CHAPTER-2

REVIEW OF SELECTED LITERATURES

2.1 Introduction
2.2 Citation with abstracts
References
2.1 INTRODUCTION

The concept of Human Resource Planning in academic libraries has been evolved from the Human Resource Management of Industries and business organisations. Human resource planning are concerned with two related but different areas. The first is the quantitative area, which examines the supply and demand of labour. The second is the qualitative area which is used for a statistical basis to examine the nature of job available at present and in the future and seeks to relate to the efficient employment of personnel.

"The importance of library and information science manpower in India has also risen considerably, particularly during last four decades"⁴. Thus the concept of human resource planning in Indian libraries is a new areas of studies and research. In the opinion of Sewa Singh "the literature on library and information science manpower started proliferating since the beginning of the 1980's only. Availability of more facilities, more opportunities, maturity of the profession and increase in the workforce might be the reasons for there being more contributions on the subject in literature"². But the availability of literature particularly on human resource planning seems to be scanty.

This review of literature reflect searches in Library and Information Science Abstract (LISA) database of INFLIBNET centre, Ahmedabad, Suchak database of National Informatic Centre (NIC), S.N.D.T. Women's University, Mumbai. Besides this manual searches of literature on various aspects of human resource planning, published in different sources such as journals, books, festschriffts, monographs, dissertations, theses etc. pertaining to both library science and management subjects have been carried out. Out of this only 65 selected articles/books have been presented for the purpose of review of literature. Many references are provided in this thesis by scanning library journals along with some publications in management literature.
However, it is interesting to note that in India, “till 1998, only 7 Doctoral work on Academic Libraries and 10 Doctoral work on Library Personnel has been awarded”\(^3\). But none of the Ph.D. or D.Litt. thesis deals with the human resource planning in Academic Libraries. Further, it is most interesting that till date no single literature is found on the human resource planning of academic libraries of Orissa or any other states of India, which is the most important component of library service.

Thus, even if in Indian context human resource planning in academic libraries is a neglected area of study and a good number of literature is not available on this, the investigator feels winsomeness for taking such a vital topic of great significance, lying unexplored.

### 2.2 CITATION WITH ABSTRACTS


   Discusses about the value of information in any society. Describes the impact of electronic age on library and library professionals which includes electronic publishing, CD-Roms, digital imaging, internet and networking and digital library environment. Highlights the position of library professionals in digital world. Suggests that librarians have to change their present role of custodians of knowledges to knowledge counsellors of tomorrow.

2. **BRIDGLAND(A).** *To fill, or how to fill: that is the question. Succession planning and leadership development in academic libraries.* *Australian Academic and Research Libraries.* 30, 1; 1999; 20-9.

   Discusses succession planning and leadership development as a part of human resource management planning in academic libraries. Planning the development and deployment of their human resource is a vital part of the
process and ensuring succession planning i.e. right people in right jobs at right
time is the key of human resource planning process. Highlights the advantages
and disadvantages of succession planning and the benefit of leadership
development to academic libraries.

3. SHUKLA (K H) and NAIR (Suresh). Competency in profession: A tool
to achieve for survival. In MOHAPATRA (M) et al., Ed. Information
management in Academic and Research Libraries. 1998. INFLIBNET
Centre; Ahmedabad. P.43-47.

States that to make professional activities effective and economic,
librarians should develop certain skills and competencies. Enumerates the
characteristics that are required for these competencies and for the growth of
librarianship in the information age. Also provides general observations on the
present state of affairs of the academic libraries.

4. SHARMA (P L). Exploitation of IT, Academic Libraries and Human
Resource Development. In MOHAPATRA (M) et al., Ed. Information
Management in Academic and Research Libraries. 1998. INFLIBNET
Centre; Ahmedabad. P.27-30.

States that IT involves computers, electronic medias, satellite,
telecommunications and storage devices and has made a deep impact on
academic libraries. Discusses that academic libraries in India still face several
challenges due to emergence of IT. Lists all these challenges and deals in detail
about one of the foremost challenges i.e. manpower development in the context
of IT. Discusses the provision of raising facilities on IT in the library schools
which includes change in curriculum, short-term courses, refresher courses,
workshop, seminars, conference etc. Suggests that the librarians have to play
effective role in future for the survival of the profession and professionals,
otherwise they will be replaced by a new group of IT professionals.

5. BERNBOM (G). Institution wide information strategies: a CNI

 Discusses in detail the theme of the Coalition for Networked Information
(CNI). The Institution wide information strategies (IWIS) project was conceived
by CNI as an initiative at the intersection of two forces in education and research i.e. the rapidly changing network platform (which includes telecommunication networks, network centric computing and networked information resources) and the emerging network organisation. Critically analysis how CNI can assist the higher education community in understanding, describing and promoting institution wide strategies for networked information resources and service development across five major dimensions such as technology platforms; financial resources; organizational and human resources; policies and practices; and strategic alignment.


Discusses about Ranganathan’s fifth Law ‘Library is a growing organism’. Described about the need for leadership, competent staff, team work and synergetic tactics. Suggests that with the introduction of TQM techniques, empowering the library personnel is very important.


Discusses the role and importance of student assistants in libraries. Considers the issue of managing student employees in academic libraries in USA in the context of the increasing diversity of the US workforce. Stresses that library managers must not only assist student employees in their endeavours to face the new challenges but must also learn to manage that diversity. Provides a number of practical suggestions on managing and supervising in the context of this diversity.


Discusses the issues devoted to the role and importance of student assistants in libraries. Outlines the elements which would compare a student
employment manual such as institutional and internal guidelines, policies and procedures of student employment.


Discusses the way that higher education library services are viewed, planned and managed and argues that it must change radically if they are to survive and thrive in future. Highlights the need for stronger management and more confident involvement in institutional planning and organisational change due to advances in technology, economic and political pressure etc. Discusses how electronic communication will transform service provision, offering new roles and responsibilities to information intermediaries. Argues for effective communication between library, computing and academic staff to ensure responsive services. Suggests for new resource model to take account of diverse customer needs and different modes of delivery. Organisational structures and management styles must change to meet future needs and human resource development must be given higher priority.


Supports expansion of report on human resource management in academic libraries for Joint Funding Councils Libraries Review Group, a report published by John Fielden consultancy. Considers the effects of a developing environment on Library and information staff. Identifies key themes of some reports and provides a few examples of best practice. Argues for the implications of these reports both within their library and information service and with senior staff in their institutions.

Analyses the role of the staff development and training manager in order to demonstrate how far university libraries are adopting the integrated approach to all aspects of human resource management and to what extent human resource management is part of their strategic management processes. Presents evidence of an planned, proactive approach to the management of the function and a trend towards the integration of staff development and training and human resource management in university libraries.


States that the changes to university library and information services within the context of wider changes in higher education have resulted in new demands on human resource management. Argues that schools of library and information studies can offer support to LIS through research and consultancy through the development and delivery of education programmes.


Discusses the criticisms of Fielden report and shows that some of these stem from misunderstanding. Amplifies some of the key points to relating to the future roles of library and information staff. Reaffirms the belief that in some institutions the distinction between professional and non-professional staff acts as a barrier to the flexible use of people, which will be main function of human resource manager in future.


Discusses a number of issues raised in Fielden report into the staffing of and staff management in academic libraries in the UK. Examine the issues such as importance of strategic planning, need for top management commitment, need for training etc. in relation to current practice in such libraries, giving examples
as an aid to planning the future. Also covers the topics of grading and staff labels.


Analyses the literature on various aspects of library and information manpower published in Indian sources such as journals, books, anthologies, monographs, seminar papers etc. Also attempts to analyse the contributions made by librarians, library & information science teachers, researchers and others. During analysis, covers various aspects of manpower such as academic status, job performance, job description, job evaluation, qualification, salary, selection, service conditions and staff formula etc. Analyses these parameters on the basis of four factors such as chronological scatter, subject scatter, article scatter and authorship pattern. Concludes that the survey reveals that literature on library and information manpower started proliferating since the beginning of the 1980s only.


Discusses the changes that have taken place in matters relating to library management and library staff. It includes clarification of the roles of library staff, equal opportunities, workforce planning, employment issues, recruitment and selection, career development with specific reference to academic libraries and special libraries.

Discusses the present scenario of staff development in university libraries. Highlights the changing demands on librarianship and mentions different conflicting views on librarianship. Analyzes the concepts underlying the staff development. Suggests the staff development plan in the context of networks and application of computers in libraries. Argues that the major directions of change which demand staff development are computerisation and networks.


Reports the result of a questionnaire survey of professional staff of college and university libraries of Delhi to determine the incentives given to or perceived by the staff. Analysis revealed that the top four incentives ranked by professional staff were recognition of work done, good opportunities for promotion, treatment of work done by professional library staff and adequate earnings. Results also reveals that there is a statistically significant agreement in the rank order of incentive item among the various subgroups of Librarians.

20. PETTAS (William) and GILLILAND (Steven L.). Conflict in the large academic library: friend or foe? *Journal of Academic Librarianship.* 18, 1; 1992; 24-29.

Identifies various types of conflicts in university and large academic libraries. Highlights some of the seminal contributors to the development of conflict theory and describes the broad range of library conflicts, the value and danger of these conflicts and some of the techniques available for lowering or raising the level of conflict.


States that different cultures and value systems that are brought into libraries by different types of professionals can create problems, tensions and conflicts between non library professionals and professional librarians in library
organisations. Provides some solutions from the organisational perspective as well as the reward systems that can be used at their individual levels.


States that some of the human resource management issues of academic and research libraries are specific to librarianship and reside on a professional wide level such as recruitment of talented, qualified individuals to the profession, adequate pay for the level of knowledge and skill required by library work and the nature of library education. Discusses on human resource management and development programs. Describes on organisational initiatives which includes planning for human resource management and development, organizational structures etc. and organisational culture. Highlights on staff skills initiatives which includes the challenges to managers, developing the individual etc. Concludes with suggestion that if academic and research libraries wish to attract and retain staff capable of performing effectively in the changing environment of 21st century, much more will have to be done in the area of staff training and development.


Discusses the curricular development of library and information science school. Proposes a set of competencies developed from an examination of the staffing needs of a model future research library.


Describes an education model of staff development, the Readiness, Planning, Training, Implementation and Maintenance Model (RPTIM). Concepts in the model are related to a broad overview of current staff development and
continuing education efforts in academic libraries. Discusses the survey results of staff developers in Association of Research Libraries (ARL). Also indicates the opinion of respondents that existing staff development programmes generally do not meet the criteria of staff developers which should be part of the libraries programme.


Attempts to identify the role and impact of information technology on library and information science activities. Describes the changing scenario in the profession of library and information science due to impact of emerging information technology. Identifies the knowledge and skill requirements in LIS personnel to interact with the changing environment and suggests the measures for development of the same to meet the present and future challenges in the profession in the context of emerging technologies.


States that although conflict arises in libraries as well as in other organisations, conflict management has not been part of formal training in librarianship. Explores conflict management and its application for the academic library.

27. ANTWI (I K) and NWALI (L D) staff development of librarians : the case of ATB University Library, Nigeria. *Library Management.* 11, 6; 1990; 30-34.

Provides a brief overview of the concept of staff development and discusses in details the various staff development efforts of librarians by ATBU Library, Bruchi. These includes staff orientation, meetings, inservice training, seminars, etc. Also includes other aspects like professional activities, sabatical
leave, library research etc. Advocates that staff development should aim at staff retention through the provision of incentives for staff.


States that personnel administration is a relatively new specialised function in libraries and because of this there are wide areas of disagreement as to its proper role and functions. Discusses the position of personnel office and its changing role in academic libraries.


Discusses that the existing staffing pattern for serials administration has always neither been realistic nor been appropriate for the production of optimism outputs for its target group. Attempts to frame a staff model for serial administration basing on time-factor, which may suit to Indian situation. Suggests that this staff model does not claim any total accuracy and it should be examined in wider dimension before taking any positive approach.


Discusses entry level recruitment to library organizations in the light of the complex labour pool. Suggests for better techniques to accommodate both employer and employee goals. Presents the need for clearer articulation of specializations to facilitated targeted preparation of new entrants as a strategy to develop a broader cadre of entry level personnel.


States that the staff allocation is explored from an organisational perspective. A rationale for the allocation of professional and classified staff is
purposed and considered in relation to the strategic goals of the library. Examines the social and political factors on the allocation of staff.


States that compensation is what employees get in exchange for their work. The adequacy of the compensation has great impact on the ability of an organization to meet its goals. Describes that inadequate compensation leads to poor performance, absenteeism, excessive turnover, grievances and strikes. Although such problems will never completely disappear, morale can be positively affected if an organization has formulated and disseminated its compensation objectives. Provides background on a complex personnel speciality rarely cover in library schools. Covers the fundamentals for designing and administering a compensation programs. Gives emphasis on job evaluation systems, merit based reward systems, compensation administration and current issues and problems in compensation management including governmental and societal influences.

33. BASAK (Nanda Dulal) and DAS (Binod Bihari). Manpower planning in a higher learning institute library : A case study. In KAPOOR (S K) and CHATTERJEE (Amitav) Eds. Manpower planning for Library and Information System in India. 1989. IASLIC; Calcutta. P.25-30.

Describes about the level of demand, rate of loss, replacement policies of manpower planning in higher learning institute. Discusses the need of manpower planning. Suggests a manpower planning model on the basis of a case study which had been undertaken at the Indian Statistical Institute Library, Calcutta. Identifies different steps involved in manpower planning.


States that performance appraisal is a personnel management tool and its use in organisations can be advantageous if certain basic rules are observed.
Examines the appraisal system of two university libraries and describes the result critically. Identifies the information categories generated by this performance appraisal programmes and their possible use in personnel management. Supplies an extensive idea of the advantages associated with the evaluation of staff in academic libraries. Suggests that structured discussion and consultation on a regular basis are necessary for successful implementation of appraisal systems.


States that the efficiency and effectiveness of libraries and information centres largely depend on the competence of the staff and the facilities and environment provided for their work and development. Discusses about the existing personnel in these centres and the potential for training manpower. Presents the survey results, carried out on different L & ICs. Examines McGregor’s Theory X and Y and other motivation theories. Suggests some point for best manpower planning.


Discusses about the objectives, services and manpower of university library. Highlights the changes in information environment. Identifies the areas of computer applications in university libraries which includes house keeping functions and information storage and retrieval. Suggests the need for continuing education in library and information science to cope up with the changing university library environment.


Discusses about the need for modernisation in university libraries. Identifies the important aspects for computerisation which includes areas to be
computerised, hardware, software and manpower training. Analyses the existing facilities for manpower training and suggests for its future planning.


Describes about the types of academic libraries and manpower needs in it with special emphasis on present academic library situation. Makes an indepth manpower studies and examines the manpower policy, manpower planning and manpower programme on the basis of administrative experience, users survey and literature available. Suggests the formulation of norms and standards of practices and programmes pertaining to manpower needs of academic libraries.


Discusses that the assessment centre technique, used for selection, promotion, or development of an organisation’s managers is being applied slowly in library settings. Suggests that unionised academic libraries may benefit this technique and any academic library can develop and operate a high quality, affordable programme by following some cost effective measures.


Discusses to develop a career action plan by combining five chief components of career development to develop career skills of librarians. Highlights the role of and an approach to career development. Describes different elements of an action plan and examines the negative and positive consequences of career development.

41. NARAYANA (G J) and DESAI (H G). Personnel standards for R & D libraries and information centres. Lib. Sc. with a Slant to Documentation. 24; 1987; 185-194.
States that personnel standards for Defence R & D libraries and information centres have been formulated taking an interrelated, integrated, function-wise approach. Evolves a work to staff relationship constant basing on the concept of Standard Library Unit. Suggests that the concept of Standard Library Unit can be applied to public and academic libraries for formulating human resource norms. Argues that personnel planning for libraries needs greater attention than given at present and the practice of entrusting charge of libraries to non professionals as part time assignment is harmful.


Attempts to point out the negligence shown so far towards the library staff's mental make up. Discusses background about the changing conception for the study of working community. Describes the motivation theories briefly. Highlights the causes of low motivation, gives suggestions for creating high motivation. Discusses the result of the survey of literature over the problems of library staff published in some LIS journals during 1975-85. Concludes with some suggestions for the development of the library staff.

43. PERDUE (Bob) and PIOTROWSKI (Chris). Supervisory rotation : impact on an academic library reference staff. *RQ.* 25, 3; 1986; 361-365.

Presents the results of a managerial rotation program in a medium sized academic library reference department. After meeting certain eligibility requirements, the librarian in this department take turns on a two year cycle serving as head of the department. Provides assessment of both merits and demerits of such plan using this case study as a model. Examines this innovative and collegial management technique on the staff, library and patrons.

44. BAILEY (Bill). Time management for information service. *Reference Librarian.* 14; 1986; 97-103.

Discusses the functions of the information service division of an academic library and states that when this task consumes too much time, it seems that
information service personnel are unable to keep up-to-date and to make a valid contribution to the profession. Explains how the situation may be avoided through time management.


Discusses the possibilities to improve the availability of well-trained library personnel charged with the running school libraries in Zambia. Highlights the problems of school libraries and library personnel. Argues that school librarians must appreciate factors that affect the development of reading habits in children. Suggests ways of promoting formal library training and recommends the organisation of workshops.

46. WAINWRIGHT (Eric). Staff development and academic library management. *Australian College Libraries*. 1, 2; 1983; 74-78.

States that if properly co-ordinated, a staff development program is the single activity most likely to result in effective use of human resources. Reviews the definition, rationale, and staff development program. Suggests that commitment to staff development in Australian academic libraries is inadequate and needs to be properly recognised in the allocation of resources as a capital investment.


Discusses professional staff development and current practice in two academic libraries. Highlights the drawbacks, benefits and current state of the art. Indicates some possible future trends. Suggests some recommendations for professional staff development programmes.


Suggests that the introduction of library automation systems can be used to break traditional procedures and restructure staffing pattern. Presents an
organisational plan for a small academic library which gives each professional librarian responsibility for a subject area in terms of selection, liaison with academic, bibliography, computer-based reference, original cataloguing and integrates those library departments most dependent on automated systems. Argues that this will increases library professionalism by allowing all librarians to be seen as subject specialists by users.


Discusses about the survey which was conducted among the group of academic librarians included in collective bargaining units and a group of academic librarians not included in a collective bargaining unit. Highlights the purpose of the study i.e. to determine to what extent libraries are involved in a selected group of professional development activities and to determine if the extent of involvement varied significantly among two groups of librarians.

50. McLACHLAN (Johanne) and TRAHN (Isabella). Job sharing in academic library. *Australian Library Journal*. 30, 3; 1981; 77-82.

Describes the development of the concept of job sharing. Discusses the experiences of two librarians sharing a professional post in an Australian academic library. Analysis the advantages and disadvantages of job sharing from the view points of both sharers and employers.


Describes the manpower planning process in terms of analysis of the existing labour force, estimation of future losses to that labour force, estimation of future demand for staff and the integration of all these into a manpower plan.

States that leadership by those not in positions of authority in libraries has usually been discussed in terms of participation management. Discusses about different management models such as participation and feedback models, models of confrontation and risk taking, models for change agents, informal action networks and resource exchange networks etc.

53. BURLINGAME (Dwight F) and WOODS (Julia A.) Staff development and continuing education in the university library setting. *Journal of Library Administration*. 1, 4; 1980; 41-46.

Discusses the results of a survey carried out in 1979 to find out how university libraries responded to staff development. Also compares this result with those of a survey of 1976. Suggests that staff development programmes in university libraries still need further, growth in order to assist librarians in meeting the demands of 1980s.

54. BENEDICT (Forest C), BHERMAN (Paul M) and FINE (S). Implementing an integrated personnel system. *Journal of Academic Librarianship*. 6, 4; 1980; 2102-14.

Discusses the advantages of an integrated personnel system to academic libraries as developed by Fine. Describes the development of a task data bank made up of a statement for each task performed within the library and the drawing up of a task data sheet for each employee. Explains the use of such sheets in different personnel functions like performance evaluation, classification and job design, training and development etc. Indicates the way in which some part of the personnel system could be implemented by libraries without adopting the total system.

55. SANDHU (Sarbjit S). Improving personnel relations in the academic libraries. *Herald of Library Science*. 17, 2-3; 1978; 142-146.

States that in an era of budgetary stagnation, retrenchment and changing management styles, improved personnel relations in academic libraries are of the utmost importance to the successful accomplishment of the library goals and objectives by gaining the cooperation of employees, encouraging increased
productivity and helping them to obtain satisfaction from their work. Suggests that the key to all this is to understand people and to respect their dignity. Argues that library administration should create a good organisational atmosphere, so that the employees in their turn can help to fulfil the objectives of the library.


Highlights that the staff situation in Finnish College and university libraries, especially the new ones has worsened recently. Suggests that priority must be given to the libraries in greatest need.

57. DAS (Radhagovinda). Staff pattern in the college libraries of Orissa. *Indian Library Movement*. 5, 4; 1978; 107-110.

Traces the history of the salaries and status of Librarians in Orissa college libraries. States that in 1961 UGC fixed M.A.-Dip. Lib Science/B.Lib.Sc. as the maximum qualification for the post of college librarian anywhere in India, but the 3rd pay committee recommendations for librarians were not implemented by the State Government. This is also same in the 4th pay committee. Urges a review of present terms and conditions of service.


Discusses this topic in two parts. The first part deals with the organisational framework which includes the chapters such as administrative structure, style of management, planning and budgeting, communication and unionisation. The second part deals with the human aspects which includes chapters such as recruitment, providing satisfactory conditions of service, training, promotion and performance appraisal and the problems of staff members.

59. DESHPANDE (K.S.) and BYADGI (T.L.). Staff pattern in the University and college libraries. *Timeless Fellowship*. 10; 1975-76; 45-54.
Discusses the recommendations of Radhakrishna Commission, Ranganathan Committee, UGC report on staff structure and formula. Highlights the need for wide revisions to present staff structures due to the developments in the field of knowledge, research and information dissemination. Suggests a staff pattern to suit present university library needs based on five sectors such as acquisition, technical processing, readers services, documentation and other special services. Since implementation of such a structure would be phase wise, suggests for modification of Ranganathan staff formula and its implementation.

References

