



Unclassified Job Performance Appraisal

Rate Increase Calculation

		X	2.0%	=	
Salary Grade	Current Salary		COLA Increase		Adjusted Salary
		X	3.0%	=	

Name	<u>Joy Holt</u>	Review Period	<u>July 1, 2024 to June 30, 2025</u>
Supervisor	<u>Library Director</u>	Job Title	<u>Library Director</u>
		Supervisor Title	<u>Library Board of Trustees</u>

Major Job Responsibilities

1. Develops and directs the implementation of goals, objectives, policies, procedures and work standards for the Carson City Library.
2. Directs preparation of, presents, and explains the library budget before the Library Board, the Carson City Finance Department and the Carson City Board of Supervisors in compliance with City policies and procedures.
3. Directs and controls departmental spending within the confines of approved budgets.
4. Plans, organizes, administers, reviews and evaluates the activities of library staff, directly or through appropriate delegation.
5. Contributes to the overall quality of library service by developing and coordinating work teams and by reviewing, recommending and implementing improved internal procedures.
6. Provides support to the Library Board of Trustees by assisting with meetings, preparing reports, and implementing policy approved by the Board.
7. Works with Friends of the Library, various advisory boards and commissions, citizen groups and City management to formulate policies, processes, and plans.
8. Prioritizes and allocates available resources; reviews and evaluates program and service delivery, makes recommendations for improvements, directs implementation of changes, and ensures maximum effective service delivery.
9. Acquires outside funding sources from public and private grants and donations.
10. Confers and works closely with the library team to provide direction and leadership, problem solve, and make policy exceptions and changes as required for effective service delivery.
11. Represents the Carson City Library in local and statewide forums; makes presentations before various advisory committees, legislative, regulatory and community groups; oversees the best interests of the library in negotiations with others to provide services or take action supportive to the library.
12. Directs the selection of staff and provides training, and professional development opportunities for library staff; interprets regulations and City policies and procedures to employees; ensures effective morale, productivity and discipline of department staff.
13. Participates in professional library associations and other professional organizations to remain current on development and advancements in Library Science, public administration, and training.
14. Directs and/or drafts analytical studies; develops and reviews reports of findings, suggests alternatives, and makes recommendations; directs the maintenance of records/files.
15. Prepares and directs the preparation of a variety of written correspondence, reports, procedures, and other written materials.
16. Monitors and interprets changes in laws and regulations; evaluates any impact upon library activities, develops and implements policy and procedural changes as required; drafts changes to laws and ordinances and lobbies the legislature on behalf of the library, and provides supporting testimony as required.

Objectives

Objective	Results
1.) work on a kinder,	1. _____
2.) gentler response to	2. _____
3.) employee concerns	3. _____
4.) and suggestions	4. _____
5.) continue to explore	5. _____
opportunities to provide	
Comments: a more comfortable environment with the library spaces.	

☐ 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: Staffing shortages + medical leave
can lead to higher than normal work load for the Director.

Overall Rating

Comments:

☐ Outstanding ☒ Above Expectations ☐ Meets Expectations ☐ Unsatisfactory

Employee Comments

Development/Future Objectives/Potential Roadblocks

Development (training, special assignments) needed:

Objectives/priorities for next performance period:

Certifications

- ☐ Attached are the required certificates from Absorb
- Carson City-Nevada Anti-Harassment Training for Supervisors
 - Cybersecurity –Kevin Mitnick Security Awareness
 - Inclusive Work Environment
 - Cultivating Diversity, Inclusion, and Belonging at Work
 - Carson City- Safe and Sober Workplace-Supervisor Supplement

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

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?

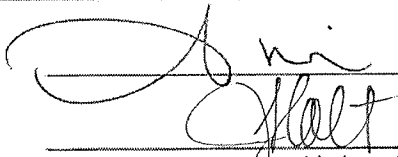
☒ Yes

☐ 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>)

Signatures

Appraiser:



Date

6/12/25

Employee:



Date

6/12/2025

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

Please give a copy of the evaluation to the employee.

Employee Comments:

Objectives Continue to explore opportunities to provide a more comfortable environment with the library spaces.

Cross train deputy director, and hand off ^{more} day to day operations to deputy director to focus on admin duties.

Update policies to remove out dated language

Continue to explore opportunities for professional development opportunities for staffing areas of library science and public administration



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		X	3.0%	=	
	Adjusted Salary		Merit Increase		New Salary

Name	Joy Holt	Review Period	July 1, 2024 to June 30, 2025
Completed by	Vice Chair Beth Lucas	Job Title	Library Director
		Supervisor Title	Library Board of Trustees

Major Job Responsibilities

1. Develops and directs the implementation of goals, objectives, policies, procedures and work standards for the Carson City Library.
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3. Directs and controls departmental spending within the confines of approved budgets.
4. Plans, organizes, administers, reviews and evaluates the activities of library staff, directly or through appropriate delegation.
5. Contributes to the overall quality of library service by developing and coordinating work teams and by reviewing, recommending and implementing improved internal procedures.
6. Provides support to the Library Board of Trustees by assisting with meetings, preparing reports, and implementing policy approved by the Board.
7. Works with Friends of the Library, various advisory boards and commissions, citizen groups and City management to formulate policies, processes, and plans.
8. Prioritizes and allocates available resources; reviews and evaluates program and service delivery, makes recommendations for improvements, directs implementation of changes, and ensures maximum effective service delivery.
9. Acquires outside funding sources from public and private grants and donations.
10. Confers and works closely with the library team to provide direction and leadership, problem solve, and make policy exceptions and changes as required for effective service delivery.
11. Represents the Carson City Library in local and statewide forums; makes presentations before various advisory committees, legislative, regulatory and community groups; oversees the best interests of the library in negotiations with others to provide services or take action supportive to the library.
12. Directs the selection of staff and provides training, and professional development opportunities for library staff; interprets regulations and City policies and procedures to employees; ensures effective morale, productivity and discipline of department staff.
13. Participates in professional library associations and other professional organizations to remain current on development and advancements in Library Science, public administration, and training.
14. Directs and/or drafts analytical studies; develops and reviews reports of findings, suggests alternatives, and makes recommendations; directs the maintenance of records/files.

BL

15. Prepares and directs the preparation of a variety of written correspondence, reports, procedures, and other written materials.
16. Monitors and interprets changes in laws and regulations; evaluates any impact upon library activities, develops and implements policy and procedural changes as required; drafts changes to laws and ordinances and lobbies the legislature on behalf of the library, and provides supporting testimony as required.

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:

☐ Outstanding

☒ Above Expectations

☐ Meets Expectations

☐ Unsatisfactory

1. work on a kinder, gentler response to employee concerns & suggestions

2. continue to explore opportunities to provide a more comfortable environment with the library spaces

Objective	Results
1. Staff Relationship and management	1.
2. Board Relations	2.
3. Strategic plan objectives	3.
4. Financial management and oversight	4.
5.	5.

Comments:

☐ 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:

Deputy director had an extended, unanticipated absence, adding to an ongoing staffing shortage

Overall Rating

Comments:

Director Holt excels at the technical aspects of running the Carson City Library. The library is clean, bright and welcoming. Thoughtful and balanced programming is provided. Patron needs and service are prioritized. Finances are prudently managed. However, feedback from staff varies widely. The divergent experiences of employees indicate that there is room for reflection and possible improvement in Director Holt's interactions with staff. The Director may benefit from sharing more of the leadership burden with the Deputy Director.

☐ Outstanding ☒ Above Expectations ☐ Meets Expectations ☐ Unsatisfactory

Employee Comments

Development/Future Objectives/Potential Roadblocks

Development (training, special assignments) needed:

Objectives/priorities for next performance period:

- Look for opportunities to delegate duties, and re-balance your current workload. Most urgently,

related to Major Job Responsibility 4 above, re-evaluate the current organizational structure with the goal to shift personnel supervision and training to the Deputy Director, and re-focus that time on the Director's other Major Job Responsibilities. Work to cross-train the Deputy Director so that you have additional support, and emergency backup, for library operations in case of unforeseen circumstances.

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- ☐ Attached is the required Carson City harassment training certificate from KnowledgeCity.
- ☐ Attached is the required Carson City "Information Security for End Users" certificate from KnowledgeCity.
- ☐ Attached is the employee's PolicyTech report which shows there are no outstanding tasks the employee is required to complete.

Signatures

Appraiser:

Beth Lucas

Date

6/12/25

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. Please give a copy of the evaluation to the employee.

BL



Unclassified Job Performance Appraisal

Rate Increase Calculation				
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Salary Grade	Current Salary	COLA Increase		Adjusted Salary
			=	
	Adjusted Salary	Merit Increase		New Salary

Review Period July 1, 2024 –
June 30, 2025

Name Joy Holt
Supervisor Library Board
of Trustees

Job Title Library Director
Supervisor Title Trustee

Major Job Responsibilities

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Comments:

Director Holt successfully fulfills most of the job responsibilities as required. There appears to be weaknesses in Responsibility #5 - *Contributes to the overall quality of library service by developing and coordinating work teams and by reviewing, recommending and implementing improved internal procedures.* Based on staff feedback, Joy can be intimidating in such a manner as to inhibit open and timely responses to concerns and operational improvements. Building successful work teams is hard work and requires the open input from all involved. Fear of lack of respect for ideas or retribution for differing opinions can impact productivity as well as morale and grow disconnect from the larger library goals. These same weaknesses can be seen to be affecting Responsibility #10 - *Confers and works closely with the library team to provide direction and leadership, problem solve, and make policy exceptions and changes as required for effective service delivery.* Exploring different or more effective methods of staff-wide problem solving may be possible. As a library professional, I would like to see more opportunities both for the director and staff to participate in professional library and community organizations which can provide exposure to advancement and current topics in library science, public administration, and training. Broadening the possibility pictures can be challenging, but ultimately beneficial to the community.

☐ Outstanding

☐ Above Expectations

☐ **Meets Expectations**

☐ Unsatisfactory

Objectives

<u>Objective</u>	<u>Results</u>
1. <u>Staff Relationship and management</u>	1. <u>Staff relationships appear to be inconsistent with high turnover and unbalanced comments from the staff evaluations</u>
2. <u>Board Relations</u>	2. <u>Director Holt prepares Board materials in a timely manner and effectively responds to questions during the monthly meetings.</u>
3. <u>Strategic plan objectives</u>	3. <u>Director Holt leads the library consistent with the current strategic plan.</u>
4. <u>Financial management and oversight</u>	4. <u>Director Holt appears to understand the complex city budgeting cycles and is able to share her understanding.</u>

Comments:

The Carson City Library provides successful library service to the community with competent leadership and customer focused service. Areas of weakness can be addressed and improved upon.

☐ 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:

High turnover and extended staff absences due to illness or family matters can contribute to stress which can lead to less than carefully thought out responses to staff questions and behavior.

Overall Rating

Comments:

My opinion is that Director Holt Meets Expectations, but does not exceed due to high staff turnover and staff comments regarding particularly communication. While the overall staff feedback is generally positive, it appears that Joy, while maintaining distance as supervisor, can come across as cold and dispassionate. More patience and kindness, as well as respect for individual staff strengths would hopefully increase team confidence and collegiality. Providing staff members with opportunities to step out of their comfort zones may feel intimidating if not accompanied by safe learning experiences. Recognizing and developing staff strengths is also a critical part of building a strong team.

☐ Outstanding ☐ Above Expectations ☐ **Meets Expectations** ☐ Unsatisfactory

Employee Comments

Development/Future Objectives/Potential Roadblocks

Development (training, special assignments) needed:

Objectives/priorities for next performance period:

- Work on a kinder, gentler response to employee concerns and suggestions.
- Continue to explore opportunities for professional development opportunities for staff in the areas of library science and public administration. Developing staff expertise in good library services will benefit library operations.

Certifications

☐ Attached are the required certificates from Absorb

- Carson City-Nevada Anti-Harassment Training for Supervisors
- Cybersecurity - KnowBe4 Security Awareness Training – 45 Min
- Creating an Impartial Work Environment
- Carson City- Safe and Sober Workplace-Supervisor Supplement

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Signatures

Appraiser:

Beth Markle

Date

6/12/25

Employee:

Date

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Employee Comments: