



Muskingum County Library System Performance Evaluation

Employee:	Dylan Banta	Job Title:	Technology Assistant
Date of Hire:	10/05/2020	Date in Job:	10/05/2020
Evaluator Name:	Joe Dusenbery	Date Due:	12/31/2023

Review Type (check one):

- Training
- Annual Evaluation

Our evaluation process provides an opportunity for a formal discussion and review of each employee's performance, progress and work goals. It is a look back at performance either over the course of the initial training period or the year, and an opportunity to plan goals and look forward to the coming year.

- *Please have the goals sheet from the previous rating period on hand so that you may assess the employee's progress against the goals established.*
- *Have the job description available for reference as you complete this document and provide feedback to the employee.*
- *In addition to a formal one-to-one discussion between the evaluator and the employee, it is important to provide ongoing guidance and feedback to employees throughout the year! It is assumed that previous informal and/or formal discussions have occurred with employees receiving ratings of "Some Improvement Needed" or "Significant Improvement Needed".*

Please use the rating scale listed below to evaluate the employee's performance against the performance factors.

Rating	Definition
Consistently Exceeds Expectations	Employee's performance at all times displays skills, abilities, behaviors, initiative and levels of productivity that consistently exceed expectations. Employee completes all job functions without exception at levels beyond what is required. Employee's performance markedly exceeds that of other employees in similar roles.
Achieves Expectations	Employee's performance consistently displays skills, abilities, behaviors, initiative and levels of productivity that fully meet all expectations of the job, and sometimes exceed the desired and required outcomes of the job. Employee consistently performs at a level that demonstrates full-proficiency.
Some Improvement Needed	Performance meets most expectations of the job, but there are some inconsistencies in the skills, abilities, behaviors, initiative and level of productivity required to meet the expectations of the job. Improvement is needed in order to fully meet the expectations of the job.
Significant Improvement Needed	Performance meets some expectations of the job, but regularly fails to achieve the required outcomes of the job, and must display and maintain significant improvement within a reasonable amount of time in order to remain in the job.

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SECTION 1: Evaluation

Collaboration <ol style="list-style-type: none"> 1. Works cooperatively with others to achieve common goals even at expense of personal preferences. 2. Demonstrates a positive attitude and treats others with dignity and respect. 3. Values the contributions of others and capitalizes on diverse skills and ideas. 4. Commits time and resources to team-based projects. 5. Treats the concerns of other departments as important. 	
For any rating other than “<i>Achieves Expectations</i>” please include examples below to support the rating.	Check a rating from the list below:
<p>Dylan consistently demonstrates a collaborative spirit, working cooperatively with others to achieve common goals. He commits time and resources to team-based projects such as assisting with the technology fairs last December, helping patrons with their tech help needs, and he treats the concerns of other departments as important. We have had some attendance challenges in ET recently and Dylan is always quick to jump in and help when needed.</p>	<input checked="" type="checkbox"/> Consistently Exceeds Expectations <input type="checkbox"/> Achieves Expectations <input type="checkbox"/> Some Improvement Needed <input type="checkbox"/> Significant Improvement Needed

Dependability <ol style="list-style-type: none"> 1. Demonstrates a high level of dependability in all aspects of the job. 2. Completes all assigned tasks on time and with minimal supervision. 3. Is punctual and present for work, with consistent attendance. 4. Fulfills all commitments made to co-workers, supervisor and customers. 5. Adheres to workplace time and attendance policies. 	
For any rating other than “<i>Achieves Expectations</i>” please include examples below to support the rating.	Check a rating from the list below:
<p>Dylan exhibits a high level of dependability, completing assigned tasks on time and with minimal supervision. He is punctual, and his dedication to keeping up with recurring tickets and preparing for monthly meetings showcases his dependability.</p>	<input type="checkbox"/> Consistently Exceeds Expectations <input checked="" type="checkbox"/> Achieves Expectations <input type="checkbox"/> Some Improvement Needed <input type="checkbox"/> Significant Improvement Needed

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Initiative & Productivity	
<ol style="list-style-type: none"> 1. Uses personal management skills to effectively and efficiently complete tasks necessary to the success of the library. 2. Establishes a systematic course of action for self to ensure accomplishment of job duties and specific objectives. Sets priorities, goals, tracking systems and timetables to achieve maximum productivity. 3. Works independently and understands how to prioritize complex or competing demands. Identifies what needs to be done and takes action to achieve standard of excellence beyond job expectations. 4. Contributes new ideas, is a self-starter and looks for ways to add value beyond what is minimally required in the assignment, task or job description. Recognizes and acts upon opportunities before being asked or before the situation necessitates action. 	
For any rating other than “Achieves Expectations” please include examples below to support the rating.	Check a rating from the list below:
<p>During Dylan’s last evaluation, I had him at a rating of “Some Improvement Needed”. However, during this evaluation period, I believe that Dylan has made significant improvements. Dylan has developed a system of organization and efficiency for himself and comes well-prepared to discuss his ongoing tasks at our monthly meetings. Dylan put in a lot of work to organize some of our regular tasks like the Ninite software updates and monthly KnowBe4 tasks. Dylan also developed a thorough checklist for setting up the different computer configurations that we have at MCLS.</p> <p>Most significantly, Dylan took the initiative to ask about taking on an additional small project (organizing our IT documentation) when his workload was slower. Seeing this kind of need and taking the initiative is exactly what managers hope that all staff will do. This is very commendable.</p>	<input type="checkbox"/> Consistently Exceeds Expectations <input checked="" type="checkbox"/> Achieves Expectations <input type="checkbox"/> Some Improvement Needed <input type="checkbox"/> Significant Improvement Needed

Judgment & Problem-Solving	
<ol style="list-style-type: none"> 1. Makes timely, informed decisions that take into account the facts, goals, constraints, and risks. Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on own knowledge and experience base and calling on other references and resources as necessary. 2. Identifies the information needed to solve a problem effectively. 3. Anticipates the consequences of situations. 4. Presents problem analysis and recommended solution to others rather than just identifying or describing the problem itself. 5. Accepts and learns from the consequences of decisions. 	
For any rating other than “Achieves Expectations” please include examples below to support the rating.	Check a rating from the list below:
<p>Dylan demonstrates good judgment and problem-solving skills. He does a good job at troubleshooting and addressing our many varied technical challenges. Dylan demonstrated his resourcefulness when working through some complex issues, such as Stacey’s ClickShare hardware problem. Dylan also worked through an odd issue with false-positives in KnowBe4 software.</p>	<input type="checkbox"/> Consistently Exceeds Expectations <input checked="" type="checkbox"/> Achieves Expectations <input type="checkbox"/> Some Improvement Needed <input type="checkbox"/> Significant Improvement Needed

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Communication

1. Expresses ideas clearly and concisely both orally and in writing. Effectively communicates by actively listening and sharing relevant information so as to anticipate problems and ensure effective exchange of information. Adjusts style, tone and level of detail appropriate to the audience and occasion. Organizes written ideas clearly and tailors written communications to effectively reach an audience.
2. Asks open-ended questions that encourage others to give their points of view.
3. Keeps people accurately informed and up to date.
4. Appropriately expresses one's own opinion. Refrains from immediate judgment and criticism of others' ideas, delivering information in a way that demonstrates sensitivity to the feelings of others.

For any rating other than “Achieves Expectations” please include examples below to support the rating.

Check a rating from the list below:

Dylan has made some improvements in communication during this last evaluation period. The most recent example was in the email he put together outlining the potentially higher risk of phishing attacks some staff are under because they are tied to our website's contact forms. The email was very clearly written and easily understandable by staff with less technical expertise.

Dylan and I have talked about making sure that he keeps his IT tickets updated both for clear communication with our end users but also because that helps with internal communication between Greg and I in the event that one of us needs to jump in to assist. I believe that Dylan has made great improvements. I have seen more regular updates within tickets. Even if the update is just to inform end-users when there may be delays in ticket resolution is excellent communication.

Dylan comes well-prepared to our monthly one-on-one meetings bringing me updates on everything that he is and has been working on.

- Consistently Exceeds Expectations
- Achieves Expectations
- Some Improvement Needed
- Significant Improvement Needed

Customer Service

1. Demonstrates concern for meeting internal and external customers' needs in a manner that provides satisfaction for the customer and upholds the mission and values of the library in providing equal treatment and respect to all customers.
2. Asks questions to identify customer's needs or expectations, and to assess satisfaction with service being provided.
3. Looks for external trends that are likely to shape the wants and needs of customers in the near future and for creative approaches to providing or improving services that may increase efficiency and decrease cost.
4. Works to remove barriers that get in the way of giving customers top notch service. Refers customer to appropriate department or employee to solve specific problems.

For any rating other than “Achieves Expectations” please include examples below to support the rating.

Check a rating from the list below:

Dylan consistently demonstrates a commitment to meeting customer needs and upholding the values of the library. Dylan jumps in to help patrons when ET is unable. Dylan's excellent customer service made a very positive impact on one patron who took extra time to submit positive feedback because of the assistance that Dylan provided them. This is an excellent example of the personalized guidance our patrons need when they come with their technology queries and Dylan went above and beyond to meet this patron's needs. This reflects well on Dylan's dedication to ensuring customer satisfaction.

- Consistently Exceeds Expectations
- Achieves Expectations
- Some Improvement Needed
- Significant Improvement Needed

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Library Advocacy & Ethics

1. Promotes and supports the fundamental purpose of the public library's mission, vision, culture, and structure and the library's role in providing free and equal access to ideas, information, resources, and services, from all points of view, without restriction, to every individual.
2. Builds awareness of community trends and demographics and the library's policies and procedures.
3. Is knowledgeable of and compliant with Ohio Ethics Law and the basic ethics and values of library service. Understands all applicable local, state, and federal laws.

For any rating other than "Achieves Expectations" please include examples below to support the rating.

Check a rating from the list below:

Dylan actively promotes the mission and values of the library, staying informed about community trends and adhering to ethical standards. His involvement in our Technology Fairs and his support of the library's role in providing free and equal access exemplify his commitment to the library's mission.

- Consistently Exceeds Expectations
- Achieves Expectations
- Some Improvement Needed
- Significant Improvement Needed

Job Knowledge & Skills

1. Applies and seeks to continuously improve job-specific knowledge and skills to accomplish job duties and serve customers effectively. Understands technical aspects of one's job and keeps up-to-date on resources available to serve the needs of customers.
2. Thinks of ways to apply new developments to improve performance or customer service.
3. Demonstrates general understanding of basic computer skills coupled with a basic understanding and knowledge of computer equipment as required by the job, and able to identify, diagnose, and correct technology problems within the context of the job.

For any rating other than "Achieves Expectations" please include examples below to support the rating.

Check a rating from the list below:

Dylan exhibits a strong understanding of job-specific knowledge and continuously seeks opportunities for improvement. His technical proficiency, demonstrated through tasks such as troubleshooting hardware issues and creating detailed network diagrams, reflects a commitment to staying updated on relevant skills and technologies. Moreover, his proactive efforts to learn and tackle new challenges, such as setting up a new process for software updates through Ninite, showcase his dedication to enhancing his skills and contributing to the team's success. Dylan's presentation on AI is a great example of Dylan explaining complex technical concepts in ways that people can understand. Dylan also demonstrated patient, polite, and thoughtful guidance when assisting a patron needing help accessing one of our databases.

- Consistently Exceeds Expectations
- Achieves Expectations
- Some Improvement Needed
- Significant Improvement Needed

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>>> THIS SECTION FOR SUPERVISORS AND MANAGERS ONLY

Strategic Leadership 1. Models high performance standards characterized by integrity. 2. Earns trust and respect of others by coaching, inspiring, and empowering teams of people to achieve strategic objectives. 3. Demonstrates the ability to anticipate and predict internal and external changes, trends, and influences in order to effectively plan for the short and long term resource needs and to successfully implement library initiatives.	
For any rating other than “Achieves Expectations” please include examples below to support the rating.	Check a rating from the list below:
	<input type="checkbox"/> Consistently Exceeds Expectations <input type="checkbox"/> Achieves Expectations <input type="checkbox"/> Some Improvement Needed <input type="checkbox"/> Significant Improvement Needed

Team Leadership 1. Demonstrates the ability to attract, retain, and motivate staff to work toward shared objectives. 2. Supervises and evaluates employees in the most effective manner in order to achieve the goals of the department/library. 3. Determines scope and requirements of work, coordinates, assigns and schedules activities, controls resources, and identifies and controls risk in order to achieve efficient operations, quality results and customer satisfaction.	
For any rating other than “Achieves Expectations” please include examples below to support the rating.	Check a rating from the list below:
	<input type="checkbox"/> Consistently Exceeds Expectations <input type="checkbox"/> Achieves Expectations <input type="checkbox"/> Some Improvement Needed <input type="checkbox"/> Significant Improvement Needed

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CONTINUE HERE FOR ALL EMPLOYEES:

SECTION 2: Performance Summary and Planning

Please provide a short summary of your overall evaluation of the employee's performance, including:

1. Major performance strengths
2. Key areas of improvement, including specific actions the employee should take toward improvement, and the expected results.

Dylan has a collaborative spirit helping his fellow teammates in IT and ET. He regularly jumps in to help ET with patron tech times and programs like the Technology Fairs. Dylan completes his assignments with minimal supervision. He is knowledgeable and seeks opportunities for improvement. Customer service is one area where Dylan really shines. He provides excellent customer service to our patrons, coworkers, and fellow teammates within IT and ET. Finally, Dylan has made excellent improvements in communication.

The area where Dylan can make the most improvement is to make sure tickets or projects do not linger too long. Generally, break/fix issues should have higher priority because these can impact library services or the service that staff are able to provide. Balancing many tickets, tasks, and projects simultaneously is not always easy. It is important to not neglect preventative maintenance items though. With that said, Dylan has made great improvements in this regard this year, and I believe that he will continue to do so going forward. If you are ever unsure what priority to assign to an issue or project, please ask questions. Ask me (Joe) or the end user what sort of impact the issue has and if more urgent attention is needed. I understand that some things will linger, just make sure to maintain good communication with those affected.

Referring to the goals set in the previous performance period, describe the employee's progress in achieving the goals:

1. Create and present 2 different technology training programs. The target audience can be exclusively for staff or for patrons depending on the information that is being presented.
 - a. **Dylan created the Artificial Intelligence program that was very well received. This was offered to staff as a CEU opportunity and he presented the program on 2 separate occasions. He also ran presented several training programs on Phishing to staff that were very well received.**
2. Create (or help create) training materials targeted towards staff and/or patrons in the use of our hardware and software. Training materials can be in the form of short videos or written documentation.
 - a. **Dylan created several pieces of training documentation. Instructions for Printing Guest passes in the branches and also using the Print Release software in the branches are a couple of examples.**
3. Develop a formal procedure for testing software updates for freeware software that we use at MCLS (like web browsers, 7-Zip, Zoom, Paint.net, etc.) and then include within that procedure the process for using the Ninite software to push those updates on a scheduled/regular basis.
 - a. **Dylan has developed a process with recurring tickets to track the deployment of software updates to a small group of computers before then installing those updates on the rest of our computers.**

Please provide an overall rating for the employee's performance. Consider the following when establishing the rating:

1. The ratings you established for each category, and which appeared most frequently.
2. The employee's progress toward/achievement of goals established in the previous period.

Provide a brief summary of your rationale for the rating.

Dylan is showing a much higher commitment to his work here at MCLS. He has expressed that he is happy working here and I think his work output has improved significantly during this evaluation period.

- Consistently Exceeds Expectations
- Achieves Expectations
- Some Improvement Needed
- Significant Improvement Needed

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Goal Setting		
Establish no more than three key goals for the coming year. Goals should be Specific, Measurable, Attainable, Realistic and Timebound. Indicate how you will measure goal attainment and the timeframe within which the goal should be completed.		
Goals	Measures	Timeframe
Work with Rob to complete the configuration of his new computer and find a time that works with Rob to replace his computer before the end of May.	Rob will be using his new computer and his old computer will be ready for recycling.	End of May, 2024
Upgrade the Adobe Acrobat software on any computer that still has the old Acrobat XI Standard or Pro software.	Make sure that none of our computers still have the old Adobe Acrobat XI Standard or Pro software installed.	End of September, 2024
Help prepare our IT offices for the remodel. This is going to mean several things over the coming months including organizing our equipment as neatly and organized as possible so that there is room in your office for 4 staff members instead of 3. I do NOT expect you to organize any of Greg's and Christy's desks (they will do that themselves).	By the time the remodel comes around this fall, your space and equipment will clean and organized. More specific details will be coming along soon.	End of September, 2024

Employee Comments (Employee may include comments here if desired.)

I acknowledge that this evaluation has been discussed with me.

Employee Name:	Supervisor/Manager Name:
Employee Signature:	Supervisor/Manager Signature:
Date:	Date:

Employee signature indicates that a discussion has taken place and does not necessarily signify the employee's agreement with the evaluator's assessment.