



**Unclassified Job Performance Appraisal**

<b>Rate Increase Calculation</b>					
		X		=	
Salary Grade	Current Rate		Merit Increase		New Rate

<b>Name</b>	Dr. Patrick Tod Colegrove	<b>Review Period</b>	7/1/2021-6/30/2022
		<b>Job Title</b>	Library Director
<b>Supervisor</b>	Library Board of Trustees	<b>Supervisor Title</b>	Board Chair

**Major Job Responsibilities**

1. Develops and directs the implementation of goals, objectives, policies, procedures and work standards for the Carson City Library; directs the preparation and administration of the Carson City Library's budget.
2. Plans, organizes, administers, reviews and evaluates the activities of professional, technical, maintenance and office support staff through subordinate managers and supervisors.
3. Contributes to the overall quality of the Carson City Library's service provision by developing and coordinating work teams and by reviewing, recommending and implementing improved policies and procedures.
4. Works with Friends of the Library, various advisory boards and commissions, citizen groups and City management to formulate policies and plans.
5. Acquires outside funding sources from public and private grants and donations.
- 6.
- 7.

Has the employee obtained all the required certificates, licenses, and registrations as set forth in the job description for this review period?

- Yes
- No. Please list below, what requirement has not been obtained and when will it be completed.



Are all required certificates, licenses and registrations active?

- Yes
- No. If you mark "no" please contact Human Resources at (775) 887-2103.

(Job Descriptions are available at <https://www.carson.org/government/departments-g-z/human-resources/employment/job-descriptions>)

Comments:

During the past year, the library has undergone significant staff turnover, especially at management level. While this has presented hardships, Dr. Colgrove has been able to use this as an opportunity to re-think the library's organizational chart and staffing structure, open up communications at all levels, and improve staff morale and workplace culture.

Outstanding       Above Expectations       Meets Expectations       Unsatisfactory

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## *Objectives*

<u>Objective</u>		<u>Results</u>
1.	Staff Relationship and management	<p>1. Dr. Colegrove leveraged open management vacancies as an opportunity to re-evaluate the current needs of the library and community, successfully re-classifying job positions to be of the greatest impact. While staffing levels have been below average during this time, the majority of feedback reflects that Dr. Colegrove has been able to shift resources so that patron needs have been met, staff is engaged and are cross-trained to cover more tasks, and public engagement is increasing. Staff largely feel that the director is accessible, and that he encourages and values contributions. Feedback shows that his management style of trusting employees and encouraging them to take ownership of their tasks and responsibilities has been well received. Communication with staff has improved since Dr. Colegrove's last evaluation. One possible area for improvement would be to be aware of taking on too many new ideas, if that could cause some to seem as if they are abandoned.</p> <p>Director Colgrove has proven leadership skills. The staff seems to be thriving because of the Directors engagement and behavior towards them. There is one area that may need improving. Employees praise his communication style but feel they are not always told everything. As a trustee I have always enjoyed Director Colgrove's interaction with the board. I would like to hear that employees are told as much as they should know, and understand why there are somethings that they do not need to know.</p>
2.	Board relationship	<p>2. Dr. Colgrove strives to provide the board with all the information we could need to help us serve the library. When asked a question, he will answer thoughtfully and thoroughly, and will follow up at later meetings when requested.</p> <p>Director Colgrove is a pleasure to work with. He is direct in his answers to the Board's questions and directions. He is willing to listen to suggestions and does his best to incorporate new ideas for the library.</p>
3.	Strategic plan objectives	<p>3. While navigating through the second year of the pandemic, and high-level staffing turnover, the director has remained focused on providing Carson City and surrounding area residents the most relevant and needed services, the greatest schedule availability, and the most welcoming environment, without bias. The board appreciates the sensitivity being shown to our most vulnerable community members, and the measures being taken to provide them with support. Recent measures have been implemented in board meetings to establish and track metrics related to strategic plan goals. The board looks forward to hearing progress updates quarterly.</p>



4.	Financial management and oversight

Director Colgrove has met many objectives and has a timeline for the rest. Director Colgrove has made it this his priority. When we discuss issues during board meetings, he makes it clear that the community is his priority. I am impressed that he is working hard to bring the library to those less fortunate and those who are struggling with issues not necessarily associated with our library.

4. Information provided by Joy Holt and Dr. Colgrove show that the library manages its finances conservatively, and thoughtfully. The budget appears to be respected and managed capably, with sound judgment applied to the use of limited resources. The steps taken to re-class an existing position to Deputy Director show foresight and care for the organization.

Director Colgrove has demonstrated sound financial management and oversight.

**Comments:**

The broader changes made in the prior year under Dr. Colgrove’s leadership, to better align staffing needs, remove silos in the jurisdictions within library departments, do more with less, and increase relevant programming and community visibility and engagement, are noticed and appreciated. Most staff report a more positive workplace environment and increased job satisfaction.

- Outstanding     
  Above Expectations     
  Meets Expectations     
  Unsatisfactory

***Impact of Unanticipated Events/Conditions***

Comment on impact of unanticipated factors on performance of job responsibilities or achievements of objectives:

COVID 19 impacted the new director’s ability to implement new ideas for the library. However, the Director demonstrated remarkable leadership skills and the ability to adapt to unanticipated factors. Going forward I feel the library will be stronger and more viable due to his and the staff’s handling of the pandemic.

***Overall Rating***

**Comments:**

I feel Director Colgrove is exceeding our expectations and will continue to do so in the years ahead. We are very luck to have him as our library Director.

- Outstanding     
  Above Expectations     
  Meets Expectations     
  Unsatisfactory

***Employee Comments***

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***Development/Future Objectives/Potential Roadblocks***

Development (training, special assignments) needed:

Objectives/priorities for next performance period:

I have no doubt Director Colgrove will continue to work on his vision of how to grow our library. I would like to prioritize outreach, safety of the staff and customers and finding a viable solution to our outdated software issues.

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Attached are the required Carson City certificates from KnowledgeCity: (a) Sexual Harassment Prevention: Managers & Supervisors (b) Information Security for End Users (c) Unconscious Bias (d) Prevent Discrimination & Embrace Diversity and (e) Dealing with Drug & Alcohol Abuse for Managers & Supervisors.

Attached is the employee's PolicyTech report which shows there are no outstanding tasks the employee is required to complete.

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Signatures

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Appraiser: \_\_\_\_\_ Date \_\_\_\_\_

Employee: \_\_\_\_\_ Date \_\_\_\_\_

Note: employee signature does not mean agreement with the rating, only that it has been reviewed and discussed in person.

Employee Comments:

Please scan a copy into Munis or email to [cchr@carson.org](mailto:cchr@carson.org). Please give a copy of the evaluation to the employee.

# **CARSON CITY LIBRARY MANAGEMENT FEEDBACK SURVEY**

**Submitted by POOL/PACT Human Resources**

**April 13, 2022**

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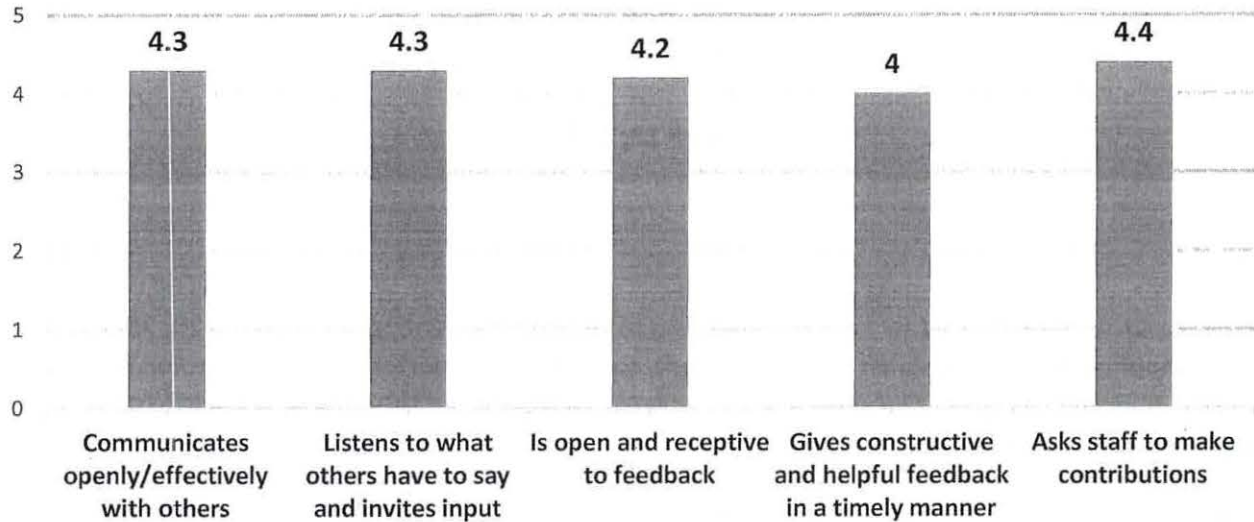
A web-based survey was sent to 17 employees and to Director Tod Colgrove on March 29, 2022 to provide input on the performance of management, specifically the performance of Director Tod Colgrove, over the last year. Out of the 17 employees, 13 completed the survey. Director Tod Colegrove did not complete the survey.

The survey asked participants to rate Mr. Colegrove's behavior and skills in the areas of communication, customer focus, personal behavior, planning and organization, decision making and problem solving, and leadership. Participants were also provided the opportunity to provide comments in each specific area as well as general comments. This report contains aggregated employee data.



## COMMUNICATION

### AVERAGE EMPLOYEE RESPONSE



**1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**

**Employee comments:**

Tod is very easy to talk to, and makes a point of making himself accessible to staff. He also met one on one with the entire staff to get our individual input.

Tod is very approachable and routinely encourages staff to make contributions and actively listens to new ideas and suggestions.

Sometimes it feels like Tod isn't straight-forward when giving answers or isn't telling us everything (not that we need to know -everything-, but it'd be helpful to be in the loop more on what he is doing for us).

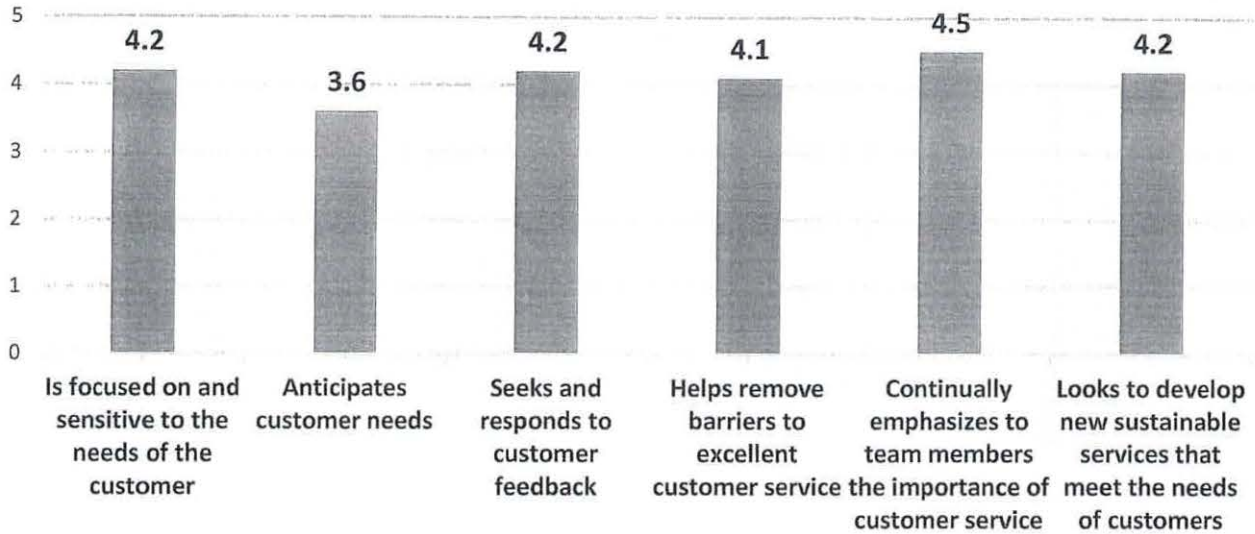
Communication is amazing and I have no complaints.

Individual asks for input, but then later dislikes receiving it.



## CUSTOMER FOCUS

### AVERAGE EMPLOYEE RESPONSE



1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

#### Employee comments:

Tod has done a great deal of work towards fixing the unprofessional and unethical damage done to the library's customer service practices and the public's perception of the library as a whole. In particular: the homeless are more welcome, and treated with greater respect and compassion; customer related procedural differences with Board approved policy are corrected when discovered; technology, spaces, and services unnecessarily closed or restricted to the public are reopened or in the process of being reutilized for the public's benefit; the library's programming is being realigned with great success to serve the actual needs and interests of Carson City's public; significant and deliberate barriers to access have been removed or are in the process of being corrected; the general needs of the public are the priority again; the library's social media is much improved; plans are in the works to improve the website; staff are free to serve the public in line with the library field's, 'best practices,' again, and in particular are free to ask questions that could result in beneficial changes to our customer service procedures; the library's arrangement and spaces in general are improving with the public in mind. This is a short and incomplete list.

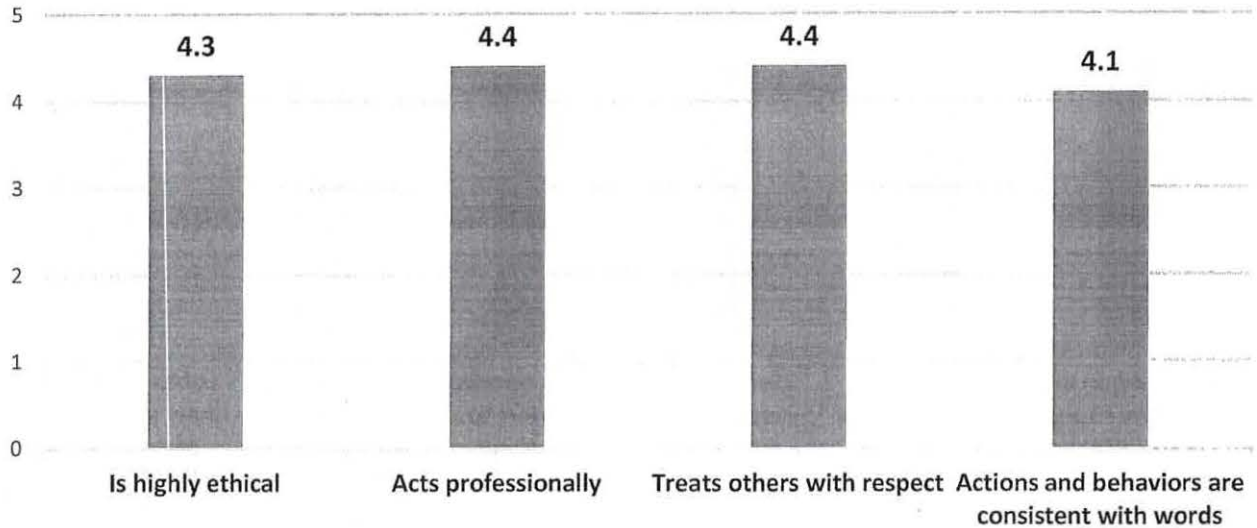
Tod has been very clear about the importance of customer service and how it relates back to the vision, mission and objectives of the Library's Strategic Plan.

Sometimes I feel like Tod should work a service desk for a full shift at least once a month to really get the feel for what great customer service is like in reality rather than what great customer service should look like theoretically.

Customer focus is very strong and seems to be at the forefront of attention at all times.

**PERSONAL BEHAVIOR**

**AVERAGE EMPLOYEE RESPONSE**



1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

**Employee comments:**

Tod's always been very respectful to me and to others as I've observed. He's very collegial in his attitude towards others, and demonstrates sincere concern for staff's well being. His attitude and demeanor are professional, respectful, and patient. If I were to summarize this, I would use the word, 'patient.' Also, while I'm not privy to our detailed hiring practices, we seem to be doing more open recruiting and promoting from within on merit not inside or outside association alone. It's greatly improving our staff as well as morale. I think this is the result of a highly ethical approach to hiring. I've observed this change under Tod's leadership, so I feel safe to assume these improvements are the result of his specific direction.

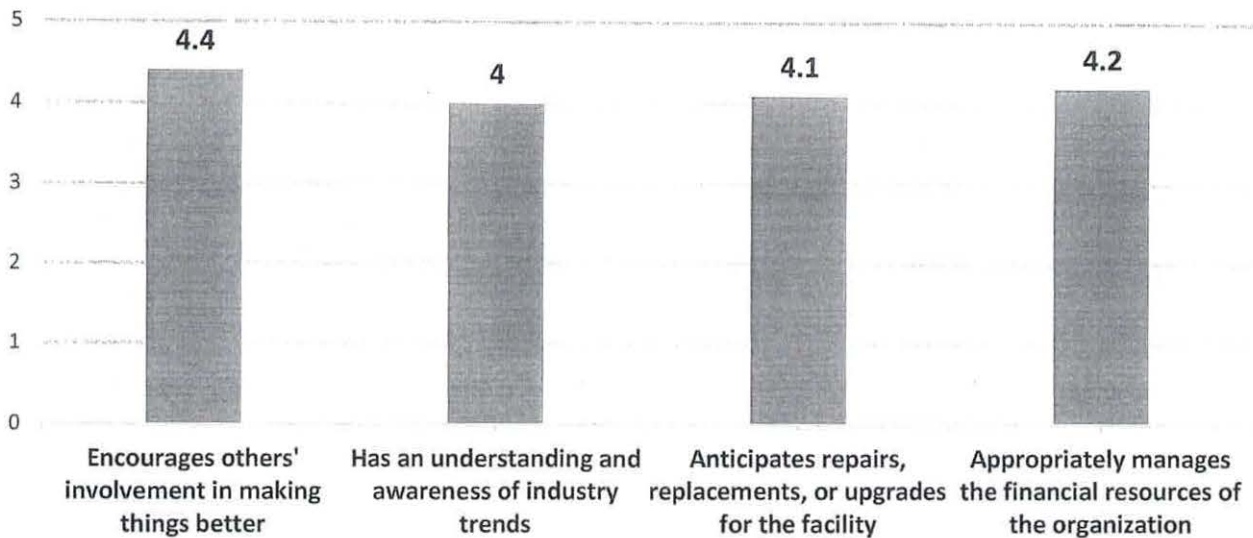
Tod always behaves professionally, respectfully and behaves in way that demonstrates strong ethics.

Tod is awesome, but sometimes it feels like he is all about something and then we never hear about it again...

I feel very welcomed and respected in my workplace and I feel that patrons receive a high level of respect, dignity, and attention. Personal behavior is always in line with this.

## PLANNING AND ORGANIZATION

### AVERAGE EMPLOYEE RESPONSE



1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

#### Employee comments:

Tod has frequently encouraged and empowered staff to become honestly involved in the present and future of the library. In particular at multiple staff development days, staff were included in strategic planning sessions, sessions related to the overall improvement of the library. He also met one on one with the entire staff to get our individual ideas on planning.

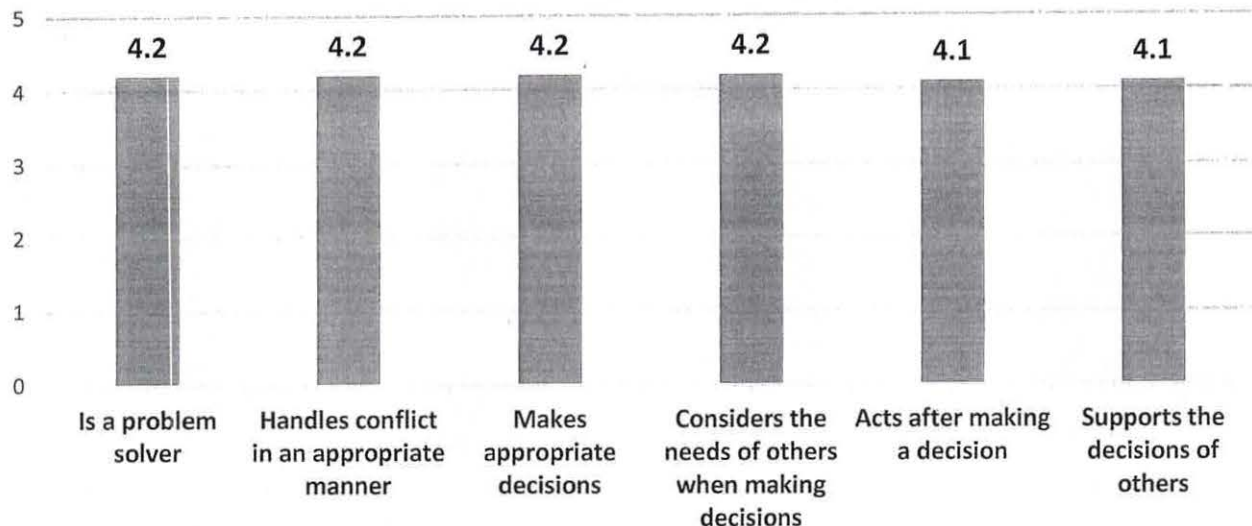
Tod has consistently encouraged everyone to be involved in making the Library the best in can be. He seems to display a strong understanding of industry needs and openly discusses possible replacements or upgrades needed. Also, he consistently emphasizes the importance of using the Library's financial resources most effectively.

I wish he would tell us more about industry trends that he sees from all his meetings and conferences.



## DECISION MAKING AND PROBLEM SOLVING

### AVERAGE EMPLOYEE RESPONSE



1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

#### Employee comments:

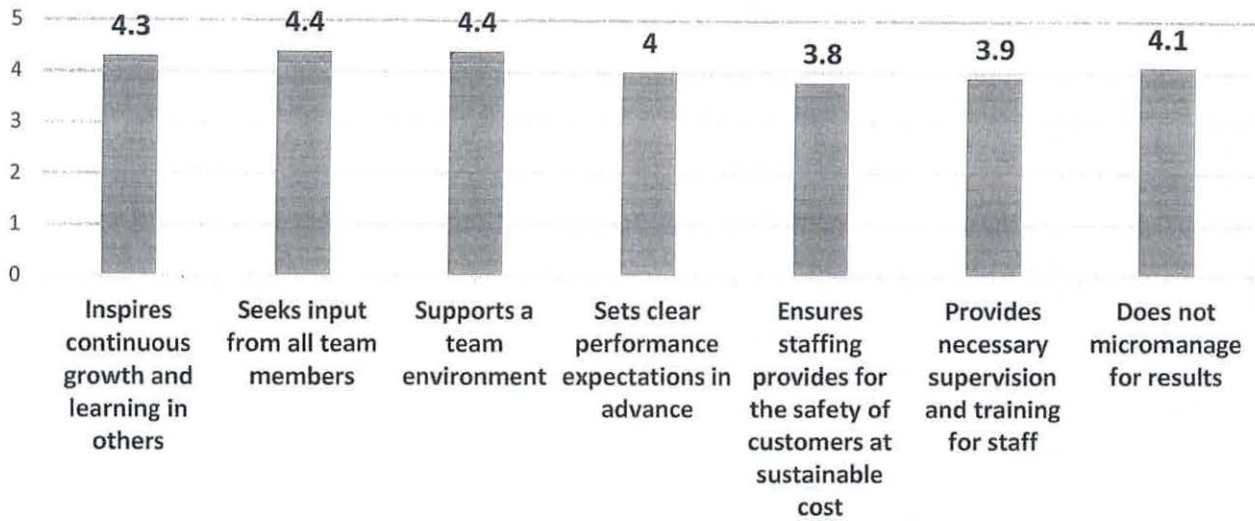
Tod's management style is that of the problem solver, and, without repeating my earlier comments, the improvements to the library really speak for themselves. I'm most appreciative of his willingness to let us tackle inefficiencies at all levels without fear, which I see as his involving us in the problem solving processes previously reserved for management. He's willing to make the hard decisions, and ask the hard questions. He also asks the questions nicely which is helpful.

Tod is definitely a problem solver and seems to handle conflict in a calm and effective manner. He seems to always consider the overall needs of each of us and the Library when making decisions and is quick to take action when appropriate.

Less brainstorming and sticky notes, more doing

## LEADERSHIP

### AVERAGE EMPLOYEE RESPONSE



1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

#### Employee comments:

He's not a micromanager, and really does empower staff to do their jobs well and effectively. We have free rein to succeed if we choose to take the bit.

Tod frequently encourages us to learn and expand our library knowledge. He often seeks input from each of us and consistently communicates that we are a team. It seems like he is really trying to set clear performance expectations which is a lot different from how managers were before. We often received different expectations from previous managers depending on what manager we talked to and it was confusing. Tod often makes efforts to ensure that we all feel safe. He also provides supervision without micromanaging.

I really appreciate that Tod does not micromanage, but I would like more feedback about what is going on in his work world.

**EXAMPLES OF BEHAVIOR, ACTIVITIES, FEEDBACK, OR COACHING THE MANAGER HAS PROVIDED THAT MAKE YOUR JOB AND WORK ENVIRONMENT MORE ENJOYABLE AND MEANINGFUL TO YOU**

**Employee comments:**

Beyond what I observed above, I had a very difficult problem this last year that unavoidably affected my work. He and Joy went above and beyond to help me. Tod also would pop in randomly to ask if everything was still going alright once the issue was resolved. MANY top level executives would not have done this, nor followed up ready to listen.

Tod always acts respectfully in his interactions. At staff development days we have been encouraged and empowered to speak freely and give suggestions as to how the work environment can be improved. Also, he has implemented several of our suggestions.

He may not go into details much, but I appreciate that he shields us from stress that would inhibit us (the staff) from focusing on making the library the best it can be.

Sends me opportunities for outreach programs

I meet with Tod every month and he is always very attentive in our meetings. I feel like he respects me and cares about what I have to say and suggest in our one-on-one meetings. He is always seeking to improve both the employee relations and relations with patrons. I truly have no complaints.

Doesn't let ideas sit on the back burner. If it's a good idea he likes to take immediate steps toward bringing it to fruition, even if they're just preliminary ones

We meet regularly to talk about how things are going. He is quick to praise what is going well and brain storms ideas of how things could be more efficient.

Mr. Colegrove is always very courteous when greeting staff. He has a very cheerful attitude when I do see him.

During staff development days he will ask everyone to participate and put their ideas on the board to give everyone a chance which is really meaningful because it makes us staff feel like our ideas are being heard. He will bring in small party favors like donuts for staff to enjoy for all the work we've done as a thank you. He will check in with us as he goes by for coffee to make sure were not having any issues and if we are not feeling our best he will check in to make sure if we need to head home or not.

Always greets employees and has a positive attitude that uplifts the work space. Always thanks for the work we do and always inputs that they are there if you are in need of any assistance. They show that they always have you and your fellow coworkers in his mind and he is there to help.

I think he makes the work environment very heartening. Just a simple greeting and a question of "how are you" can lift ones mood, considering he always does this with a positive connotation is very meaningful.

Tod has many qualities that make working with him a pleasure. He is kind, friendly, approachable, supportive and positive. I feel like he wants the best for this library, the employees and the patrons.

Assistance with daily tasks and learning how to run new procedures. Comments on my work so that I am able to adjust myself to work more efficiently.



## OTHER COMMENTS

### Employee comments:

From a library sciences perspective, the situation here really was quite dire and the problems systemic. The library is greatly improved, and becoming a more enjoyable place to work by the day. It feels, 'lighter,' to work here now.

Since most of the managers have left, the distinct lines between departments is gone. This actually seems to have given us the chance to interact more directly with Tod. The one-on-one meetings we've had make me feel like I'm being heard and can speak more freely. Before, it seemed like suggestions made to my manager had to first be cleared with other department managers and then often seemed to go nowhere.

To clarify because #14 contradicts a lot of previous comments: I want Tod to share more of the good ideas and things he's learned and perhaps a schedule with us (the staff), but he can continue to shield us from the aspects that are stressful and unnecessary for us to know.

With this employee as the Director, it is a very hostile work environment.

I answered neutral on many of the statements because I only work 12 hours a week and do not have much interaction with him because of my position.

This is hard to fill as there's two sides to the coin where he can be a good director and some days not so much. He will inquire feedback, but favors only certain staff members, usually those of higher status or the male gender. He is friendly and open with his staff in a professional manner, but when it comes to communication there's a mix of outcomes and we aren't always directly informed of things that might be important for us to know.