

**LAS VEGAS - CLARK COUNTY LIBRARY DISTRICT
EXECUTIVE DIRECTOR PERFORMANCE EVALUATION**

NAME:	HIRE DATE:
EVALUATION DATE:	EVALUATION PERIOD:

Annual Performance Evaluation - Executive Director

Overview:

Under NRS 379.025.1(b), the District's Board of Trustees is charged with the responsibility to "Appoint, evaluate the performance of and, if necessary, dismiss a librarian or, in the case of a consolidated library district, an executive director." The statute does not specify the frequency of the evaluation nor the structure or format of such evaluation; as such, it is a process established and maintained by the District's Board of Trustees. The annual process is coordinated, summarized, and presided over by the Board Chair.

The District's Executive Director Evaluation form is a performance measurement tool for use in evaluating the District's Executive Director on an annual basis. The tool consists of the following two (2) sections:

Section (1) evaluates the Professional Competence of the Executive Director which is assessed based on five executive-level competencies: (1) Vision & Leading Change; (2) Accountability & Governance; (3) Financial Stewardship & Business Acumen; (4) Community Relationships & Building Coalitions; and (5) People & Talent Management. (Weighted 50%)

Section (2) evaluates the annual strategic goals and/or transformational initiatives derived from the District's strategic plan (Playbook) and reviewed with the Board of Trustees at the beginning of each fiscal year. At least one goal/initiative must be documented for each annual evaluation. (Weighted 50%)

In addition, Performance Standards are provided for both sections to assist evaluators in assigning consistent and appropriate ratings for the evaluation criteria. The overall evaluation rating will assist in determining base compensation for the next fiscal year.

The tool shall be used as a notes form for the Trustees to utilize during the Board's discussion of the Executive Director's annual evaluation and professional competence.

Overall, the process should follow the timeline and steps outlined in the Executive Director Performance Appraisal Calendar (Attached).

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Section 1: Executive Competencies (Weight 50%)

Performance Standards for Executive Competencies (The performance standard for each executive competency is specified below.)

Exceptional: The executive director demonstrates exceptional performance, fostering a climate that sustains excellence and optimizes results in the organization. This represents the highest level of executive performance, as evidenced by the extraordinary impact on the achievement of the organization's mission. The executive is an inspirational leader and is considered a role model by District leadership, community peers, and employees. The executive continually contributes materially to or spearheads District efforts that address or accomplish important organizational goals, consistently achieves expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes assignments ahead of schedule at every step along the way.

Above Expectations: The executive director demonstrates a very high level of performance beyond that required for successful performance in the executive's position and scope of responsibilities. The executive is a proven, highly effective leader who builds trust and instills confidence in District leadership, community peers, and employees. The executive consistently exceeds established performance expectations, timelines, or targets, as applicable.

Satisfactory: The executive director demonstrates the high level of performance expected and the executive's actions and leadership contribute positively toward the achievement of strategic goals and meaningful results. The executive is an effective, solid, and dependable leader who delivers high-quality results based on measures of quality, quantity, efficiency, and/or effectiveness within agreed upon timelines. The executive meets and often exceeds challenging performance expectations established for the position.

Improvement Needed: The executive director's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the executive generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the executive may demonstrate limited ability to inspire subordinates to give their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work.

Unsatisfactory: In repeated instances, the executive director demonstrates performance deficiencies that detract from mission goals and objectives. The executive generally is viewed as ineffectual by District leadership, community peers, or employees. The executive does not meet established performance expectations/timelines/targets and fails to produce - or produces unacceptable - work products, services or outcomes.

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Competency 1: Vision & Leading Change

Description: Executive Director (ED) develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. This leader assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. ED balances change and continually strives to improve organizational, service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains strategic and operational focus, even under adversity.

Score:

- Exceptional**
- Above Expectations**
- Satisfactory**
- Improvement Needed**
- Unsatisfactory =**

Evaluator Comments:

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Competency 2: Accountability & Governance

Description: : Executive Director (ED) assesses, evaluates, monitors and ensures compliance with laws, regulations and reporting requirements of the organization in a manner that instills public trust and accomplishes the organizations mission. ED is knowledgeable of the organization's legal structure and how it is applied; as well as, the governance model, processes, procedures and practices in operation, including composition of the board and any board committees.

Score:

- Exceptional**
- Above Expectations**
- Satisfactory**
- Improvement Needed**
- Unsatisfactory**

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Competency 3: Financial Stewardship & Business Acumen

Description: Executive Director (ED) assesses, analyzes, acquires, and administer human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization’s mission. This leader uses technology to enhance processes and decision making. ED also executes the operating budget; prepares budget requirements with justifications; and manages resources within established parameters.

<p>Score:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Exceptional <input type="checkbox"/> Above Expectations <input type="checkbox"/> Satisfactory <input type="checkbox"/> Improvement Needed <input type="checkbox"/> Unsatisfactory 	<p>Evaluator Comments:</p>
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Competency 4: Community Relationships & Building Coalitions

Description: Executive Director (ED) solicits and considers feedback from internal and external stakeholders or customers. This leader coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. An executive who demonstrates high performance in this area advocates and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. ED develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Score:

- Exceptional**
- Above Expectations**
- Satisfactory**
- Improvement Needed**
- Unsatisfactory**

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Competency 5: People & Talent Management

Description: Executive Director (ED) designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. This leader provides an inclusive workplace that fosters the development of others to their full potential; allows for the full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. ED ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. An executive who possesses this critical leadership element holds employees accountable for appropriate levels of performance and conduct, seeks and considers employee input, and recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the communities we serve, with the skills needed to accomplish organizational performance objectives.

Score:

- Exceptional**
- Above Expectations**
- Satisfactory**
- Improvement Needed**
- Unsatisfactory**

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Scoring Summary Section 1:

Competency	E	AE	S	IN	U
1					
2					
3					
4					
5					
Total					
Overall					

Section 2: Strategic Goals & Transformational Initiatives (Weight 50%)

Performance Standards for Strategic Goals & Transformational Initiatives (The performance standard for each annual goal for specified below.)

Achieved / Milestone Met: Original goal/project scope clearly and realistically defined. Initiatives/project goals, objectives and/or milestones achieved within projected scope, timeline, budget, and resource projections. Minimal/none change management issues. Desired project output (program, product, service) incorporated into ongoing operations.

Partially Achieved: Original goal/project scope defined but may not have identified, or underestimated, potential project barriers. Initiative/project goals, objectives and/or milestones partially achieved. Partial results may also be due to changed organizational priorities, significant change management issues, or the reallocation of resources based on emerging organizational need. Original concept (scope, timeline, budget, resource projections etc.) altered due to unforeseeable, or under stated, barriers. Original concept minimally altered (timeline, budget etc.) for future completion.

Unsuccessful: Original goal/project scope, objectives and/or milestones not met. Original concept (scope, timeline, budget and resource projections) incorrect or unworkable. Project cancelled or significantly altered in scope.

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Strategic/Playbook Goal 1:	Score: <input type="checkbox"/> - Achieved / Milestone(s) Met <input type="checkbox"/> - Partially Achieved <input type="checkbox"/> - Unsuccessful
Evaluator Comments:	
Strategic/Playbook Goal 2:	Score: <input type="checkbox"/> - Achieved / Milestone(s) Met <input type="checkbox"/> - Partially Achieved <input type="checkbox"/> - Unsuccessful
Evaluator Comments:	

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Strategic/Playbook Goal 3:	Score:
	<input type="checkbox"/> - Achieved / Milestone(s) Met
	<input type="checkbox"/> - Partially Achieved
Evaluator Comments:	<input type="checkbox"/> - Unsuccessful
Strategic/Playbook 4:	Score:
	<input type="checkbox"/> - Achieved / Milestone(s) Met
	<input type="checkbox"/> - Partially Achieved
Evaluator Comments:	<input type="checkbox"/> - Unsuccessful

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Scoring Summary Section 2:

Goals & Initiatives	Achieved / Mile. Met	Partially Achieved	Unsuccessful
1			
2			
3			
4			
5			
Total			
Overall			

***Overall Evaluation Rating:**

Section	Overall Rating
1	
2	
*Evaluation Rating (E, AE, S, IN, U)	

* Utilize Performance Standards from Section 1.

Board Comments:

Overall evaluation Rating: _____ (E, A, S, I, U)

Annual District Merit Budget: _____

Final Recommended Merit Percent: _____

Annual District COLA Budget: _____

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Final Recommended COLA Percent: _____

Current Annual Salary: _____

Adjusted Annual Salary: _____

BOARD OF TRUSTEES

CONCURRENCE

YES / NO

Chair

YES / NO

Vice Chair

YES / NO

Secretary

YES / NO

Trustee

YES / NO

Trustee

YES / NO

Trustee

YES / NO

Trustee

YES / NO

Trustee

YES / NO

Trustee

YES / NO

Trustee

[Effective 07/01/2024]