

Advocacy of Library Professionals in Performance Evaluation

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Introduction:

Education aims at making readers capable of becoming responsible, productive and useful members of society. Knowledge skills and attitudes are built through learning experiences and opportunities created for learners in library. It is in the library that learners can analyze and evaluate their experiences, learn to doubt, to question to investigate and to think independently. Globalization in every sphere of society has important implication for library. An understanding for learners, educational aims, the nature of knowledge, and the nature of the library as a social space can help us arrive at principles to guide library practices.

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Managing staff is a challenge. Managing dysfunctional and unproductive employees is downright unappealing. But as the largest financial outlay in most establishments, the human resources should be fruitfully, engaged, especially in light of today's harsh economic climate.

Progressive discipline is a managerial tool, that involves applying various consequences, tied to performance in a progressive way (from less significant to more significant), to encourage employees to improve their performance or move the process along so that the impact of poor employee performance is reduced or eliminated.



What is Performance Problem?

Diagnosing a performance problem is a process used to identify why a particular employee is performing below expectations. Its function is obvious. To solve a problem, you need to get to the root cause, the ultimate and critical cause, so you can address the cause, and not just the symptom. Remember that the purpose is the diagnosis, so you and the employee can fix the problem. It's not for the purpose of blaming, and should be carried out with the employee. It shouldn't be something, you do to the employee.



Causes of Poor Performance-

- a) **Employee Characteristics-** Main cause of performance problem has to do with characteristics. Employee performance is based on the: Employee skill levels, Motivation, Ability, Personality differences, Workplace behaviors regarded by some co-workers as irritating, Training, other factors that “belong” at least in part, to the employee.
- b) **The System-**The second type of a cause has to do with the system in which work is done. In this category are included: Managerial behavior, Unmet needs in the workplace, Un-clarified roles in the workplace, Competing job duties, Poor implementation of a job description Allocation of resources, Effects of Colleague Behavior, and a wide range of variables that are, by and large, beyond the control of the individual employee.



Performance Issues:

- **Conflicts with management or other employees-**
- **Constantly late or leaves early-**
- **Drug and alcohol abuse-**
- **Employee conduct outside the workplace-**
- **Ethical breaches-**
- **Family issues-**
- **Harassment-**
- **Inability to handle proprietary information-**
- **Nonperforming-**
- **Theft-**
- **Too much time spent doing personal things; at work-**



Effects of Performance Evaluation:

- Performance Evaluation affects administration
- Performance Evaluation causes Tremendous Stress
- Performance Evaluation clerical work required more time
- Performance Evaluation creates discipline problems
- Performance Evaluation creates more Interest
- Performance Evaluation develops more anxiety
- Performance Evaluation develops streamlining administration
- Performance Evaluation helps to have better communication between the Principal & the Librarian
- Performance Evaluation helped to develop healthy professional interaction with colleagues

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- Performance Evaluation helps to draw out best in Library staff
- Performance Evaluation helps to foster creativity
- Performance Evaluation helps to make innovative experiment
- Performance Evaluation helps to use Systematic Approach
- Performance Evaluation increases better cooperation of Staff, Readers & Library Staff
- Performance Evaluation makes Librarian more accountable towards their profession
- Performance Evaluation provide active involvement for academic growth of the students/readers.



Steps To Resolve Workplace Disputes:

- **Open-door policy-** This is a first step. It encourages employees to meet, with their immediate supervisor, to discuss and resolve work-related issues. Employees should know that, there will be no negative repercussions, for voicing a complaint.
- **Management review-** If the open-door approach does not resolve the conflict, the next step is to have the issue reviewed by the next-higher level of management.
- **Peer review-** The aggrieved employee presents his/ her side of a dispute to a small panel of employees and supervisors selected, from a pool of employees trained in dispute resolution. Depending on the organization, a peer review may be binding on both parties. If it is not binding and the resolution is not satisfactory to the employee, the dispute may be submitted to mediation or arbitration.



Conflict Resolution Techniques:

- **Facilitation-** A neutral Librarian in the organization—often an employee relations manager—acts as a facilitator, not to judge the merits of the dispute or to render a final decision, but to help both sides decide the best way to settle the dispute.
- **Mediation-** A Librarian act as a mediator is a neutral third party who helps the conflicting employees, explore innovative solutions to their dispute. Librarian can be trained in conflict management and mediation, or they can be trained by external professionals, who have no perceived conflict of interest with the employer. The willingness to resolve a dispute through mediation should be voluntary.
- **Arbitration-** This is typically the most formal, costly and time-consuming method of resolving disputes. Witnesses may be presented and cross-examined, and an arbitrator issues a binding decision.



Soft Skills Required by Librarian for Successful Continuous Performance Evaluation:

Soft skills are a combination of interpersonal people skills, social skills, communication skills, character traits, attitudes, career attributes, Social intelligence and emotional intelligence quotients among others that enable people to effectively navigate their environment, work well with others, perform well, and achieve their goals with complementing hard skills.

The importance of soft skills can be understood through the ways in which you work in key areas of your profession. In short Soft skills are mainly related to an individual's emotional intelligence, it determines an individual's relationship with others & it includes a number of aspects.

- **Advocacy/Politics-**
- **Avoidance of irrelevant and unfair-**
- **Avoidance of minor, unimportant, or overly difficult-**

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- **Clear & Specific Thinking-**
- **Communication-**
- **Conflict resolution-**
- **Direct Contact-**
- **Early Rise for Resolution-**
- **Forgiveness-**
- **Gracefulness-**
- **Honesty & Fact Finding-**
- **Laws and regulations-**
- **Maintaining Emotional Awareness-**

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- **Nonverbal Communication-**
- **Organization rules and expectations-**
- **Priority of Issues-**
- **Professionalism-**
- **Quickly relieve stress-**
- **Release clamming up-**
- **Release Tensions-**
- **Using Humor-**
- **Work assignments-**



Factors Essential for Successfully Resolving of Conflict of Performance Evaluation:

- **Address the conflict directly:**
- **Build cordial, trusting and respectful relationships with employees:**
- **Communicate the message clearly to avoid any misunderstanding:**
- **Conduct meetings with all employees:**
- **Encourage both parties to share their perspective & concerns:**
- **Make sure that employees are accountable:**
- **Take a proactive stance whenever possible:**
- **Try to meet concerned people together:**
- **You may want to set up an employee suggestion box:**



Conclusion:

Conceptual development is thus continuous process of deepening and enriching connection and acquiring new layers of meaning. Attitudes, emotions and values are thus an integral part of cognitive development, and are linked to the development of language, mental presentation, concepts and reasoning. Keeping in mind the current needs of readers in today's world and for their overall development, Performance Evaluation came into existence.

Since Continuous Performance Evaluation is a relatively new concept in evaluation of all round development of library. It was important to review its effects on library, library staff and readers. It is critical to know the perspective of the readers. It is the librarian who organizes effective administrative strategies, to make Performance Evaluation successful. It is the librarian who organizes resources-services-library staff and hence it is important to view Continuous Performance Evaluation in detail.



