

Performance Appraisal of Human Resources in University Libraries --Taking the Library in Jiangxi University of Science and Technology as an Example

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Keywords: Library; Performance Appraisal; Model

Abstract. This paper has analyzed performance appraisal(PA) principles of human resources(HR) in universities, listed out PA indices and their significance, and structuralized PA model in theory. This model has been employed perfectly in evaluating the year 2011 annual performances of the HR in the library of Jiangxi University of Science and Technology (JUST) in China, which has greatly enhanced the PA quality and satisfied the staff in the school library.

Background

The factor of performances is one of the dimensions to assess university library development, and is also a lasting target for a library to achieve. And performance appraisal (PA) is a core measure of human resources (HR) managing, and a key for a library to compete with others successfully. PA, like a double-edged sword which will bring about prosperity by means of inspiring people with hope, strength, confidence and enthusiasm if employed properly, or cause the pessimizing of groups concentrating, and eventually, decreasing of productivity and efficiency, featuring a desiring quick success and a resorting to deceit, is a significant approach of HR managing if handled improperly. Therefore, a scientific and rational attitude toward PA is needed for people to enjoy a feasible, reliable and sustainable managing approach [1]. The appearing of performance income leads to a reform in the income distribution system of China. How to optimize the library PA of the HR in JUST is a matter of great urgency.

Definition of PA

Library PA, which has two other names including performance evaluation and performance assessment, refers to assessing and evaluating all the activities and desired targets of a library by means of qualitative and quantitative approaches [2]. According to the topic category, papers on library PA in China can be categorized into six groups, such as literature review, library PA abroad, research on the indices of library PA, methods and models of library PA, library alliance PA research, and evaluating details on library PA, including assessing the performance evaluation of digital library, library human resources, literature resources, specific work, services of a library, etc..

PA of Library HR refers to a process of ordered and even most objective testing and assessing the actual efficiency and the contribution as well as the value of staff performances based on scientific-and-reasonably qualitative and quantitative means [3]. This paper concerns research of the PA of library HR, and employ the means to evaluate the annual PA of the library in which the researcher works.

Major points of PA

A. PA principle

Firstly, the standard of PA concerns not the staff, but the positions themselves; secondly, the

standard, which is reachable for most of the staff, is set for the majority of the staff; thirdly, the terms of the standard must be explicit, must not be implicit; fourthly, the standard should be enjoyed by means of negotiation; fifthly, the standard should involve describing specific conducts of the staff.

B. Various PA indices

1) *Morality, including vocational and social aspects . (See Table 1)*

TABLE 1 ASSESSING FACTORS ON MORALITY

Vocational virtue	Political attitude	With proper political study attitude, concerning the growth of the library
	Loving work spirit	Loving work, loving readers, being model teacher, serving and fostering the students, conducting everything unselfishly
	Serving spirit	Serving and respecting readers with principles and proper approaches
	Group spirit	Maintaining personal ties actively, always being ready to offer others help associating and cooperating with others effectively, being willing to be others' helper, being good at raising future staff
Social virtue	Conducting according laws and regulations	Always abiding by social virtue principles
	Conducts and activities Benefiting the public	Taking part in various kinds of benefiting the society and the public

2) *Ability, including working ability, working-related training and research ability . (See Table 2)*

TABLE 2 ASSESSING FACTORS ON ABILITY

Working ability	Loving study, renewing and utilizing practical knowledge in time, Being after better achievements, improving professional skills actively
Working-related training	Attending activities concerning training, meetings, virtue education,etc.
Research ability	Writing papers, composing works, applying for research funding as well as rewarding

3) *Manner, including attendance rate, on-time working, working attitude . (See Table 3)*

TABLE 3 ASSESSING FACTORS ON MANNER

Attendance frequency	Recording on time or asking for leaves (Seeking permission from the library president if leaving 3-5days, from the school personnel office if over 5 days)	
On-time working	Sticking to positions, including no leaving, no strolling from one working site to another, no conducting personal affairs, no chatting,	
Working attitude	attitude	Taking tasks and missions actively whether they are easy or difficult
	Abiding policies and regulations	Carrying out one's own duty based on library working principles and regulations
	Accepting labor distribution	Following instructions and arrangements, taking the whole into consideration, no rejecting hard tasks

4) *Outcome, including quality and quantity of products (See Table 4)*

TABLE 4 ASSESSING FACTORS ON OUTCOME

Quantity	Finishing state of working tasks	Quantity checking and ranking
	Extra work	Rewarding more or ranking higher based on the taking and finishing temporary work from departments or the library actively
Quality	Working environment	Cleaning the room, including wiping off the dirt from the floor, desks and chairs; closing the door and the window after work, preventing fire disasters from happening, keeping fire escape and hose normal, devices with frequent cleaning and maintenance only for work, keeping library tranquil by fixing mobile phones mute while working
	Error rate	Books being in order of categories
	Complaints of readers	Lowering scores based on facts
	Praise from readers	upping scores based on facts
	Particular position	Major figures who decide how to handle adding, lowering, etc

C. Index rate

The PA indices include morality(M),ability(A),manner (M')and outcome(O),mainly involving the results of the position duty, and focusing on actual working achievement, and taking attendance or the similar into account. Its overall value is 100 points, including M(10 points),A(20 points), M'(30 points),and O(40 points). Any extra (X) points will become one part of the total value(P).

The PA results will be arranged according to the actual ranking value such as excellent, good, OK, so-so, and failure. Describe it using percentage as follows. (see Table 5)

TABLE 5 INDEX RATE ON PA

Rank	Excellent	Good	OK	SO-so	Failure
Percentage	10%-11%	20%-25%	64%-70%	No limit	No limit

There are many indefinite indices in the process of PA. Assessors can alter indices and their significance partly, which will contribute to objective and reasonable PA results.

D. Structuralizing PA model in theory

Structuralization model is a kind of analysis tool for a library to describe the overall PA results of its staff and their exact relationship among all major factors [4]. It reveals the influencing degree between the relationship of the major factors and the PA results and the overall achievement. At present, the library of the school has taken the four aspects, M, A, M', O, as the major PA indices. Generally, the four aspects can completely reflect the overall state of the library staff. To employ this model to conduct the PA can not only decrease the complexity of the assessing process, but also achieve the PA fairness and justice. What's more, the three factors, M, A, M', are universal elements for people to conduct different kinds of PA. Meanwhile, O is a quite complicated aspect because different jobs involve different targets, characters, schedules and processes [5]. As a result, the indices that O involves vary with each other, and one must take careful examination, calculation, and assessment.

1) Structuralizing model (see Figure 1)

$$P = M + A + M' + O \quad (1)$$

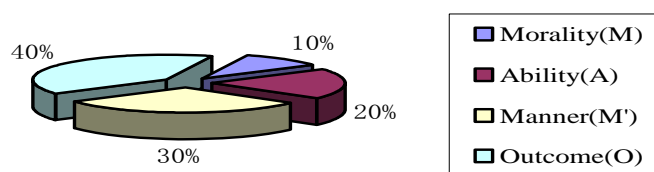


Figure 1 Structuralizing model(1)

2) Outline value model

$$P_{total} = M + A + M' + O + X \quad (2)$$

Among which, P_{total} is the overall score which indicates a general PA result. The values of M, M', A, O are from their individual assessment, and X refers to adding or degrading.

E. PA feedback---accomplishing a harmonious development of the library

In order to show the feasibility of the PA model, now taking the library in JUST as an example, in 2012, using model (2), the PA results of the staff of the library numbered 54, are as follows. Six are excellent; thirteen are good; thirty-five are OK. None are so-so or failure. The staff are quite satisfied with the PA results due to the process being objective, fair, public, concentrating on actual outcome, easy to conduct, every index being based on concrete rules.

The aim of PA is not only to offer an annual score for each member, but to inspire and stimulate the staff to work harder and to achieve more in the future, and also an effective approach to improve service quality, and to better the daily management by means of annual PA [6]. On one hand, PA is now playing a very important role in realizing developing goals. On the other hand, people should take full consideration on PA shortage, and think over so many indices while conducting PA further, and to optimize the role of the PA [7]. The following are the writer's viewpoints on designing and realizing of PA system from the working experience in the library in JUST:

- First, design the indices according different fields, by qualitative and quantitative method.
- Second, concentrate on the key target concerning working achievements.
- Third, different position should involve different ranking items.
- Fourth, colleague assessment should be adopted wholly within a library.
- Fifth, take a consistent record about working regulations and principles.

- Sixth, take both fairness and efficiency into account, and set a fundamental rank(score).
- Seventh, keep smooth communications during the course of PA.

Conclusion

Different libraries should design and conduct different PA standards according to their specific features of each individual library with both qualitative and quantitative approaches. Form an objective assessment for each member based upon their achievements and their contribution to the library as early as possible, which will help achieve PA goals. Appropriate and proper PA methods can optimize staff activeness, strengthen consolidating force, enhance staff professional ability, improve their working conducts, and further promote managing level and service quality of a library, and make it keep pace with the Times harmoniously and healthily.

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