Chapter 7: Model for Modernization of DTE Libraries

7.1 Introduction:

The building of a library is a place for acquiring knowledge, and a place where one gets the information for his or her studies or research work. Hence the library has a unique importance. The applications of ICT have reshaped the libraries since new technologies are more powerful in collecting and disseminating information. The impact of internet and other technologies have resulted in libraries changing their practices so as to be up to date in the professional activities. The awareness of technology, internet and its capabilities are slowly acknowledged by users and accepted by library professionals. The emergence of networked information services is challenging traditional forms of academic information delivery.

A modernized library has a number of factors to be considered. Today’s modernized library has multiple advantages over the traditional library. The new technologies have made a drastic impact on the functional systems of libraries. The daily introduction of new technologies over the computer and the internet has carried information science to unimaginable levels and a different world altogether. Since a library is an information provider agent, the changes taking places in computer, internet etc. has a direct impact on libraries. Through the internet users have access to information, place without even visiting the library. A numbers of tools are available to access the required information at any place and also to interact by expressing your views to the information made available. Library operations are covered by several kinds of software which are performing almost all the operations of the libraries.

Bansal (2010) opines that the use of different technologies like internet, networking technology, storage, scanning, barcode / RFID, digital and web pages of libraries work as vibrant tools for the librarians for better information storage, and dissemination of information and communication. Web technology helps in resource sharing among libraries and plays an important role in modernization of libraries. Graves and Martin (1998) also opined that organizational changes such as downsizing, reinventing the organization, mergers, and customer-focused services are to be considered while re-engineering libraries. Re-engineering is reinventing the
way one does business, by stepping back and examining values, goals, and the system processes used to meet these goals. Process redesign is often an outcome of this evaluation. However, the customer remains at the center of each process, with systems being redesigned to meet customer needs and demands. While re-engineering the steps considered are examining the current process, users expectations, information seeking behavior ISB, preferences and based on these, the process is redesigned. It is a practice to modernize the libraries but it is not simple, unless every library professional develops action plans.

7.2 Essentials for Preparing Action Plan for Modernizing Libraries:

Action planning typically includes deciding who is going to do what and by when and in what order for the organization to reach its strategic goals. The design and implementation of the action planning depend on the nature and needs of the organization. After identifying some critical needs of the community through survey, a time comes to translate needs assessment into directions i.e. to prepare a plan for modernizing library.

7.2.1 Developing Action Plan:

While developing action plan the following aspects are covered:-

1. Understanding mission and vision of the organization

2. Identifying critical needs of the users

3. Translating needs in to priorities and preferences

4. Specifying the actions needed to address each goals, and responsibility statement for completing each action and timeline for it.

5. A library's action plan specifies the relationship between it and the organization's overall, top-level action plan

a) While fixing the components of the action plan. A Mission Statement of organization and library (Role of library to support the organizational goals) is properly defined and covered. The Elsevier Foundation (http://www.elsevierfoundation.org/innovative-libraries/how-to-apply/) also supports
the efforts of libraries to enhance the quality of services. Libraries of the modern age have to develop new and sustainable program which suits for mission like:

- Programs to enhance library infrastructure, technology or information services.

- Programs that expand library information resources developed through digitization or preservation of information.

- Training and education programs for library staff, students or researchers, contributing to sustainable improvements in the library's capacity to provide information.

- Partnerships between libraries in developing institutions and also similar institutes. (Partner organizations include libraries, learned societies, universities, inter-governmental organizations and other non-profit organizations etc.)

- Preference given to innovative ideas, partnership collaboration, budgets tied up with measurable outcome and building network across institutions etc.

- Plan must cover objectives and key activities suited to goals and timeframe and implement such plans for modernizing libraries

Thus action plan must contain innovative new ideas which must be sustainable also. The programs included in the action plan and programs must be measured and evaluated regularly. The components of the action plan must be discussed by many researchers.

7.3 Action Plan:

Action Plan is a sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan has three major elements:-

1. Specific tasks: what will be done and by whom.

2. Time horizon: when will it be done?
3. Resource allocation: what specific funds are available for specific activities.

Action Plan: http://www.businessdictionary.com/definition/action-plan.html#ixzz1wvpSniQk

Action planning is a process which helps in focusing ideas and to decide what steps needs to be taken to achieve particular goals. It is a statement of what you want to achieve over a given period of time. Preparing an action plan is a good way to reach to objectives. (What is action planning: http://www.kent.ac.uk/careers/sk/skillsactionplanning.htm). The process covers identifying achievable objectives, prioritizing tasks, identifying steps to achieve goals, fixing time frame.

While deciding action plan it is necessary to find:-

- Existing status
- What is to be achieved?
- How to achieve?
- What action is required?
- Evaluation of progress

The steps involved in action planning are:

- Define clear objectives
- Benefits to be achieved by it
- Start with what to do
- Define clearly steps to be taken to reach the goals
- Fix the end point of the action to be done
- Priority to initiate tasks
- Review the progress

While developing action it is necessary to elaborate objectives, purpose and which action needs to be taken.
7.4 Action Plan for DET Libraries (Ministry of Defence)

Existing group of DTE libraries managed by Ministry of Defence have a traditional basis. However, keeping in view the changing trends it is necessary to adapt new practices based on use of ICT. It is not so easy to change the face of libraries, but it is necessary to adapt to modern trends and have a definite action plan to apply it in practice. An action plan provides guidelines for the development of libraries from traditional to modern in a phased manner.

An action plan is nothing but listing of all the activities to be performed by the library and outline the strategic movement. An action plan is necessary to satisfy the goals of the organization. Unless a written plan is available, it is not advisable to undertake the work of modernization. While defining the best plan for modernizing the DTE libraries, following aspects need to be considered.

7.4.1 Components of the action plan: Components of the plan covers mainly three aspects like Assessing needs and mission of the organization, planning improvements and finally implementing and evaluating the results. Mission statement is an important aspect indicating the goals of organization and a clear statement about the purpose of the library and its function and what is to be achieved. The main purpose of the library is to support the mission of the organization. To satisfy the mission of the organization, an action plan is essential. Action plan is a step-by-step action, which contribute to achieving the identified objectives. Actions may range from short-term to long-term and depends on ongoing tasks. Action plan defines actions to be taken and responsibilities and the time required to achieve them. Planning improvements covers prioritizing goals based on need, a timeline for implementing improvements, budgetary requirements and responsibility for meeting each improvement goal must be assigned to.

In brief the strategic plan for the DTE libraries need following:

a) Mission: In general mission of all the DTE libraries is to cater services to the new entrants in defence sector and train them in defence education with the intended purpose of national safety. All the three wings of the armed forces are made stronger and up to date by using the
technology. The purpose of the library is to acquire process, stack and retrieve the information as well as provide reference and information services to users from libraries. To perform all these activities and functions in libraries, a proper action plan helps a lot and an action plan is nothing but the way the library contributes in executing the action in the libraries.

The aim and objective of any DTE library is to provide information and make the military stronger to protect the nation. To satisfy this there is a need to support by library by developing a proper strategic plan.

b) The strategic plan of DTE libraries includes appointing a committee of experts. The committee reviews the existing situation and suggests the methodology to upgrade libraries in DTE. The librarians of DTE need to formulate a network of DTE libraries for the purpose of DTE library development network as these are very small in number.

c) While developing future plan for DTE libraries the purpose of these libraries which is to impart defence education and training and provide better services to users, is to be kept in mind. The existing structure and practices of these libraries are changing slowly and only a few libraries are automated in this area. The collection is specialized and distributed throughout the country and needs to be consolidated to avoid duplication. Library services are limited. There is a need to improve the services. Use of ICT is not to the mark and there is a need to accept the technology to gather and disseminate information.

d) DTE libraries are playing a unique role in national safety. There is a need to modernize these libraries using ICT and networking among these libraries.

e) The development plan needs to cover space, modernization, ICT applications, use of e-resources, networking of libraries, database developments etc. The plan is to be properly developed considering the future trends and user needs assessment. The plan is to be revised and modified regularly. The library committee appointed has to look in to the
strategic plan and formulate it as a guiding document. The plan is to be long term and suited to the budget.

f) The plan needs to be successfully implemented and reviewed. The collection development policy and library manual is to be prepared. Similar user and staff training programs are to be conducted to develop awareness in modern practices.

**Objective:** Plan for modernizing DTE libraries.

**Purpose:** To manage proper collection development and provide better information services to users from these libraries to meet the user needs. Modernization of libraries may change the practices and support ICT applications for collecting and disseminating information.

**Actions required:**

1. Assessment of existing structure and function of DET libraries. (Librarian and library committee reviews the current situation and list the practices and its drawbacks.)

2. Review the trends in library profession and plan to modernize DET libraries.

3. Appoint a committee consisting of experienced members from other libraries.

4. Plan for reorganizing structure.

5. Prepare a sketch plan.

6. Approval of plan.

7. Collection Development: Though collection of these libraries may differ but it must house the essential collection in every library. The core collection is essential and the reference collection can be shared with essential other institute in DTE/Organization.

8. Prepare a written collection development policy for libraries suited to both traditional and digital modes and attain economical purchase through e-
publications and consortium. Expand the subject areas relevant to user needs. See that the collection covers multimedia resources too.

9. Develop and maintain a collection of information resources, which supports the educational programs of DTE. For this purpose collaborate with faculty staff in building the Library's high quality collections relevant to DTE.

10. Organize, acquire resources properly for retrieving information and arrange materials in logical, usable ways in network environment also.

11. Prepare a plan for automating DTE libraries. Selection of library management software for implementation and working. Technology replacement plan is also required to keep the DTE in operation and fit for proper use of technology.

12. More use of E-publications and internet based resources to be initiated.


14. Provision of remote information gathering and development of DTE libraries network.

15. Provision of quality information services and ensuring proper access to information resources in group of DET libraries as well outside the network.

16. Membership of learned institutes/libraries for resource sharing

17. Development of extension, literacy programs and awareness programs for the users e.g. new resources added, searching information online, internet browsing techniques, use of digital collection, etc.

18. Library staff motivation

19. Performance Expectations: Performance expectations describe a specific capability to improve or acquire. For DTE libraries, librarian has to identify and explain the achievement of each expectation and method for its measurement.
20. Professional Development Activities: This covers gaining expertise in work, development of new initiatives and innovative concepts, cost effectiveness, user surveys, adaptation of new technology, information seeking etc.

21. Information Services: Development of a variety of a user-centered, approachable, and pro-active information services to enable library users to use information resources more effectively, development of virtual reference service, online searching of databases and OPAC's. Provide DTE users with proper access to materials essential for learning and contributing in the field.

22. Training Facility: Both users and staff to be aware of new information products and its usage. Adequate and qualified existing staff trained for providing qualitative library services is to be recruited or developed in DTE. Deploy library staff for training programs to manage the trends in profession like learning about technology, continuing education, professional involvement, and scholarship programs.

23. DET libraries have to act as an information gateway for information resources by developing library web pages. Assess the library and organization mission statement and action plan annually and survey overall user satisfaction using a survey or any suitable method.

7.4.2 Implementation and plan

Before developing a plan it is necessary to review the libraries to understand the existing situation and what is to be implemented to update the library with current situation. The researcher conducted a survey of libraries distributed in the country under DTE group. Based on the data collected from these libraries and analysis of it, it is noticed that these libraries need re-engineering. For this purpose action plan is to be prepared. From the analysis of the different action and strategic plans developed and presented after careful study the researcher presented an outline of the plan for the DTE libraries.

The first task before preparing the action plan is to review the present situation of the DTE libraries. The researcher circulated a questionnaire among DTE libraries and based on the data collected it was revealed that DTE is an important area in defence.
sector and the libraries therein support the development of three wings i.e. army, navy and air force by providing information. The libraries in this area are at the cross roads and have to be modernized.

After analysis the next task is to form a group of library experts as committee for modernization. The experience of the experts counts in terms of developing the action plan. They suggest the methodology to improve the library performance. The discussions cover the emerging trends and practices followed in different libraries. The technology use, funding structure and implementation of new ideas need review and discussions.

At the third stage the committee discusses strategic issues like collection development, application of technology, resource sharing programs, customer focused library services, staff position and expanding the awareness of users and library staff etc. The various options are discussed in detail and beneficial options are selected. These activities relates to vision and mission of the organization and library. For DTE organization mission is to train the defence entrant, whereas vision of the library is to provide information access to users who can get reading material, surfing net and discussion facilities in the library. The mission of the library is user satisfaction; qualitative services to users and proper resource collection and it management in an economical manner. The goal of DTE libraries is to modernize libraries and provide better facilities to users by building library networks.

Different action steps are required to achieve mission and goals e.g. the goal set is to expand the scope of library services and for this action required is to enhance services using ICT, SDI, and alert etc. Similarly another goal is to improve the communication among users. This needs actions like bringing out newsletters, emails, chat, and use of web tools. Resource sharing needs action like consortium, ILL, etc. Staff development action to be taken by librarian is continuing education, training programs, etc. Applications of ICT needs action like identifying new technology, learning new technology, training staff or appointing IT personnel. The success of libraries are measured by analyzing user satisfaction, use of information resources, statistics of activities, visitor records, reference queries solved, use of
library web site, new membership etc. The detailed analysis of each comport is to be reviewed properly which initiating action.

1. Identification of key areas
2. Identify user needs and expectations from libraries
3. Develop written collection policy for DTE libraries for proper collection and avoid duplication
4. Initiate e-publication in collection (Economic)
5. Enter into consortium for DTE libraries
6. Modernization plan for DTE libraries
7. Enhanced application of ICT in DTE libraries
8. Completion of Automation of libraries
9. Develop Web OPAC facility to share information among DTE libraries only
10. Digital library initiatives and digitization of rare documents
11. Use of internet and web tools for data gathering and sharing
12. IR for DTE libraries
13. Development of specialized collection databases
14. Development of portals (Subject)
15. New better reader services (CAS, SDI, Online search, CD-Rom Databases search)
16. Resource sharing plans

The modern library after execution of plan may have advanced facilities and functions carried out in library may support to RS consortium, ICT and proper collection development and library services, library management,

1. Basic physical facilities and amenities, adequate space and facilities in terms of Building proper natural light, modular furniture and IT infrastructure etc. The library space have traditional requirements like staff area, reading room, and acquisition, stack room, lending section, reference and text book collection area etc. with new requirements like seminar rooms, internet room, server room for E-publications preservation, safety measure equipments and etc.
2. Proper Collection based on user needs and objectives and mission of the organization, in terms of books, journals, and other forms of literature used by users.

3. Collection in print and digital resources as well as use of free sites on net.

4. Subscription to databases

5. Fully automated library using Library management software, reduces manual work and staff used for proper library management. Barcode and RFID create self circulation, OPAC helps in resource sharing.

6. IR in DTE libraries develop resource sharing and protection of intellectual assets

7. Web Page of library with detailed information and services to users

8. Use of Web Tools like Blogs, Wikis, RSS.

Table 7.1: Flowchart of Modernization
Few photos highlights of modern libraries may be as:

**Special Reading Area:**

*Figure 7.2; Special Reading Area*

**Lay out of a Print and Electronic Library:**

(Source: NCL / DIRC Plan)

*Figure 7.3: Lay out of a Modern Library*
Modern Library Layout:

Summary: Action plan is careful listing of actions for completing the task successfully. Written plan is essential. Skills are required to fulfill the plan. The goals
and actions set are discussed and time period is fixed for each task. There are
different ways to develop action plan. Strategic planning is an ongoing process. It is
not something, which can be done just once. The library committee has to update the
plan on a regular basis and also undertake a review. The main focus in the plan
covers collection development practices, information services, automation and
modernization, e-resource development, resource sharing programs, networking of
libraries, internet and web tool use, information services, and user and staff
awareness programs. All these are relevant to the objectives of DTE.

Action Plan gives an outline of a systematic approach for improving performance in
following years to come. The best action plan covers performance expectations,
knowledge base creation, skills development, user behaviors assessment and
reviewing user expectations, professional development programs, team work and
expert supervision.

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