Chapter : Two

Theoretical Formulation
1. **MANPOWER** :- Manpower is one of the most important and vital input in the economic development of a country. Manpower is the sum total of knowledge, abilities and skills, the work force possesses and the quality of work, they are capable of carrying out. This also includes quantity, which is willing to take up jobs at the given salary level.

1.1 **DEFINITIONS OF MANPOWER**:- Manpower consists of “the amount of labour, both male and female available in a country at a particular time”. **In the words of Megginson**, “Manpower as the total knowledge, skills, creative abilities, talents and aptitudes of an organization work force as well as the value, attitudes and beliefs of the individual involved”.

**ACCORDING TO GINZBERG**:- Chairman of the National Manpower Advisory Committee, “Manpower refers usually to human beings who work for wages or who earn income from the work they do. Also included are those out of work and seeking employment.”

In general terms, manpower means the labour force available in the country.
1.2 **IMPORTANCE OF MANPOWER:** Manpower is the primary resource and a great asset, so valuable that without manpower other resources like capital, raw materials, machinery and equipment etc., remain idle and cannot be put to any use. The utilization of these sources mainly depends upon the availability of quality manpower for the production of goods and services.

The quality of manpower is determined by various factors which includes socio-economic assets as well. But education and experience are the most important aspects besides overall good standards of living and work. Manpower is therefore, “the total qualitative and quantitative human asset of people in a society or a given profession or occupation. In this sense one can literally, interpret the word to mean “power of man” both in size, talents and educational level.”

2. **MANPOWER PLANNING:** Manpower planning is planning for the labour, more specifically for the skilled labour. Manpower planning, involves the supply of manpower to enable the organization or institution to fulfill the aggregate targets on the one side and on the other side it involves the creation of employment opportunities for those seeking work so as to further the utilization of manpower.
2.1 **DEFINITIONS OF MANPOWER PLANNING**:- Lewis defined

"Manpower planning is an activity in which one tries to use human resources as effectively and efficiently as possible".

**IN THE WORDS OF GEISLER**:- "Manpower planning is the process including forecasting, developing and controlling by which a firm ensures that it has the right number of people and the right kind of people at the right place at the right time doing work for which they are economically most useful."

**COLEMAN DEFINED MANPOWER PLANNING AS**:- "The process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization."

**STAINER DEFINES MANPOWER PLANNING AS** :- "strategy for the acquisition, utilisation, improvement and preservation of an enterprises human resources."
The libraries and information centers being an important enterprise to promote education and culture through the product of graphic records and dissemination of information, manpower planning rates to establishing job specifications or the qualitative requirements for job determining the number of personnel required and developing sources of supply of manpower.

In this way Manpower planning is the process by which management determines how an organization should move from its current manpower position to a desired manpower position. It consists of defining the present needs and estimating the future needs of manpower in an organization. It is a strategy for procurement, development, allocation, utilization and maintenance of human resources of an enterprise.

2.2 **AIMS AND OBJECTIVES OF MANPOWER PLANNING**:-

The following are the aims and objectives of manpower planning:-

(1.) To ascertain accurately and in more certain terms the purpose and importance of forecasting future manpower requirements of an organization.

(2.) To ensure of the optimum and effective utilization of manpower resources as available in the organization.
(3.) The maintenance of personnel information services and data collection, being a continuous exercise in the area of personnel management.

(4.) To train and develop manpower potential in the organization in terms of performance, skill and capacity.

(5.) To suggest to the management, formulating transfer, promotion and succession policies regarding managerial and other personnel in the undertaking, and

(6.) To bring about an intelligible and realistic understanding in the minds of management that the organization adapts to technological, social, political, economical and environmental changes more rapidly and effectively.

2.3 **NEED FOR MANPOWER PLANNING** :- Manpower or human resources management starts with manpower planning as in the case of any other functional areas like finance, production or marketing organizations. The needs are as follows:

(1.) Efficient manpower planning can facilitate the required personnel with requisite capabilities, skills, aptitudes, qualifications and work
experience in accordance with the changing requirements of the organization.

(2.) Manpower planning becomes inevitable for meeting the replacement and new recruitment needs of any organization.

(3.) Manpower planning is very essential in the modern world since manufacturing techniques have been constantly changing from time to time and in consequence jobs and job requirements are changing rapidly than before as the pace of change in technology is accelerated.

(4.) Manpower planning is sine qua non because; identification of areas in which there is a shortage of skills is a must, especially in developing countries like India.

(5.) Certain legislative measures raised the demand for specialist.

Proper manpower planning can give a competitive edge to the organization by ensuring adequate supply of skill personnel to meet the changing needs of an organization. The activities in management for human resources are:

(a) FORECASTING- Future manpower requirements.

(b) MAKING AN INVENTORY- Of present manpower resources.

(c) ANTICIPATING- Manpower problems.
(d) PLANNING: The necessary programmers of recruitment.

2.4 BENEFITS :-

(1.) It helps in determining the personnel needs of the organization.

(2.) It enables the organization to cope with changes in competitive forces, markets, technologies, products etc. All of which often generate changes in job contents, skill demands, numbers and types of personnel.

(3.) It helps in selection and development of employees. This also ensures a smooth working of the organization.

(4.) It is an essential component of strategic planning.

(5.) It enables the organization to procure personnel with necessary qualifications, skill, knowledge, work experience and aptitude for work.

(6.) It helps to identify the surplus manpower, if any, in the organization.
DIAGRAMMATIC REPRESENTATION OF MANPOWER PLANNING – A MODEL

Figure No. 1
2.5 FUNCTIONS OF MANPOWER PLANNING :-

The functions may be grouped under the following broad headings:-

(1.) Job Analysis

(2.) Job description

(3.) Job Evaluation

(4.) Staffing

(5.) Selection and Recruitment

(6.) Tests

(7.) Placement

(8.) Induction

(9.) Training

(10.) Wages and salary administration

2.5.1. JOB ANALYSIS:- The first and foremost function of personnel management is the job analysis. It involves the analysis of the contents of each job to be performed in an institution. “Job analysis finds out what is to be done and determines the best method of doing it… and the qualifications required of a worker to be able to do the job satisfactorily.”
2.5.1.1 **ADVANTAGES**:  

(1.) It defines labour needs in concrete terms.  

(2.) It specifies the duties and responsibilities implied in each job.  

(3.) It, thus assists in organisation planning and provides coordination.  

(4.) It helps in determining job opportunities available in each type of organisation. It spells out the types of workers required for job, it provides guidelines for providing facilities for education and training of right type of personnel.  

(5.) It provides a scientific base for fixing wages and salaries of various types of jobs and employees.  

(6.) It helps experimenting modern devices like time and motion studies, which are instrumental in increasing overall efficiency and productivity.

**2.5.2 JOB DESCRIPTION** :- Job Analysis leads to job description which implies the recording of the following data concerning each job analysed:-

(1.) Principal duties to be performed and responsibilities involved are outlined.  

(2.) Operations involved in each job are listed in proper sequence.  

(3.) Requisite materials, equipment, machinery and tools etc. are listed.
(4.) Conditions of work i.e. surroundings, the time of work etc. are stated.

(5.) Relations of various related jobs are indicated.

(6.) Mental and physical abilities for performing each operation are listed.
The kind of training and the length of experience required are also indicated.

(7.) Wages payable along with other fringe benefits are stated.
The purpose of job description is to identify a job. It is served by providing an identifiable descriptive title to each job or part of it. This description includes:

(1.) “Supervision received –type and degree.

(2.) Supervision or direction provided and to whom.

(3.) Clear description of duties.

(4.) Indication of frequency of duties carried on.

2.5.3 **JOB EVALUATION**:- Job Evaluation means job-rating. By it the value of each job is specified vis-à-vis another job or a group of jobs. This is perhaps, an objective method of measuring the value of a particular job. Methods of job evaluation includes: Job classification or Checklist method, Job ranking or Grouping method, Factor comparison

2.5.4 **STAFFING**: Staffing means putting a right person at the right job. This is a vital function of Personnel Administration. Actual recruitment is preceded by job analysis, job specification, Class Analysis, fixing the number of each kind of job, its qualifications and salary scale. Quantum of staff is decided by this method by using staff formula.

2.5.5 **SELECTION AND RECRUITMENT**: The recruitment of library staff is to be planned properly. The main aim of recruitment should be to secure best candidates for performing specific jobs in a library. Proper recruitment presupposes an efficient system of dissemination aimed at informing the prospective candidates about the vacant jobs in a library. This information should include the salary scale, allowances, fringe benefits, and working and service conditions attached with the jobs. The future prospects of the jobs and the profession of librarianship should also be brought to the notice of the prospective candidates.
2.5.5.1 RECRUITMENT AND SELECTION PROCEDURES:-

(1.) Ascertaining the vacant jobs, their number and types. These may fall vacant due to retirement resignation, termination or dismissal. New posts may also be created.

(2.) Deciding or revising, if necessary, their requisite qualifications etc., salary scales and other allowances etc.

(3.) Inviting applications by advertising the posts.

(4.) Receiving the applications of the candidates and processing these methodically for deciding the names of candidates to be invited for interview.

(5.) Deciding the interview dates and the selection board including the experts for the purpose, getting their consent, preparing interview charts and verifying the data and sending these to experts.

(6.) Sending interview letters to the candidates selected, recommended by the experts.

(7.) Laying down interview criteria and test for the assessment of the candidates.

(8.) Inviting opinion of referees given by the candidates.
(9.) Checking references of the suitable candidates for checking up their personal details, especially their past history political leanings and professional standing.

(10.) Interviewing the candidates to judge their personality and other traits.

(11.) Selecting candidates provisionally.

(12.) Asking the provisionally selected candidates to undergo medical, physical tests.

(13.) Settling pay scales, initial salary, fringe benefits and other service conditions of the selected candidates.

(14.) Issuing of a formal appointment order by the authority and / or executing an agreement bond between the authority and the appointed candidates stating clearly there in all the relevant conditions of service etc.

2.5.6 TESTS :- They are probably the most sophisticated tools of measuring human characteristics and individual differences that form the very basis of human psychology. A test has been defined both in a broad and narrow manner. Broadly it has been defined as a systematic procedure for comparing the behavior of two or more persons. In a narrow sense, “it is a sample of an
aspect of an individual’s behaviour, performance or attitude. We may define it as a systematic procedure for sampling human behaviour.”

2.5.6.1 **PURPOSE OF TESTS** :- Psychological tests are used for more than one purpose. They are used for the purpose of:

(i) Guiding and counselling.

(ii) Vocational guidance of adults seeking help in their careers.

(iii) Research into human behaviour and personality, and

(iv) Selection of candidates for an organisation.

Tests are also used for the purpose of making a differential placement or assignment of a person to the job for which he is most suitable; for selecting candidates for promotion and transfer within an organisation; for selecting candidates for assignment to a company training programme, and for assisting an individual employee in solving his problems. Tests are of different types such as: Personality tests, Intelligence tests, Aptitude tests, Trade tests, Interest tests etc.
According to Meyer and Bertottle, "Candidates are judged on of their physical characteristics, their abilities and skills, their inter personality traits." These are shown in the following figure:

**Physical Characteristic**
- Height
- Weight
- Senses
- Visual Activity
- Hearing

**Abilities and Skill**
- Dexterity
- Mathematical Ability
- Verbal Ability
- Intelligence
- Clerical

**Interests**
- Mechanical Aptitudes
- Mechanical Interests
- Scientific Interests
- Economic Interests
- Cultural Interests

**Personality Traits**
- Sociality
- Dominance
- Cooperativeness
- Tolerance
- Emotional Stability

**MEASURES OF HUMAN CHARACTERISTICS**

Figure No. 2.2
2.5.7 Placement: The above-mentioned tests are helpful in assigning a proper job to a person. Placement implies the assignment of a right job to the right person. Proper placement is instrumental in increasing output. It avoids wastage of human energies which may occur by absenteeism or accident. It gives a fillip to employee’s morale on the other hand, a misplaced employee is a liability to the institution. He may cause serious damage to machinery and other equipments.

2.5.8 Induction: Induction is a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organisation. In other words, it is a welcoming process-the idea is to welcome a newcomer, make him feel at home and generate in him a feeling that his own job, however small, is meaningful and has a significance as a part of the total organisation.

When a new comer joins an organisation, he is an utter stranger to the people, work-place and work environment. He / She may feel insecure, shy and nervous. This kind of initiation is helpful for an employee in settling himself to his new job. This can be achieved by supplying the new employee all relevant information about his job and the organisation through printed/ written documents and verbal explanation by his immediate supervisor/superior.
2.5.9 **TRAINING** :- Employee training and development are integral parts of the staffing function of management. Training implies a systematic procedure where by employees are imparted technical knowledge and skill for specific job. It emphasises improvements of the abilities of employees to handle specific jobs and operations more effectively. Development, on the other hand, implies an educational process aimed at growth and maturity of managerial personnel in terms of insights, attitudes, adaptability, leadership and human relations on the basis of conceptual and theoretical knowledge.

Training and development programmes are generally designed in accordance with the nature of the job, personnel concerned co-operatives, supervisors, managers, and the purpose of view. The programmes can be broadly divided into two categories: on the job programmes, and off-the-job programmes. There are different methods of training such as: Apprenticeship On-the job training, Understudy method, Role-Playing technique, Utility squad or Flying squad, Educational excursion, Extension lectures, Workshops, Job rotation, Class-room lectures, Conference, Group discussions, Case studies and Programmed instructions. Among these organizations can adopt any method according to their requirement.
2.5.10 **WAGES AND SALARY ADMINISTRATION** :- An organization has to formulate its wage policy in order to attract talent and to retain it for a longer duration. It has to relate it to the social environments. It has to keep it aware of the wage structure of similar organizations of a locality, state or country. It can be found out by conducting a wage survey.

Government and Semi-government organisations appoint special commissions / Committees to suggest a wage structure. Even professional associations and individual experts suggest wage pattern to be followed in a specific kind of organization.

In government and other established organizations, the pay scales contain the provision of annual increment to an employee. This is a reward for his better output for the organization.

Besides salary and allowances, the employees are provided with other benefits. These include

(1.) Pensions on retirement/death.

(2.) Gratuity /Bonus on retirement.

(3.) Equal /more contribution to provident fund.
(4.) Sickness leave with full pay or a portion of it, reimbursement of medical treatment expenses / provision of free medical care to the employee and his dependent family members.

(5.) Holiday payments such as leave with full pay plus travelling expenses and halting allowance for the employees family for a certain period.

(6.) Free conveyance and other amenities.

(7.) Overtime allowances.

(8.) Study leave with full pay plus scholarship or deputation allowance.

(9.) Sabbatical leave, earned leave and casual leave etc.

(10.) Facilities for enhancing one's qualifications including grant of special monetary incentives such as grant of one or two increments for passing a specified examination.

From the perusal of the above mentioned facts, it is clear that personnel administration is a job of tact and intelligence and every person cannot become a successful administrator. The effectiveness of a library's service is determined in large by the quality of the staff. Moreover, the largest portion of appropriations goes into the salary roll. Personnel administration becomes, therefore, a matter of primary importance. "No library can render effective service without adequate
and competent personnel. The library’s unique function of serving as the one unbiased, non-partisan bureau of information for the people, calls for the personnel of the highest competence and integrity. The selection of qualified staff members as well as the organisation and conditions under which they work, are basic considerations in an institution dedicated to public service.”

3. NEED FOR MANPOWER PLANNING IN COLLEGE LIBRARIES:

The efficiency and effectiveness of the college libraries will largely depend on the academic and professional competence of the staff and on the facilities and environment provided for their work and development.

Now-a-days, every college library has inadequate staff. As a result there is an increase in the work load of the library staff and consequently creating personnel management and other related problems.

Manpower planning is concerned with preparing a set of decision for implementation in future in regard to the generation of skill and their utilization in men and women for achieving the tasks at hand. Planning thus, is the process of determining a future course of action. The
importance of manpower planning needs hardly to be emphasized. The factors that highlight the need for manpower planning in college libraries are:

(a.) Equal employment and affirmative action, legislation have made it mandatory for college libraries along with other organisations to develop more objective means for identifying job requirements and standards for recruitment and for establishing the basis for salary compensation.

(b.) It helps in maximum utilization of the existing staff and resources for the workload in college libraries.

(c.) Another factor which is contributing to a heightened interest in sound personnel planning in libraries is the rapid rate of the change which has impact on staffing needs and requirements. Library problems must be equipped to respond to current as well as future needs. Library administrators will need to give as much attention to projecting and anticipating personnel needs as is given to planning for other library resources such as the book, budget, space and technology.

(d.) Another factor is the need to establish recruitment levels and number of promotion, anticipate redundancies and avoid unnecessary dismissals, allow for proper training and development and provide for the
organizational infrastructure, augurs well for manpower planning to enable the college libraries to make best use of its most valuable resources in accordance with its goals.

4. OBJECTIVES OF MANPOWER PLANNING IN COLLEGE LIBRARIES :-

(1.) to ascertain accurately and in more certain terms the purpose and importance of forecasting future manpower requirements of college libraries and thereby ensure the availability of requisite number (quantitative factor) of qualified, able, skilled and talented personnel (qualitative factor) to meet the longer run needs specific and general of the college libraries for its future expansion plans and new projects etc.,

(2.) to be sure that sufficient data and pertinent information is available regarding personnel for accurate analysis and skills inventory of the current manpower and thereby to ensure of the optimum and effective utilization of manpower resources available in the college libraries is another objective of manpower planning;

(3.) to find solution for any manpower (staffing) problems such as deficit (shortage) and surpluses (redundancies) of manpower;
(4.) to train and develop manpower potential in the college libraries in terms of performance, skill and capacity, ultimately this will prove to be great advantage to the college libraries by enabling to establish realistic standards of performance;

(5.) to suggest to management formulating transfer, promotion and succession policies regarding managerial and other personnel in the college libraries, and

(6.) to bring about an intelligible and realistic understanding in the minds of management that the college libraries adopt technological changes, effectively according to the changing needs of the information seekers or readers.

5. **ADVANTAGES OF MANPOWER PLANNING IN COLLEGE LIBRARIES** :- The following are the major advantages of manpower planning in the college libraries :-

(1.) Manpower planning provides direction and coordination of various library activities directed towards effective utilization of personnel for achieving identified objectives.
(2.) Manpower planning helps to find out shortages and surpluses of the personnel working in the library.

(3.) Manpower planning ensures a stable employment in any college library.

(4.) Manpower planning is an essential ingredient to carry out services effectively in college libraries. The achievement of plan objectives depends upon the availability of skilled and semi-skilled manpower in college libraries.

6. IMPACT OF AUTOMATION ON MANPOWER PLANNING IN DIFFERENT COLLEGE LIBRARIES: - The second half of the twentieth century has ushered in computer based system or it may be termed as “automation” or “mechanization” Computer is the most sophisticated electric device invented by human being for processing enormous amounts of raw data into meaningful and useful information with speed, accuracy and reliability.

Library automation means creation of computerized databases and information retrieval, computerized library network and use of telecommunication for information handling. The library world is being acclimatized in computer environment both for library routines as well as
information storage and retrieval. Computerization has relieved the pressure of workload in libraries to a great extent.

In modern times, the library personnel find it difficult to handle efficiently the data of the document collection of the library. Each library makes provision to develop various information products like catalogues current additions list etc., to facilitate the users to have better access to the various collections. Developed information technology helps the library personnel to organize the library data effectively rather than using conventional methods.

The quality of services given by a conventional library system depends on the abilities and sincerity of the staff, who do the work. Their professional skills, their resourcefulness in overcoming the obstacles and solving the problems that arise day-to-day their tact and charm in dealing with public-all contributes to the success of their library’s services. In exactly the same way, it is the skill of human beings which go to make a successful computer based library service. The computer system is conceived in the minds of human being and brought into being through their efforts.

The computers will reduce more than 50 percent of the work-load of the personnel in routine functions of the some sections such as acquisition section,
technical section, circulation section and periodical section in the college libraries. Automatically the manpower requirements will also reduce in some sections and it will lead to some other skilled manpower requirements. This in turn, would release some of the existing manpower intellectual and innovative pursuits.

In the present environment of library automation, development of human resources to suit the new work performance requirements is one of the greatest challenges for libraries. Machines cannot be effectively utilized and service may not be improved if the existing staff is not able to properly handle the new equipment acquired by any library. Staff must be trained either through an appropriate contract with the firm facilitating the supply of an equipment or through their deputation to relevant institutions providing short training for library staff pertaining to developments in information technology.

7. **LIBRARY PERSONNEL**: Adequate, trained and motivated staff is central to the matter of vitalizing the college libraries. The college libraries are expected to provide user education, interpret reference books, prepare bibliographies, undertake documentation and indexing work and act as an active partner in the teaching and research programmes of the college.
The quantum of staff required for a college library depends upon various factors like-total book stock, annual addition of books, total number of periodicals currently subscribed, number of students and teachers on roll and the library timing, total number of books and periodicals documented and bibliographies prepared, quantum of reference service provided etc.

Well qualified and adequate number of library personnel is a must to provide consistent and efficient services. Smooth and efficient working of college libraries requires a mixture of professional, semi-professional and non-professional staff on its roles.

The establishment of the university grants commission (UGC) by a statute in 1956 is an important landmark in the growth and development of higher education in general and of university and college libraries in particulars, in the country. The first chairman of the UGC, Dr C.D Deshmukh was himself a scholar and lover of books. To give proper direction to the development of college and university libraries be appointed a library committee in 1957 ‘to advise the commission on matters relating to the proper functioning and management of libraries’ with Dr. S.R. Ranganathan as its Chairman. It was the first time that the Government sought advice from professional libraries regarding the concrete steps which should be taken to
ameliorate the plight of university and colleges. Both Dr Ranganathan and UGC library committee have give formula for personnel in libraries. They are as follows :-

7.1. **RANGANATHAN’S STAFF FORMULA** :- In the year 1948, S.R. Ranganathan evolved a staff formula on the basis of his experience in the Madras university library. His formula for staff of different sections is as follows :-

1. Book section : One person for every 6,000 volumes added in a year.
   \[ SB = A/6,000 \]
2. Circulation section : One person for every 1,500 gate hours for a year.
   \[ SC = G/1,500 \]
3. Librarian and his deputies : One person for every 1,500 working hours in a year.
   \[ SL = HW / 1,500 \]
4. Maintenance section: One person for every 3,000 volumes added in a year.
   \[ SM = A / 3,000 \]
5. Periodical section : One person for every 500 periodicals taken in a year.
   \[ SP = P / 500 \]
(6.) Reference section : One person for every 50 readers in a day
\[ SR = \frac{(R/50) \ W}{250} \] for 250 days in a year.

(7.) Technical section : One person for every 2,000 volumes accessioned and one person for every 40 periodicals documented in a year.

FORMULA FOR TOTAL PROFESSIONAL STAFF :

\[ S_b + S_c = S_L + S_M + S_P + S_R + S_T \]

FORMULA FOR NON-PROFESSIONAL SKILLED STAFF :

\[ = \frac{\{3(A+20 \ D) + 2(G+3P) + 2W(H+6) \ [R/50]\}}{3,000}. \]

\[ B/30,000 + (S/100). \]

Formula for unskilled staff :-

\[ S_B/4 + S_C/2 + S_L + S_M/4 + S_P/2 + S_R/8 + A/20,000 + D/500 + B/60,000 \]

\[ + (S/100) / 4 + V/30,000 \]

\[ = \{27 \ A + 2 \ (B + 120 \ D) + 40 \ (G+3P) + 30,000 \ (S/100) + 4V + 2W \ (40A+3) \ (R/50)\} 12,000. \]

**HERE :-**

A = No. of volumes accessioned in a year.

B = Annual budget allotment in Rupees.

D = No. of periodicals documented.
G = Number of gate hours for a year (1 gate hour = 1 counter gate kept open for one hour.

H = Number of hours the library is kept open in day.

P = Number of periodicals currently taken.

R = Number of readers per day.

S = Number of seats for readers.

V = Number of volumes in the library.

W = Number of working days in a year.

SB = Number of persons in book section (Book section, here means the book Selection and order section)

SC = Number in circulation section.

SL = Number of persons as Librarian and his Deputies.

SM = Number of persons in maintenance section.

SP = No of persons in periodical section.

SR = Number of persons in Reference section.

ST = Number of persons in Technical – that is classification and cataloguing Section.
7.2. UNIVERSITY GRANTS COMMISSION’S STAFF

FORMULA FOR THE LIBRARIES :- The university grants commission (India) published the report of the library committee appointed in 1957 under the title “university and college libraries” in the year 1965. Dr. S.R. Ranganathan was the chairman of this committee.

(1.) BOOK SECTION : One person for every 6,000 volumes in a year.

(2.) PERIODICAL SECTION : One person for every 500 current periodicals taken.

(3.) DOCUMENTATION SECTION : One person every 1,000 entries prepared in a year.

(4.) TECHNICAL SECTION : One person for every 2,000 volumes added in a year.

(5.) REFERENCE SECTION : One person for every 50 readers.

(6.) CIRCULATION SECTION : One person for every 1,500 hours for which one wicket gate of the library Has to be kept open in a year.

(7.) MAINTENANCE SECTION : One person for every 6,000 volumes added in a year, one person for every 500
Volumes to be replaced in a day, and
One person for every, 1,00,000 volumes
in the library.

(8.) ADMINISTRATIVE SECTION
Minimum of one library accountant, one
steno-typist and one correspondence clerk

(9.) SUPERVISORY
One Librarian and one assistant or Deputy
Librarian, and

(10.) UNSKILLED STAFF
One clearer for every 30,000 volumes in
the library, One attendant each for 6,000
volumes added in a year for every 500
periodicals taken and for each of the shifts
in the circulation section, besides unskilled
and the semi-skilled workers normal to any
institution.

7.3. LIBRARY STAFF FORMULA FOR COLLEGES IN U.P.:
As mentioned earlier, the maximum number of colleges in the state are
governed by the private management. There was no fixed staff formula for
them in the past. The government was not responsible for payment of salaries
of the college staff. The appointments in libraries were made according to
needs of the individual colleges. The number of the staff in the libraries ranged
from 2 to 25. The position held by them is as follows :-

Librarian – Assistant librarian – Library clerk and Library Attendant / Book lifter

After the state government took the responsibility of paying salaries to the college staff in a state, the following staff formula notified under order No. 4557/15-62 (110-3(30)/80 dated 14.3.84 was adopted by the government:

**LIBRARIAN**: One post in each college.

**DY. LIBRARIAN**: One post in the college having more than 1,000 students, with provision for one additional post in the college which have the strength of 3,500 or more and have post graduate departments in at least three subjects.

**CATALOGUER**: The college having three post-graduate departments will have the post of cataloguers on the following norms:

(a.) One post in the college having more than 1,000 students on roll.
(b.) One additional post in the colleges having more than 4,500 students on roll.

**LIBRARY CLERKS IN THE GRADES OF ROUTINE**

**CLERKS:**

(a.) One post in the colleges having more than 300 students.

(b.) One additional post in every 500 increase in the strength of students after 300 but there where is book-bank, one additional post will be allowed on every increase of 400 and not on increase of 500 students.

(c.) There will be one additional post of clerk where there are twenty or more registered PhD students along with the teachers of the concerned.

**LIBRARY ATTENDANTS OR BOOK LIFTER (in the scale of class IV employees).**

(a.) One post at the beginning.

(b.) One additional post on 300 students.
(c.) After 300 students, on every 500 increase in the number of the students one additional post but where there is book bank the increase will be at every 400 students.

BOOK BINDER (in the scale of class IV employee)

One post in the college where the number of students is more than 1,000.

8. PROCEDURES OF SELECTION AND RECRUITMENT OF STAFF IN COLLEGE LIBRARIES :- In Indian college libraries, selection of library personnel, including that of the librarian, is done through advertisements followed by interviews held before a properly constituted selection committee consisting normally the principal of the college, one or two senior members of the staff and two or three library experts. But the practice for inclusion of these persons differs from college to college. For junior posts, the number of experts is reduced to two or at times even to one.

9. PLACEMENT :- A Survey of various college libraries in different parts of Uttar Pradesh revealed that a number of professionals did not get jobs
commensurate to their qualifications. Their areas of specialization may not be compatible with the work assigned to them in the college libraries.

10. **TRAINING** :- The adoption of information and its absorption for upgradation of library resources and services, recurring training of library staff is very essential, unless and until there are periodic training and retraining programmes for the staff of a modern library, manpower development in the library system will not be possible. Therefore, it is necessary that a library professional is properly trained through various refresher and orientation courses in order to keep abreast of the latest techniques in the field of information handling.