

Let's talk ...

Introduction of Personnel Appraisal Interviews as a Means of Human Resources Development in a Medical Library

Ulrich Korwitz

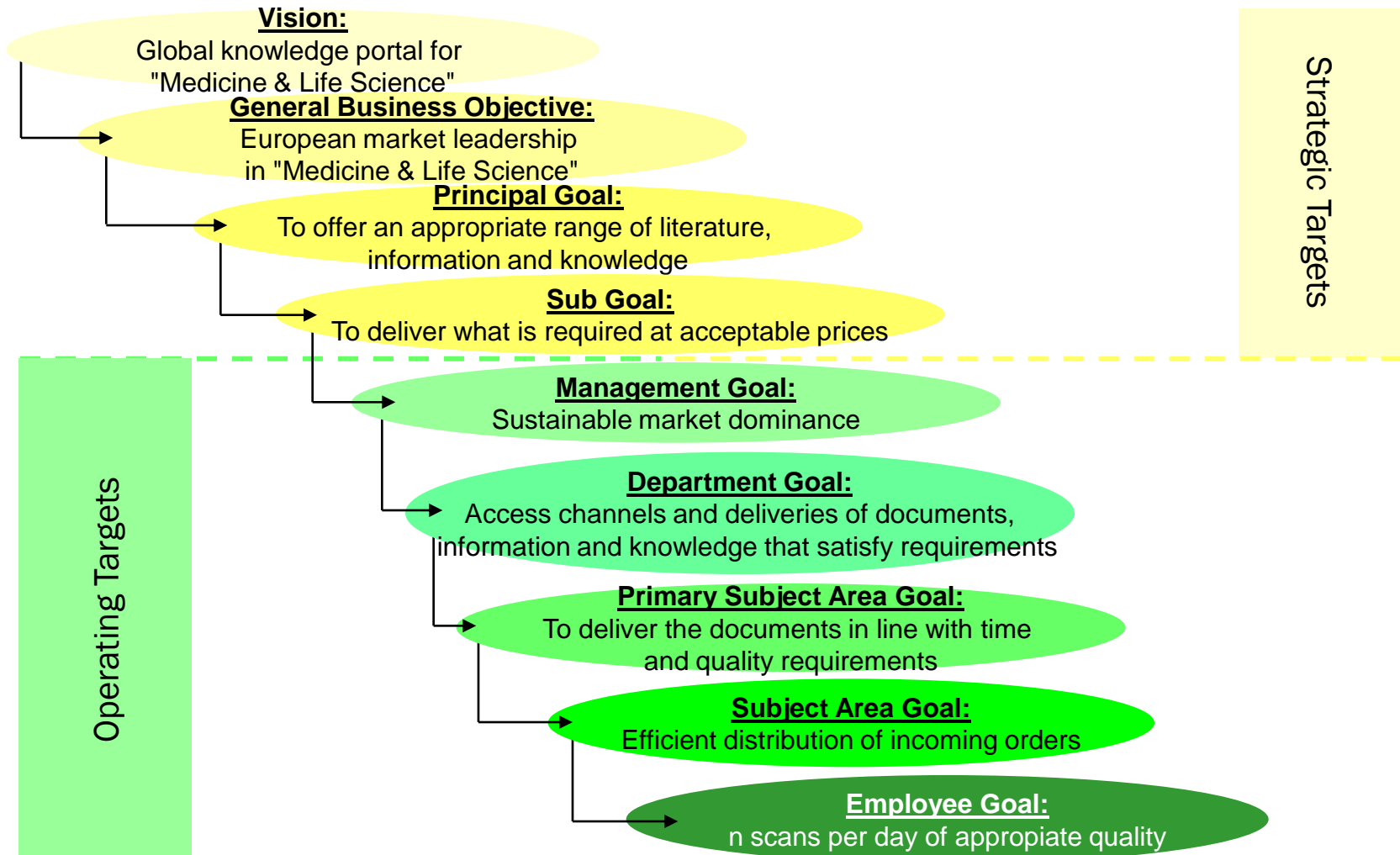
German National Library of Medicine (ZB MED), Cologne

Management System of an Institution

Principle: Management by Objectives



Target building from "Vision" level right through to "Employee" Level



What Is Human Resources Development ?

- Corporate Development = Organizational Development + Human Resources Development
- The process of systematically planning, controlling and monitoring all activities involved in
 - Training and skills development
 - Management development
 - Promotion and advancement
- "Promotion and advancement" includes: (re-)integration, career planning, succession planning, promotion of health and safety, motivation and performance incentives, etc.

Types of Discussions between supervisor and employee

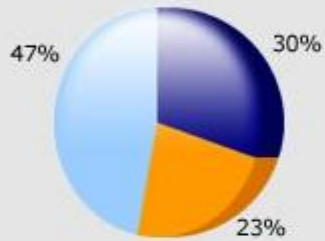
- Job interviews and meetings about returning to the workplace
- Performance appraisal reviews
- Feedback meetings (praise and criticism)
- Goal-setting discussions
- Problem-solving or conflict resolution meetings
- Discussions to give advice or develop potential
- Regular annual personnel appraisal interviews to reflect on the year, provide orientation and plan ahead

→ **Regular discussions with staff are an integral component of modern management and staff motivation**

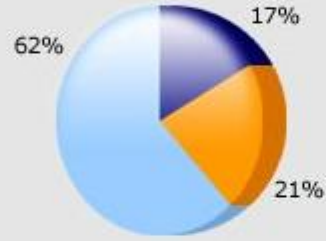
StepStone Survey: "How often do you have a formal appraisal?"

Survey amongst
9.260 European users

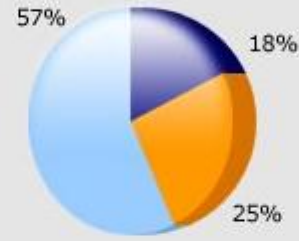
Europe



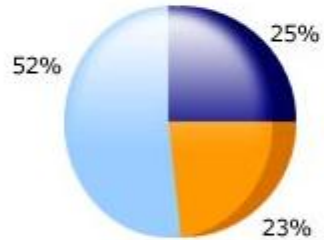
Denmark



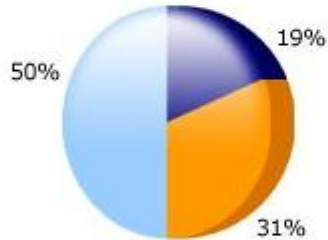
Sweden



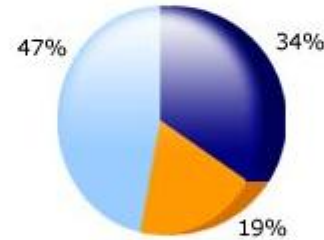
Norway



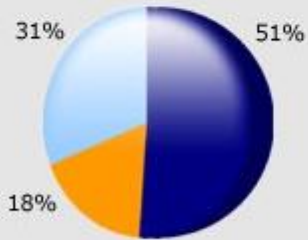
Netherlands



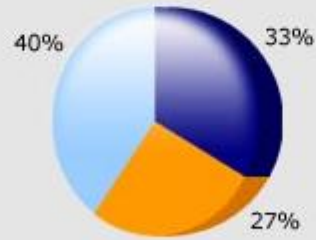
Belgium



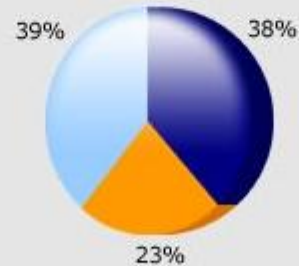
Germany



Italy



France



- We never have them.
- Irregularly - certainly not every year.
- Regularly - at least once or twice a year.

Aims of Personnel Appraisal Interviews

- To improve the culture of discussion as a basis for a trust-based corporate culture
- To prove empathy by taking as much time as the discussions require on both sides
- To improve the exchange of information between all levels
- To allow staff to have more say in the business and help shape future events
- To give those involved a greater insight into the way the other person thinks and works
- To strengthen trust

General Principles and Criteria for Appraisal Interviews

- Confidentiality
- Reciprocity
- Promoting communication and a clear understanding of the work situation
- No work assignments or issuing of instructions
- Preparation and follow-up

Contents of Personnel Appraisal Interviews

- Duties
- Work situation
- Working methods
- Cooperation
- Professional development
- Social aspects

Concerns and Worries

- Supervisors mixing up different types of supervisor/employee discussions
- Goals not being agreed in a spirit of equal partnership
- Unspoken issues coming out into the open
- Will I have to reveal personal information?
- Concerns about the supervisor's communication skills
- Concerns about anonymity

Conclusion:

→ Run training sessions for supervisors (and/or coaching), and train the staff

Procedure

- Who are the participants?
- When will the discussions take place?
- Who will be speaking to whom?
- What record will be kept of the discussion?
- Where will this record be stored and which parts of it will be forwarded to third parties?
- How will problems and mediation/arbitration be handled?

Materials

- Checklists: "Pre-Discussion", "During the Discussion", "Post-Discussion"
- Questions on Preparing the "Discussion Contents"
- Tips on handling supervisor/employee discussions
- Record of the discussion

Supervisor/Employee Discussions – Guidelines

c) Cooperation and Leadership

Cooperation with Colleagues

In which areas is cooperation with colleagues working well, and where could improvements be made? (working atmosphere, exchange of information, mutual support)

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Information Exchange between Supervisor and Employee

In which areas is the exchange of information working well, and where could improvements be made? (e.g. clarity of priorities and duties, transparency of decisions)

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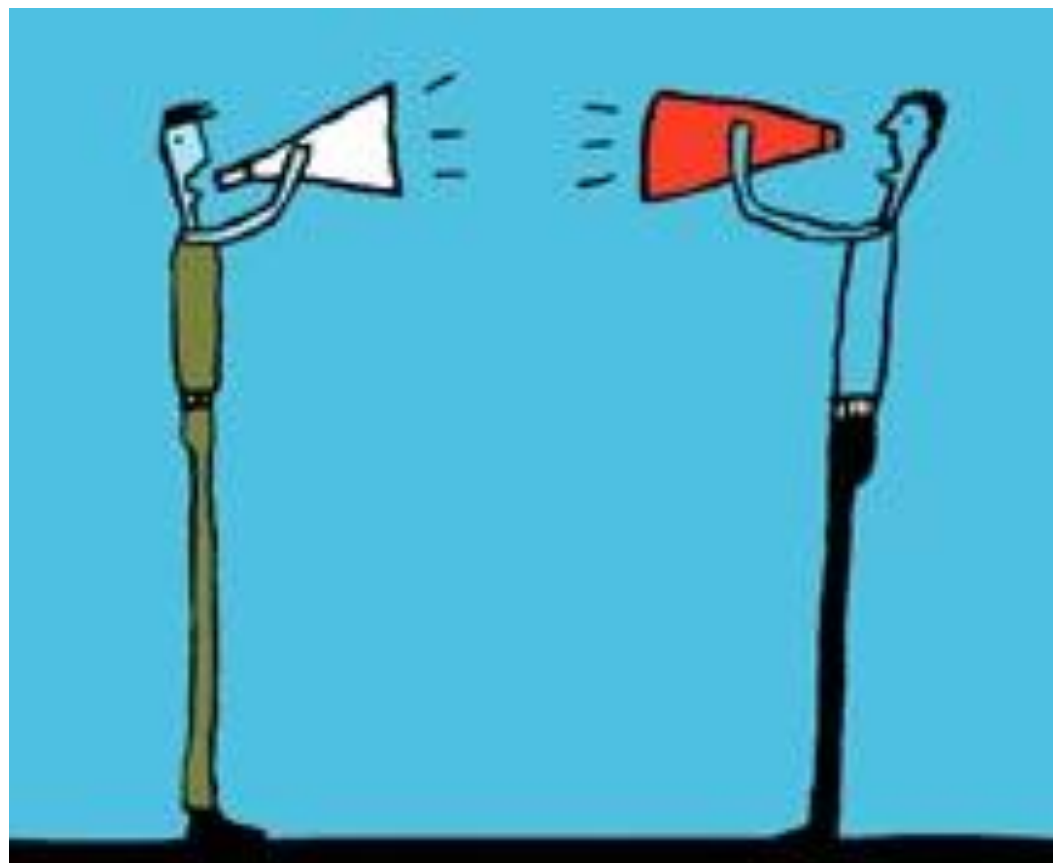
Cooperation between Supervisor and Employee

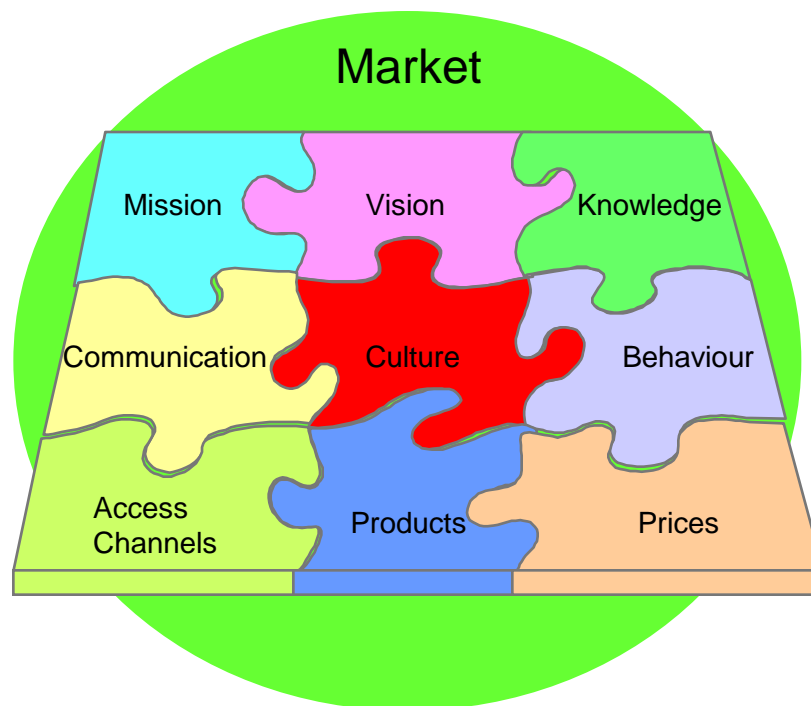
In which areas is cooperation working well, and where could improvements be made? (e.g. delegation, scope for action and discretion in making decisions)

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Communication between Supervisor and Employee

In which situations is communication working well, and where could improvements be made? (recognition, criticism, dealing with conflicts)





Corporate Identity