**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:**



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