



City of Appleton

225 N. Oneida Street
Appleton WI, 54911

Meeting Agenda - Final Library Board

Friday, October 29, 2021

12:00 PM

100 N. Appleton Street Appleton
6th Floor Council Chambers 6 A/B

Personnel & Policy Committee

1. Call meeting to order

2. Roll call of membership

3. **Action Items**

[21-1529](#) Library Director's 2021 End of Year Performance Evaluation

[21-1530](#) APL Children's Room Use Policy

Attachments: [Children's Room Policy Draft 11-2021.pdf](#)

[21-1531](#) APL Circulation Policy

Attachments: [Circulation Policy Draft 11-2021.pdf](#)

[21-1532](#) APL Internet Access and Computer Use Policy and Guidelines

Attachments: [Internet Access and Computer Use Policy and Guidelines Draft 11-2021.pdf](#)

4. **Information Items**

[21-1533](#) Trustee Essentials Training : Chapter 2 - Who Runs the Library and Chapter 6 - Evaluating the Director

Attachments: [Trustee Essentials chapter 2 - Who runs the library.pdf](#)
[Trustee Essentials chapter 6 - Evaluating the Director.pdf](#)

Closed Session

The Committee may meet in Closed Session pursuant to WI Statute 19.85(f)(c) to discuss personnel matters and then resume meeting in Open Session.

5. **Adjournment**

Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.

CHILDREN'S ROOM USE POLICY

.....

PURPOSE

The Appleton Public Library ("library") welcomes people of all ages to use its facilities and services. In an effort to ensure the safety and well-being of children and maintain an atmosphere of constructive library use, the following policy regarding appropriate use of the children's room is adopted.

POLICY

1. Intended Use. The materials, services and equipment in the library children's room are intended for use by children up to the age of 124, their parents and caregivers, and others needing children's materials and services for some specific purpose. All other patrons are asked to use the adult areas of the library. Parents and caregivers should generally be with the child in their care and assisting the child in using library resources. Other intended uses include:
 - a. Use by a teacher, day-childcare provider, researcher, etc., in developing curricula or other resources related to children's literature or materials.
 - b. Use by a patron over age 142 when materials suitable to the patron's particular needs are not available in the adult areas of the Library.
 - c. Tour groups, visiting librarians, library volunteers, teachers, city officials, trades people, or others—visiting the children's area for business-related purposes.
2. Materials/Computers. Materials and computers in the children's room that are openly available for viewing by others must be used appropriately, including ensuring that material is only viewable by the intended and consenting person.
3. Prohibited Activities. The following activities, in addition to any other activity prohibited by policy, ordinance or statute, are prohibited in the children's room:
 - a. Loud, running commentary that is violent, obscene or profane.
 - b. Material that depicts sexualized nudity or extreme violence toward people, fantasy characters, human like characters or recognizable animals.
4. Enforcement. Staff is authorized to enforce this policy, and may request that any persons using the children's room inappropriately or not for its intended use leave the children's room or the library pursuant to the library's Security Policy.

APL Circulation Policy

Purpose

A core service of the library is the loan of materials to individuals in the community. The library does this by maintaining a database of registered borrowers and giving patrons in good standing access to the collections of the Appleton Public Library (APL), OWLSnet and through interlibrary loan. ~~In providing borrowing privileges, the~~ The library promotes use of materials, ensures the rights of borrowers and protects ~~the interests of the taxpayers; library property to safeguard the collection and make materials available to as many people as possible.~~

Policy

- ~~The Appleton Public Library is committed to the philosophy of a statewide borrowers' card. Patrons registered at an OWLSnet library are eligible to borrow materials and all Wisconsin residents are eligible for a library card. The library participates in the OWLSnet shared automation network and works cooperatively with other OWLSnet libraries to maintain borrowers' records and lend materials. All residents of the state of Wisconsin are eligible for a library card.~~
- All library circulation records are confidential under Wisconsin Statute 43.30, except those of children under age 16 as noted below in section 5.e. In compliance with State statute 43.30, the library may not give information about an individual's library record to anyone but the cardholder except those of children under age 16 as noted below in section 5.e. Please read our Privacy Policy for more information.
- ~~The library participates in the OWLSnet shared automation network and works cooperatively with other OWLSnet libraries to maintain borrowers' records and lend materials. Only patrons registered at an OWLSnet library are eligible to borrow materials.~~
- Library staff will require those applying for library cards to present documentation sufficient to establish their identity and place of residence. There shall be no charge for issuing or renewing a card.
 - Individuals residing in temporary housing or unable to provide sufficient evidence of residence may only be eligible for cards with limited or no borrowing privileges.

Commented [CR1]: Included in #3

~~a-b.~~ Patrons must provide evidence of a physical address; PO BOX and General Delivery addresses are not sufficient.

4. Patrons applying for library cards will sign a responsibility statement on their library card and/or digitally which reads as follows: "I accept the responsibility for all use of this library card including fines incurred and lost, damaged, and stolen material until this card is reported lost or stolen. A fee may be charged for a replacement card."~~Your signature indicates that you have read and agree to the terms of service at the top of this form. You also agree to take responsibility for library materials borrowed with this library card at any OWLSnet library until the card is reported lost or stolen, to pay fines for materials returned late, and to reimburse the library for materials that are lost, damaged, or stolen.~~"

- a. The library will require that a parent or guardian sign the card and/or digital application form for their minor child.
- b. Parents or guardians are responsible for their minor children's use of library material, including payment of any ~~fees-bills~~ or charges incurred by their children.
- c. Each family shall have the right and responsibility of setting standards for their own children; standards applied to their child shall not be imposed on anyone else's child.
- d. ~~The Appleton Public Library~~ APL will not assert the rights of a minor child over the rights of that child's parents. The library will comply with a parent or guardian's written request restricting their minor child's access to specific collections at checkout.
- e. Under Wis. Stat. 43.30, the library will disclose to custodial parents or guardians any records of use by children under the age of 16. A parent or guardian requesting such records may be asked to provide proof that they are a custodial parent and have not been denied periods of physical placement under s. 767.24 (4). Examples of such proof include possession of the child's library card number, a valid library card or other government issued photo ID showing the same address as the child, or any other set of documents that demonstrate to the library staff's satisfaction that the requestor is the custodial parent or guardian of the child whose records have been requested. Requests will be complied with as soon as practicable and without delay. Requestors who are denied access may appeal the decision ~~to the Library Director or the Library Board~~ following the appeals process described in the Bylaws.

5. The library staff shall set loan periods and limits on the number of materials which can be borrowed and borrowing periods for various collections appropriate for the proper use of materials.

~~5-6.~~ The library is not responsible for any damage caused to playback equipment by audiovisual materials.

~~6-7.~~ The library may charge a fee or recover costs for the following situations:

- a. Lost library card -replacement
- ~~b. Items returned overdue~~
- ~~e-b. DD~~ Damaged items
- c. Replacement of items ~~damaged or~~ not returned
- d. Recovery charge for accounts referred to a collection agency
- e. Photocopies/document delivery

Commented [OA2]: redundant with B

7.8. Library staff may deny borrowing ~~privileges~~ to cardholders:

- a. not presenting their card or other identification
- b. with a significant number of overdue materials not yet returned
- c. with bills for unreturned or damaged material

8.9. The library reserves the right to take measures up to and including legal action to recover materials not returned.

Approved: 8/97. Amended: 7/04; 4/10; *Draft 11/21*

Formatted: Font: 11 pt



INTERNET ACCESS AND COMPUTER USE POLICY AND GUIDELINES

I. PURPOSE

The Appleton Public Library (“library”) provides access to informational, educational, recreational and cultural resources for all library users. To support that, the library provides internet access via library computers and through wireless internet access during open library hours. Use of library equipment and/or the library’s network is bound by this policy.

Not all sources on the internet are accurate, trustworthy or legal. The library cannot monitor or accept responsibility for material accessed from other internet sources. The library provides access to resources via the internet and assumes no responsibility for the information provided by non-library websites, databases, social media platforms or any other web-based services.

II. POLICY

1. Responsibilities of the library.

a. The library makes every effort to maintain internet access via computer, networks and wireless access throughout all hours of operation. Short down times may occur and, when possible, will be posted in advance.

b. Library staff and some volunteers may be able to assist users with personal laptops, phones or other devices but cannot be expected to know every device and platform. Patrons who request assistance with their devices hold the City of Appleton and their employees harmless for liability. Staff and volunteers have the right to refuse to assist users with their personal devices.

c. Patron computer use is covered by the library’s Privacy Policy. Search history files are deleted from library computers at the end of each session. Internet sign in use is maintained for 90 days via the library’s PC management system and filter.

d. Library staff cannot control specific information on the internet. Libraries do not vouch for or endorse either written material in their collections or electronic information. The library expressly disclaims any liability or responsibility arising from access to or use of information obtained through its equipment or network, or any consequences thereof.

e. The wireless network is an unsecure network. Users should take precautions accordingly to protect themselves.

2. Responsibilities of Users. Use of electronic information resources, including the internet, must be responsible and ethical, consistent with the purpose for which these resources are provided.
 - a. Users should be aware that the library is a busy public place shared by people of diverse ages, sensibilities and values.
 - b. Resources are for educational, informational, recreational and cultural purposes only; resources are not for unauthorized, illegal or unethical purposes.
 - c. Patrons must respect the privacy of others by not attempting to modify or gain access to files, passwords, or data belonging to others.
 - d. Patrons must comply with copyright laws. Title 17 of the United States Code protects created works and describes permissible and prohibited uses of protected works. Use of works and infringement is not easily defined and responsibility for interpreting fair use and any consequences of copyright infringement lies with the patron.
 - e. Patrons must use their own library card number to access a computer. All Wisconsin residents are eligible to obtain a card to access the internet. Visitors may obtain a guest pass with photo ID.
 - f. Illegal and Prohibited Uses. While respecting individual users' right to privacy, library staff reserves the right to monitor use of computers and the network to ensure compliance with this policy. Examples of unacceptable uses include but are not limited to:
 - i. Misrepresenting oneself as another user,
 - ii. Harassing other users,
 - iii. Not respecting the privacy of others by interfering with their use,
 - iv. Sending, receiving, or displaying text or graphics that may reasonably be construed by Library staff as offensive to the public or attempting to access the same. Websites acceptable in the adult department may not be acceptable in the children's section,
 - v. Exposing children to harmful materials as set forth within [Sec. 948.11 of the Wisconsin Statutes](#)
 - vi. Violating software licensing agreements,
 - vii. Overuse of system resources such as bandwidth,
 - viii. Attempting to access unauthorized areas of the library's systems or networks or altering components of any network, database or system,
 - ix. Making unauthorized changes to the setup or configuration of library software or hardware.
3. Internet Safety for Children and Teens.

- a. The library, unlike schools, does not serve in loco parentis (in place of a parent). Library staff cannot act in the place of parents in providing constant care and supervision of children as they explore the internet.
- b. The library supports the right for each family to decide the appropriate internet use for their children. Use of the internet provides families an opportunity to discuss sites and content that they feel are appropriate or inappropriate. The library can help support parents and guardians in their efforts to exercise their rights and responsibilities regarding their children's use of electronic resources by providing assistance in determining search strategies and finding and evaluating sites. For more information on children's internet safety see <http://www.safekids.com> and <http://www.connectsafely.org>.
- c. Parents may choose to place a restriction on the child's library card to prevent them from accessing internet computers within the library.
- d. The following recommendations can help children have positive, safe online experiences:
 - i. Use the internet together. Encourage children to use sites recommended on the library's website. Talk with your children about sites you consider inappropriate for them and why. Help them learn to be savvy digital consumers.
 - ii. Provide guidelines for your children on the amount of time they should spend online.
 - iii. Provide guidelines on acceptable use of resources including social media, email and apps.
 - iv. Parents and guardians should instruct minors to safely share personal information on the internet including, but not limited to: name, address, password, phone numbers, schools, credit card numbers. This includes through email, instant messaging, online shopping, social media, apps and other commercial sites.
 - v. Before giving out any personal information, minors should be confident that they are dealing with someone who is known and trusted by them and their parents or guardians.
 - vi. Computers in Children's Services are generally available only to children up to the age of 124, to caregivers of children in the area, or to persons doing research involving children's materials.
 - vii. Library staff assumes that those under age 18 have parental permission to use library resources, including the internet.

viii. In compliance with the Children’s Internet Protection Act (CIPA), the library utilizes internet filters to protect children from harmful online content. Generally speaking, these filters restrict indecent internet content within the library, including wireless access. Adult patrons, 17 years of age and older, have the right to request the internet filter be disabled, without justification, and in a timely manner. Requests to disable the filter should be made at either the Information or Reference Desks. Regardless of whether the filter is in place, patrons are expected to use the internet in a manner that is responsible and ethical, consistent with the purpose for which library resources are provided.

4. Compliance.

a. Library staff may impose restrictions, such as time limits or types of use, on library equipment. Staff may require a valid library card or staff-issued guest pass for some computers, such as Internet.

b. Misuse or abuse of computers or internet access may result in suspension of internet access, restriction from the library in its entirety as described in the library’s Security and Safety Policy, and may also be subject to prosecution by local, state or federal authorities.

5. Appeals.

A person directly affected by a decision made by the Library Director as it relates to this policy may appeal the decision to the Library Board as described in the Appleton Public Library Board of Trustees Bylaws.

Approved: 1/07. Amended: 8/2018; Draft 11/2021

Who Runs the Library?

The mission of most public libraries is to support the educational, recreational, and informational needs of the community. Everyone is welcome at the library, from the preschooler checking out his or her first book to the hobbyist looking for a favorite magazine to the middle-aged breadwinner continuing her education by taking a class over the Internet.

Providing a large number of services to meet the needs of a diverse population requires a large supporting cast including trustees, the library director and staff, and representatives of the municipal government. When all members of the team know their responsibility and carry out their particular tasks, the library can run like a well-oiled machine. When one of the players attempts to take on the job of another, friction may cause a breakdown.

Responsibilities of the Library Board

The separate roles and responsibilities of each member of the team are spelled out in Wisconsin Statutes under Section 43.58, which is titled “Powers and Duties.” The primary responsibilities of trustees assigned here include:

- Exclusive control of all library expenditures.
- Purchasing of a library site and the erection of the library building *when authorized*.
- Exclusive control of all lands, buildings, money, and property acquired or leased by the municipality for library purposes.
- Supervising the administration of the library and appointing a librarian.
- Prescribing the duties and compensation of all library employees.

This charge from the legislature provides library boards, but not individual trustees, with considerable discretion to operate libraries as they deem necessary independent of direct control by other municipal players—city councils, town boards, mayors, village board presidents, etc. In providing this governance structure for libraries, the legislature was attempting to keep library operations under direct citizen control and as far as possible outside the political sphere of government. Compared with other appointed boards, library boards have extraordinary powers and responsibilities. Many other appointed boards can only recommend actions to an elected board or council higher up the ladder of government. Library board actions are made independently of any further approval by other government bodies or officials as long as such actions are within statutory authority.

The independent authority granted to public library boards is intended to protect the historic role of the public library as a source of unbiased information.

2

In This Trustee Essential

- Responsibilities of the library board
- Responsibilities of the library director
- The division of labor between the library director and the board
- Responsibilities of the municipal government

Responsibilities of the Director

While the library board is charged with the full responsibility for deciding what services the library will provide, and setting policy to regulate service for the benefit of all, it is the library director who should be delegated responsibility for supervising day-to-day operations of the library.

As stated above, the library board appoints a librarian who shall appoint other employees. This charge of the legislature sets up a clear chain of command between the library board and library employees. The library director is the chief operating officer of the library, reporting to and typically serving at the pleasure of the library board. All other employees report to the library director. The library director is the professional in charge of the library. His or her duties include (but are not limited to):

1. Overseeing the library budget and preparing reports as required by the board.
2. Managing of library collections, including selecting all library material according to policies approved by the board, oversight of the cataloging and classification of library material, and the operation of automated systems.
3. Hiring, training, supervising, and scheduling other library personnel.
4. Supervising circulation of material and record keeping.
5. Cooperating with the board, community officials, and groups in planning library services and publicizing library programs within the community.
6. Supervising the maintenance of all library facilities and equipment.

Depending on the size of the library, the director will provide public services either directly or with the assistance of other staff. In all cases, the library director is an ambassador to the community, the professional consultant to the board, a politician representing the library to municipal officers, and a person skilled in public relations. The days are long gone, even in the smallest library, where all the director is expected to do is to check out books and greet the public.

The Division of Labor between the Library Board and the Director

The *library board* decides what services the library will provide and to what lengths the director and his or her staff may go to provide those services. However, it is up to the *director*, as the hired professional, to create the procedures needed to carry out the policies of the board and ensure that services are provided effectively and efficiently. While the *board* alone can decide how many employees the library should have, according to Section 43.58(4) it is the *director* who hires and supervises other staff. Except in extreme situations, library trustees should not discuss library business with employees other than the *director*. The library board may solicit library staff input on the director's performance as part of a formal

evaluation process. (See [Trustee Essential #6: Evaluating the Director](#) for more information about the evaluation process.)

Administration of the budget and expenditure of funds is a frequent source of misunderstanding regarding the division of labor between boards and directors. Section 43.58(2) states that “The library board shall audit and approve all expenditures of the public library.” This statement is sometimes interpreted by individual boards to mean they must negotiate the necessity of every purchase with the library director, whether the purchase is an expensive computer system or a two-dollar box of pencils. Fortunately, in most libraries, the director is given reasonable latitude to administer the budget and expend funds according to board guidelines. The library board must review expenditures and keep an eye on the flow of funds, but should trust the judgment of the director when it comes to which books to purchase or which is the most economical office supply vendor.

Responsibilities of Municipal Governments

The most frequent source of misunderstanding between library boards and their municipal government regards expenditure of funds. This is actually one area where the statutes are quite clear on what is to happen. When the director, or his authorized staff, makes a purchase of material or service, an invoice is received from the vendor. The director will then prepare a group of invoices for review at the monthly meeting of the library board. Usually, the director will also provide a list of the invoices along with a financial statement indicating how much money will be left in each line of the budget after payment is made. According to Wisconsin Statutes Section 43.58(2), “The library board shall audit and approve all expenditures” and forward these to the appropriate municipal or county financial officer. The municipal or county officer must then pay the bill. No further approval is necessary by any municipal or county body or official.

At times, municipal and county boards believe that this procedure outlined in statute causes them to lose control over library spending. They are, after all, accustomed to approving the expenditures of other city/county departments. In fact, municipal governments maintain a great deal of leverage over library boards, since it is the municipal body that decides on the amount of the annual appropriation for library service. It is the chief municipal officer—mayor, village president, county board chair, etc.—who appoints the library board in the first place. Budgets may be cut in future years or trustees may not be re-appointed in cases where there is too much dissension between the library and its governing municipality. Therefore, close cooperation and communication between the two is essential.

One final point on finances: while the library board has full authority over the expenditure of funds, the municipality holds the money. The library board may take out a bank account and/or entrust library funds to a financial secretary, but only donations and other private funds. All other funds must be deposited in the municipality’s (or county’s) library fund. The library board has control over the use of the money in the municipality-held library fund, but it does not sign the checks or maintain physical control over the actual dollars and cents in the fund. (See [Trustee Essential #9: Managing the Library’s Money](#) for more information.)

Besides acting as the “banker” for the library, municipalities can help out the library in an infinite variety of other ways. They may help with purchasing, or with private fund raising for a building project; they may provide invaluable consulting on building maintenance issues; in many smaller communities they may even take over building maintenance for the library. By the same token, the most successful libraries are often partners in promoting municipal service agendas. For example, the library director will attend department-head meetings with other administrators. He or she may attend city council meetings and give a report. The library may provide services on behalf of the municipality, such as maintaining the village webpage. Just as the municipality is a partner in providing library service, the library can be a strong partner in providing municipal service to the community.

Discussion Questions

1. What are the pros and cons of citizen board control of the library?
2. How are requests for expenditures presented and approved at your library?
3. Who prepares the first draft of the library budget?
4. What is the education and background of your director?
5. How do library personnel and/or the board interact with your local government?
6. How can the library board promote a positive relationship with the municipality?
7. How involved, or uninvolved, is your director with the community and municipal government?
8. How is the annual budget and funding request presented to your municipal government?

Sources of Additional Information

- *Wisconsin Trustee Training Module #1: Library Board Powers and Duties* (pld.dpi.wi.gov/pld_trustee)
- Your regional library system staff (See [Trustee Tool B: Library System Map and Contact Information.](#))
- Division for Libraries and Technology staff (See [Trustee Tool C: Division for Libraries and Technology Contact Information.](#))

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

© 2002, 2012, 2015, 2016 Wisconsin Department of Public Instruction. Duplication and distribution for not-for-profit purposes are permitted with this copyright notice. This publication is also available online at <http://dpi.wi.gov/pld/boards-directors/trustee-essentials-handbook>

Evaluating the Director

Evaluating the library director is often one of the more difficult tasks faced by a public library board of trustees, but it doesn't need to be. It is only difficult when a board is unsure of the process to follow or the criteria to be used to evaluate the job performance of their director. The following is a discussion of the methodology and criteria a board may use to carry out the review. Though this *Essential* is a discussion of evaluating the director, some of these methods may be used by the director to evaluate other staff.

There are several good reasons for carrying out a review of your library director:

- A review provides the director with formal feedback on his/her job performance.
- A review can be a tool for motivation, encouragement, and direction.
- A review can provide the board with valuable information about the operations and performance of the library.
- A review can help to establish a record of unsatisfactory performance if there is ever cause to discipline the director or terminate employment.
- A review can give the board and the director a formal opportunity to evaluate the job description and adjust it as necessary.

A well-executed performance review is the culmination of formal and informal communication carried out throughout the year regarding the activities of the director. Problems are best brought to the attention of the director as they occur, rather than stored up for the annual review. Success, accomplishment, and simple hard work or dedication should be acknowledged as it is observed, as well as at the annual review.

Who Should Carry Out the Review?

Though it is the board as a whole that is responsible for oversight of library operations and the activities of the library director, often boards decide to delegate the task of developing a preliminary evaluation of the director to a personnel committee or specially appointed committee of the board. Whether the whole board takes part or a committee does the work depends on the makeup of the board and the time available to board members. Often a board may have experienced managers or human resource professionals among its members. Other board members may be less experienced in personnel management. The key here is consistency and deciding ahead of time who will take part. At any rate, the *entire* board should review, discuss, and approve the final written evaluation.

Those charged with carrying out the evaluation should avoid relying on chance comments from library employees. Comments solicited from employees *with the knowledge of the director* can be helpful when solicited in a formal, organized

6

In This Trustee Essential

- Reasons for evaluating the director
- Who should carry out the review
- The basis and criteria for the review
- Methods and questions to consider

fashion. Board members should bear in mind that the director is hired to manage the daily operations of the library on behalf of the board and community. The chain of communications should always flow from library employees through the director to the board.

The Basis for the Review

The performance review should be based on three factors:

1. The director's performance as it relates to a written job description (see attached sample form, which incorporates points from the sample job description furnished with [Trustee Essential #5](#)).
2. A list of objectives for the preceding year jointly written and agreed upon by the director and the board.
3. The success of the library in carrying out service programs, as well as the director's contribution to that success.

The director's job description should be kept up to date and be a realistic statement of the work that needs to be done. The director needs to know what is expected. For example, what role will the director play in fundraising? Is the director the primary fundraiser, or is a volunteer or member of the board the primary fundraiser? Is the director expected to work a service desk? Is the director expected to attend every city council meeting? A director should not be faulted for failing to do something that was never officially decided at the time of hire or at a later board meeting.

Including a discussion of the director's job description at the time of hire and during the annual performance review provides an opportunity to change the job description as the needs of the organization change. Job descriptions need to change as technology and environmental factors affect them. The library director is the resident authority on what is new at the library and how tasks change in light of new priorities. Board members can learn a lot about the library by discussing changes in staff job descriptions with the director.

Establishing a list of objectives for the director is important to assure continued growth for the director as an individual as well as for the organization. Some objectives may be project oriented, such as completing a weeding of the collection in the coming year, or upgrading the automation system. Other objectives may be more personal, such as those contributing to professional development. Though the director should be the one primarily responsible for suggesting his or her objectives for the coming year, they should be discussed and agreed upon by the board.

The objectives of the director should be closely related to the strategic plan of the library. Establishing objectives can be an exercise in creativity in searching for new ways to improve the library. Failure to attain some objectives does not necessarily indicate poor job performance. Many times, outside factors may have prevented success or a director may simply have been too ambitious in the number of projects planned for a year. Some objectives may not be reached because they were experimental in nature. The important factors to remember when evaluating

objectives are progress, initiative, and the willingness of the director to expand the limits of his or her work and understanding. A director who accomplishes all of his/her objectives may be an exceptional employee or may simply have been quite conservative in what he or she set out to do.

Assessing the degree to which the director contributes to the success of the organization can be especially helpful to library boards as they evaluate the director. Library board members are continually viewing the library from the outside, since they do not participate in the daily management of the organization. Good board members are library users who experience library services first hand. As community leaders, they are aware of the image of the library within the community. The library board needs to be able to examine the resources of the library and the resourcefulness of the director and see how these have been utilized to manage library services successfully.

Examining resource management is a far more reliable tool for reviewing the library director than relying on subjective comments from individuals. The board has a variety of resources at its disposal by which to evaluate resource management. The monthly financial statement and statistical reports are good examples. Your library system office can also suggest a variety of output measures by which the board may judge the success of the library and, by extension, the success of the director.

How to Conduct the Review

When conducting the annual formal performance review, it is very helpful to have the director fill out review forms as a self-assessment. The board, or review committee, should fill out a second set of forms. By comparing assessments, the director and board can easily establish areas of agreement and work to resolve disagreements. All discussions of the director's job performance should be carried out in legally posted closed session meetings. (See [Trustee Essential #14: The Library Board and the Open Meetings Law](#).)

The director's self-assessments may or may not be considered part of the permanent record; however, the director should have the opportunity to respond in writing to reviews placed in his or her permanent file. Written comments should always be part of the permanent record with one copy kept at the library and a second copy kept at city hall. No performance review should ever be placed in a personnel file without the knowledge of the director. The director should sign the review indicating that he or she has been given the opportunity to read and discuss the evaluation. Signing a review should not be construed as agreement.

The basis of the evaluation should be the up-to-date job description and the annual performance objectives agreed to by the director and board. See the *Sample Annual Library Board Calendar* (attached to [Trustee Essential #4: Effective Board Meetings and Trustee Participation](#)) for a possible evaluation timetable. There are many forms available for your adaptation and use when evaluating a director. Your library system office should be able to furnish you with some samples. (See also the attached [Sample Performance Appraisal Form](#).) Here are some key questions to consider in the evaluation process:

- How well has the director utilized the resources available to him/her? Is library service provided efficiently and effectively at your public library?
- Does the community like and respect the director? Is he/she accessible? Do people enjoy coming to the library?
- Is the library in good financial shape? Does the director stay within the budget and provide clear and timely reports to the board? Does the annual budget, as initially drafted by the director, adequately reflect the needs for library service in the community? Is the director successful in obtaining necessary funding (with the help and involvement of the board)?
- Does the director communicate effectively to staff? Is he/she a good supervisor?
- Is use of the library increasing? If not, why not? (Success is not strictly the responsibility of the director, but of course he/she has much direct influence.)
- Is the director creative, willing to try new things, and does he or she give considerable effort to making programs work?
- Does the director accurately and fully provide the board with the information you need to do your job? Does the director provide the board with well-considered advice?
- Has the director put appropriate effort into achievement of the annual objectives agreed to between the board and director? Is the director striving to accomplish the goals and objectives of the library's strategic plan?

This *Trustee Essential* was written to give library trustees a brief overview of the general performance evaluation process. Those boards contemplating establishing a review process, or trustees taking part for the first time, are well advised to contact their system office for assistance.

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

© 2002, 2012, 2015, 2016 Wisconsin Department of Public Instruction. Duplication and distribution for not-for-profit purposes are permitted with this copyright notice. This publication is also available online at <http://dpi.wi.gov/pld/boards-directors/trustee-essentials-handbook>

Sources of Additional Information

- Attached [Sample Performance Appraisal Form](#)
- Your regional library system staff (See [Trustee Tool B: Library System Map and Contact Information](#).)

Sample Performance Appraisal Form

[Note: This sample should be adapted to reflect the job description of your director and the needs of your local library.]

Job Title: LIBRARY DIRECTOR

Name: _____ Date: _____

Reason for Appraisal: End of Probation___ Annual___ Final___ Other___

Administrative Services

Specific Duties:

1. Act as the library board's executive officer.
2. Serve as the technical adviser to the board.
3. Implement the policies of the library as established by the board.
4. Prepare the draft of the annual library budget for board discussion and approval.
5. Participate in the presentation of the adopted budget to local officials.
6. Receive and expend library funds according to established guidelines, and maintain accurate and up-to-date records showing the status of library finances.
7. Recruit, select, hire, supervise, evaluate, and terminate if necessary, library staff in conformity with library policy and state and federal law (and any applicable local civil service regulations and/or union contracts).
8. Prepare library board meeting agendas and necessary reports in cooperation with the library board president, and notify board members of scheduled meetings.
9. Prepare state annual report for review and approval by the library board.
10. Inform and advise the library board as to local, regional, state, and national developments in the library field and work to maintain communication with other area libraries and the library system.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Collection Management

Specific Duties:

1. Select or direct the selection of materials for all media and all age groups, based on the library's approved collection development policy.
2. Catalog and classify library materials according to accepted standards and maintain the public catalog.
3. Process materials to provide appeal, protection, and control.
4. Develop and maintain a regular weeding schedule.
5. Periodically review the collection development policy and make recommendations to the library board for revisions.
6. Oversee the shelving and organization of materials.
7. Prepare and distribute overdue notices to users with overdue or lost materials.
8. Maintain an accurate and up-to-date database of user registrations and activities, including information adequate to support reimbursement requests for nonresident borrowing.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Service and Service Promotion:

Specific Duties:

1. Develop and execute an array of service programs to address the various needs of users and to make the library more accessible to all. These might include: preparation and dissemination of bibliographies of popular topics and genre collections; tours of the library for school, daycare, and homeschooling groups; inclusion of interesting displays of an educational or cultural nature; presentations to local organizations or groups on the benefits offered by the library; provision of story time sessions for small children, and teen and adult book discussion sessions; support of a summer reading program; acquisition of special materials and provision of accommodations to encourage use of the library by individuals with special needs; development of a homebound service for residents unable to visit the library.
2. Provide friendly and efficient direct assistance to users checking out materials, requesting directional or community information, or seeking materials or information on specific topics.

3. Prepare news releases and submissions to the media to announce new or special services and events that spotlight the library.
4. Assist and guide local volunteer groups (e.g., Library Friends) who wish to help with library promotion, fundraising, and enhancement of services.
5. Prepare grant applications, when grant opportunities are offered, in order to supplement local funding of library operations and development.
6. Maintain records showing all programs offered and number of attendees at each program.
7. Continually investigate the value, costs, and logistics of adding library services, new media, and new technologies in order to keep the library current and proactive in its service provision to the public.
8. Conduct ongoing evaluations of existing library programs, services, policies, and procedures, and submit recommendations for improvements to the library board.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Facilities Management

Specific Duties:

1. Oversee care and maintenance of the library building and grounds.
2. Oversee the work of custodial staff.
3. Regularly review building needs and advise the board in its planning for future expansion or development.
4. Assess the adequacy of existing facilities in regard to the provision of automated services.

Rating: Excellent < 6 5 4 3 2 1 > Poor

Narrative evaluation and assessment of effort in achievement of annual objectives:

Certification:

Board President's Signature _____ Date _____

Library Director's Signature _____ Date _____

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

© 2002, 2012, 2015, 2016 Wisconsin Department of Public Instruction. Duplication and distribution for not-for-profit purposes are permitted with this copyright notice. This publication is also available online at <http://dpi.wi.gov/pld/boards-directors/trustee-essentials-handbook>