



Draft Performance Management Feedback Program
Directors and Managers
Annual Summary

Goal: To understand each employee's strengths, value their contributions, and help each employees see and realize his/her fullest potential.

Employee: _____ Position: _____

Year Ending: _____

Quarterly Feedback sessions occurred on:

Evaluation scale: I = Improvement Needed
M = Meets Expectation
E = Exceeds Expectation

Section I - Review of Performance (from previous period)

A. Goals- Identify 3 - 7 major goals previously established that supported the IHLS Strategic and/or Annual Plan. Include comments that outline the activities (outputs) and document the accomplishments (outcomes).

Goal 1: I M E
Comments:

Goal 2: I M E
Comments:

Goal 3:
Comments:

I M E

Goal 4:
Comments:

I M E

Goal 5:
Comments:

I M E

B. Competencies and Attributes: If needed, identify other job specific competencies and attributes required to be successful in this position. Then provide feedback on general IHLS competencies and attributes. Include comments that outline the activities (outputs) and document the accomplishments (outcomes).

Evaluation Definitions

(E) Requires examples of the employee going above and beyond what is required.

(M) Does what is expected and has minimal or no situations where the employee went over and above what was expected.

(I) There have been situations where the employee is having problems, has had to be counseled, or otherwise demonstrated a lack of competence and unwillingness to behave in an acceptable manner.

Competencies:

Stakeholder Focus – Develops programs, processes, and recommendations centered on the needs of member libraries and other stakeholders; develops and maintains quality relationships with stakeholders.

I M E

Comments:

Adaptability - Maintains effectiveness when experiencing major changes in the work environment or work duties; adjusts effectively and supports work within new work structures, processes, requirements, and/or culture.

I M E

Comments:

Innovation – Generates innovative solutions; is proactive in trying different and novel ways of dealing with work challenges and opportunities.

I M E

Comments:

Decision Making – Understands factors and develops sound, practical and workable solutions; asks for input; makes decisions and provides information and feedback in a timely manner; accepts responsibility; facilitates problem resolution; takes action that is consistent with IHLS needs, available facts, constraints, and probable outcomes.

I M E

Comments:

Communications – Listens well; clearly conveys information and ideas orally and in writing to individuals or groups helping them understand and retain the intended message; encourages responses and feedback; respects differing viewpoints and ideas.

I M E

Comments

Initiative – Seeks and assumes responsibility; identifies and monitors projects independently; follows through appropriately.

I M E

Comments:

Technical/Professional Knowledge and Skills - Possesses and continually acquires the technical/professional expertise required to do the job effectively; expertise is demonstrated through applying and sharing knowledge.

I M E

I M E

Comments

Attributes

Managing Activities and Resources

Accountability – Develops, administers and maintains budgets, projects and programs within established policies, procedures, and financial guidelines. I M E

Comments

Managing People and Teams

Builds Trust – Interacts with others in a way that gives confidence in one’s intentions and those of the organization; demonstrates honesty and respect for others; adheres to good ethics and confidentiality. I M E

Comments

Results Focus – Clearly communicates vision, direction and goals; develops challenging, achievable, relevant and measurable individual and team goals; overcomes obstacles and is accountable for final results. I M E

Comments

Plans and Organizes Work – Establishes courses of action for self and others to ensure that work is completed efficiently, effectively, and timely. Allocates decision-making authority and/or task responsibilities appropriately to maximize IHLS and each individual employee’s effectiveness. I M E

Comments

Participative Leadership – Interacts effectively and maintains cooperative and collaborative behavior with peers, employees, and others; motivates and inspires others; uses positive reinforcement. I M E

Comments

Develops Employees – Encourages relevant training and continuous learning; assesses and provides ongoing feedback to supervised employees in a timely, fair, and appropriate manner; resolves human resource and other performance related issues in a timely and effective manner.

I M E

Comments

Leading Change

Facilitates Change - Encourages others to seek opportunities for different and innovative approaches to address challenges and opportunities; facilitates the acceptance and implementation of changes.

I M E

Comments

Providing Service to Member Libraries

Develops constructive and cooperative partnerships or working relationships with staff from member libraries.

I M E

Comments:

Provides responsive, courteous, and effective service to members.

I M E

Comments:

Professional Development

Researches, studies, and/or attends workshops and conferences to maintain awareness of new trends, issues, and best practices for the purposes of assisting staff and improving IHLS services.

I M E

Comments:

C. Overall Assessment:

I M E

Comments:

Section 2 – Goals for the next 12- month period.

A. IHLS Goals- Identify 5-7 goals for the next 12-month period that advance the Strategic and Annual Plan. Discuss and identify methods to evaluate the outputs and outcomes of each goal.

Goal 1:

Goal 2:

Goal 3:

Goal 4:

Goal 5:

B. Professional Growth & Development Goals- Identify goals designed to increase productivity, enhance the service provided, and prepare for the needs of our member libraries and/or future IHLS needs.

Goal 1:

Goal 2:

Goal 3:

Goal 4:

Section 3 – Review of Job Description

The job description for this position has been reviewed

___ There are no recommended changes

___ There are recommended changes

A. Additions or modifications to the job descriptions include:

B. Deletions to the job description include:

I have participated in AND discussed the contents of this Annual Summary with the Director/Manager:

Additional Comments:

Director/Executive Director

Date

Executive Director

Date

I have participated in this Annual Performance Management Feedback and have reviewed the Annual Summary:

Additional comments:

Manager/Director

Date