



RAILS Executive Director Evaluation Form 2026

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PART I: Organizational Goals

List the most important goals for the organization for the period covered by the evaluation, and assess the extent to which the Executive Director (ED) led the organization to meet those objectives.

1. Goal 1: Continue advocacy efforts for all types of libraries and for library funding at the local, state, and federal levels. *

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

2. Goal 2: Continue to implement and report on the progress of the RAILS Strategic Plan (2022-2025) that the RAILS Board approved in January 2022. Begin work on the next strategic plan. *

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

3. Goal 3: Ensure RAILS' financial stability, identify potential areas for increased efficiency while providing valuable services for RAILS. *

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

4. Goal 4: Identify and seek opportunities with our statewide partners, including AISLE, CARLI, CPL, IHLS, ILA, ISL, and others, encouraging multitype collaboration. *

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

5. Goal 5: Work with the Policy Committee and RAILS Board to complete the full review of the RAILS Personnel Handbook. *

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

6. Comments: Feel free to add any additional comments regarding the Organizational Goals section above.

PART II: Performance Factors

This section focuses on values that all employees are expected to demonstrate and that the ED should model, as well as competencies and behaviors that are key to the ED position.

7. Core Values Assessment

Rating

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

*

	1	2	3	4
Persistence - Finds ways around obstacles and tries new approaches to get the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuous Improvement - Constantly learns from and improves in his or her work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decency - Treats other as he or she would want to be treated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect - Acknowledges what he or she does not know and respects the different viewpoints, knowledge, and experiences of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrity - Aligns his or her actions with his or her words and operates with transparency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of and commitment to RAILS mission - Demonstrates a strong commitment to organizational values and mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Comments: Feel free to add any additional comments regarding the Core Values Assessment section above.

9. Specific Competencies: Board Relationship Accomplishments

Rating

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

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	1	2	3	4
Works closely with the RAILS Board to develop and implement the plan of service and the strategic plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides accurate, pertinent and timely financial reports and information at Board meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively supports the policies, procedures, and direction of the RAILS Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides relevant Board education opportunities on a regular basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides program and service assessments to the Board on a regular basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Comments: Feel free to add any additional comments regarding the Board Relationship Accomplishments section above.

11. Leadership and Management Ability Accomplishments

Rating

- (4) Regularly exceeds expectations, exceptional (exemplary)
- (3) Almost always meets expectations and sometimes exceeds them (good)
- (2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)
- (1) Does not meet expectations, needs significant improvement (unsatisfactory)

*

	1	2	3	4
<p>Guides creation of clear, compelling vision for what the organization will accomplish and how; ensures that the vision is adapted to meet changing needs and circumstances and builds commitment of board, staff, member libraries, and other stockholders to the vision.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Creates positive organizational culture by providing effective leadership to management team; listening to RAILS staff and supporting them in carrying out their responsibilities; making recommendations to the Board that are based on thorough analysis and sound financial projections; and developing respected relationships with others.</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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	1	2	3	4
Demonstrates the leadership skills necessary to accomplish RAILS' goals and objectives, including managing time wisely, delegating tasks and authority effectively and appropriately to staff, confronting difficult issues and solving problems in a creative manner, and knowing when to seek guidance or assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spurs creation of well thought out plans for implementing work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures that RAILS operations reflect our plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands issues and trends that impact RAILS and its member libraries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. **Comments: Feel free to add any additional comments regarding the Leadership and Management Ability Accomplishments section above.**

13. **Building a Strong Organization Accomplishments**

Rating

(4) Regularly exceeds expectations, exceptional (exemplary)

(3) Almost always meets expectations and sometimes exceeds them (good)

(2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)

(1) Does not meet expectations, needs significant improvement (unsatisfactory)

*

	1	2	3	4
Ensures RAILS has the staffing it needs to reach its short and long-term goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes hiring and staffing decisions that enable RAILS to maintain a high-quality staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensures RAILS has a strong culture of performance and learning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands and communicates budgetary, financial, and operational information to staff on a continual basis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates a complete knowledge of RAILS' operation and management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. **Comments: Feel free to add any additional comments regarding the Building a Strong Organization Accomplishments section above.**

15. External Communication and Relationship-Building Accomplishments

Rating

(4) Regularly exceeds expectations, exceptional (exemplary)

(3) Almost always meets expectations and sometimes exceeds them (good)

(2) Sometimes meets expectations but needs improvement to fully satisfy them (fair)

(1) Does not meet expectations, needs significant improvement (unsatisfactory)

*

	1	2	3	4
Understands the member libraries served by RAILS.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds and cultivates important high-level strategic relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garners respect for RAILS and our work (and not just for the ED personally).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocates for libraries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Comments: Feel free to add any additional comments regarding the External Communication and Relationship-Building Accomplishments section above.

PART III: Summary of Performance

17. Overall rating *

- 1 (unsatisfactory)
- 2 (fair)
- 3 (good)
- 4 (exemplary)

18. Summary of overall performance during the review period, including strengths, areas needing improvement, and general comments on expectations and competencies.

PART IV: Goals for FY2026

19. **List the most important goals for the upcoming year. These may be organizational goals or goals specific to the Executive Director.**

Thank you for completing the 2026 Executive Director Evaluation.

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