

Randall Library Director Performance Review

Name: Tina McAndrew

Date: January 4, 2022

Definition of Rating Terms:

5: Outstanding: The Director's performance is exceptional in comparison to expectations.

4: Highly Effective: The Director always meets and frequently exceeds performance expectations.

3: Effective: The Director consistently meets performance expectations and performs in a professional and competent manner.

2: Needs Improvement: The Director meets only minimally acceptable levels of performance; the Director requires extra direction from the Library Trustees.

1: Unacceptable/Needs Substantial Improvement: The Director does not meet performance expectations, even at a minimally acceptable level; the Director requires significant extra direction and/or constant supervision from the Library Trustees. Need for immediate and significant improvement.

0: N/A: Not applicable to this situation.

Please rate the Library Director in the following areas using the above scale 5 (highest) to 1 (lowest) or N/A (Not Applicable) where appropriate:

1. Preparing/managing Budget:

Average Rating: 4.5

Tina was well prepared for the budget, did a great job presenting it to the Trustees and addressed some of the budget issues. She was receptive to the Trustees suggestions to improve it. Her budget was thorough, reasonable, and proactive. In her short time here, she has spent time updating the library, including technology, staffing, the building issues.

Tina is always updating the Trustees regarding the budget and alternative funding sources, such as grants. She provides logical explanations regarding changes to the budget. Tina should look beyond prior budgets and their limitations; the Trustees will support her efforts to develop a budget that meets the needs of the library.

2. Managing Staff:

Average Rating: 4.8

Tina has made the staff feel supported and she has given them a voice. She is a professional who leads by example. She has created a team atmosphere, allowing staff independence but is available to give suggestions and feedback. She inspires trust with her staff, allowing them to make mistakes and learn. Tina has been proactive with supporting staff' professional development. Her team looks to her for support, advice and problem solving.

One comment from the staff "In general, I have found working with Tina to be an absolute joy. I feel supported, heard, and challenged to take on new tasks. Tina is excellent at communication and building bridges and I believe has had an overwhelmingly positive impact on the library and its staff and patrons."

3. Professional Awareness:

Average Rating: 4.7

With the pandemic, Tina has shown her flexibility and was able to pivot looking at different methods of delivering services while the library was closed. She encouraged staff to share ideas and continue staff development programs.

Tina has created strong relationships, through professional organizations, with other librarians throughout the state to share ideas and learn from each other.

Tina's initiatives to expand the use of technology to help service delivery as well as developing a program to deliver books to homebound residents is an example of service delivery. She has launched a program to loan Wi-Fi hotspots, updated kindles, and eliminated late-fines.

4. Collection development

Average Rating: 4.2

While the Library was closed Tina did a great job of organizing the library and culling the collection which hadn't been done in years. She trusted the staff, provided guidance, and sought resources through other libraries. When the Library re-opened it was a more organized library with better access to all amenities, and an overall improvement of the given space. Tina the "Library of Things" has really exploded in potential and is a great example of modernizing the library.

5. Relationship to Board:

Average Rating: 4.7

Tina is always prepared for Board meetings and has been exemplary in this area. She gets information out to be Board electronically, or in print, in advance of the meetings so that the Board has the background material and is prepared to actively discuss the agenda topics. Her reports to the board are thorough and show a highly professional competence.

Tina brings new ideas to each meeting, provides updates on projects and trends, takes all feedback in stride, and remains cool, calm and collected, even when the Board was in conflict. She has taken a leadership role on projects, updates regarding the Building Committee and is building collaborative relationships. She utilizes advice and feedback when developing policies and projects. She actively solicits advice from the Board when necessary. She regularly brings new ideas to the Board's attention.

6. Community Outreach:

Average Rating: 4.5

Tina is an incredible champion of the library. She goes above and beyond to be the face of the library. Although there have been fewer Director driven programs, more staff ideas are being realized successfully.

Tina has done several presentations and the feedback boards are great examples of community outreach. She has also used the Stow Independent, social media, including maintaining a Facebook page of events, and community groups including the Council on Aging. Tina and the staff are actively working on developing effective methods of communication and programming for all members of the community. She has also enthusiastically volunteered for to collaborate with the Building Committee and the Renovation Fundraising committee.

7. Friends of The Library

Average Rating: 4.0

The Friends went through a transition this past year and Tina has worked through this transition with them. Tina has navigated the leadership of the Friends to the best of her ability. She has developed strong relationships with the Friends leadership and effectively communicates with them now that some issues are in the past.

8. Maintenance and Construction of Physical Plant

Average Rating: 4.7

Tina faced major challenges with the status of the library. The building is in tough shape and Tina is tackling the problems she can and is taking the lead on a major renovation project. Tina has accepted the challenge and is doing the best she can, with limited resources, to keep things running. Tina has really stepped up on addressing the issues and embraced her role on the Building Committee to get the renovation project approved.

9. Working with Other Town Departments & Groups

Average Rating: 4.7

Tina has built good relationships with the Select Board, many Town departments including the Town Administrator, the Building Department, Police Department, and IT. Tina has an interest in exploring the ways the library can work with the Cultural Council and other community groups to support their efforts to benefit the library and the Town.

10. Establishing Priorities/Strategic plan:

Average Rating: 4.3

Tina has a vision for the library, she can see through the issues and is consistently taking the appropriate steps to guide the library toward her vision of a 21st century library. She is looking at the needs of the community for the library now, and for the future needs of the community. Tina has worked collaboratively, bringing her knowledge and professionalism forward to keep her vision on track, gaining buy-in from the community despite strong opinions and powerful influences in the community. She regularly brings improved policies to the Trustees that will replace outdated policies and keep the library moving to ward the future. Despite having many, many duties on her plate, Tina is succeeding in all aspects and should be commended for this skill. Tina works tirelessly for the library, frequently going above and beyond, working in concert with the Board often suggesting new and compelling ideas and initiatives

Tina is working on updating the long-range plan, including the mission and vision statements, always pointing out how they support and align with the long-range plan. Tina has the dedication, energy, and commitment to bring this library into the future. Her performance is impressive.

Additional comments:

We are SO lucky to have Tina. We easily could have lost her last year with the total dysfunction of our board.

I don't think the trustees express their gratitude and thank Tina enough for the work she is doing. I would personally like to express that I see that Tina is working very hard to *try* to bring the Randall Library up to date. Her efforts and attitude do not go unnoticed by me. I think Tina's leadership is crucial to the success of the library and I am so happy to have her at the Randall library.

I am so glad to be working with Tina, in addition to her professional expertise and experience, she is a pleasure to work with.

Overall, Tina is doing an excellent job during these trying pandemic times.

Total: 45.1/50 Rating: 90.2%

Signature

Date

Signature

Date

Note: The Chair and the Director will sign document after the public meeting on 1/4/22.