PLAN OF LEGAL INFORMATION SYSTEM FOR INDIA WITH PARTICULAR REFERENCE TO ANDHRA PRADESH

"The analysis activity is an attempt to determine how an operation now works, design is the attempt to create the best possible operation from both existing and new pieces."

- Thomas Minder
CHAPTER VI

PLAN OF LEGAL INFORMATION SYSTEM FOR INDIA WITH PARTICULAR REFERENCE TO ANDHRA PRADESH

A law library is distinct in itself, for, it is by nature, a reference library. Mainly it is a reference library where one reference leads to another and, therefore, a reader may have to consult a number of books simultaneously to solve a problem. The legal literature have to be brought up to date keeping pace with the latest changes taking place in the subject field of law. It is in this context, there is a need for testing the efficiency of the existing system and planning new systems incorporating modifications and changes required in the system.

The present study having focussed its enquiry upon the importance of law libraries, historical account of the Indian legal system, legal literature, National and International Information systems in Law, information needs of the legal professionals and such other related areas, is now set to probe into the existing law library system in India and to analyse the system in question.

The objectives of the present system analysis are:

1. To define the present goals and objectives of the system;
11. To define the structure and functioning of the various subsystems of the existing judicial law library systems; and

111. To examine as to the validity and utility of the present system so as to suggest alternative system to suit the purposes of Legal Profession in India today.

In order to accomplish the above objectives, the study proceeds further to analyse the existing judicial law library system following the steps involved in the Scheme of system analysis which are enunciated in the following pages.

Scheme of System Analysis of Judicial Law Libraries

The steps involved in the Scheme of System Analysis can be summed up as under:

Step 1: Defining the objectives of the present system;

Step 2: Defining the organization structure of the existing system;

Step 3: Identifying the constraints, if any, in the existing system; and

Step 4: Prepare Plan of Judicial Law Library System incorporating the modifications, changes required in the existing system.

These various steps are derived from the System Analysis and Design Cycle which is shown in chart No. 5.1.
Note: Boxes B and E represent the same functions in successive cycles.
Boxes A and D represent the same functions arising from successive reviews.
Boxes C and F represent systems in successive cycles.


Chart No.6.1: System Analysis and Design Cycle
6.1. SYSTEM ANALYSIS - STEP WISE

The step-wise analysis of the existing law library system in India, starts with defining objectives of the present system.

6.1.1. Objectives of the Judicial Law Library System

The judicial law library is a specialized library attached to the judiciary. Therefore the various functions and services of the library should be based on the objectives of the parent organization that is, the judiciary and in general, the legal profession.

Based on the various objectives of the judiciary and legal profession of India, the implied objectives of the Indian Law libraries can be stated as follows:

1. Preserving the values of ancient system of the Hindu Law, the Islamic Law and the traditions and Indian heritage;
2. Providing speedy information to the courts to enable them to cause speedy justice;
3. Quick disposal of pending cases by providing relevant legal information to the judges and professionals in time;
4. Maintaining library services separately for judges and lawyers;
5. Purchase of books for the libraries after receiving recommendations of the library committee consisting of the Chief Justice of India and three other judges of the Supreme Court for the library of the Supreme Court;

6. Minimising costs of acquisition and maintenance of books and materials for the law libraries;

7. Offering a full range of readers' services like - preparation of necessary tools like catalogs, indexes, bibliographies and legal documentation in order to assist the users in obtaining the relevant legal information without delay;

8. Providing continuing education in law librarianship to the personnel untrained;

9. To cope with the space problem of the library; and

10. Keep pace with the emerging new information technology.

6.1.2 Existing Judicial Law library System in India: An Analysis of Organization and Structure

An attempt is made by the investigator to analyse the judicial law library system as it exists in India. For this purpose, the systems of organization of Supreme Court library and High Court library, Andhra Pradesh have been studied.

6.1.2.1. Organization of Supreme Court Library

The Supreme Court Library is well organized in
Chart No.6.2: Existing Organization structure of Supreme Court Library
Chart No. 6.3: Existing System of Staff Structure in Supreme Court Library
Staff-line structure with the Library Committee at the apex. The Committee is advisory in nature and consists of the Chief Justice and two other judges of the Supreme Court. However, there is no participation of professionally qualified librarian in the committee. Committee’s work is mostly restricted to the selection and recommending books for the library.

The Director is the managing authority controlling the functions of various professional and non-professional staff. The authority is decentralized among three librarians looking after three important aspects of library administration and services, that is, 1. Public services; 2. Technical Services; and 3. Administration.

The Three branch libraries namely Legislation Department Library; Chamber Library and Bench Libraries are also controlled by the Central Library.

The attempt of National Informatics Centre, Department of Electronics, Government of India to create computerized legal database for the use of judges can be appreciated. With the Central Government funds and qualified personnel, the library is operating on sound lines.

A study into the existing staff pattern of the Supreme Court Law Library would reveal that it is organized
Chart No.6.4: Organization Structure of High Court Library of Andhra Pradesh
well with the Director of the library at the top, assisted by three librarians and nine other Assistant librarians with fifteen clerks and office assistants. The Director and the three librarians are well-qualified with degrees in law and library science.

6.1.2.2. Organization of High Court Library

The Organization of High Court Library (A.P) has similarity with the Supreme Court library, in that both have the Library Committee as the apex body advising the librarian in the purchase of books and other material for the library. There exists no post of Director of library in the High Court. Librarian is the managing authority who controls the work of other professional and non-professionals. Library Assistants are in charge of the administration, public service and technical service departments. The library also controls the two branch libraries namely Chamber library and Court room library.

A comparative study of the organization structure of Supreme Court and High Court libraries reveal the following deviations:

1. High Court library does not have the post of a director;
Chart No. 6.5: Staff Structure in the Selected High Court Libraries of India
2. There is only one chief librarian in High Court library in contrast to three librarians in the Supreme Court library;

3. In High Court of Andhra Pradesh, the librarian is the lone person who possess qualifications in Law and Library Science.

4. In the High Court library, the number of posts, designations of library staff are unspecified, whereas Supreme Court library the number of persons working for the library, their qualifications, designations are specified. There is clearcut demarcation of duties between the professional and non professional library staff.

6.1.2.3. Existing System of Staff Pattern in High Court Library

A study of the Chart No. 6.5 reveals that the High Court library has a qualified chief librarian and semi qualified or unqualified assistant librarians and other office staff. The Technical staff include Library Assistants, cataloguers and book bearers. The non technical staff include Office superintendent, Assistant Superintendents, clerks, typists and attenders.

The High Court libraries covered under the present study have almost similar staff structure with minor
Chart No.6.6: Inflow and Outflow Channels of Information in High Court Library
differences. The pattern indicated in Chart No. 6.5 is based on the general observation and analysis of questionnaire data obtained from the High Court libraries of Andhra Pradesh, Tamilnadu, Karnataka and Maharashtra.

In contrast to the staff pattern of Supreme Court library, the High Court libraries do not have sufficient qualified staff to run the library. Standard designations, prescribed qualifications and recruitment procedures are very poor compared to the Supreme Court library.

Thus, there is a clear need to improve the standards in recruitment, designation and qualifications of the library personnel of the High Court.

6.1.2.4. Input - Output Channels of Information in High Court Library

Chart No. 6.6 shows the input and output channels of information in the High Court libraries. The information sources like books, journals, textbooks, reports, digests gazettes etc. are obtained in the library by placing orders and purchasing them from publishers, local book sellers, agents and from the Central Government sources. The library with its established organization structure and trained personnel carries out the work of processing which include classification, cataloging, preparing indexes, abstracts, bibliographies etc., and make them readily available for
service by the staff. The processed material is channeled to the ultimate beneficiaries that is, the users through the various services offered by the library.

The financial support is received by the High Courts from the respective State Governments for the purchase of books and other materials and the maintenance of the library.

The Control and Feedback help the library administrators to modify the existing structure and services to suit the changing environment. However, this is very poorly functioning in the High Court Libraries.

6.1.2.5. Bar Association Libraries

Bar Association Libraries are for the use of the Advocates on rolls of the Bar Council of the High Court and District courts concerned. A membership fee is collected from them monthly which forms the only source of finance for the library. Occasionally, the State Government concerned, sanctions some amounts as grants for the purchase of books and periodicals. It is uncertain as to the amount and time of the grants. The Bar Library is run by one or two clerks of the cadre of Upper Division Clerks.
6.2. IDENTIFYING CONSTRAINTS IN THE EXISTING SYSTEM OF
JUDICIAL LAW LIBRARIES

The study, having observed the existing judicial law libraries in the Supreme Court and different High Courts, attempts to identify the several deficiencies in the existing system and enlists the modifications, reviews, changes required in the system.

6.2.1. Manpower Planning

It has been observed by the investigator that there are many instances where the librarians and Assistant librarians of different court libraries are recruited irrespective of whether they possess technical qualifications in law and in library science faculties, which is a prerequisite for the smooth functioning of the libraries. No standard procedures are maintained and followed for the selection, appointment and on-job training of the library personnel.

6.2.2. Technical Tools

The investigator witnessed several cases where the law libraries are using un-scientific tools like self designed classification, book form of catalogs, slip system of circulation of books so on and so forth. Added to this situation, there exists no specification on the number of books to be issued to each individual professional, be him a
judge or a lawyer. Also, there exists nothing of a proper bibliography maintenance and legal documentation.

Unless a standardized system of tool usage is implemented, the functioning of the judicial law libraries in the present state of affairs would be of very less value to its users.

6.2.3. Performance Evaluation

With due apologies to the officers of the Judiciary and of the Law Libraries, the investigator had to point out that there exists no proper performance evaluation system in operation on the performance of law libraries. At this juncture, it is hoped that a suggestion to appoint qualified and competent personnel alone by proper screening tests etc., the chief librarian placed in the status of a judge with discretion as to participation in decision making process, will receive due consideration of the authorities concerned.

6.2.4. Controls

'That which is not supervised, is not done', so goes the maxim of management sciences. Verification of Stock of books in the library periodically, rationalising of costs and review of budgets would enable the authorities to implement proper control over men, materials and money thus enabling control of deviations from the planned course of
The existing system lacks in proper controls and has low control standards.

6.2.5. Accessibility

Locating relevant materials in the law library has become a time consuming process and the user finds himself lost in the process of locating the materials needed. It may be suggested that a layout plan be displayed as to the layout of the library building and its sections, proper directions using bin cards, bay guides and so on. Also it would be of much help to the users if the list of latest acquisitions are periodically displayed on the notice board of the library. The users should be thus enabled to self help in locating the materials instantaneously with the least possible dependance on the library staff.

Shelving of books and legal documents on very lengthy shelves requires the use of ladders. Instead, the space in the library should be efficiently and effectively put to proper use while minimising the difficulties of access to the shelves. Measures for conserving the time and energies of both the users and the library staff are to be adopted in the libraries.

6.2.6. Budget allocations and Cost Management

The investigator has observed that in High Court
Library of Andhra Pradesh, the budget do not show any considerable change for the last five years. In the present state of rising cost of printed legal materials, it is essential to review the budget allocations by the State Government for the library purposes.

6.3 Proposed Plan of Law Library Systems for India with particular reference to Andhra Pradesh

Having identified the constraints, modifications, changes required in the existing system, plan for a new system incorporating the necessary changes is discussed, focussing mainly on the following aspects:

* Acquisition procedures and policy for law libraries;
* Information Processing;
* Services to the readers; and
* Manpower for the operation and management of the system

In the process of investigation, it has been observed that proper feedback mechanism is lacking in the existing system. Also, there is no proper channel of cooperation among the different judicial law libraries, that is, the Supreme Court of India Judges Library, High Court Libraries. It is therefore essential that Law Library Association is to be constituted at the National Level to bring forth standardized practices and cooperation among the law libraries at various levels.
6.3.1. Acquisition of Books and Periodicals

Utmost care should be taken in the selection of materials for any law library, irrespective of the size of the library. The nature of clientele and their needs should be taken into consideration in the selection of books and in the allocation of budget for the purchase of different types of information sources.

6.3.1.1. Nature of collection

For a Court library serving the needs of the Judges and lawyers, the collection should be kept up to date. As revealed in the survey, majority of the lawyers make use of sources of caselaw information like reports, digests; citation indexes; legal textbooks; reviews of articles published in the latest legal periodicals. Apart from offering these sources, it is of great value, if the library can provide its users with the complete sets on legislation, legal encyclopedias and dictionaries; Court manuals; Gazettes and details of the unreported cases. In addition to these, every library should be equipped with a good collection of bibliographical works relating to legal topics and holdings of other law libraries. This will help the legal practitioners to know information regarding the details of the publications not available in their library and their location in outside libraries.
6.3.1.2. Selection Policy

The book selection policy for any law library should be based on the two principles:

"Right Book to the Right Person at the Right Time"

and

"Every reader his/her book".

To achieve the purpose stated in these principles, the librarian has to formulate a good selection policy for the acquisition of materials for the library.

The librarian must take the stock verification periodically in order to know the missing volumes which have to be replaced. This also helps the librarian to avoid duplication of materials and allocation of funds in an efficient manner.

In most of the Court libraries (Supreme Court Judges Library and High Court library) Library Committee consisting of judges perform the work of selecting books for the library. However, it is observed that librarian do not participate in the committee which needs modification. The place of law librarian in the committee is essential keeping in view his knowledge of the availability of publications in his own library as well as other local law libraries. Moreover, the librarian is exposed to the users of the library and therefore is well aware of their needs.
interests and demands on the library. As all these factors influence the selection of books for the library, the librarian should be given a prominent place in the library committee. The librarian can reduce the burden of the committee, by preparing selection lists of books by verifying the various bibliographical tools and publishers' catalogs. These should be submitted for consideration and approval of the committee members.

Guidelines are to be framed for the purchase of multiple copies of books which are in constant demand by the judges and lawyers. At present, the Andhra Pradesh High Court library subscribes to 10-15 copies of the 'All India Reporter' and other mostly needed books. This practice is observed to be effectively serving the needs of the judges.

The librarian, after obtaining the recommended or approved lists of books from the library committee, should place orders with the publishers or agents or purchase them from the local book shops. The method of ordering has to be decided by the librarian taking into consideration the economic factors and speedy processing of the procedures. In Andhra Pradesh High Court, Indian books and periodicals are being acquired by placing orders direct with the publishers and also by purchasing from the local book shops.
However, orders for foreign books and periodicals is by subscriptions through reputed agents.

After books are received in the library, they should be checked and verified with the receipts, and sent for accessioning work.

6.3.2. Information Processing

Processing the books for effective use is the prime responsibility of librarian. The books should be cataloged and classified following standardized procedures. In High Court library of Andhra Pradesh, the collection is broadly classified by jurisdiction and form but the subject classification is very limited. It is also observed in the study that different law libraries follow different practices and do not stick to standard practice of classification and cataloging.

The law librarians has to discuss at the national level, regarding the adoptability of different classification schemes and if needed, by making the necessary modifications, should evolve a sound classification system which should be followed by all the Judicial and Academic law libraries.

Standard cataloging procedures should be followed in different law libraries following the International
Standard Bibliographic Description (ISBD) rules. A Union catalog of holdings of all law libraries is to be created for better cooperation of the law libraries.

6.3.3. Service to the Readers

The concept 'Service to the readers' concerns with the primary function of the librarian to search and produce from the holdings of the library any information relevant to any particular enquiry, to enable the readers in their decision making process. This presupposes the librarian to possess an intimate knowledge of the material contained in his library and to equip the library with the necessary tools like catalogs, indexes and to ensure proper arrangement of books on the shelves.

6.3.3.1. Reference Service

Law library is mainly a reference library, as the clientele often use the library to find out previous cases on a particular point of law.

To provide an efficient reference service, the law librarian should have full control over the book-stock, their arrangement on the shelves. The librarian should keep the holdings uptodate. Current legal periodicals; decisions of both houses of parliament; official committee reports; statutory provisions etc. which has direct bearing upon the
current state of the law should be made available for the use of its clientele.

Another important aspect of the reference service is to enable the readers to self guide in locating the information as to the arrangement of the book-stock.

6.3.3.2. Selective Dissemination of Information

Many special libraries including law libraries provide Selective Dissemination of Information to selected users or user groups. In other words, this service can be referred to as individualized Current Awareness Service. Basically, this service requires that the individual interests of the clientele are tabulated and any new material obtained in the library and found matching the interests of the users are brought to the attention of the users. All librarians considering commencement of SDI service should keep up-to-date the files of individual user requirements and the stock of the library.

6.3.3.3. Indexing and Abstracting Services

The Abstracts of caselaw is mainly found in the digests in the form of headnote along with the references about the location of that particular case in the reports. The digests serve as important reference documents in law. The librarian has to scan these sources periodically to provide efficient reference service to the users.
Indexes provide access to the information on a particular topic which is scattered in different periodicals. In the Indexes, the articles published in legal periodicals are arranged subject-wise to facilitate easy location of the relevant material. Index to Indian Legal Periodicals (Indian Law Institute, New Delhi), Index to Legal periodicals (H W Wilson, Newyork); Index to Foreign Legal Periodicals (London) are some of the important indexes in the field of law.

6.3.3.4. Lending System

The law library should provide for the lending of books to its clientele. Whatever system is adopted for book circulation, it should satisfy the three important purposes stated below.

The circulation system should enable the librarian to locate the following information at any point of time:

* The details of the user to whom a particular book is issued;
* When a particular book is due for return; and
* A record of what books any particular reader has borrowed during his membership.

In Court libraries, the lending function is limited to the judges. In the survey, it is observed that
most of the judicial law libraries are using Register system for the circulation of books.

The library scientists have invented scientific lending systems recognizing the many disadvantages of the register system. The browne system is most widely used in academic and special libraries. This system, supplemented by pocket sized pass books for each of the readers will enhance the usage of the system in the special libraries. The pass books contain the details of the book intended to be issued like Accession Number, Call Number; the date of issue and return; signature of the borrower and the counter assistant. Each Judge is to be allotted with a register number and the readers' tickets. On producing these cards, the books are issued to them.

The number of readers' tickets to be issued per judge or lawyer and the number of days books are to be issued should be decided by the librarian and library committee keeping in view the various factors influencing the use of those books by the Judges or lawyers.

The practice of Inter Library Loan in order to share the resources of two or more libraries is of great value to the users of the judicial law libraries, that is, the judges and the lawyers. The librarians of Courts and Bar Associations should keep good relations with the various
local law library units in order to facilitate the sharing of resources. In the High Court of Andhra Pradesh Library, this service is followed in one direction alone, that is, books are obtained from Osmania University Law Library and Legislative Library but are very rarely lent out. This should be made two way process so that it will become more effective and enhance good understanding between the librarians. A regional Inter Library Loan system should be identified and the different law librarians are to be initiated to become members of the system. This will promote wider use of the resources and reduce the duplication of materials causing economy to the participating libraries.

6.3.4. Manpower Planning

The efficiency and effectiveness of the Legal Information System would largely depend on the competence of the staff and the facilities and environment provided for their work and development. In the survey conducted for the present study, majority of the lawyers and law librarians complained about the inadequacy of the professional and qualified library staff to offer specialised services. Therefore, there is a clear need to recruit qualified and trained law librarians in the Court and Bar Association libraries to provide efficient services to the readers.
The law library being a specialized library is expected to provide variety of information services in different branches of law. Therefore, the personnel providing these services should have adequate experience and training, innovative capability, proper attitude in understanding and serving the needs of the legal professionals.

6.3.4.1. Qualifications and Training

In most of the special libraries, it is argued that the professional staff should possess high qualifications in the appropriate subject fields (e.g., Physical & Biological Sciences etc.) and in library and information science. Mary South (1968) in her work "Staffing the special library" has discussed the relative merits of 'subject' and 'library' skills needed for the personnel to work in the special library. She gives priority to the subject knowledge.

In the present survey, the investigator interviewed some of the lawyers and law librarians regarding the qualifications of the law library personnel. In general, a section of the legal practitioners expressed the opinion that any distinguished law student would prefer to practice law instead of becoming a law librarian, and only a second
rate lawyer would prefer to adopt law librarianship as his career.

Even though the above view has some point of relevance, its validity has been questioned by many law library schools in the developed countries. According to the Parry Report (1967) "Lawyers and medically-qualified staff although they are unlikely to be attracted into the profession, would also be most valuable additions to it". Attracting the subject expert in law towards library training would largely depend upon the specialist training facilities and creating good career prospects for the specialized librarian.

Considering these various viewpoints, it is recommended that a full time (one year) diploma course in law librarianship to be offered by the Indian Law Institute or National Law School of India University.

The content of the course should include the problems and skills peculiar to law libraries and legal bibliography, apart from the fundamental knowledge of legal history, the constitution and organization of courts, legal literature and law publishing.

The existing staff members who are deficient in library skills should be identified and sent for training in
the professional library skills. The library staff should also be given sufficient orientation in the use of latest technological inventions like micro and mini computers, network systems etc. and their applications in the handling of legal information.

6.3.4.2. Size of Personnel

The existing structure and organization of staff pattern in the High Court libraries has been discussed earlier in this chapter. In the analysis, it is observed that the existing number of staff working in the High Court law library is inadequate for effective functioning of the library. Therefore, it is useful to workout the number of professional and substaff requirements for the High Court library taking into consideration the various factors like the total collection; number of working hours of the library; number of the users; work load etc.

6.3.4.2.1. Estimation of Professional Staff

The estimation of staff for the library can be made according to the Staff formulae suggested by Dr. S.R. Ranganathan and the University Grants Commission. Dr. S.R. Ranganathan after great study and research, suggested the following staff formula for estimating the number of various kinds of professional staff required in a library.
Staff Formula

The requirement of professional staff in various sections of Andhra Pradesh High Court library is estimated based on the Ranganathan's staff formula and presented in the Table No. 6.7.

**TABLE 6.7**

Professional Staff requirements of A.P. High Court Library

<table>
<thead>
<tr>
<th>Section of the library</th>
<th>Quantum of library personnel according to the staff formula</th>
<th>Estimated professional staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Acquisition section</td>
<td>One person for accessioning 5000 books per year</td>
<td>1</td>
</tr>
<tr>
<td>2. Circulation</td>
<td>One person for 1500 gate hours.</td>
<td>2</td>
</tr>
<tr>
<td>3. Supervisory section</td>
<td>One librarian &amp; his deputy for every 1500 working hours in a year.</td>
<td>2</td>
</tr>
<tr>
<td>4. Periodicals section</td>
<td>One person for every 500 periodicals subscribed</td>
<td>1</td>
</tr>
<tr>
<td>5. Maintenance</td>
<td>One person for every 3000 volumes added in a year</td>
<td>1</td>
</tr>
<tr>
<td>6. Reference section</td>
<td>One person for every 50 readers in a day</td>
<td>2</td>
</tr>
<tr>
<td>7. Technical section</td>
<td>One person for classification, cataloging and documentation of 8 books per day</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>11</strong></td>
</tr>
</tbody>
</table>
From the table, it can be said that the existing workload in the High Court library requires at least eleven professional staff members besides the support staff.

6.3.4.2.2. Estimation of Non Professional Staff

Manpower to support the administrative and auxiliary is essential for the smooth functioning of the library. The following staff pattern of non-professional staff is suggested for the High Court library of Andhra Pradesh keeping in view the clerical and office functions; workload of the library.

**Table 6.8**

Non-professional Staff requirements of Andhra Pradesh High Court Library

<table>
<thead>
<tr>
<th>Category of personnel</th>
<th>Number of persons in Office</th>
<th>Technical section</th>
<th>Maintenance sec.</th>
<th>Circulation sec.</th>
<th>Reference A sec.</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendent</td>
<td>1</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>1</td>
</tr>
<tr>
<td>Asst. Superintendent</td>
<td>1</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>1</td>
</tr>
<tr>
<td>Book bearers</td>
<td>---</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Bander</td>
<td>---</td>
<td>1</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>1</td>
</tr>
<tr>
<td>Typists</td>
<td>2</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>2</td>
</tr>
<tr>
<td>Attenders</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>20</td>
</tr>
</tbody>
</table>
Chart No.6.9: Proposed Staff Pattern Sub-System for High Court Library, Andhra Pradesh
Having estimated the number of professional and non-professional staff for the High Court Library, it is useful to frame an organization structure for the staff pattern subsystem. The organization of the staff structure in the High Court Library of Andhra Pradesh can be represented as depicted in Chart No. 6.9. The organization chart No. 6.9 indicates the reporting structure the lines of command (of authority and accountability) necessary in order to coordinate and control the work of the organization.

6.3.4.2.3. Developing people

The quality of reference service provided to the users, staff attitudes and performance and the level of social affiliation and team spirit are the important factors which directly influence the performance parameter in the library. The fundamental requirements of 'Developing people' that need immediate attention of the administrators are:

* Careful attention to recruitment and selection;
* Staff deployment - the way that the work is organized and responsibilities allocated;
* Development of team spirit among the library personnel;
* Providing training/development opportunities etc.

By creating conducive work conditions, providing facilities for staff training/development, opening channels
Chart No.6.10: Proposed Control System for Judicial Law Libraries in India
of promotions, developing team spirit among the people will contribute to the improvement of quality and quantity of personnel to work in the law library.

6.3.5. Control and Feedback

The management cycle is a continuous process of planning, implementation and control. Control function is necessary to check whether all activities are going according to plan, to monitor and evaluate progress, anticipate potential problems and receive feedback which can then be built into the planning process. Performance review should be a continuous process which include:

* reviewing feedback from staff through the regular process of reports, meetings and appraisal/development, interviews; etc.

* reviewing feedback from the user community produced by a range of methods: observation, questionnaires, surveys discussions etc.

The chart 6.10 shows the control cycle proposed for consideration by the law libraries of India.

Thus, considerations of quality and value should become part of the library's culture and not just a concern voiced occasionally by senior management.

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