

Stark County District Library

Employee Performance Evaluation

Employee name and Title	Microsoft, [Title]	Evaluation for the period:	[Start date] – [End date]
Supervisor name and Title	[Supervisor name], [Title]	Department / Location:	

CORE COMPETENCIES

- Customer Service: “Winning the customer every day.”
- Teamwork: “The whole is greater than the sum of the parts.”
- Adaptability: “Change is the new normal.”
- Respect and Communication:
- Attendance and Reliability:
- Job Knowledge and Quality of Work:
- Initiative and Leadership:
- Positive and Enthusiastic Attitude:

1. CUSTOMER SERVICE: “GLO” (GREET, LISTEN, CREATE OPTIONS)

Our customers are the people we work with, assist, and serve each day. We all serve external customers (taxpayers and community members who come in to use the library) and internal customers (co-workers, supervisors, volunteers). We have no higher priority than serving every customer with consistent excellence, and working to win our customers loyalty and satisfaction every day. Customers are the lifeblood of our organization.

To what extent does this employee:

1. Take initiative to greet patrons and co-workers and approach customer service in a positive and enthusiastic way – even at the busiest times?

Actions and actions harm customer relations; Is unskilled and doesn't think of customer first; Sometimes exhibits behaviors that are discourteous or unresponsive; Does not greet customers; Does not see urgency or importance of solving customer problems.	Regularly greets and welcomes customers; Is approachable, diplomatic and accessible; Performs high level customer service; Consistently works to understand and meet customer needs; acts with customers in mind; Resolves issues and concerns in a timely manner.	Serves as a role model for excellence in customer commitment, interactions and performance; Surpasses expectations in providing service; Shows initiative and seeks to develop a deeper service-minded culture; Understands and anticipates customer needs.

Supervisor Comments:

To what extent does this employee:

2. Manage interactions in a polite and professional manner while being timely and efficient?

May be uncomfortable with new people or contacts, May not listen well and may be defensive; May overuse skill and be overly responsive or interactive with one customer to the detriment of other customers or co-workers.	Establishes and maintains effective relationships with customers and gains their trust and respect; Handles criticisms, complaints and special requests in a polite and appropriate manner.	Listens well to customers and demonstrates awareness of customer needs; Can think ahead to solutions that will make interactions more efficient; Places primary importance on the impact actions or decision will have on customers and advancing library goals.

EMPLOYEE EVALUATION

Supervisor Comments:

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To what extent does this employee:

3. Work to identify options for the customer, eliminate barriers whenever possible and look for the "YES" for the customer?

May think they already know what the customer needs without listening to them; may focus on internal operations to the detriment of the customer's needs; Overlooks reasonable options by rigidly following rules or policies.	Offers a variety of solutions to meet customers' needs; Knows when to enforce a rule and when to be flexible for the customer's benefit; Knows when to seek additional help to create an option or solve a problem for the customer.	Steps outside the "business as usual" zone and provides remarkable service on a consistent basis; Shares new ideas with customers and co-workers; Tries new solutions to recurring issues and problems: Goes the extra mile to meet customer needs.

Supervisor Comments:

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2. TEAMWORK (WORKING RELATIONSHIPS)

Effective peer relationships provide backbone to our Library and build our internal strength. When team relationships are working well, time and resources are used efficiently, communication is effective, work is enjoyable and satisfying, and customers are served with excellence.

To what extent does this employee:

1. Interact effectively with managers and co-workers?

A loner, is not seen as a team player or one who has the greater good in mind; Interactions with others may be disruptive or cause conflict; May be more concerned with how changes or work impacts themselves; May be a gossip, chronic complainer or over-sharer; May not recognize appropriate workplace boundaries in relationships.	Can quickly find common ground and solve problems for the good of all with a minimum of noise; Is seen as a team player and is cooperative; Quick to pitch in and help, looks for ways to contribute to the team's success; Strikes an appropriate balance between self-interest and the needs of the team.	Highly effective in interactions with people at all levels of the organization and easily adjusts style as appropriate. Can represent his/her own interests and yet be fair to other groups; Easily gains trust and support of peers. Consistently models exemplary workplace interactions.

Supervisor Comments:

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To what extent does this person:

2. Contribute to a positive work environment and use effective communication skills?

Is not open to negotiation; May withhold resources from other team members; Quick to criticize without being constructive; Does not take initiative to solve problems.	Respects all functions and positions and is able to work with everyone; Shares resources and communicates effectively with all levels in the organization.	Encourages collaboration; Can be candid with peers and deal with conflict in a cooperative manner; Models exemplary positive, helpful, teambuilding behaviors.

EMPLOYEE EVALUATION

Supervisor Comments:

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To what extent does this employee:

3. Eagerly step in and help when appropriate and reply to correspondence (email, phone calls) in a timely manner?

May be competitive and maneuver for advantage by not assisting others; Is not responsive to phone calls or emails: Doesn't understand or anticipate what peers expect or need.	Has a positive effect on the entire team by assisting others and sharing resources; communicates in a positive manner and responds to phone calls and emails in a timely manner.	Steps in when needed and can anticipate needs ahead of time and identify resources needed; Responds to correspondence, even if they do not have the immediate solution, they let others know they will get them an answer.

Supervisor Comments:

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3. ADAPTABILITY: "CHANGE IS THE NEW NORMAL"

Adaptability is the ability to be flexible in both attitudes and behaviors for the success of the team and the Library. People who are highly adaptable are versatile. They can gauge what is necessary in a variety of situations and with a diverse range of personality types. They effectively match their behavior in an appropriate way to changing demands and situations. They know that innovations can lead to improvements and higher levels of success.

To what extent does this employee:

1. Adjust to a variety of situations, maintain flexibility and accept change as a necessary and normal part of the job?

Tends to protect and defend what is or what has been in the past; Tends to be rigid, critical and may reject changes without due thought or consideration to possible benefits; May actively work to sabotage or disrupt change efforts of others.	Is open to new methods and ideas; Is willing to experiment and learn new ways; Can flex and adapt to changing situations in appropriate ways.	Is versatile depending upon the situation and knows how to apply advanced problem solving skills; Can lead or let others lead; Remains adaptable even in tough situations; Offers suggestions for changes and enhancements.

Supervisor Comments

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To what extent does this employee:

2. Demonstrate willingness to embrace new policies and procedures and approach change with a positive attitude?

Is not open to change, maintains a "we tried that before and it didn't work" attitude; Does not see the bigger picture; May use passive-aggressive behaviors that appear to support change while taking actions that undermine new policies or practices.	Takes a balanced approach to change and is positive and willing to adapt; Can shift modes of behavior in a situation and apply change in a positive manner.	Encourages others to embrace change and helps them overcome adversity to new ways; Can shift gears readily: Is resilient and can step outside comfort zone in an easy manner; Understands the power of innovation; A change agent and advocate.

EMPLOYEE EVALUATION

Supervisor Comments:

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To what extent does this employee:

3. Seek additional information when they are in doubt, and ask clarifying questions about changes?

Does not seek additional information about change; Demonstrates they do not intend to comply with changes; Undermines attempts by others to implement change.	Actively seeks out information and makes sure they fully understand new procedures; Continues to develop their approach to change; Evidences willingness to learn and grow in new directions.	Teaches new ways to others; encourages others to seek additional information when they are in doubt; Consistently takes initiative and responsibility for learning new things.

Supervisor Comments:

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4. RESPECT AND COMMUNICATION

Demonstrating respectful thinking and behaviors enhances interactions between employees and patrons and the overall environment of the Library. Respect creates the opportunity for a community environment that thrives on diversity and inclusion. Showing respect for others involves non-judgmental listening with the purpose of understanding and open communication.

To what extent does this employee:

1. Treat and speak to others in the same manner that they would want to be treated and spoken to?

Is distant and not easy to be around; Is a poor listener and appears uninterested; Speaks or acts in a manner that has a negative impact on others; Ineffective or insensitive in dealing with others; May use a rude or dismissive tone of voice; May not be aware of off-putting behaviors or language.	Is easy to approach and talk to; Is an active listener; Asks for other's input and ideas; Is interested in the opinions and viewpoints of others; Models language and behaviors that leaves others feeling valued and heard.	Models exemplary behaviors and language with others; Mindful of including others; Is sensitive and patient with the interpersonal anxieties of others; Builds early rapport with others; Puts others at ease in a way that others want to be around them.

Supervisor Comments:

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To what extent is this employee:

2. Accepting of and eager to provide service to patrons of all backgrounds and cultures, ensuring friendly professional service and access to Library services?

Doesn't relate easily to a variety of people; Shows disrespect in the use of language, inappropriate humor, or exclusion; Does not initiate contact and avoids interactions that would require providing service to those 'not like me'; Does not challenge or report unacceptable behaviors toward or about certain groups.	Relates well to all kinds of people inside and outside the organization; Deals politely with diverse customers; Actively provides resources needed for access to services; Recognizes the impact their actions have on individuals and groups; Challenges or reports unacceptable behaviors toward or about certain groups.	Approaches uncomfortable or unusual situations in a positive manner and does not avoid them; Spends extra effort to put others at ease, creating an environment where all are welcomed and valued; Actively invests in building alliances and a healthy, diverse Library community; Takes action against behaviors that are intolerant, demeaning or disrespectful.

EMPLOYEE EVALUATION

Supervisor Comments:

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To what extent does this employee:

3. Have positive interactions, communicate (spoken and in writing) in an easily understood way, avoiding gossip and negativity?

Is impatient; Is frequently misunderstood by others; Comes across as arrogant or judgmental; Engages in inappropriate communication that is damaging (i.e. gossip, frequent criticism or negativity about the workplace or others).	Builds constructive and effective relationships and uses diplomacy and tact in communication; Is courteous and approachable; Verbal and written communications are clear and easy to understand; Listens attentively and accepts feedback to improve service.	Can defuse even high-tension situations comfortably; Builds rapport very easily; Communicates clearly and convincingly; Shares knowledge for the benefit of others; Provides skilled and constructive feedback to improve service, individual and team performance.

Supervisor Comments:

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5. ATTENDANCE AND RELIABILITY

Regular, predictable attendance and reliability are essential functions of every job. Consistency, showing up, being prepared and demonstrating that others can trust and count on you, day in and day out, builds trust, enhances teamwork and raises the effectiveness of our Library in all areas.

To what extent does this employee:

1. Consistently keep regular hours, report to work on time and observe breaks on a punctual and dependable basis?

Frequently is late or absent; Abuses break times or smoke breaks; Does not keep regular hours as scheduled; Does not follow call off procedures as prescribed.	Rarely is absent or late; Properly observes break times and is punctual; Gives reasonable notice for time off requests and follows proper procedures.	Very rarely misses work; Has an exemplary or perfect attendance record; Can be depended upon to be at work and punctual.

Supervisor Comments:

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To what extent does this employee:

2. Work independently as appropriate and meet commitments?

Cannot work independently and tasks require frequent oversight; Misses commitments or deadlines; Work area is disorderly; Work is not accurate or thorough; Makes poor decisions about prioritizing tasks.	Works independently; Dependably meets deadlines and commitments; Manages time well and prioritizes tasks in an effective way; Seeks out work in times of low workload; Maintains an orderly work area that promotes productivity.	Able to work independently and takes initiative to assist others; Meets deadlines and commitments and frequently exceeds them by completing work or projects earlier than expected with a high degree of quality; Recommends tools or resources to improve productivity, efficiency and reduce waste of resources or effort.

EMPLOYEE EVALUATION

Supervisor Comments:

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To what extent does this employee:

3. Maintain a professional appearance and observe good personal hygiene?

Dresses inappropriately for work; Co-workers or patrons express complaints about his/her personal hygiene.	Has a professional appearance and observes good personal hygiene.	Professional appearance exceeds expectations and is appropriate. Excellent personal hygiene is observed at all times.

Supervisor Comments:

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6. JOB KNOWLEDGE AND QUALITY OF WORK

Understanding job requirements and producing quality results on a consistent basis allows work to flow smoothly throughout the Library. It involves maintaining skills and learning new technologies, as well as keeping current with new and changing job demands. When everyone produces high quality work and has detailed job knowledge the customer experience is enhanced.

To what extent does this employee:

1. Understand job requirements and work accurately with attention to detail?

Is not up to functional or technical proficiency; Judgment and decision making is marginal because of a lack of job knowledge; Resists changes in work habits.	Has the functional and technical knowledge and skills to do the job at a consistent, satisfactory level of accomplishment.	Quality of work exceeds expectations with outstanding attention to detail; Proactive in looking for opportunities to improve processes and systems.

Supervisor Comments:

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To what extent does this employee:

2. Demonstrate a mastery of technical skills and keep current with new and changing job demands, including new technologies?

Is stuck in past/outdated skills and technologies; Does not take the time to learn new skills or technology and may repeatedly ask others for help without trying to learn; Withdraws from discussions of task changes or actively opposes or criticizes innovations.	Approaches learning new tasks with curiosity and interest; Picks up new tasks and technology quickly without intimidation; Seeks to accept and understand the need for change, and is willing to adapt.	Curious and enthusiastic about new tasks and processes; Is adept at learning new technology and can readily teach others; Anticipates coming changes and adapts appropriately; Leads adoption of new tasks, methods and changing job demands.

Supervisor Comments

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EMPLOYEE EVALUATION

To what extent does this employee:

3. Accomplish their assigned tasks and carry out their responsibilities?

Does not meet or achieve assigned tasks; Falters on some areas of responsibility; Turns to others to assist with routine work, or increases the workload of others; Takes more time than needed to accomplish tasks.	Achieves goals, fulfills responsibilities and meets expectations; Accepts responsibility and is accountable for their own actions; Is efficient in completing assigned work and meets expected output.	Consistently establishes goals and realizes responsibilities, incorporating strategic components; Enthusiastic about work and seeks out additional responsibilities.

Supervisor Comments:

7. INITIATIVE AND LEADERSHIP

Those who lead are willing to step out, set an example for others to follow and take initiative. Leading requires courage and involves keeping your eye on the goal so that decisive action can be taken when the situation demands it. Leaders take on additional responsibilities when appropriate, looking for ways to increase the use of Library materials and services, and improve processes. Leaders look for ways to innovate for the benefit of Library customers and the organization as a whole.

To what extent does this employee:

1. Demonstrate self-motivation and take action to resolve issues?

Is slow to act on an opportunity to be more productive; Tends to procrastinate; May know what needs to be done, but hesitates to do it; Effort or enthusiasm for work is sometimes missing; Does not seek new challenges beyond the scope of the position.	Is action-oriented and full of energy for new responsibilities; Willing to pitch in when needed; Contributes creative ideas; Seizes more opportunities than others; Sets challenging goals and can effectively address problems.	Anticipates what needs to be done and sets a plan in place ahead of time to address issues; Consistently demonstrates motivated behavior and inspires it in others; Creates opportunities that expands the impact of their unit and organizational success.

Supervisor Comments:

To what extent does this employee:

2. Act quickly and independently when the situation demands it?

Is unable to determine the correct course of action with little notice; Is overly methodical and risk-averse; Lacks the confidence to step up when needed; May act carelessly and fail to seek help when appropriate, with detrimental results.	Can quickly analyze a situation and implement an adequate solution; Is confident to act when the situation requires it; Demonstrates proactive problem solving behaviors; Can recognize when to ask for clarification or help.	Acts quickly and decisively when needed, and will continue to make improvements to the quick solution; Is comfortable leading others and making decisions; Judgment and decision making skills are exceptional.

Supervisor Comments:

EMPLOYEE EVALUATION

To what extent does this employee:

3. Take on additional responsibilities as appropriate?

Avoids any additional responsibilities; Tries to reduce a reasonable workload in an inappropriate manner; Is very critical of suggestions to help others or claims to not have time to help others.	Has a positive effect on the entire team by assisting others and taking on additional responsibilities when needed; Is open to and follows through on requests for assistance from others.	Takes on a leadership role when necessary and takes on additional responsibilities in a very positive manner; Looks for ways to make improvements in efficiency so he/she can be more productive.

Supervisor Comments:

8. POSITIVE AND ENTHUSIASTIC ATTITUDE

Being positive and enthusiastic involves having patience, creativity and excellent communication skills. It means remaining optimistic and supportive of others - especially during busy times or moments of conflict. A positive and enthusiastic attitude is contagious, lightens the workload for everyone, and creates a healthy environment that people want to be in, work in and visit.

To what extent does this employee:

1. Display a friendly, respectful, courteous and supportive attitude toward patrons and co-workers?

Gets rattled and loses cool easily; Is aloof or even rude to others; Interrupts or acts distracted or disinterested; Avoids opportunities to help others; Does not consider the impact their communications may have on others.	Is courteous and respectful to patrons and co-workers; Demonstrates attentive, patient and active listening; Is supportive and friendly even during the busiest of times.	Easily builds rapport and relationships with others; Finds common ground quickly and has a reputation for being friendly; Is sought out by others for their ability to quickly provide support and resources; Balances listening with seeking out the opinions of others.

Supervisor Comments:

To what extent does this employee:

2. Refrain from making negative comments about patrons, co-workers or Library policies, procedures, services or innovations?

Is negative about the organization and is vocal in their negative opinions of others; Makes damaging and destructive comments about the Library, co-workers and patrons; Is careless with information and may actually promote misinformation.	Maintains a positive attitude and refrains from making negative comments; Says positive things about others and the Library; Recognizes and refuses to spread misinformation, providing clarification when possible.	Refrains from negative comments or conversations; Encourages others to be positive and discourages negative, damaging or destructive communication; Seeks out sources and takes action to correct and clarify misinformation.

Supervisor Comments:

EMPLOYEE EVALUATION

To what extent does this employee:

3. Support creative proposals for doing things a better way?

Is negative about new, creative proposals for improvements; Is the first to point out all the negative aspects and demonstrates an inability to be open minded about developing better ways to do things.	Supports creative proposals and is open to trying new ways of doing things for improvement; Maintains a positive attitude for innovative progress.	Supports creative proposals and is often the one who suggests such improvements; Is involved in the creative process and looks for additional improvements for efficiency and increased productivity.

Supervisor Comments:

EVALUATION SUMMARY *(completed by supervisor)*

Please total the number of times each box was checked and multiply by the box number to calculate final score:

1 point for every check in this box	X 2	X 3	X 4	Multiply by 5 for every check in this box

Overall Score Below 24 Does not meet expectations – Performance Action Plan indicated

Overall Score 25 to 96 Meets Expectations

TOTAL EVALUATION SCORE _____

Overall Score Over 97 Exceeds Expectations

EMPLOYEE SIGNATURE/SUPERVISOR SIGNATURE

Employee Signature		Supervisor Signature	
Name	Microsoft	Name	[Supervisor name]
Date	[End date]	Date	[End date]
Branch Librarian Signature		Library Director Signature	
Name	Microsoft	Name	[Supervisor name]
Date	[End date]	Date	[End date]