**Lake Villa District Library**

**Performance Evaluation Form**

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| --- | --- |
| **Employee Name:** | **Position:**  **Select Position** |
| **Current Department:**  **Select Department** | **Employee Signature:** |
| **Evaluation Period:**  3 Month Review  6 Month Review  Annual Review  Other | **Supervisor:**  **Date: Signature:** |
| **Date of Evaluation:** **Enter Date** | **Director Review:**  **Date: Signature:** |

PURPOSE OF EMPLOYEE EVALUATION:

This form should be used by supervisors to improve employee performance. The supervisor should make every effort to provide an explanation and examples for each evaluation criteria. When an Unsatisfactory or Outstanding rating is given, an explanation and/or examples are required.

|  |  |
| --- | --- |
| SUMMARY OF RATINGS: | |
| Select Rating | 1. JOB KNOWLEDGE |
| Select Rating | 2. PRODUCTIVITY & DEPENDABILITY |
| Select Rating | 3. QUALITY OF WORK |
| Select Rating | 4. PATRON SERVICE |
| Select Rating | 5. JUDGMENT & ANALYTICAL ABILITY |
| Select Rating | 6. TEAMWORK |
| Select Rating | 7. APPEARANCE |
| Select Rating | 8. ATTENDANCE |
| Select Rating | 9. COMMUNICATION SKILLS |
| Select Rating | 10. TEMPERAMENT & EMOTIONAL DEMEANOR |
| Select Rating | 11. INITIATIVE & CREATIVITY |
| Select Rating | 12. ORGANIZATIONAL COMMITMENT |
| Select Rating | 13. SUPERVISORY SKILLS |

**1)** **JOB KNOWLEDGE** – It is expected that employees have sufficient knowledge related to their position. Employees are expected to demonstrate a high level of knowledge in successfully completing the duties and responsibilities of the position. This category rates an employee’s overall job knowledge.

**Needs Improvement:**

Lacks job knowledge in one or more key areas considering length of time in position. Usually needs assistance in completing job duties and requires frequent instruction. Can usually answer common questions.

**Competent:**

Has good job knowledge and demonstrates this knowledge in completing job duties, but some knowledge is still to be acquired. Understands and carries out instructions, follows directions. Job duties are completed with little assistance. Keeps up-to-date with changes to routines and procedures.

**Highly Effective:**

Has exceptional job knowledge, and completely understands all aspects of the job, including how position fits into the LVDL organization. Develops new skills to enhance job performance and keeps abreast of learning opportunities, resources and advances within the field of specialization. Is an example to others.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**2) Productivity & Dependability** – During work time employees are expected to efficiently perform work tasks, meet organizational deadlines and achieve organizational goals. Employees are expected to work in an efficient manner. This category rates an employee’s use of time and efficiency.

**Needs Improvement:**

Has issues completing work on-time and meeting deadlines. Does not work efficiently and tends to waste time during the work day. Has difficulty focusing on the task at hand.

**Competent:**

Meets organizational deadlines and works in an efficient manner. Does not waste time during the work day. Can be relied upon to consistently follow through and complete all aspects of job in allotted time.

**Highly Effective:**

Always efficiently performs work tasks, meets deadlines and achieves goals. Very skilled at prioritizing tasks. Embraces change and takes a lead role in making ideas work. Proactively seeks additional job responsibilities.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**3) QUALITY OF WORK** – Employees are expected to maintain a high level of performance and are expected to produce accurate, thorough, reliable and high-quality results. This category rates employee’s quality of work.

**Needs Improvement:**

At times, error level is too high. Produces work that often does not meet the standards of the job. On occasion, has failed to produce quality, accurate, thorough, or reliable work. Work requires correction, review, or revision.

**Competent:**

Takes responsibility for quality and accuracy of own work. Produces work that meets the quality standards of the job. Work is accurate, thorough, reliable, and useful. Work rarely needs correction.

**Highly Effective:**

Always produces high quality work that exceeds the standards of the job. Work is consistently accurate, thorough, reliable, and useful. Has the ability to complete quality tasks with little direction.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**4) PATRON SERVICE** – Employees must demonstrate a strong focus and commitment toward quality patron service and satisfaction. Employees are expected to possess the ability to communicate with the public with accuracy and in a manner that reflects well upon the organization. Employees are expected to treat all patrons with respect and to be sensitive to the diverse needs of all. This category rates an employee’s focus and commitment towards patron service.

**Needs Improvement:**

Occasionally does not demonstrate a commitment towards patron service and satisfaction. On one or more occasions, was rude or unwelcoming to a patron. May not always demonstrate a willingness to help patrons or be able to answer common patron questions. Is often distracted and unaware of patron needs. At times, this employee may not reflect well upon the Library.

**Competent:**

Demonstrates a commitment towards patron service and satisfaction. Thinks of patrons first. Values and guards patron’s privacy rights. Positively and satisfactorily addresses patron concerns. Readily assists others to resolve patron issues. Knows resources necessary to provide services. Contributes constructive ideas for better patron service. Reflects well upon the Library.

**Highly Effective:**

Demonstrates a strong commitment towards patron service and satisfaction demonstrated through excellent communication skills and always being polite and friendly. Will go out of his/her way to help patrons and answer their questions. Comes up with breakthrough ideas to serve patrons or solve patron problems. Reflects well upon the Library and is an example to others.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**5) JUDGMENT & ANALYTICAL ABILITY** – Employees are expected to use judgment and analytical thinking to perform a variety of work functions. This category rates an employee’s judgment, decision-making and analytical thinking.

**Needs Improvement:**

Often does not use sound judgment and analytical thinking. Unaware of—or disregards-proper procedures. Defers decisions or does not seek clarification when necessary. Makes decisions with insufficient information. Does not refer problems to proper department or person. Assumes responsibilities that are not theirs. These behaviors often lead to incorrect decisions, which may reflect poorly on the Library.

**Competent:**

Uses sound judgment and analytical thinking in performing job functions and solving problems. Is able to perceive, prioritize and effectively solve problems without close supervision. Takes responsibility for actions. Communicates decisions to supervisor. Asks questions in order to improve outcome of specific situations.

**Highly Effective:**

Uses exceptional judgment and analytical thinking in performing job functions, making decisions and determining whether to seek clarification. Decisions are well-considered and consistent with Library policy and mission of Library. Decisions are concise, clear and understood by all. Decisions are made in a timely fashion. Is an example to others.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**6) TEAMWORK** – Employees must be able to work well together, and be able to maintain positive relationships with public and other employees. They should demonstrate a willingness and motivation to work with others to accomplish tasks for the benefit of the organization. This category rates an employee’s ability to work with others.

**Needs Improvement:**

Needs to be asked to assist others and may struggle to maintain positive relationships. Acts more interested in meeting personal needs rather than the needs of others. Struggles to show a willingness or motivation to work with others.

**Competent:**

Works well with others in a team setting and is able to maintain positive relationships with others. Observes common courtesies and behaves in a professional manner to public and co-workers alike. Shows respect to all. Shows a willingness to work with others to complete work assignments. Adjusts to new situations, changes in routine, schedule, and workload. Often offers assistance and shares knowledge freely with others.

**Highly Effective:**

Always works well as a team member, is able to maintain positive relationships with others and shows willingness and motivation to work in cooperation with others to accomplish tasks. Very conscientious of others’ feelings and rights. Excellent at fostering teamwork. Is well respected.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**7) APPEARANCE** – Employees must maintain a highly professional appearance while at work. Employees should always be clean, neatly attired, well groomed and be in compliance with the Library dress code. It is expected that employee’s work area be neat, clean and clear of clutter, and organized. This category rates an employee’s personal and work station appearance.

**Needs Improvement:**

At times, is not in compliance with dress code and needs an occasional reminder to correct personal appearance. Work area is cluttered and unorganized. At times, does not reflect well on the Library.

**Competent:**

Always in compliance with dress code. Work area is usually neat, clean, clear of clutter, and organized. Others are able to find information in work area as needed. Reflects well on the Library.

**Highly Effective:**

Always maintains highly professional appearance while at work and is always in compliance with Library dress code. Work area is always neat, clean, clear of clutter, and organized.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**8) ATTENDANCE** – This involves employee’s attendance record in regard to reporting to work, punctuality in reporting to work, and adherence to work schedules (including designated breaks). Employees are expected to follow all leave privileges and report to work as expected. This category rates an employee’s attendance record.

**Needs Improvement:**

On more than one occasion, has been late to work or has taken a longer than scheduled break, without prior approval from their supervisor. Not always prepared to begin the workday at the designated start-time. Unwilling to change schedule to meet departmental needs. Does not always follow proper procedures for leave requests.

**Competent:**

Always adheres to work schedule, does not abuse leave time benefits, and arrives to work on time prepared to begin the work day. Follows proper procedures for leave requests. Keeps supervisor updated when situations require staff member’s absence.

**Highly Effective:**

Always reports to work in time to begin work shift on time. Always reports to work prepared. Does not abuse leave time benefits. Always adheres to the work schedule. Demonstrates a willingness to alter work schedule to supplement work force shortages or to meet departmental needs. Is an example to others.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**9) COMMUNICATION SKILLS** – Effective performance of essential tasks requires the employee to have good communication skills and to be an active listener. The individual is expected to possess the ability to communicate with co-workers as well as the public with accuracy and in a manner that reflects well upon the Library.

**Needs Improvement:**

Occasionally has difficulties communicating verbally, in writing or over the phone. Has on occasion struggled when communicating with co-workers or the public.

**Competent:**

Demonstrates good communication skills and can effectively communicate verbally, in writing and over the phone. Understands the importance of positive body language. Conveys ideas concisely. Actively works to communicate clearly and positively. Responds to all messages in a timely manner. Takes personal responsibility for departmental and Library- wide forms of communication.

**Highly Effective:**

Has exceptional communication skills. Fosters an inclusive, affirming and respectful climate for communication. Always demonstrates the ability to communicate effectively with the public and co-workers. Communicates well with people from different backgrounds.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**10) TEMPERAMENT & EMOTIONAL DEMEANOR –** Employees are expected to behave in a professional and positive manner at all times. Employees are expected to steadfastly pursue job objectives when faced with unexpected obstacles and be able to retain control under pressure. This category rates an employee’s temperament and emotional demeanor.

**Needs Improvement:**

Allows personal issues to interfere with job performance. Makes negative judgmental comments. Appears close-minded and unwilling to accept changes.

**Competent:**

Does not allow personal issues to interfere with job duties. Remains calm and is even-tempered. Has a positive attitude and is very conscientious.

**Highly Effective:**

Consistently handles stressful situations calmly and effectively.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**11) Initiative & Creativity** – Employees should be self-reliant, resourceful and willing to accept and carry out responsibilities. Employees should seek ways to better accomplish tasks. This category rates an employee’s initiative and creativity.

**Needs Improvement:**

Rarely shows initiative or suggests new ideas. Should do more without having to be told. Seems indifferent.

**Competent:**

Demonstrates initiative in performing job tasks. Voluntarily attempts to solve non-routine job problems as they occur, but recognizes when to ask for help. Makes suggestions for improving methods or procedures. Is a self-starter.

**Highly Effective:**

Regularly takes the opportunity to demonstrate originality or creativity to benefit the Library. Prioritizes well. Welcomes difficult or unpleasant jobs. Often suggests beneficial changes.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**12) Organizational Commitment** – Employees are expected to demonstrate a clear level of dedication to the mission of LVDL, to actively support Board and departmental decisions, and to contribute to a positive work environment. Employees are expected to behave in an ethical manner. Constructive criticism and concerns should be voiced through proper channels and in an appropriate way. This category rates an employee’s commitment to the organization.

**Needs Improvement:**

Voices negative opinions about Library concerns in public. Abuses Library privileges. Consistently questions policies and procedures and does not accept decisions.

**Competent:**

Adheres to and supports Library policies, procedures and decisions. Takes concerns through proper chain of command. Actively participates in opportunities for dialog regarding Library matters, offering constructive criticism. Participates in professional learning opportunities when applicable.

**Highly Effective:**

Serves as an ambassador of the Library in the community. Takes a leadership role on internal committees or professional organizations.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**13) SUPERVISORY SKILLS** – Supervisors should delegate authority, motivate, guide, develop, and train assigned staff; evaluate staff; plan, organize, and coordinate assigned work unit; be receptive to staff suggestions, problems and complaints; communicate well both orally and in written form with supervised staff. This category rates the supervisory skills of employees with supervisory responsibilities.

**Needs Improvement:**

Does not adequately train staff. Is unwilling to accept staff input. Ignores problems. Does not communicate effectively with supervised staff.

**Competent:**

Fosters an effective team effort. Is open to new ideas. Effectively manages resources and trains staff. Works with staff to improve performance. Effectively manages workflow of staff. Manages area of responsibility with organizational strategies in mind. Actively conveys Board and management decisions to supervised staff. Serves as a positive role model for all staff.

**Highly Effective:**

Highly resourceful in using staff and resources to the best advantage. Highly effective at recognizing and utilizing staff strengths to the benefit of the Library.

Explain/give examples as needed. When an Unsatisfactory and/or Outstanding rating is given, examples are required.

Click here to enter text.

**GOALS/TRAINING OPPORTUNITIES**

In this section:

1. List goals and progress of those goals from previous evaluation period.

2. List goals for the next evaluation period.

3. Discuss two or three performance enhancing actions for the employee.

List goals from previous evaluation period and discuss employee’s ability to achieve established goals and progress of these goals:

1. Click here to enter text.

2. Click here to enter text.

3. Click here to enter text.

4. Click here to enter text.

Additional Comments:

Click here to enter text.

List goals for the next evaluation period:

1. Click here to enter text.

2. Click here to enter text.

3. Click here to enter text.

4. Click here to enter text.

Discuss performance enhancing actions for the employee: (Use this opportunity to assist staff in establishing a plan of action to achieve their goals.)

1. Click here to enter text.

2. Click here to enter text.

3. Click here to enter text.

Additional Comments:

Click here to enter text.

I acknowledge that this evaluation has been fully explained to me. I have had an opportunity to discuss all parts of this with my supervisor. I understand that if I do not agree with any or all of this evaluation, I am free to request an additional interview with my supervisor and/or the director.

EMPLOYEE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

EMPLOYEE COMMENTS: