**PART I**

3 Exceeds Expectations: Director has gone beyond what you would expect.

2 Meets Expectations: Director meets all or most of what you expect.

1 Does Not Meet Expectations: Director is not working at a level acceptable to you.

0 No Information: You have not had an opportunity to observe these behaviors.

**Category 1: Organizational Leadership**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Understands and implements the mission of the organization.
* Works as an advocate for the organization before RAILS, Illinois State Library, SWAN members, and the general public.
* Stays current with new ideas and trends among libraries.
* Effective decision maker: gathers input, makes timely decisions and communicates results.
* Proactive problem solver.
* Articulates a guiding vision.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 2: Business and Financial Management**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Keeps informed about financial needs of the organization.
* Understands and supervises the financial accounting programs for the organization.
* Ensures that organization funds are spent appropriately, always in the best interest of those we serve.
* Provides the board accurate, understandable information about the financial status of the organization through regular financial reports.
* Makes well-supported budgeting recommendations to the board.
* Assists the board in keeping the organization financially sound.
* Explores and proposes to the board new potential sources of finance for programs and services.
* Plans and organizes work effectively.
* Ensures that all governmental and legal requirements of the organization are met.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 3: Customer Service**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Understands the needs of the SWAN membership and seeks to fill those needs with the organization's programs and community services.
* Gains respect and support of other persons and organizations who come in contact with our organization.
* Articulates clear vision to staff about the paramount importance of customer service and models best practices behavior.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 4: Relationship with the Board**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Keeps board members informed about issues, needs and operation of the SWAN organization.
* Offers direction to the board when needed on issues requiring board action and makes appropriate recommendations based on thorough study and analysis.
* Interprets the intent of and executes board policy.
* Seeks and accepts from the board and constructive criticism of work.
* Supports board policy and actions to staff, customers and the public.
* Understands his/her role in administration of board policy.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 5: Personal Characteristics that Impact Job Performance**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Maintains high standards of ethics, honesty and integrity in personal and professional relationships.
* Works well with individuals and groups.
* Exercises good judgment in arriving at decisions.
* Maintains poise and emotional stability in the full range of professional activities.
* Writes clearly and concisely.
* Responds well when faced with unexpected/disturbing situations.
* Remains open to ideas, suggestions and criticism from the board.
* Admits mistakes.
* Intellectually curious.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 6: Personnel/Management and Development**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Justifies the need for staff development funds, actively campaigns for them and accounts for their use.
* Analyzes staff functioning periodically with the object of creating the greatest efficiencies.
* Emphasizes equal opportunity employment and affirmative action hiring practices.
* Delegates authority and efficiently organizes the work of personnel.
* Inspires staff to do their best work by acting as supporter and motivator; providing necessary resources, encouragement and appreciation.
* Addresses performance issues and takes actions necessary to correct problems, both with staff and him/herself.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 7: Innovation/Improvement**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Seeks out and promotes change that will better serve patrons and members.
* Constantly pushes to improve efficiency & effectiveness.
* Demonstrates concern about quality and getting better results.
* Functions well in fast-paced, changing environment.
* Anticipates change and develops appropriate coping strategies.
* Actively works on personal development; seeks out feedback on how to improve.
* Responds effectively and proactively to organizational changes.
* Accomplishes responsibilities with superior outcomes.
* Demonstrates resolve and urgency to get things done.
* Commits to reach timely and successful closure on work.
* Strong work ethic; does whatever it takes to get the job done.
* Drives to excel in all matters.
* Participates in conferences and training.
* Stays abreast of current trends and makes recommendations to the board.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 8: Planning and Problem Solving**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Works with SWAN Board to establish strategic goals that enable the organization to better serve the community and anticipate future needs.
* Supports a vision that keeps the organization current and knowledgeable in technology, programming and services.
* Establishes clear long and short term objectives that are attainable and promote betterment of the organization.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**Category 9: Interpersonal Effectiveness**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **3** | **Exceeds Expectations** | **Competency Description*** Establishes rapport and maintains productive relationships with subordinates, board, members and community.
* Handles differences openly, candidly and constructively with the best interests of the organization in mind.
* Seeks input from others; creates a collegial atmosphere where ideas and information are easily exchanged.
* Willingly accepts responsibility for actions and eagerly gives credit to staff.
* Creates strong, collaborative work groups focused on attaining superior results.
* Encourages a culture of open communication.
 |
|  | **2** | **Meets Expectations** |
|  | **1** | **Does Not Meet Expectations** |
|  | **0** | **No Information** |
|  |  |  |
| **Behavioral Evidence:** |

**PART II**

**Describe 3-5 areas where performance is particularly effective:**

1.
2.
3.
4.
5.

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

1.
2.
3.
4.