

Performance Appraisal: Montana State Librarian

State Librarian: Jennie Stapp
Evaluation Subcommittee: Robyn Scribner, Commission Chair
Tom Burnett, Commission Vice Chair
Peggy Taylor, Commission Member
Evaluation Date: November, 2025

The Montana State Library Commission conducts the evaluation of the State Librarian. The evaluation is conducted by a subcommittee of three commission members, designated by the Commission Chair. The subcommittee may solicit input and feedback from additional sources, such as stakeholders, staff, commissioners, or others as deemed appropriate to complete a fair and honest evaluation of the State Librarian's performance.

The evaluation format is based on the State of Montana's *TALENT* evaluation system and incorporates the rating and competency descriptions for Executive Leadership positions. (Copy available from MSL Human Resources). The State Librarian is given the opportunity to provide self-evaluation and ratings in each of the competency areas, which is submitted to the subcommittee. The subcommittee will then provide its own evaluation and rating for each competency area.

Upon completion of the performance evaluation the subcommittee will prepare a report to be submitted to the full MSL Commission. The Commission and State Librarian will participate in the final, in-person evaluation in an executive session. A final copy of the evaluation and report will be signed by the Commission Chair and the State Librarian, and copies will be provided to MSL Human Resources for inclusion in the State Librarian's personnel file.

The State of Montana's *TALENT* evaluation system uses the following ratings:

- **Exceeds Expectations:** Consistently exceeds performance expectations and standards. Regularly performs above expectations with day-to-day and challenging work situations with very minimal or no guidance or direction. Viewed as an expert in this competency area.
- **Achieves Expectations:** Consistently achieves, and may occasionally exceed, performance expectations and standards with general guidance and direction consistent with performance level. Readily accepts and applies constructive feedback. Viewed as a resource in this competency area.
- **Needs Improvement:** Inconsistently achieves performance expectations and standards. Inconsistently accepts and applies constructive feedback. Requires frequent coaching and support to meet expectations.
- **Does Not Meet Expectations:** Does not meet performance expectations and standards with frequent and consistent coaching and guidance from supervisor or others. Rarely or never accepts or applies constructive feedback.

Employee Competencies: Executive Leadership

Trust:

Displays high integrity and honesty and is trusted by members of his or her work group; stakeholders trust the leader's ideas and opinions regarding agency matters.

Employee Self Rating:

Employee Comments:

Commission Rating:

Supporting Comments:

Strategic Focus:

Maintains strategic orientation and a clear perspective between the overall picture and the detail; helps others understand the organization's vision and how to translate it into meaningful objectives.

Employee Self Rating:

Employee Comments:

Commission Rating:

Supporting Comments:

Results Driven:

Takes initiative; analyzes issues and solves problems; identifies trends, potential problems, and opportunities early; seeks opportunities to accomplish challenging goals; evaluates options and implements effective solutions; follows through to meet or exceed commitments.

Employee Self Rating:**Employee Comments:****Commission Rating:****Supporting Comments:**

Innovation:

Supports innovation; champions change; creates an atmosphere of continuous improvement.

Employee Rating:**Employee Comments:****Commission Rating:****Supporting Comments:**

Optimistic:

Is optimistic, remains calm, and keeps factors in perspective; energizes people to achieve exceptional results.

Employee Rating:

Employee Comments:

Commission Rating:

Supporting Comments:

Effectively Listens and Communicates:

Effectively represents the organization in key forums; promotes cooperation between work groups; effectively resolves conflicts; communicates effectively with key stakeholders; actively listens to individuals' input and is accessible to others.

Employee Rating:

Employee Comments:

Commission Rating:

Supporting Comments:

Encourages Development:

Effectively communicates performance expectations and issues with staff; provides guidance and opportunities to staff members for their development and advancement.

Employee Rating:**Employee Comments:****Commission Rating:****Supporting Comments:**

Work with MSL Commission:

Effectively communicates and interacts with members of the MSL Commission; supports decisions and goals of the commission.

Employee Rating:**Employee Comments:****Commission Rating:****Supporting Comments:**

Summary Comments (optional):

Employee:

Commission:

Employee Signature:

Date:

Commission Chair:

Date:

The Commission Report and other relevant supporting documentation shall be included with this evaluation. In accordance with the MOM's Policy on Performance Management, the employee may provide a written response to this appraisal within 10 working days to be included. Copies of all associated documents will be retained in the agency personnel file.

LIBRARIAN'S EVALUATION

COMMISSIONER EVALUATING: _____

1
DOES WELL

2

3

4

5

NEEDS IMPROVEMENT

- _____ Is prepared
- _____ Interacts well with others
- _____ Maintains objectivity towards most situations
- _____ Analyzes problems
- _____ Shares information
- _____ Gives opinions
- _____ Exhibits cooperative attitude and values teamwork
- _____ Answers questions rather than evades
- _____ Avoids personalizing differences
- _____ Is concise and avoids redundancy
- _____ Supports the role of the chair
- _____ Supports the decisions of the commission
- _____ Helps the group stay on track
- _____ Values confidences
- _____ Moves past conflicts
- _____ Admits fault when wrong