

**EVALUATION OF LIBRARY ADMINISTRATORS**  
University of Hawaii at Manoa Library Senate

Evaluation Period:				
<b>Paula Mochida</b>	<b>University Librarian</b>	From: February 2006	To: January 14, 2008	
Name of Employee		Position		
<p><b>PERFORMANCE CATEGORIES</b> * bulleted items are provided as examples</p> <p>Each <b>performance category</b> is described by a bulleted list of examples of general behavior provided to help faculty conceptualize excellent management behaviors. Not all examples will be relevant to individual library faculty members in their evaluation of a library administrator.</p>	<b>RATING</b>			
	Excellent	Satisfactory	Unsatisfactory	Unknown
<p><b>1. OVERALL RATING</b></p> <p>To arrive at an Overall Rating, Library Faculty are asked to provide a justification for that rating. Faculty may weight different performance categories as they choose, e.g. some faculty may find one or two categories to be most important in their evaluation and will thus give greater weight to those categories.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>2. LEADERSHIP</b> * <b>bulleted items are provided as examples</b></p> <ul style="list-style-type: none"> <li>▪ Demonstrates excellence in intellectual and administrative leadership of the library.</li> <li>▪ Is an excellent professional role model.</li> <li>▪ Appropriately weighs the opinions of all faculty and staff.</li> <li>▪ Encourages collaboration.</li> <li>▪ Involves faculty and staff in developing a vision and plans for the library.</li> <li>▪ Maintains credibility.</li> <li>▪ Is receptive to the innovative capacities of others.</li> <li>▪ Motivates and inspires others.</li> <li>▪ Is sensitive to overall morale among faculty and staff.</li> <li>▪ Takes responsibility for actions and decisions.</li> <li>▪ Negotiates and advocates with organizations and individuals outside the library to secure funding, reach agreement on key issues, and safeguard the interests of the library.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>3. COMMUNICATION</b> * <b>bulleted items are provided as examples</b></p> <ul style="list-style-type: none"> <li>▪ Is clear, consistent, and forthright.</li> <li>▪ Shares information.</li> <li>▪ Is accessible.</li> <li>▪ Listens carefully.</li> <li>▪ Is open to constructive criticism.</li> <li>▪ Convenes productive meetings.</li> <li>▪ Keeps dialogue focused on relevant issues.</li> <li>▪ Promotes open communication.</li> <li>▪ Communicates effectively throughout the organization.</li> <li>▪ Conveys important administrative information (e.g., changes in policies, deadlines, issues, etc.).</li> <li>▪ Follows through on communication in a timely manner.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>4. ETHICS, HONESTY, AND FAIRNESS</b> * <b>bulleted items are provided as examples</b></p> <ul style="list-style-type: none"> <li>▪ Treats others fairly.</li> <li>▪ Is open to other views contrary to her/his own.</li> <li>▪ Sets an example of high ethical standards for the library.</li> <li>▪ Exhibits high ethical standards in financial matters and in personnel matters.</li> <li>▪ Operates with clarity and openness.</li> <li>▪ Is trustworthy.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PERFORMANCE CATEGORIES * bulleted items are provided as examples	RATING			
	Excellent	Satisfactory	Unsatisfactory	
<b>5. ADMINISTRATION</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Organizes and manages the administrative decision making process effectively.</li> <li>▪ Sets and follows clear and unambiguous administrative policies and procedures.</li> <li>▪ Sets priorities clearly and integrates them effectively.</li> <li>▪ Attends to administrative matters in a timely fashion.</li> <li>▪ Schedules meetings appropriately.</li> <li>▪ Uses meeting time effectively and efficiently.</li> <li>▪ Is organized and effectively structures, prioritizes, delegates, arranges, and facilitates the accomplishment of tasks.</li> <li>▪ Is able to work under pressure, demonstrating ability to work effectively despite deadlines, crises, and changing demands.</li> <li>▪ Establishes and maintains an organizational and operational structure that clearly defines authority, responsibility, and decision-making.</li> <li>▪ Ensures that there are performance measures and accountability systems for him/herself.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6. PUBLIC RELATIONS</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Acts effectively as the library's chief representative, spokesperson, and promoter, in keeping with the library's vision, mission, and priorities.</li> <li>▪ Negotiates and advocates with organizations and individuals outside the library to secure funding, reach agreement on key issues, and safeguard the interests of the library.</li> <li>▪ Presents and explains the library to others.</li> <li>▪ Provides information about library conditions, resources, services, and activities.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7. FUND-RAISING</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Leads the effort to identify needs that cannot be adequately supported by the parent institution.</li> <li>▪ Garners external funding through grants, gifts, endowments, and other development activities.</li> <li>▪ Supports the grant-seeking efforts of faculty and staff.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8. JOB KNOWLEDGE AND COMPETENCIES</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Is recognized as an expert in the position which he/she holds (e.g., administration/management).</li> <li>▪ Demonstrates knowledge of theoretical, practical, and/or routine aspects of present job.</li> <li>▪ Has an appropriate level of knowledge about all of the areas that he or she supervises.</li> <li>▪ Demonstrates an understanding of unit, college, and university policies, plans, mission, etc.</li> <li>▪ Applies the correct policies and procedures to operations.</li> <li>▪ Keeps current in the profession.</li> <li>▪ Seeks new approaches to improve library operations.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<b>9. PROBLEM-SOLVING AND DECISION-MAKING</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Identifies and clearly defines problems.</li> <li>▪ Understands organizational issues, problems, and operations in sufficient depth to make informed decisions.</li> <li>▪ Considers implications and presents alternatives.</li> <li>▪ Makes decisions based on proper consultation, research, analysis, and reason.</li> <li>▪ Consults faculty and staff in a timely manner on decisions that affect them.</li> <li>▪ Makes decisions that consistently have a positive outcome and are in the best interest of the organization.</li> <li>▪ Makes decisions that are based on mutually accepted objective criteria.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>10. PLANNING AND SETTING PRIORITIES</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Demonstrates an understanding of mission and goals of the library and university.</li> <li>▪ Plans for program development and improved library services on an ongoing basis.</li> <li>▪ Works with the faculty and staff to plan and set clear priorities.</li> <li>▪ Shows foresight to prevent potential problems and crises.</li> <li>▪ Executes a coherent strategic plan.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. WORKING WITH OTHERS</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Works well with others.</li> <li>▪ Accepts criticisms and suggestions for improvement.</li> <li>▪ Inspires the confidence of others.</li> <li>▪ Supports collegial processes that produce a collaborative environment.</li> <li>▪ Respects the needs and abilities of others.</li> <li>▪ Exhibits respect for and sensitivity to others.</li> <li>▪ Exemplifies a supportive attitude.</li> <li>▪ Is able to resolve conflicts in a constructive way.</li> <li>▪ Has developed a spirit of teamwork.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>12. FACULTY RELATIONS</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Promotes faculty and staff development.</li> <li>▪ Supports efforts and programs to retain and promote experienced faculty.</li> <li>▪ Understands and supports faculty role in policy setting and decision-making.</li> <li>▪ Understands and supports faculty role in library operations.</li> <li>▪ Understands and supports shared governance.</li> <li>▪ Understands and follows proper policies and procedures in the faculty promotion and tenure process.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PERFORMANCE CATEGORIES * bulleted items are provided as examples	RATING			
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<b>13. FINANCIAL/BUDGET</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Prepares and adheres to budget/financial plans according to rules, policies, and deadlines.</li> <li>▪ Shows innovation in reducing expenses.</li> <li>▪ Maximizes resources and minimizes costs in achieving objectives.</li> <li>▪ Maintains an open budgeting and financial management process.</li> <li>▪ Handles budget and financial matters responsibly, ethically, equitably, and fairly.</li> <li>▪ Formulates, defends, and advocates library budget and financial plans, especially to those external to the library.</li> <li>▪ Allocates budget in a manner that supports library goals and priorities.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>14. HUMAN RESOURCES</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Establishes and follows policies and procedures for personnel actions (e.g., recruitment, hiring, transfers, etc.).</li> <li>▪ Supports a distribution of personnel that enables organizational units to be effective.</li> <li>▪ Considers the advice of faculty in determining what new positions to develop and fund.</li> <li>▪ Recruits and retains qualified faculty, staff, and other administrators.</li> <li>▪ Understands and follows annual procedures for the review of faculty and staff.</li> <li>▪ Promotes the improvement of gender and ethnic diversity of the faculty and staff.</li> <li>▪ Actively supports efforts to improve faculty and staff salaries.</li> <li>▪ Promotes pay equity.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>15. HEALTH AND SAFETY</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Follows safety rules and regulations.</li> <li>▪ Keeps faculty and staff informed about health and safety issues.</li> <li>▪ Provides appropriate training.</li> <li>▪ Makes rational and reasoned decisions in the best interest of the faculty, staff, and users of the library.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>16. FACILITIES</b> * bulleted items are provided as examples <ul style="list-style-type: none"> <li>▪ Ensures that the physical building and material supplies adequately support library resources, services, and operations.</li> <li>▪ Ensures that the technological infrastructure adequately supports library resources, services, and operations.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>17. OTHER</b> (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>