Board and provides the information needed to make decisions. The Director understands the various statutory requirements for library governance and provides guidance to the Library Board on open meetings laws and other procedural matters.~~

Community Relations:

The Director ~~skillfully deals with the news media, properly avoids politics~~ represents the Library in a professional and partisan manner; accurately conveys non-partisan manner; advocates for the policies Library in the community and before governing bodies; and directs publicity that effectively promotes Library materials, services and programs.

Teamwork

Intergovernmental Relations:

The Director interacts with government representatives in a manner that reflects well on the Library; facilitates cooperative efforts between various agencies and the Library; ~~and works effectively with other public managers~~ Douglas County personnel.

Library Staff Teamwork:

The Director works cooperatively with ~~other departments/divisions staff~~ to improve ~~overall the~~ performance of the organization; ~~participates in~~ leads meetings and cross-functional teams; ~~builds and fosters collaborative~~ relationships with ~~and between~~ others ~~as valuable resources; offers to help out and cooperates with peers/co-workers to coordinate work and to avoid working at cross purposes.~~

Integrity

~~Objectivity: The Director is composed and unbiased, conveys a rational viewpoint based on facts and qualified opinions, separates personal feelings from Library interest.~~

~~Drive: The Director is energetic, enterprising, self-directed, motivated.~~

~~Judgment and Decisiveness: The Director reaches quality decisions in a timely fashion, exercises good judgment in making decisions and in general conduct.~~

~~Attitudes: The Director is cooperative and adaptable with an enthusiastic attitude toward the Library, both professionally and personally.~~

Conduct

~~Integrity: The Director demonstrates honest and ethical conduct; speaks positively about the County, the Library, peers, and co-workers; dispels gossipis cooperative and rumorsadaptable; maintains confidentiality and is respectful; responds to and meets commitments to Board of Trustees, peers, and subordinates; demonstrates an understanding and respect for cultural, religious, and gender differences; maintains a professional image with the public, customers, management, and co-workers; and fulfills responsibilities and duties in accordance with the Code of Ethics of the American Library Association.~~

Self-Assurance: Judgment and Decisiveness

~~The Director is self-assured of abilities, accepts constructive criticism self-directed and motivated, handles criticism constructively, takes responsibility for mistakes, and confidently makes decisions and takes action without undue supervision from the Library Board of Trustees.~~

Customer Service

Materials and Programs

~~The Director oversees the management and maintenance of library materials in all formats, as well as programming, that informs and entertains library users; and ensures that programs, services and materials meet the needs and request of all library users.~~

Service Points and Facilities

~~The Director ensures public access to properly equipped facilities and trained personnel, enabling access to Library materials, equipment, facilities and programs.~~

DOUGLAS COUNTY PUBLIC LIBRARY

Statistical Report

FY 2019-2020

	Year-to-Date												
	July 2019			August 2019			September 2019						
	Minden	Tahoe	Bkmobile	Minden	Tahoe	Bkmobile	Minden	Tahoe	Bkmobile	Minden	Tahoe	Bkmobile	Total
Circulation													
Items Checked Out/Renewed	39,102	2,264	177	41,543	15,045	87	12,912	892	87	13,891	636	90	12,607
eCheckouts			6,197		2,229	2,044							1,924
New Cards Issued	404	51	35	490	163	16	147	14	16	177	22	19	150
Patrons	27,067	3,091		30,158	3,038	10	24,413	3,038	10	27,461	3,060	34	27,614
Library Visits	23,129	4,346	592	28,067	9,686	306	7,796	1,506	306	9,608	1,285	286	8,773
Bookmobile Stops			5			3							2
Inventory	109,264	28,332	1,019	138,615	1,019	1,664	109,381	28,403	1,664	139,448	28,435	1,665	139,797
Interlibrary Loans Requested	164	5		169	49	67	64	3		67			53
Interlibrary Loans Loaned	10	2		12	1						2		11
Homebound Patrons	19			19	15	15	15			15			16
Homebound Checkouts	449			449	142	173	173			173			134
Database Sessions			8,436		4,516								3,920
Services													
Meeting Room Use	103	15		118	44	33	29	4		33	4		41
Meeting Room Attendance	1,236	177		1,413	517	410	348	62		444	42		486
Kids' Programs	68	23		91	28	31	22	9		31	9		32
Kids' Program Attendance	1,042	150		1,192	524	272	226	46		272	78		396
Teen Programs	9			9	6	1	2			2			1
Teen Program Attendance	25			25	13	4	4			4			8
Adult Programs	9	4		13	9	2	1	1		2			2
Adult Program Attendance	288	6		294	112	13	11	2		13	189		189
Total Programs	86	27		113	43	35	25	10		35	9		35
Total Program Attendance	1,355	156		1,511	649	289	241	48		289	495		573
Outreach	5			5		3	3			3			2
Mobile Device Assistance	48	12		60	26	20	16	4		20	3		14
Public Computer Use	2,317	296		2,613	800	1,001	880	121		1,001	89		812
ADA-pc Use	9			9		7	7			7			2
Wireless Use	8,993	536		9,529	4,179	3,518	3,317	201		3,518	123		1,832
Volunteers	84			84	57	54	54			54			61
Volunteer Hours	506			506	283	223	223			223			209

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DOUGLAS COUNTY PUBLIC LIBRARY

Statistical Report

FY 2018-2019

	Year-to-Date			Sep-18		
	Minden	Tahoe	Total	Minden	Tahoe	Total
Circulation						
Items Checked Out/Renewed	40,893	2,881	43,774	12,188	846	13,034
eCheckouts			5,033			1,727
New Cards Issued	357	45	402	104	8	112
Patrons	26,923	3,076	29,999	26,040	2,995	29,035
Library Visits	23,721	4,677	28,398	6,947	1,326	8,273
Inventory	109,283	28,209	137,492	110,597	27,579	138,176
Interlibrary Loans Requested	127	2	129	37	2	39
Interlibrary Loans Loaned	128	16	144	36	7	43
Homebound Patrons	15	-	15	22	-	22
Homebound Checkouts	471	-	471	140	-	140
Database Sessions			1,078			675
Services						
Meeting Room Use	118	22	140	43	8	51
Meeting Room Attendance	1,416	313	1,729	516	126	642
Kids' Programs	80	23	103	30	13	43
Kids' Program Attendance	1,718	222	1,940	384	104	488
Teen Programs	7	1	8	4	-	4
Teen Program Attendance	133	1	134	23	-	23
Adult Programs	16	2	18	3	-	3
Adult Program Attendance	354	29	383	36	-	36
Total Programs	103	26	129	37	13	50
Total Program Attendance	2,205	252	2,457	443	104	337
Outreach	7	-	7	2	-	2
Public Computer Use	2,750	332	3,082	785	87	872
ADA-pc Use	15	-	15	4	-	4
Wireless Use	11,724	783	12,507	3,505	199	3,704
Volunteers	130	1	131	59	1	60
Volunteer Hours	780	25	805	226	9	235

Library Trustees and Personnel Practices

Understand how the board's role and the library director's role differ

The board of trustees and the library director are both involved in library governance and policy development, financial management, and personnel administration. However, the type and level of involvement must be clearly differentiated in order to avoid conflict and for the library to operate professionally and effectively.

Typically the board establishes overall personnel policies such as guidelines for salary and benefits, hiring practices, and other personnel actions unless the library is part of a town/city and must follow municipal policy. If the library is part of a municipal system that maintains authority to hire the director, the board hires the library director and sets salary and benefits.

Your public library director is the department head of a city service and is responsible for the day-to-day management of the library. The director acts as the professional/technical adviser to the library board on policy, finances, planning, library performance and more.

Some of the ways the roles of the library director and the board differ are:

- The library director may suggest or draft policies. It is the board that actually adopts the policies. Once a policy is adopted, the director and staff carry it out as they operate the library.
- The board hires and evaluates the library director while the director hires and evaluates other staff.
- The library director may draft a budget request; the board officially adopts the budget.

Use the chart below to openly discuss the board's role and the director's role. Most conflicts can be avoided if the board and director understand and respect each other's roles.

Duties and Responsibilities of the Board and Library Director

Library Board	Library Director
<p>Staff: Employ a competent and qualified librarian. Includes recruiting, hiring and annually evaluating the director based upon a well-defined job description and expectations. Adopt personnel policy and set adequate salary and benefits for all staff.</p>	<p>Staff: Recruit, hire and annually evaluate library staff based upon well-defined job descriptions and expectations. Suggest improvements needed in salaries, working conditions and personnel policy.</p>
<p>Policy: Determine and adopt written policies to govern the operation of the library.</p>	<p>Policy: Carry out the policies of the library as adopted by the board. Recommend policies to library board.</p>

The following table is taken from the _____ and explains clearly the differences in relationship between the Library Board, Library Director, and staff.

Library Board

Library Director

Staff: Employ a competent and qualified librarian. Includes recruiting, hiring and annually evaluating the director based upon a well-defined job description and expectations. Adopt personnel policy and set adequate salary and benefits for all staff.

Staff: Recruit, hire and annually evaluate library staff based upon welldefined job descriptions and expectations. Suggest improvements needed in salaries, working conditions and personnel policy.

Policy: Determine and adopt written policies to govern the operation of the library.

Policy: Carry out the policies of the library as adopted by the board. Recommend policies to library board.

Planning: Determine the direction of the library by studying community needs. See that a plan is developed for meeting needs and that the plan is carried out.

Planning/Management: Suggest and carry out plans for library services. Manage day-to-day operation of library. Design library services to meet community needs/interests. Report library's progress and future needs to the board.

Budget: Examine budget proposed by the director; make revisions as needed; officially adopt the budget; present library budget to mayor/city council. Review expenditures in accord with budget, amending line items within the budget if needed.

Budget: Prepare and submit to library board a budget request based on present and anticipated needs. Maintain complete and accurate records of finances. Expend funds based on approved budget.

Advocacy: Advocate for library through contacts with general public, civic organizations and public officials. Attend city council meetings to keep council informed on library activities. Work to secure adequate funds to carry out the library's services.

Advocacy: Advocate for library through contacts with general public, civic organizations and public officials. Attend city council and/or county supervisor meetings. Work to secure adequate funds to carry out the library's services.

Legal Issues: Be familiar with library ordinance as well as state and federal laws affecting the library.

Legal Issues: Be familiar with library ordinance and keep board informed on laws affecting library.

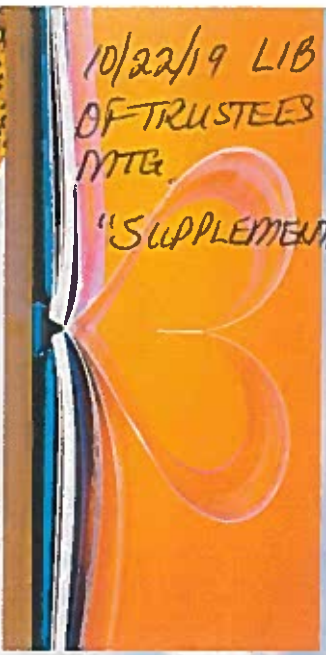
Vision

Members

Nevada LIBRARY

Cooperative
Going the distance together!

10/22/19 LIB BOARD
OF TRUSTEES
MTG.
"SUPPLEMENTAL"



Thriving Libraries

that Nevadans

Use, Love

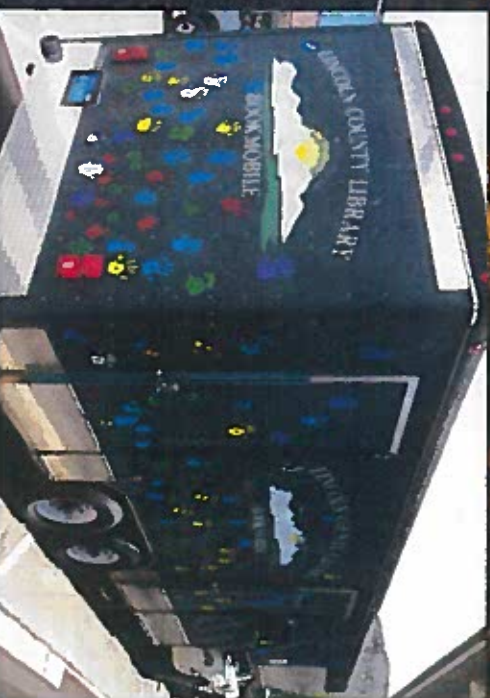
& Support

- ◆ Beatty Library District
- ◆ Carson City Library
- ◆ Churchill County Library
- ◆ Elko-Lander-Eureka County Libraries (11 locations + bookmobile)
- ◆ Esmeralda District Library (3 locations)
- ◆ Humboldt County Library (4 locations + bookmobile)
- ◆ Lincoln County Library (3 locations + bookmobile)
- ◆ Lyon County Library System (5 locations)
- ◆ Mineral County Library (2 locations)
- ◆ Nevada State Library, Archives and Public Records
- ◆ Nevada Historical Society
- ◆ Nevada State Museum—Las Vegas
- ◆ Pershing County Library
- ◆ Sierra Nevada College—Prun Library
- ◆ Tonopah Library District
- ◆ White Pine County Library
- ◆ Storey County Community Library (Elko)
- ◆ Amargosa Valley Public Library & Pahrump Community Library (Partners)

Strategic

Plan

2019 - 2024



Mission

COMMUNITY

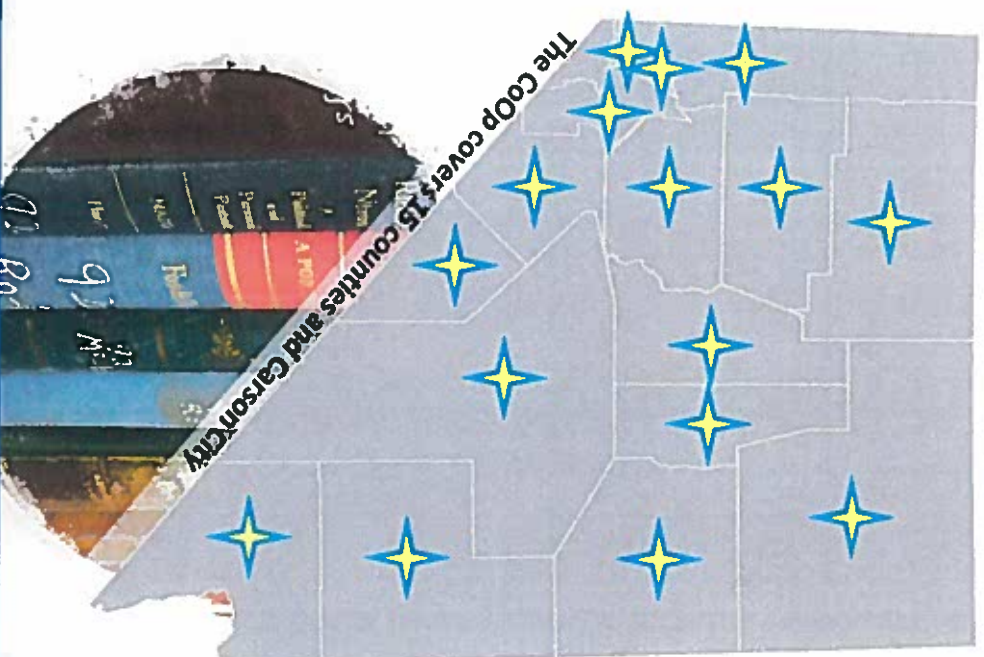
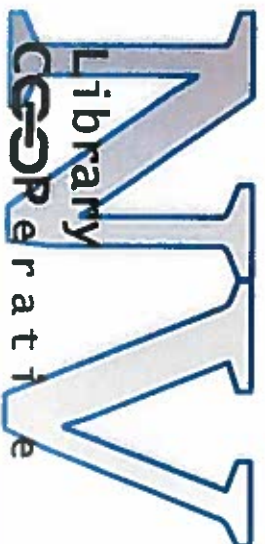
We build community by connecting libraries throughout Nevada

LITERACY

We support libraries in their promotion of literacy, learning, knowledge and connection

TECHNOLOGY

We empower libraries by providing tools and resources which help them meet the needs of their residents and communities



Who we are

- ◆ Shared database of 1.1 million items and growing
- ◆ Collective purchasing power saves tax dollars
- ◆ Online portal to collections, services and resources
- ◆ Network and collaborate to advance Nevada libraries

VALUES: Trail-blazing, Collaboration, Integrity, Diversity & Inclusion, Learning

Where we're going

ENGAGE OUR COMMUNITIES

- Increase awareness of libraries as sources of connection, knowledge, and community.
- Broaden the user base in our service area.
- Improve the end user experience in our service area.

GROW OUR REACH AND RESOURCES

- Become a visible and valued resource for all of Nevada.
- Expand access to information and human resources by broadening the network of members, clients, and partners.
- Maintain and grow our funding, including public and private support.

ADVANCE OUR TECHNOLOGY

- Maintain and update core services to the member libraries.
- Secure reliable telecommunications and enhance the technology infrastructure.
- Increase our reach, amplify our impact, and improve the customer experience.

OPERATE WITH EFFICIENCY AND INGENUITY

- Strengthen the organization.
- Strengthen core services.
- Strengthen headquarter operations.

