

## **Board Packet**

11.30.23 Board Meeting

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

Behavioral Evidence: (

Overall rating: (

**Category 2 - Business and financial management**

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

**Behavioral Evidence:**

**Overall rating:**

**Category 3 - Customer Service**

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

Behavioral Evidence:

Overall rating:

Category 4 - Relationship with the Board

4	Clear Mastery	<p><b>Competency Description</b></p> <ul style="list-style-type: none"> <li>• Keeps board members informed about issues, needs and operation of this library</li> <li>• Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis</li> <li>• Interprets the intent of and executes board policy</li> <li>• Seeks and accepts from the board, constructive criticism of work</li> <li>• Supports board policy and actions to staff, customers and the public</li> <li>• Understands their role in administration of board policy</li> </ul>
3	Strong Evidence	
2	Some Evidence	

1	Development Opportunity	
0	No Opportunity to Observe	

Behavioral Evidence:

Overall rating:

Category 5 - Personal characteristics that impact job performance

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

Behavioral Evidence:

Overall rating: 3.25

Category 6 - Personnel/Management and Development

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

Behavioral Evidence:

Overall rating:

Category 7 - Innovation/Improvement

		<ul style="list-style-type: none"><li>• Encourages a culture of open communication</li></ul>
3	Strong Evidence	
2	Some Evidence	
1	Development Opportunity	
0	No Opportunity to Observe	

Behavioral Evidence:

Overall rating:

**PART II**

Describe 3-5 areas where performance is particularly effective:

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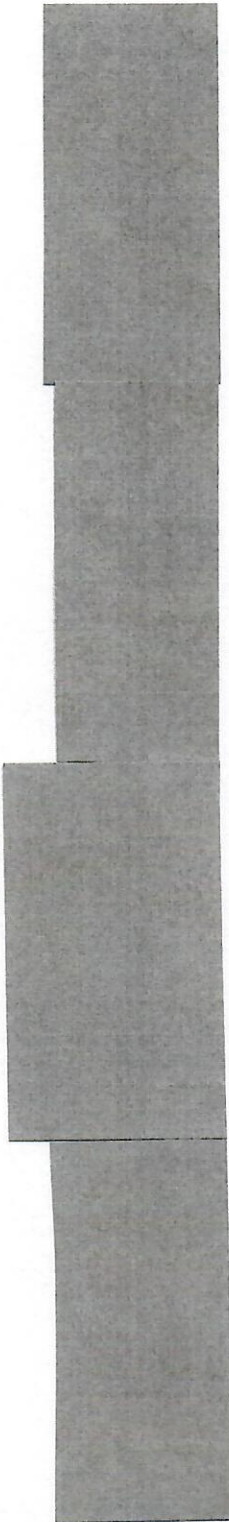
Describe 3-5 areas where performance could be more effective:

- 1.
- 2.
- 3.



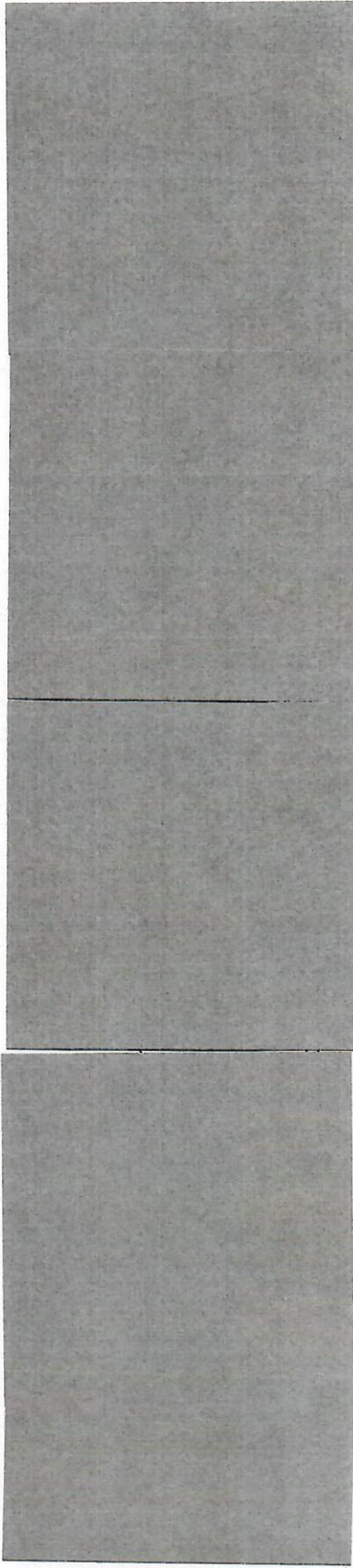
Review past goals.

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- 
- 



Set 3-4 goals for upcoming year.

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



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



## Performance Evaluation Scale Options

	1	2	3	4	5	6
<b>1</b>	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable	Unsatisfactory	
<b>2</b>	Outstanding: Far exceeding performance criteria	Above Average: Exceeds normal expectations	Average: General meets expectations	Weak: Erratic performance, falls short of normal expectations, requires remedial action	Unsatisfactory: Unacceptable performance, which must receive immediate attention	
<b>3</b>	Excellent	Satisfactory	Needs Improvement	Unknown		
<b>4</b>	Exceptional: Consistently far exceeds job expectations.	Excellent: Consistently exceeds job expectations	Very Good: Consistently meets & occasionally exceeds job expectations	Good: Consistently meets job expectations	Acceptable: Meets minimum requirements for the job	Unacceptable: Overall performance does not meet the minimum acceptable level
<b>5</b>	Clear Mastery	Strong Evidence	Some Evidence	Development Opportunity	No Opportunity to Observe	
<b>6</b>	Exceeds Requirements	Meets Requirements	Needs Improvement	Cannot Rate		
<b>7</b>	Outstanding: Performance is exceptional in comparison to expectations	Highly Effective: Always meets & frequently exceeds performance expectations	Effective: Consistently meets performance expectations & performs in a professional & competent manner	Needs Improvement: Meets only minimally acceptable levels of performance; requires extra direction from the Trustees	Unacceptable/Needs Substantial Improvement: Does not meet performance expectations even at a minimally acceptable level; requires significant extra direction and/or constant supervision from the Trustees. Need for immediate & significant improvement	
<b>8</b>	Standard of Excellence: Performance which consistently exceeds performance standards. Performance at this level leaves little, if anything, to be desired	Exceeds Expectations: Performance consistently meets & often exceeds performance standards	Meets Expectations: Performance is consistently at acceptable levels	Needs Improvement: Performance is below the minimum requirements for this job. Performance meets some, but not all, job requirements		

# Library Director: Performance Evaluation Policy

Board Approved xx-xx-xx

## **Preface:**

Just as the Library Director regularly evaluates the staff, it is the responsibility of the Board to regularly evaluate the Library Director. Informally, trustees are constantly evaluating the director by noticing and responding to what they see in the library and what they hear from the public. But that informal consideration doesn't take the place of formal review of the Director's performance. The best way to evaluate and monitor director effectiveness is by providing a good job description for the director and then doing a formal, periodic evaluation to determine how well the director is meeting the job description and accomplishing library goals. A regular evaluation ensures that the director is aware of the board's expectations and provides for a formal line of communication about how those expectations are being met. It is also a time for the board to voice their concerns to the director, and shows good management practices to local government officials and the community. A formal, written performance appraisal is an essential management practice. The evaluation of the library director is the foundation of the evaluation process for the library as a whole.

## **Objective:**

- To provide the director with a clear understanding of the board's expectations and goals
- To ensure that the director is aware of how well those expectations and goals are being met
- To serve as a formal vehicle of communication between the board and director
- To identify and give credit for a job well done
- To identify the board's concerns so that appropriate action may be taken
- To review accomplishments of the library and ensure the continued effectiveness of the director
- To demonstrate sound management practices and accountability to the community
- To assess individual performance in relation to expectations and goals
- To be used to make fair and equitable decisions regarding job tenure and compensation

## **Process:**

Director submits accomplishments/ performance input/self-evaluation to the board chairman 30-days prior to regularly scheduled evaluation period end-date. (Voluntary?, if yes, then "may submit")

Board trustees individually complete evaluation form prior to Executive Session board meeting

Board meets in Executive Session to discuss and formulate single, completed evaluation form

If board is unable to achieve 2/3 majority for an Executive Session, board chairman uses individual trustee performance evaluation input to produce a single, completed evaluation form

Board chair submits completed performance evaluation to board legal counsel for review

Board chairman, or full board, meets in Executive Session with Director to discuss evaluation

Director may submit a written rebuttal with 30-days of evaluation. See if there's anything in the contract.

**Evaluation Form:**

All regularly scheduled and special (Performance Probation) performance appraisals will be documented using the Executive Director Evaluation form.

**Evaluation Schedule:**

A newly hired director will be evaluated 9-months from the start date of employment, and annually thereafter. Should performance in two or more areas identify a "Development Opportunity," during any given observation period, the director may be placed on Performance Probation and follow a modified evaluation schedule.

**Performance Probation:**

Should the Director not meet the board's performance expectations based upon a scheduled performance evaluation, or at any other time, he or she may be placed on Performance Probation. Should this take place, the evaluation frequency will typically be increased to every 2-3 months, but may be more frequent should the board deem it necessary.

**Termination:**

Should the board consider dismissing the library director, the steps outlined in his/her employment agreement will be reviewed/followed.

**Executive Session:**

The board will typically go into Executive Session (without the library director being present) any time when it is discussing the director's performance, in accordance with [Idaho Code § 74-206(1)(a) & (b)]. Should the board be unable to enter Executive Session (e.g. achieve a 2/3 vote), no public discussion will take place.

**Records Retention and Access:**

The Library Director's performance appraisals will be retained by the board chairman for a period of at least 4 years, and then may be destroyed at the board's discretion.

The Library Director may request an opportunity to review or receive copies of his/her own performance appraisal upon request with the board chairman.

Following the library director's departure from library employment, his/her performance appraisal documentation will be retained for a period of ??? years.



## **MATERIALS SELECTION POLICY**

### **Statement of Purpose and Intent for Policy**

The vocation of a librarian requires a commitment to freedom of speech and the celebration of diverse viewpoints unlike that found in any other occupation. The librarian curates and curtails the collection of reading materials for an entire community in a sense, and in doing so, he or she reinforces the bedrock principles on which this country was founded. According to the United States Supreme Court, "Public libraries pursue the worthy missions of facilitating learning and cultural enrichment." *United States v. Am. Library Ass'n, Inc.*, 539 U.S. 194, 203, 123 S. Ct. 2297, 156 L. Ed. 2d 221 (2003). To fulfill those worthy objectives, "public libraries must have broad discretion to decide what material to provide to their patrons." *Id.* at 204.

This policy defines the Community Library Network's responsibility to establish and maintain a balanced and diverse collection of materials that meet the informational, educational, and recreational needs of our residents, and to openly afford the public access to discussion, debate, and the dissemination of information and ideas.

### **Objective and Scope of Policy**

This policy pertains only to the *selection and acquisition* of books and materials, regardless if previously acquired, for the library's collection, not removal of existing library materials. Policy regarding retention, removal, or relocation of existing materials is outside the scope of this policy. No specific book or material was contemplated by or known to the Board during the enactment of this policy, and it is entirely unknown what, if any, future books or materials could be subject to this policy.

### **Responsibility**

The elected board of trustees ultimately guides the selection process through this policy. The Library Director implements policies set by the board. Under the Director's guidance, selection is delegated to professional collection development library staff who are qualified by education, training and experience. All staff members and the general public are encouraged to recommend materials for consideration. Suggestions are evaluated by the staff based on the Library's criteria for selection.

### **Definitions- As Used in this Policy**

Under this section "Harmful to minors" means that quality of any description, exhibition, presentation, or representation, in whatever form, of nudity, sexual conduct, sexual excitement, or sadomasochistic abuse, when the material or performance, taken as a whole or in part, has any of the following characteristics:

(A) The average person eighteen (18) years of age or older applying contemporary community standards would find that the material or performance has a predominant tendency to appeal to a prurient interest in sex to minors;

(B) The average person eighteen (18) years of age or older applying contemporary community standards would find that the material or performance depicts or describes nudity, sexual conduct, sexual excitement, or sadomasochistic abuse in a manner that is patently offensive to prevailing standards in the adult community with respect to what is suitable for minors; and

(C) The material or performance lacks serious literary, scientific, medical, artistic, or political value for minors.

"Minor" means any person under eighteen (18) years of age.

"Material" means any book, magazine, newspaper, pamphlet, poster, print, picture, figure, image, description, motion picture, film, record, recording tape, CD-ROM disk, magnetic disk memory, magnetic tape memory, video tape, or other media.

Nudity" means a:

(A) Showing or description of the human male or female genitals, pubic area, or buttocks with less than a fully opaque covering:

(B) Showing or description of the female breast with less than a fully opaque covering of any portion of the female breast below the top of the nipple; or

(C) Depiction or description of covered male genitals in a discernibly turgid state.

"Performance" means any motion picture, film, video tape, played record, phonograph or tape, preview, trailer, play, show, skit, dance, or other exhibition performed or presented to or before an audience of one (1) or more, with or without consideration.

"Sadomasochistic abuse" means flagellation or torture by or upon a person clad in undergarments, a mask, or bizarre costume, or the condition of being fettered, bound, or otherwise physically restrained on the part of a person so clothed, or mutilation or physical alteration of genitals by or upon a person;

"Sexual conduct" means an act of masturbation, homosexuality, sexual intercourse, or physical contact with a person's clothed or unclothed genitals, pubic area, buttocks, or female breast; and

"Sexual excitement" means the condition of the human male or female genitals when in a state of sexual stimulation or arousal.

### **Selection Process**

The Community Library Network seeks to purchase a wide range of materials that meet the informational, educational, and recreational needs of our residents in a variety of acceptable formats. The selection of materials is generally made by library staff based on clear and unambiguous written policies that infuse our mission statement and accepted goals and priorities, published reviews, recommendations from library users, availability of materials at other libraries, an item's relation to the Library's existing collection, use analysis, space, price, and staff judgment and expertise.

Books and material with content that is "harmful to minors" as defined in this policy, shall be excluded from selection and acquisition for the library's non-adult collection.

The Community Library Network uses several criteria to determine the addition of an item whether

purchased, requested, or donated.

- Authority and competency of presentation, author, or publisher
- Favorable reviews and inclusion in, but not limited to, reputable resources such as professional or trade journals
- Relation to existing collection
- Adequate standards of quality and durability in content, format, and physical appearance
- Current usefulness or lasting value (e.g. time-tested classics)
- Popularity and user demand, including hold demand counts on materials selected by other libraries in our consortium (CIN) that do not conflict with CLN policy
- Availability of materials through other libraries (Interlibrary Loan) or electronic resources
- Space requirements
- Representation of trends, subjects, or genres of local or national interest
- Price
- Format
- Appropriateness of subject and style for intended library users. For purposes of this criteria, "appropriateness" means a determination of whether such content is, in the opinion of the Board or Library staff, "harmful to minors" as that term is specifically defined in this Policy.

### **Gifts**

The Community Library Network welcomes donated books and other materials that are in good condition. Donated items may be used or disposed of in any way deemed appropriate and no conditions by donors can be made on materials donated. Donations are evaluated using same criteria as purchased items. A receipt may be given to donors if requested with a number of items donated but no assessment of value will be made by library staff.

### **Review of Policy**

This policy will be reviewed and revised every three years or updated as necessary. Approved by the Community Library Network Board of Trustees, November xx, 2023.

# Materials Withdraw and Reconsideration Policy

Board approved 11/xx/2023

This policy defines the Community Library Network's review criteria and disposition process for material to be removed from the collection.

## Withdraw of Materials (Weeding)

The Community Library Network attempts to keep its entire collection in a condition that is attractive and inviting to the user. The Collection Development Librarian and other staff will use CREW (Continuous Review and Evaluation for Weeding) method to keep the collection weeded. Criteria for selecting materials for withdrawal or relocation include:

- Damage and poor condition
- Copies in excess of demand
- Obsolete information or format
- Lack of use or space
- Availability from other sources
- Community relevance
- Materials inappropriate for minors

## Disposition of Materials

Material which has been selected for removal from the collection during the weeding process will be relocated or disposed of using one of the following options:

- Dispose of
- Donate to Twice Told Tales
- If material is inappropriate for minors, but produced for adults, move to adult collection area
- If material is inappropriate for minors, but not produced for adults, move to a library location (other than the regular adult collection area) not accessible to minors and only made available to adults

## Reconsideration of Material

If a library patron concludes that a specific item does not meet the guidelines set forth in this policy, they may fill out a Library Patron's Request for Reconsideration of Material form: The completed form will be submitted to the Library Director who will review the form for evaluation and recommendations. The Community Library Network is a member of the Cooperative Information Network (CIN) consortium, sharing and receiving material from the other member libraries. Requests for reconsideration are only accepted from Community Library Network residents for Community Library Network owned materials. A review team of library staff will be selected to review the item fully using the material selection policy. The decision will be submitted to the library user within 30 days. If the patron is not satisfied with the decision, they may appeal the decision to the board-appointed Community Review Panel in writing within 10 business days. The board will evaluate whether staff appropriately used the selection policy as a guide during the review process. The patron will be notified of the outcome. The board's decision is final. The

38 item in question will not be removed from the shelf during the reconsideration process (except, as  
39 necessary, for examination during this process). An item will be evaluated for reconsideration only once  
40 in a 3-year period unless sufficient new compelling evidence is introduced.

41 **Review of Policy**

42 This policy will be reviewed and revised every three years or updated as necessary. Approved by the  
43 Community Library Network board of Trustees, November xx, 2023.



## **MATERIALS SELECTION POLICY**

### **MATERIALS WITHDRAW AND RECONSIDERATION POLICY**

Board Draft proposed by Trustee Hanley: 11-2-2023  
(Edits in purple proposed by Trustee Plass)

This policy defines the Community Library Network's review criteria and disposition process for material to be removed from the collection.

#### **Objective**

This policy defines the Community Library Network's responsibility to establish and maintain a balanced and diverse collection of materials that meet the informational, educational, and recreational needs of our residents.

#### **Responsibility**

The responsibility for the selection of library materials rests ultimately with the Library Director. The elected board of trustees guides the selection process through this policy. Under the Director's guidance, selection is delegated to professional collection development library staff who are qualified by education, training and experience. All staff members and the general public are encouraged to recommend materials for consideration. Suggestions are evaluated by the staff based on the Library's criteria for selection.

#### **Intellectual Freedom**

The choice of library materials is an individual matter and, while anyone is free to reject for his or herself materials of which they do not approve, he/she cannot exercise censorship to restrict the freedom of use and access to others. The responsibility for use of library materials by minors rests with their parents or legal guardians.

The Community Library Network seeks to provide a balanced collection representing a wide range of viewpoints, including controversial issues that may be objectionable to some individuals. The purchase of controversial items does not constitute endorsement of the views expressed.

The freedom to read, along with the freedom to hear and to view, is protected by the First

Amendment to the Constitution of the United States. The District subscribes to the [Freedom to Read Statement](#) and the [Library Bill of Rights](#) adopted by the American Library Association. These documents are an integral part of this policy and are attached.

### **Selection Process**

The Community Library Network seeks to purchase a wide range of materials in a variety of acceptable formats. The selection of materials is generally made by library staff based on our mission statement and accepted goals and priorities, published reviews, recommendations from library users, availability of materials at other libraries, item's relation to existing collection, use analysis, space, price, and staff judgment and expertise.

The Community Library Network uses several criteria to determine the addition of an item whether purchased, requested, or donated.

- Authority and competency of presentation, author, or publisher
- Favorable reviews and inclusion in reputable resources such as professional or trade journals
- Relation to existing collection
- Adequate standards of quality and durability in content, format, and physical appearance
- Current usefulness or lasting value
- Popularity and user demand, including hold demand counts on materials selected by other libraries in our consortium (CIN)
- Availability of materials through other libraries (Interlibrary Loan) or electronic resources
- Space requirements
- Appropriateness of subject and style for intended library users
- Representation of trends, subjects, or genres of local or national interest
- Price
- Format
- Appropriateness of subject and style for intended library users. For purposes of this criteria, "appropriateness" means a determination of whether such content is, in the opinion of the Board or Library staff, "harmful to minors" as that term is specifically defined in this Policy.

Forms of expression that are unprotected by the First Amendment will not knowingly be included in the collection. Unprotected materials are those that have been declared obscene by a U.S. Court of Law. Materials for minors under the age of eighteen (18) that violate Idaho Codes 18-1513, 18-1514, and 18-1515 will be excluded from the juvenile and young adult collections.

### **Withdrawal of Materials (Weeding)**

The Community Library Network attempts to keep its entire collection in a condition that is attractive and inviting to the user. The Collection Development Librarian and other staff use the CREW (Continuous Review and Evaluation for Weeding) method to keep the collection weeded. Criteria for selecting materials for withdrawal include:

- Damage and poor condition
- Copies in excess of demand
- Obsolete information or format
- Lack of use or space
- Availability from other sources

- Community relevance

### Materials Inappropriate for Minors

Materials produced for minors under the age of eighteen (18) that violate Idaho Codes 18-1513, 18-1514, and 18-1515 will be removed from the juvenile and young adult collections.

### Disposition of Materials

Material which has been selected for removal from the collection during the weeding process will be relocated or disposed of using one of the following options:

- Dispose of
- Donate to Twice Told Tales
- If material is inappropriate for minors, but produced for adults, move to adult collection area
- If material is inappropriate for minors, but not produced for adults, move to a library location (other than the regular adult collection area) not accessible to minors and only made available to adults

### Gifts

~~The Community Library Network welcomes donated books and other materials that are in good condition. Donated items may be used or disposed of in any way deemed appropriate and no conditions by donors can be made on materials donated. Donations are evaluated using same criteria as purchased items. A receipt may be given to donors if requested with a number of items donated but no assessment of value will be made by library staff.~~

### Reconsideration of Material

If a library patron concludes that a specific item does not meet the guidelines set forth in this policy, they may fill out a Citizen's Request for Reconsideration of Material form. The completed form will be ~~given~~ **submitted** to the District Director who will review the form for evaluation and recommendations. The Community Library Network is a member of the Cooperative Information Network (CIN) consortium, sharing and receiving materials from the other member libraries. Requests for reconsideration are only accepted from Community Library Network residents for Community Library Network owned materials. A review team of library staff will be selected to review the item fully using the material selection policy ~~as a guide and evaluating the work as a whole.~~ **A** The decision will be submitted to the library user **within 30 days**. If the patron is not satisfied with the decision, they may appeal the decision to the ~~board of trustees~~ **board-appointed Community Review Panel** in writing within 10 business days. The board will evaluate whether staff appropriately used the selection policy as a guide during the review process. The patron will be notified of the outcome. The board's decision is final. The item in question will not be removed from the shelf during the reconsideration process **(except, as necessary, for examination during this process)**. An item will be evaluated for reconsideration only once in a 3 year period unless sufficient new compelling evidence is introduced.

### Review of Policy

This policy will be reviewed and revised every three years or updated as necessary. Approved by the Community Library Network Board of Trustees, November xx, ~~2022~~ **2023**.