CHAPTER VII

PERSONNEL ADMINISTRATION AND CONTROL

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Chapter - VII

PERSONNEL ADMINISTRATION AND CONTROL

7.0 INTRODUCTION

Human resource is one of the fundamental factors in every management system. Machine and modern technology can reduce the man power, but without human resources no organisation can attain its ultimate goal. Therefore, it is necessary to have certain man power as per criteria in every administrative system.

The co-relation and co-ordination encourages efficiency, accuracy and proper motivation towards the work. Distribution of work among properly qualified and trained personnel increases production, renders good service and reduces the wastage of time, energy and friction.

A well organised institution must provide certain facilities, privileges and security to its employees, so that, they may develop their capacities to the maximum and contribute better service to the institution.
Librarianship is a highly complex profession. It requires specific and detailed knowledge and techniques of many kinds such as professional, financial, bibliographical etc. The complicated service which a modern library renders, do not organise and run themselves. It must be modified, improved and extended in the light of changing conditions. This can be done only by one who knows the objectives and potentialities of the library, the techniques, tools and means of achieving them and the purpose and limitation of means. The Head of a library must be acquainted with all aspects of modern librarianship. (1)

7.1 WHAT IS PERSONNEL ADMINISTRATION.

Personnel administration is the direction and co-operation of human relations of any organisation with a view to getting the maximum necessary production with a minimum of effort and friction and with a proper regard for the genuine wellbeing of workers. It includes selection, allocation, utilization and development of employees, as well as improvement of working conditions to obtain maximum productivity and efficiency under specifically emphasised consideration for individual and human elements.

1. University Libraries Of India. P.-116
The aims of personnel administration are:

1. Optimum output.
2. Development of staff capacity to the maximum.
3. Development of team spirit among workers and
4. Constant alertness and awareness to human relations and their importance in day to day operations.

Professor Taubler suggest that two specific matters related to personnel should be made clear in the initial steps of management programmes. First, all members of the staff should be assured that greater efficiency in methods will not result in dismissal of personnel but that the changes resulting for normal turn over of personnel positions and increases the number of sub-professional or clerical positions. Throughout the greatest possible degree of staff participation should be encouraged by all possible means through full explanation of the goals sought.

Personnel administration implies a process of getting the best out of the employees of an organisation by means of judicious selection, tactful dealing and by seeking their replacement, if necessary.

2.2 IMPORTANCE OF PERSONNEL ADMINISTRATION.

The first and foremost importance of personnel administration is the job analysis. It involves 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 methods of doing it.

The general qualities of the personnel of a library are:
1. A keen sense of justice.
2. Interest in the people.
5. Ability.
6. Usefulness.
7. Tact and diplomacy.

The librarian must have following qualities:
1. Advise the high command on matters of personnel policy.
2. Advise and co-operate with the executives.
3. Direct personnel department efficiently.
4. Represent the company in employee activities.
5. Act in salary determination.
6. Render personnel service to employee.

The data to be obtained should be comprehensive and reliable. It should include the specific activities,
responsibilities, special information needed by the employees how the work to be performed, working conditions and physical demands. The data can be collected from the concerned employees their superiors and professional job analysts, with the help of questionnaire, interviews, discussions and observation.

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, equipments, machinery and tools are listed.
4. The physical conditions of work i.e. surroundings, the time of work are also listed.
5. Relations with various jobs are indicated.
6. Mental and physical abilities for performing each operation are listed. The kind of training and the length of experiences required are also indicated.
7. Wages payable along with other fringes benefits are clearly stated.

The objectives and functions include the following:

1. Determination of personnel policy, ranking and grading.

Ranking and grading; In the determination of personnel policy the authorities should first of all dec-
ide on a suitable staff establishment, the number of posts at each level, ranking of workers according to the type of work performed grading of classes of personnel and deciding on appropriate salaries and wages. The establishment must be worked out in relation to the number of service points, the responsibilities of each, the difficulty of work the space of control.

**Job analysis and job description** :-

Job analysis describes the level of work and the responsibilities of each grade of the level of work and the analysis must be kept under regular review. In deciding on the grade of the post the general level of work and responsibility for a particular post will have to be laid down. It is necessary to discover and record what specific duties are appropriate to each individual post, how much time is required for each duty and what qualifications, knowledge, skill and aptitude are required to perform the job.

**Condition of Service** :-

Working conditions are to be provided in order to develop and effectively utilize the services of personnel on the job. Conditions of services cover such matters as hours of work, leave, regulations, pensions, retirement and resignation policies and procedures, policy relating to provisions of educational and welfare facilities of the workers.
7.3 QUALIFICATION OF THE PERSONNEL

The provision of requisite staff with adequate qualifications is the prime necessity of a library. An well equipped staff with all the qualities necessary that go to increase the efficiency of the library. All the library workers must have some basic qualification. There are various categories of library personnel such as Professionally qualified, technical and non technical.

The approved qualification of the academic libraries by the respective authorities are as follows:

Professional Junior :- First or second class B.A./B.Sc./B.Com (Lecturer) degree plus first or second class M.Lib. Sc. degree (two years)

or

First or second class M.A./M.Sc./M.Com. degree and first or second class B.Lib. Sc. degree or one year Diploma Course in Library Science.

Professional Senior :- (a) First or second class B.A./B.Sc./B.Com degree plus first or second class M.Lib.Sc. degree (two years)

or

First or second class M.A./M.Sc./M.Com degree and first or second class B.Lib.Sc. or one year Diploma course in Lib.Sc.

(b) 5 years experience as Librarian or of working in a responsible professional capacity in a library.

Professional Senior :- (a) First or second class B.A./B.Sc/B.Com degree plus first or second class M.Lib.Sc. degree (two years)

or
First or second class M.A./M.Sc./M.Com degree and first or second class B.Lib.Sc. or one year Diploma Course in Library Science.

(b) At least 10 years experience as Librarian or working in a responsible professional capacity in a library.

(c) Recognised research experience or work or special projects.

The University Grants Commission and the Government has further relaxed the qualification in respect of the existing personnel insisting any first or second class in the Degree or Diploma or other prescribed qualifications who were appointed on or before 31-12-72. In case of person appointed on posts created after 31-12-72 the prescribed qualifications would apply without any modifications.

The Government of Assam approved the prescribed qualifications for the College Librarians as follows:

1. B.A./B.Sc./B.Com degree plus B.Lib.Sc degree or Diploma.
2. B.A./B.Sc./B.Com first or second class plus first or second degree in Library Science, but in case of future recruitment should have second class Master Degree with good academic records.
   or
3. M.A./M.Sc./M.Com first or second class plus first or second class degree in Lib.Sc. or Diploma, but for future appointment first or second class M.Lib.Sc. degree.

The minimum qualifications for the professional staff is B.A./B.Sc./B.Com plus Degree or Diploma in Library Science, for technical personnel is Diploma, Degree or Certificate course in respective trade and for non technical staff, there are general qualifications ranging from
class VIII to B.A./B.Sc./B.Com degree. The qualification differ from post to post.

The latest prescribed qualification approved by the University Grants Commission and the Central Government for the college Librarian is Master Degree in Arts/Science/Commerce plus Master Degree in Library and Information Science with 55 percent marks. Importance has been given in quality, Carrier advancement and research Degree. Except the Librarian in College and Universities the minimum qualification of professional librarian has been fixed by the Government is Degree in Library and Information Science which is equivalent to the Graduate Teacher of High School or Assam School Service (junior) Class II grade.

7.4 SCALE OF PAY AND ALLOWANCES :-

The salary scale and the status of the librarian should be the same as that of the teaching and research staff. The professionally qualified staff should be treated as an academic staff. To popularise the library education and the profession of librarianship and for greater academic interest all over the country particularly in higher education, research and documentation centres the University Grants Commission and the Central Government recommended the status and attractive salary scales to the Professional library staff and maintained parity with other techni-
There are various grade scales of pay for different categories of librarians and professional and non-professional staff. Table 7.4, 7.5, 7.6, 7.7, 7.8 and 7.9 clearly shows the scale of pay of different categories of staff.

In the University there are 9 different scales of pay for different categories of employees. In the Colleges only 4, in the Directorate of Library Services Assam there are 10 categories, District Libraries, there are 9 categories, Sub-divisional Libraries there are 4 categories and the Rural Libraries there are 2 categories of pay scale existed. The highest scale of pay to the professional staff (University Librarian) is 2200-2800/-, whereas the lowest one is 470-800/- i.e. the Chief Librarian to the School Librarian, respectively. The revised pay scales with effect from 1-1-86 recommended by the University Grants Commission and the Central government is shown in Table 7.1. As per revised University Grants Commission recommended scale of pay the highest scale for professional librarian is 4500-7300/- and lowest one is 2200-4000/-. Following is the revised scale of pay of Assistant Librarian, Deputy Librarian and Librarian in the Universities and the Librarian in Colleges.
### Table 7.1

Revised scale of pay of University and College Librarian from 1-1-1986.

<table>
<thead>
<tr>
<th>Designation</th>
<th>Existing Scale of Pay</th>
<th>Revised Scale of Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A University</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Assistant Librarian/Documentation Officer</td>
<td>700-1600/-</td>
<td>2200-4000/-</td>
</tr>
<tr>
<td>2. - Do- (Senior grade)</td>
<td>not existing</td>
<td>3000-5000/-</td>
</tr>
<tr>
<td>3. - Do- (Selection grade)</td>
<td>- Do -</td>
<td>3700-5700/-</td>
</tr>
<tr>
<td>4. Deputy Librarian</td>
<td>1200-1900/-</td>
<td>- Do -</td>
</tr>
<tr>
<td>5. Librarian</td>
<td>1500-2500/-</td>
<td>4500-7300/-</td>
</tr>
<tr>
<td><strong>B. College.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. College Librarian</td>
<td>700-1600/-</td>
<td>2200-4000/-</td>
</tr>
<tr>
<td>2. - Do- (Senior grade)</td>
<td>not existing</td>
<td>3000-5000/-</td>
</tr>
<tr>
<td>3. -Do- (Selection grade)</td>
<td>- Do -</td>
<td>3700-5700/-</td>
</tr>
</tbody>
</table>

The scale of pay to the professionally qualified librarian is rather discouraging, as it is not implemented by the State government. The IV pay Commission, government of Assam headed by B.N.Sarma, a retired District judge made a dead blow to the profession of librarianship.
So many trained professionally qualified person chose their livelihood in different offices, banks and other organisations due to the unattractive scale of pay. It is regret to note that the scale of pay of sub-divisional, District and College librarians is less than that of his subordinate or clerical office staff. The government adopted a stepmotherly attitude towards the library profession. The pre-revision scale of pay to the College librarian was slightly higher than that of an Accountant or Head Assistant. But in the revised scale, it was lower than that of an Accountant, Upper Division Assistant and the Head or Supervising Assistant. Similarly, the scale of pay of District Librarian is lower than that of his subordinate Upper Division Assistant, and the scale of pay of Sub-divisional Librarian is equal to the Scale of pay of a Lower Division Assistant. I think no government department or any organisation in which supervising staff is placed below the scale of pay of his clerical staff. The government should take a positive view in this regard without further delay.

The profession of librarianship does not attract the younger generation to a great extent due to bleak future and unattractive scale of pay. Very few graduates who could not be selected for other courses of study take up this course as a last resort. I had the opportunity to meet twelve students of B. Lib.I. Sc. course, 1986, Guwahati Univ.
ersity and majority of them are of the same opinion. Two of them were library Assistants working in grants-in-aid system of colleges who came to study this course on deputation. I had also met two professional librarians working in aided colleges, one in the city of Gauhati and the other in the District of Nalbari. Originally they were appointed as office clerks. After their graduation they were placed in charge of library as untrained librarians and after getting B.Lib.I.Sc. degree on deputation appointed as qualified librarians. Now their colleague who were juniors to them are promoted as supervising Assistant with better scale of pay than that of a librarian. The present librarians are discontented lot and are totally dissatisfied with their present profession. They could have got this post of supervising Assistant had they not come to the profession of librarianship. Still they are getting less salary than that of supervising Assistant, Head Assistant or Accountant of a college.

Attention has been drawn in the news item published in the Assam Tribune dated 5th August, 1987 to the implementation of University Grants Commission recommended scale of pay to the College Librarian. The State Education Minister told the U.N.I. that 71 College Librarians with requisites qualification would be benefitted by the decision of the government. The nature of duty of the college Librarian were different from those of librarian appointed in rural or sub-divisional library. The College library were an extension
of faculty in academic pursuit, including research oriented programme. Hence, they deserve to be treated in a different footing. From the above statement made by the State Education Minister it is praiseworthy, and if such decision is enforced in actual practice then in the near future the library profession will have a bright future.

According to the official release dated 13th December, 1988 in the daily news paper Assam Tribune that the Central government has accepted the recommendation of the University Grants Commission and the Mehrotra Commission, the revision of scale of pay of the College Librarians. The revised scale of pay of the College Librarian is Rs. 2200-4000/- which is the same as that a lecturer of a college. They are entitled to a senior grade scale 3000-5000/- after eight years of service and Selection grade of Rs. 3700-5700/- after another eight years. The University Grants Commission and the Central government has recommended the status and the salary scales of a lecturer of college in respect of college librarian and in respect of University, the Assistant Librarian, Deputy Librarian, Librarian and Senior Librarian to a Lecturer, Reader and the Professor of a University. The University authority have not yet implemented the University Grants Commission Scale of pay to the professional staff of the library. They are enjoying their own scale of pay. It is matter of great regret that the State government has not implemented the University Grants Commission recommendation. The Tamilnadu,
Andhra Predesh, Haryana, Punjab, Kerala, West Bengal, Rajasthan, Nagaland, Manipur, Arunachal Predesh have so far implemented the University Grants Commission scale of pay with retrospective effect from 1-1-73. The government of Tripura has given the higher scale of pay to the Librarians and given full status at per officers. In Assam, the State government has implemented the University Grants Commission scale of pay with effect from 5-8-1987 to the College Librarian with notional benefit from 1-1-1973 and actual financial benefit from 5-8-1987, the date of Cabinet decision.

The government, semi government and different organisations adopted the scale of pay as per State's government pay structure, or enjoying different scale of pay from their parent body. The pay scales have been revised every ten years duration and employees are benefited from time to time as per recommendations of the respective pay commissions.

Besides, pay, Dearness allowances, house rent allowances, medical allowance, city compensatory allowance, Hill allowance in autonomous district, compensatory allowance in Subansiri, Na-Sadiya areas, etc are provided to its employees. The Dearness allowance has been recommended by the pay commission by merging the dearness allowance including additional dearness allowance and adhoc dearness allowance admissible on 31st December, 1980 based on 12 monthly average index of 1980 as measured by consumer price Index for working class(1949). The dearness allowance admissible to pay range up to Rs. 770.00 is 2.1 percent of basic pay subject to
the maximum of Rs. 16.00 and pay range above Rs. 770.00 is 1.85 percent of basic pay subject to a minimum of Rs. 16.00 and maximum of Rs. 30.00 per month with effect from 1-1-52. The present dearness allowance as on December, 1968 are as follows. :-

- Basic pay up to Rs. 770.00 96.6 percent, maximum Rs. 736/-
- Basic pay above Rs. 770.00 85.1 percent, minimum of Rs.736/- and maximum of Rs.1380/-

The house rent allowance admissible at the rate of Rs 10 percent of basic pay in the District and Sub-divisisonal head quarter, and 7 ½ percent in other places. Medical allowance at a flat rate of Rs. 100.00 is admissible to each categories of employees.

7.5 RECRUITMENT-AGENCY FOR.

A library should be governed by certain principles while recruiting its personnel, Since there are various types of libraries, the recruitment policy should generally be influenced by the nature of its services. The maximum basic and professional qualifications should be uniform, but emphasis should be laid on the specialization in some specific branch of library science. The recruitment policy of a University library should, therefore, differ from a public or a school library or a research library.
Besides, professional staff, each library has non-professional staff also which includes administrative assistants, stenographers, typist, clerks, binding assistant janitors, peons, counter attendents, book-arranger and certain assistants. The non-professional working libraries differs from the routine work of an office. The strength of the library in a public libraries should be sufficient to provide consistently efficient service at all hours when the libraries is open to the public and to perform the duties involved in assembling, organizing and interpreting the materials required by the programme of the library. The size of the staff of any given library or library system must be based upon the programme of service adopted by the library, the population and size of the service area and financial support and more specially, the number of branches and other organised units.

The criteria for recruitment of Assistant Librarian, Deputy Librarian and the Librarian in the Universities and the Librarian in the Colleges approved by the University Grants Commission and the government of India is as follows:

Recruitment to the posts of Assistant Librarian, Deputy Librarian and Librarian in the Universities shall be on the basis of merit through all India advertisement and selection provided that Assistant Librarian who fulfils the criteria prescribed hereinafter will be eligible for promotion to the posts of Deputy Librarian. Recruitment to the posts
of Librarians in Colleges shall be on the basis of merit through all India advertisement and selection.

As in the case of professional librarian, for recruitment, who besides fulfilling the minimum academic qualifications prescribed for the post of Assistant Librarian in Universities and Librarian in Colleges have qualified in a comprehensive test, will be eligible for appointment to those posts. The detailed scheme for conducting the test including its design, the agencies to be employed for conducting the tests, etc. will be worked out and communicated by the University Grants Commission.

Candidates who at the time of their recruitment as Assistant Librarians in Universities and Librarians in Colleges, possess M.Phil or Ph.D. degree in Library Science will be sanctioned one to three advanced increments respectively in the scale of 2200-4000/- along with the benefit of corresponding years of service for the purpose of promotion. The existing incumbents without research degree and those similarly situated recruited in future, will be eligible for a similar benefit in service for the purpose of promotion and when they acquire research degree, but will not eligible for advance increments. Existing incumbents with research degree will also be eligible for similar benefit.

Every Assistant Librarian in a University and a Librarian in a College, who is in a scale of pay of 2200-4000/- will be placed in a senior scale of Rs. 3000-5000/- if he/she has:
(a) Completed 8 years service after regular appointment, with relaxation as provided in para 3 above.

(b) Participated in two refresher courses/summer institutes, each of approximately four weeks duration or engaged in other appropriate continuing education programme of comparable quality as may be specified by the University Grants Commission and

(c) Consistently satisfactory performance appraisal reports.

All existing incumbents of these posts in the Universities and Colleges, who are in the scale of pay of Rs. 700-1600/- and who have completed 8 years of service on 1-1-86 will be placed, through a process of screening/selec-
tion in the scale of pay 3000-5000/- The benefit of service provided in para 3 will be available for the initial place-
ment also.

Every Assistant Librarian in the Universities, who has been placed in the Senior Scale will be eligible for promotion to the post of Deputy Librarian in the Scale of pay of Rs. 3700-5700/- if he/she has :-

(a) Completed 8 years of service in the senior scale: provided that the recruitment of 8 years will be relaxed if his/her total service is not less than 16 years.

(b) Obtained a Ph.D. Degree or an equivalent published work,

(c) Made significant contribution to the development of library services in the University as evidence by self assessment, reports of refresher, professional improvement in the library services etc. as the case may be.

(d) Participated in two refresher courses/summer institute each of approximate 4 weeks duration, or engaged in other appropriate continuing education programmes of quality as may be specified by the University Grants Commission after placement in the senior scale and
(e) Consistently good performance appraisal reports.

Promotion to the post of Deputy Librarian will be through a process of selection by Selection Committee as in the case of promotion to the posts of Readers. Posts of Deputy Librarians created for this purpose by upgrading the post of Assistant Librarian (senior grade).

Those Assistant Librarians in the Universities in the Senior Scale who do not have Ph.D. Degree or equivalent published work, but fulfil the other criteria, in para 5 above will be placed in the grade of 3700-5700/- subject to the recommendations of the committee mentioned in para 6 above. They will be designated as Assistant Librarian in the Selection grade.

The College Librarians in Colleges who have been placed in the senior Scale will also be eligible for placement in the Selection Grade of Rs.3700-5700/- if they fulfill the criteria prescribed in para above.

The recruitment procedure in the aided Colleges of Assam is :-

The Governing Body shall advertise all vacancies for a period not exceeding six months in at least two newspapers and shall, on scrutiny of the records, and after interview, if necessary, make appointments subject to the approval of the Director of Public Instruction. The Governing Body shall have powers to fill up any temporary vacancy without advertisement which may not extend beyond six months sub-
subject to necessary approval of the Director of Public Instruction, Assam.

In the case of recruitment of the University, there shall be a Selection Committee for making recommendation to the Executive Council for appointment. The Vice-Chancellor as Chairman of the Selection Committee, the Registrar shall be member Secretary and three persons not holding any office of profit under the University - One to be nominated by the Chancellor, one to be nominated by the State government and other to be nominated by the Executive Council as a member.

The recruitment to the posts may be made:

1. By promotion.
2. By direct recruitment.
3. By appointment of employees borrowed from Government departments and Institutions or
4. By appointment on contract basis for a limited period.

Appointment to a post in any grade by promotion shall be made, whether in permanent or officiating capacity from amongst employees serving in the post in the next lower grade. Every appointment by promotion shall be made by selection on the basis of merit and efficiency, due regard being paid to seniority. Appointment to the posts shall be made by the Executive Council on the recommendations of the Selection Committee appointed by the Executive Council or
any standing Committee constituted for the purpose from time to time. The appointing authority may make a temporary appointment for a period not exceeding 6 months.

7.6 PROBATION - PERIOD OF.

All persons appointed in an aided Colleges shall be on probation for a period of two years subject to the production of medical certificate as may be prescribed provided that in the event of unsatisfactory work or conduct during the period of probation for which written warning was given to a probationer, or in the event of failure to pass an examination or training or test if so prescribed, the period may be extended by another year.

A probationer will be liable to discharge from the service -

(a) If he/she fails to give satisfaction during or at the end of the period of probation.

(b) If any information received relating to his/her nationality, age, health, character and antecedents, the appointing Authority is satisfied that the probationer is ineligible or otherwise unfit for holding the appointment.

(fz)

Where a probationer has completed his/her period of probation to the satisfaction of the Appointing Authority, he/she shall be confirmed in the service on completion of two years probation. The inter-seniority of persons shall be determined in accordance with the date of substantive appointment.
7.7 **PROMOTION - CONDITION.**

Promotion encourages the efficiency of personnel. So far libraries in Assam the scope for promotion is very limited. There is a link promotional scope to the employees working in the Directorate of Library Services, Assam. In the Universities also there is a promotional scope to the next higher grade, but in the colleges there is no scope for promotion.

Appointment to a post in any grade by promotion shall be made whether in a permanent or officiating capacity from amongst employees serving in posts in the next lower grade. Every appointment by promotion shall be by selection on the basis of merit and efficiency, due regard being paid to seniority. The present Directorate of Library Services, Assam took office on promotion from the District Librarian on Seniority basis. So also, the Deputy Librarians of Assam Agricultural University were promoted from the Assistant Librarian of the University.

7.8 **SUPERANNUATION SCHEMES:**

There are certain schemes of the government and other organisations to give benefit to its employees. Besides pay and allowances, the employees and the workers benefitted by other benefits such as:

1. Pension and retirement benefit.
2. Family pension benefits.
3. Gratuity benefit.
4. Bonus on retirement.
5. Medical leave on full average pay.
6. Free medical treatment benefit.
7. Free convence and other benefit.
8. House building, Motor Car or convence loan on easy instalment and low interest.
10. Group Insurance.
11. Re-employment
12. Leave travel concession.
13. Voluntary retirement.
14. Study leave with full pay, scholarship and other benefits.
15. Earned leave, Commuted leave, casual leave etc.

The objective of all these schemes are to give more benefit to the employees and his/her dependents.

7.9 DISCIPLINE AND PUNISHMENT: -

In all department and organisations there should be employees code of conduct rules and as per rules the concerning employee perform their duties both for the common interest of the institution and for himself. The merit and defects of an employee is to be noted in the personnel service book or by preparation of confidential report. Therefore, staff manuals is an essential for the guidance of an employee. In the Guwahati University there are fifteen
set of conduct rules for its employees. The following rules shall constitute improper conduct on the part of an employee:

1. Failure to perform his official duties.
2. Deliberate violation of rules.
3. Habitual unpunctuality and irregularity in attendance.
4. Raising question of caste, creed, religion, race or sex in matters relating to the affairs of the University.
5. Refusal to carry out the decisions and order of appropriate authorities.

The violation of any of these rules shall be dealt with according to the Appeal and Discipline Rules of the government of Assam until such time when the University makes necessary rules in this behalf.

The appointing authority may place an employee under suspension if:

(a) a departmental enquiry into his/her conduct has become necessary or is pending and when his or her continuance in service is prima faci detrimental to the interest of education and discipline or to the enquiry itself and
(b) the employee is being prosecuted on a criminal charge.

Under this circumstance an employee can be dismissed from service but before such dismissal, a reasonable opportunity for showing cause against the action proposed to be taken in regard to him be given and an approval of the authority has also be taken.
The following penalties may for good and sufficient reasons be imposed upon any employee by the authority which appoint him/her.

(a) Censure.
(b) Withholding of increments.
(c) Reduction of ranks.
(d) Recovery from pay.
(e) Removal from service, which does not disqualify for future employment.
(f) Dismissal from service, which ordinarily disqualified from future employment.

None of the penalties shall be imposed on an employee until he/she been given reasonable opportunity for showing cause against the action proposed to be taken in regard to him/her and without approval of the appropriate authority.

7.10 TRAINING OF THE PERSONNEL.

Librarian should be trained to enable him to work efficiently. The main objectives of training of library personnel is to render him suitable for work at different levels and positions. A trained librarian would understand the basic principles and fundamental laws of library science, understand and appreciate the functions and purpose of the library, in the changing social and academic order, and know the techniques of librarianship.
Facilities for the training of librarians were not available in the State of Assam till 1967. Some were trained outside the state either in the Benaras Hindu University, or the University of Calcutta or Delhi.

Training may be imparted through methods such as apprentice system, on the job training, under study methods, role playing techniques, utility squad or flying squad method, educational excursion method and other audio-visual methods.

In India, Library Science Departments exist in 42 Universities. In Assam Gauhati University introduced post graduate course leading to a Degree of Bachelor of Library Science in 1967 and M.Lib.Sc. in 1978. The State Central Library, Gauhati was also introduced Certificate Course for a period of three weeks duration for school teachers which was continued for three years during the year 1964 have been discontinued due to certain reasons. The State is still facing acute shortage of professionally trained personnel in Library Science. Following figures shows the qualified and non-qualified and trained personnel who had passed the B.Lib.I. Sc. and M.Lib.I.Sc. course from the year 1968 onwards. Table 7.2 and 7.3 shows the result of different Examination for the profession of Library and Information Science, Gauhati University.

<table>
<thead>
<tr>
<th>Year</th>
<th>No of students appeared.</th>
<th>No of students Passed</th>
<th>Percentage of Pass.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1968</td>
<td>21</td>
<td>14</td>
<td>66.6</td>
</tr>
<tr>
<td>1969</td>
<td>29</td>
<td>16</td>
<td>55.2</td>
</tr>
<tr>
<td>1970</td>
<td>25</td>
<td>18</td>
<td>72</td>
</tr>
<tr>
<td>1971</td>
<td>32</td>
<td>27</td>
<td>84.4</td>
</tr>
<tr>
<td>1972</td>
<td>29</td>
<td>19</td>
<td>65.5</td>
</tr>
<tr>
<td>1973</td>
<td>29</td>
<td>17</td>
<td>58.6</td>
</tr>
<tr>
<td>1974</td>
<td>26</td>
<td>21</td>
<td>81.18</td>
</tr>
<tr>
<td>1975</td>
<td>36</td>
<td>29</td>
<td>81.18</td>
</tr>
<tr>
<td>1976</td>
<td>35</td>
<td>27</td>
<td>77</td>
</tr>
<tr>
<td>1977</td>
<td>33</td>
<td>21</td>
<td>83.3</td>
</tr>
<tr>
<td>1978</td>
<td>31</td>
<td>29</td>
<td>93.9</td>
</tr>
<tr>
<td>1981</td>
<td>32</td>
<td>22</td>
<td>66.75</td>
</tr>
<tr>
<td>1982</td>
<td>29</td>
<td>21</td>
<td>72.4</td>
</tr>
<tr>
<td>1983</td>
<td>23</td>
<td>20</td>
<td>86.6</td>
</tr>
<tr>
<td>1984</td>
<td>24</td>
<td>20</td>
<td>83.3</td>
</tr>
<tr>
<td>1985 held in 1986</td>
<td>15</td>
<td>53.6</td>
<td></td>
</tr>
<tr>
<td>1986 held in 1987</td>
<td>40</td>
<td>70</td>
<td></td>
</tr>
</tbody>
</table>

Examination for 1979 held on March, 1981.
List of successful candidates M.Lib.I.Sc. Course, Gauhati University since its inception i.e. 1978.

<table>
<thead>
<tr>
<th>Year</th>
<th>No of Students appeared</th>
<th>No of students Passed</th>
<th>Percentage of Pass.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1978</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>1979</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>1980 held in 1982 (oct.)</td>
<td>7</td>
<td>4</td>
<td>57</td>
</tr>
<tr>
<td>1983</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>1984</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>1985</td>
<td>1</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>1986</td>
<td>1</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>1986 old course</td>
<td>4</td>
<td>2</td>
<td>50</td>
</tr>
</tbody>
</table>

Source: Collected from Examination Branch, Gauhati University.

Bachelor of Library and Information Science is a one year full time course leading to the Degree of B.Lib.-I.Sc. The objectives of the course are to provide:

1. A basic understanding of the historical development of Libraries and library materials and the role of library in modern educational and social milieu.

2. Training in the principles, methods and techniques of organisation and management of a modern library information centre.

3. Broad acquaintance with information systems, networks and services. Every candidate shall be examined in the following subjects and marks shall be distributed as
M.Lib.I.Sc. Course is one year duration leading to the Degree of Master of Library and Information Science. The objective of the courses are:

1. To acquaint students with the pattern of universe of knowledge and its organisation in different fields.
2. To provide training in methods and techniques of research and their application to problems in library and information science and preparing one for future research.
3. To acquaint students with the theory and the modern techniques of information storage, transfer and retrieval.
4. To study in depth any one type of Library operations.

Admission is made by the provisions of ordinance on Admission of students to post graduate and undergraduate...
Every candidate shall be examined at the end of each semester in the following subjects and marks shall be distributed as follows:

<table>
<thead>
<tr>
<th>Paper</th>
<th>Subject</th>
<th>Semester</th>
<th>Internal Assessment</th>
<th>Duration Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Universe of knowledge and Research Methodology*</td>
<td>80</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>II</td>
<td>Depth Classification (theory)</td>
<td>80</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>III</td>
<td>Information System &amp; programme</td>
<td>80</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>IV</td>
<td>Bibliography and Literature source in any of the following.</td>
<td>80</td>
<td>20</td>
<td>3</td>
</tr>
</tbody>
</table>

Group (A) Social Science.
(B) Natural Science.
(C) Humanities.

* The paper will be of two parts. Each student must answer at least two questions from each part.

Second Semester.

V Part (a) Depth Classification and 40 Advanced Cataloguing. (Practice)

(b) Library System analysis. 40

VI Information storage and Retrieval Techniques

VII One of the following systems. 80

(A) Public Library System.
(B) Academic Library System.
(C) Research and Technical Library System.
VIII Current problems in Library and Information Science Project work and dissertation on an assigned topic in the field of Library and Information Science or allied areas.

(Three copies of project report are to be submitted within two months from the last date of the Second Semester Examination)

There are about 200 affiliated Colleges in Assam under the three Universities. Besides, 1937 high and Higher Secondary Schools. If all the Schools and Colleges and professional and non-professional institutions and Industrial organisations are to be fully equipped with professionally qualified staff then it will require another 15 years to fulfill the requirement, and this will continue up to next twenty years, if this profession can attract the new generation to a great extent. We have discussed in the Chapter III that some professionally qualified persons engaged in other departments either in the Bank or State government offices due to the poor scale of pay. Out of 200 college libraries in Assam only 7 persons have got Master Degree in Library Science or Master Degree in Arts/Science/Commerce. Besides, due to the enormous increase of reading materials some first grade colleges have to appoint two or three technical personnel like Classifier, Cataloguer or technical Assistant or Assistant Librarian etc. for maintenance of day to day work. The other institutions also are facing such problems due to shortage of proper qualified personnel. The Cotton
College, Gauhati which is one of the oldest government Colleges of Assam for imparting higher education, contains nearly about two lakhs of books run by only one professionally qualified personnel i.e. the Deputy Librarian. Similarly the other libraries also are facing acute shortage of qualified or professionally trained personnel. The Director of Higher Education, Assam sanctioned some posts of Assistant Librarian for the first grade College library where the collection is thirty thousand or more. It is interesting to note that the government has fixed the qualification of Assistant Librarian on the first Degree i.e. B.A./B.Sc./B.Com without any technical or professional qualification or degree or diploma in library science. This decision of the government (education department) will definitely deteriorate the dignity of profession of librarianship.

There is no provision to train the professional librarian or to develop their ideas or professional skills to help them with the modern trend in library science. The librarian are not getting any chance for attending the conferences of all India level, symposium and refresher's course, either from the government side or from the parent body of the respective institution. If occasional invitation is made from such organisations, the poorly paid Librarian cannot afford the expenses from his own pocket, as the respective authority would not pay the expenses. Under the auspices of the department of Library Science Gauhati University, a University Grants Commission sponsored twenty one days refresher's course was held for refreshing the ideas, vie-
ws of working librarian of the N.E.Region. I have discussed in detail in chapter III regarding the refresher course. A Certificate of merit and books worth of Rs. 200.00 were presented to each of the participants from the sponsored body. Besides, seminars on different topics were held in different institutions such as North Eastern Council, Shillong, Assam College Librarian's Association etc. and have discussed in details in chapter III. But in the actual field, the authority has not provide any facility for inservice training to their working personnel or professional trained personnel for developing their professional skill, efficiency so that they can cope with the modern science and technology, just like in other developing countries.

7.11 STAFF PATTERN IN THE VARIOUS LIBRARIES.

Staffing means putting the right person at the right job. This is a vital function of personnel administration. Actual recruitment is done according to job analysis, job description, class analysis, finding the number of each kind of job its qualification and salary scale.

The size of the staff of a library depends upon many factors. Each department should be manned by sufficient staff. Dr. S.R.Ranganathan after great research and study has recommended the following staff formula.
Formula of staff of different sections:

\[
\begin{align*}
SB &= A/6000 \text{ (For book section, person for accessioning 6000 books in a year.)} \\
SC &= C/1500 \text{ (Circulation Section: 1 person for 1500 gate hours.)} \\
SL &= HW/1500 \text{ Librarians and his Deputy: 1 person for 1500 working hours in a year.} \\
SM &= A/3000 \text{ Maintenance Section for shelving and repairing 3000 volumes.} \\
SP &= P/500 \text{ Periodical Section: 1 person for acquiring and recording 500 periodicals in a year.} \\
SR &= (R/50)W/250 \text{ Reference Section: 1 person for 50 readers in a day.} \\
ST &= (A+400)/200 \text{ Technical Section: 1 person for classification and cataloguing and documenting 8 books/articles per day on an average.}
\end{align*}
\]

Formula for total professional staff:

\[
SB + SC + SL + SM + SP + SR + ST = 3(A+200) + 2(G+SP) + 2W(H+G(R/50))/3000
\]

Formula for non-professional skilled staff:

\[
SB/4 + SC/2 + SL + SM/4 + SP/2 + SR/3 + A/20,000 + D/B000 + B/60,000 + (3/100)14 + V/30,000 = 27A + 2(B+120D) = 40(G+3P) + 50,000(3/100) + 4V + 2W(40H+3(R/50))/1,20,000
\]

Here:

- **A** = No of volumes accessioned in a year.
- **B** = Annual budget allotment in Rupee.
- **D** = No of periodicals documents.
- **G** = No of gate hours for a year (1 gate hour = Counter gate kept for one hour)
- **H** = Number of hours the Library kept open a 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 Selection (book section, means the book selection and other Section)
SC = Number of persons in Circulation Section.
SL = Number of persons in Librarian and his Deputies.
SM = Number of persons in Maintenance Section.
SP = Number of persons in Periodicals Section.
SR = Number of persons in Reference Section.
ST = Number of persons in Technical that is Classification and cataloguing Section.

This formula is based on actual practice and is very scientific and impersonal tool for judging the requirements of a particular library, especially bigger libraries. (4)

There are different categories of staff in the different kind of libraries in Assam. In the Academic libraries there are three categories of staff—(a) working staff in the University libraries (b) working staff in the College libraries and (c) working staff in the School libraries.

7.111 UNIVERSITY LIBRARY.

There are three Universities in Assam in which two are General and the other is technical. The first two

are general with Arts, Science, Commerce, Law, Engineering and medicine faculties. The third one is affiliated to Agriculture, Animal husbandry, Home Science, Forestry, and Fishary education. There are three Categories of staff i.e. (a) Professional (b) Semi-professional and (c) unskilled are appointed in the library. Besides some technical persons are appointed for technical operations of particular machine. There are 56 staff personnel working in different categories in the K.K.Handique Library, Gauhati University. In the Assam Agricultural University 45 personnel of which 8 are professional staff.

Table- 7.4

Pattern of staff of K.K.Handique Library, Gauhati University with number of posts and scale of pay.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Name of Posts</th>
<th>Number of Post</th>
<th>Scale of Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Librarian</td>
<td>1</td>
<td>2000-2600/-</td>
</tr>
<tr>
<td>2</td>
<td>Assistant Librarian</td>
<td>2</td>
<td>1125-1975/-</td>
</tr>
<tr>
<td>3</td>
<td>Classifier</td>
<td>2</td>
<td>975-1600/-</td>
</tr>
<tr>
<td>4.4</td>
<td>Catalogue</td>
<td>3</td>
<td>-do-</td>
</tr>
<tr>
<td>5</td>
<td>Documentalist</td>
<td>1</td>
<td>-do-</td>
</tr>
<tr>
<td>6</td>
<td>Assistant Superintendent</td>
<td>1</td>
<td>-do-</td>
</tr>
<tr>
<td>7</td>
<td>Senior Library Assistant</td>
<td>3</td>
<td>670-1500/-</td>
</tr>
<tr>
<td>8</td>
<td>Junior Library Assistant</td>
<td>7</td>
<td>620-1315/-</td>
</tr>
<tr>
<td>9</td>
<td>Upper Division Assistant</td>
<td>1</td>
<td>670-1500/-</td>
</tr>
<tr>
<td>10</td>
<td>Accounts Assistant</td>
<td>1</td>
<td>620-1315/-</td>
</tr>
</tbody>
</table>
11. Lower Division Assistant 1 620-1315/-
12. Junior Accountant 1 670-1500/-
13. Typist 2 525-920/-
14. Peon 10 395-625/-
15. Book arranger 5 410-670/-
16. Duftry 1 470-800/-
17. Counter Attendent 1 -do-
18. Genetor 2 385-565/-
19. Gestetner Operator 1 470-800/-
20. Darwan 2 385-565/-
21. Chowkidar 3 395-625/-
22. Cleener 1 -do-
23. Mali 1 385-565/-

**University Law College Library.**
1. Librarian 1 975-1600/-
2. Library Assistant 1 620-1315/-
3. Book arranger 1 410-670/-
4. Peon 1 395-625/-

**Study Centre.**
1. Catalogure 1 975/- 1600/-
2. Peon 1 395-625/-

**Table- 7.5**

Pattern of Staff of Assam Agricultural University, Jorhat with Scale of pay.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Name of post</th>
<th>Scale of pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Chief Librarian</td>
<td>2200-2800/-</td>
</tr>
</tbody>
</table>
2. Deputy Librarian 1525-2300/-
3. Assistant Librarian 1125-1976/-
4. Documentation Officer 1525-2300/-
5. Catalogue 875-1850/-
6. Classifier -do-
7. Accounts Officer Assistant 670-1500/-
8. Junior Technical Assistant 620-1315/-
9. Book arranger 395-625/-
10. Counter Attendent 410-670/-

112 COLLEGE LIBRARY :-

In the College library the pattern of staff is determined by the State government as per size, collection of books and periodicals and the number of students and teachers. In the Cotton College, Guwahati there are 24 staff personnel working in different sections. As per schedule norms the deficit grants-in-aid system of colleges are getting library personnel from minimum 2 to maximum 6 persons in different categories. In some colleges, the college management Body provided more persons in the library by determining the volumes of work in the library. In the Tihu College two persons were provided in the library beyond the government norms. Similarly in the Nalbari College two persons were provided by the Governing Body in addition to the prescribed norms of the government, and they were paid by the College from its own fund. Table 7.6 and 7.7 shows the actual position of different categories of staff with scale of pay in Colleges, schools and other professional and non-professional institutions.
### Table - 7.6

Pattern of staff in Deficit Grants-in-aid system of Colleges with qualification and scale of pay.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of Post</th>
<th>Scale of pay</th>
<th>Qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Librarian* -1</td>
<td>620-1315/-</td>
<td>Diploma or Degree in Library Science.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>580-1165/-</td>
<td>Graduates.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>550-900 /-(U.G.C.)</td>
<td>First Degree plus Degree or Diploma in Library Science.</td>
</tr>
<tr>
<td>2</td>
<td>Assistant Librarian-1</td>
<td>580-1200/-</td>
<td>Graduates (Book stock 30,000 or more)</td>
</tr>
<tr>
<td>3</td>
<td>Library Assistant-1</td>
<td>580-1200/-</td>
<td>H.S.C. or P.U.</td>
</tr>
<tr>
<td>4</td>
<td>Grade IV staff -1</td>
<td>380-620/-</td>
<td>VIII standard.</td>
</tr>
<tr>
<td>5</td>
<td>-do-</td>
<td>-2 -do-</td>
<td>-do-</td>
</tr>
</tbody>
</table>

* (over book stock 20,000 )
Table 7.7

Pattern of staff Government Colleges, Schools, Professional and non-professional institutions with qualification and Scale of pay.

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Name of Post</th>
<th>Name of the Institution</th>
<th>Scale of Pay</th>
<th>Qualification.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Asstt. Librarian</td>
<td>-do-</td>
<td>580-1165/-</td>
<td>Graduate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>470-800/-</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Lib. Asstt.</td>
<td>-do-</td>
<td>500-875/-</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Librarian</td>
<td>P.G. Basic Training College</td>
<td>620-1315/-</td>
<td>Degree in Lib.Sc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>580-1165/-</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>-do-</td>
<td>Professional, Non-professional Govt. Coll- Engineering, Medical, Ayurvedic, Historical and Archeological studies, Director staff training, Law college, Assam Science Society. - do- -do-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Asstt. Librarian</td>
<td>Assam Engineering Coll- 560-1035/- -do-</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>620-1315/-</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Librarian</td>
<td>Govt. Politechnic</td>
<td>525-920/-</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>- do -</td>
<td>Textile Institute.</td>
<td>500-875/-</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>-do -</td>
<td>Engineering Institute</td>
<td>580-1165/-</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>- do -</td>
<td>Schools</td>
<td>470-800/-</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Librarian Cum- Asstt.</td>
<td>-do-</td>
<td>525-920/-</td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>-do -</td>
<td>General</td>
<td>470-800/- H.S.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>500-875/- L.C.</td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Lib. Bearer</td>
<td>-do-</td>
<td>370-490/-</td>
<td></td>
</tr>
</tbody>
</table>
The School libraries are functioning without any library staff. We have already discussed that the present position of School libraries all over the State is very petinable. Except the Schools owned by some private organisations, public Schools, Central Schools, Donbosco, Sainik School etc. have got their own library with separate library staff. In most of the school libraries in Assam are functioning by untrained or without any basic knowledge of library science personnel like Junior or Craft teacher or the Demonstrator or Junior office Assistant. They were placed in the library in-charge without any remuneration in addition to their normal duties. Naturally, the person in-charge do not devote sincerity and proper attention to this extra burden and lost the very objectives of the library.

STATE CENTRAL LIBRARY.

Though the government has established a separate Directorate in 1968 with a view for better organisation, development and services for public libraries in the State, yet its functioning seems to be not satisfactory. The State Central Library has been amalgamated with the newly formed Directorate of library Services Department with its original staff with slight modifications. The Chief Librarian has been designated as Director, the Deputy Librarian as Deputy Director. The other staff remain the same. At present there are 37 staff personnel of all categories including Director and Deputy Director.
In each District and Sub-divisional headquarters there are libraries under the direct control of the Director of Library Services, Assam. There are various grade staff personnel. All over Assam 156 personnel in the respective District libraries are working. The strength of working staff in the Sub-divisional libraries are 93. The government has proposed to set up 714 Gaon Panchyat libraries during the seventh plan period on a phased manner. In the first phase, 50 and in the second phase 150 of such rural libraries have been set up till December 1988. The total strength of staff in these libraries are 400 in numbers. Table 7.8 shows clearly the pattern of staff of such libraries.

<table>
<thead>
<tr>
<th>S1No</th>
<th>Name of Post</th>
<th>Number of post</th>
<th>Scale of pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Director of Library Services, Assam</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Director</td>
<td>1</td>
<td>1725-2375/-</td>
</tr>
<tr>
<td>2.</td>
<td>Deputy Director</td>
<td>2</td>
<td>1125-1975/-</td>
</tr>
<tr>
<td>3.</td>
<td>Asstt. Librarian</td>
<td>2</td>
<td>620-1315/-</td>
</tr>
<tr>
<td>4.</td>
<td>Reference Librarian</td>
<td>1</td>
<td>-do-</td>
</tr>
<tr>
<td>5.</td>
<td>Planning Officer</td>
<td>1</td>
<td>745-1600/-</td>
</tr>
<tr>
<td>6.</td>
<td>Supdt. Office</td>
<td>1</td>
<td>975-1600/-</td>
</tr>
<tr>
<td>7.</td>
<td>Technical Asstt.</td>
<td>1</td>
<td>500-875/-</td>
</tr>
<tr>
<td>Position</td>
<td>Number</td>
<td>Salary Range</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
<td>--------------</td>
<td></td>
</tr>
<tr>
<td>8. Counter attendant</td>
<td>5</td>
<td>420-730/-</td>
<td></td>
</tr>
<tr>
<td>9. Book binder</td>
<td>1</td>
<td>- do -</td>
<td></td>
</tr>
<tr>
<td>10. Accountant</td>
<td>1</td>
<td>700-1200/-</td>
<td></td>
</tr>
<tr>
<td>11. Upper Division Asstt.</td>
<td>1</td>
<td>- do -</td>
<td></td>
</tr>
<tr>
<td>12. Lower Division Asstt.</td>
<td>5</td>
<td>500-875/-</td>
<td></td>
</tr>
<tr>
<td>13. Typist</td>
<td>2</td>
<td>- do -</td>
<td></td>
</tr>
<tr>
<td>14. Dairy</td>
<td>1</td>
<td>390-620/-</td>
<td></td>
</tr>
<tr>
<td>15. Driver</td>
<td>1</td>
<td>420-490/-</td>
<td></td>
</tr>
<tr>
<td>16. Grade IV staff</td>
<td>11</td>
<td>370-490/-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>37</strong></td>
<td></td>
</tr>
</tbody>
</table>

**B. District Libraries.**

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. District Librarian</td>
<td>17</td>
<td>620-1315/-</td>
</tr>
<tr>
<td>2. Upper Division Asstt.</td>
<td>17</td>
<td>650-1150/-</td>
</tr>
<tr>
<td>3. Library Assistant</td>
<td>11</td>
<td>580-1165/-</td>
</tr>
<tr>
<td>4. Technical Assistant</td>
<td>17</td>
<td>470-800/-</td>
</tr>
<tr>
<td>5. Counter Attendent</td>
<td>20</td>
<td>410-670/-</td>
</tr>
<tr>
<td>6. L.D.cum Typist.</td>
<td>17</td>
<td>470-800/-</td>
</tr>
<tr>
<td>7. L.D.cum Care taker</td>
<td>1</td>
<td>- do -</td>
</tr>
<tr>
<td>8. Book binder</td>
<td>10</td>
<td>390-620/-</td>
</tr>
<tr>
<td>9. Grade IV staff</td>
<td>38</td>
<td>370-490/-</td>
</tr>
<tr>
<td>10. Driver</td>
<td>4</td>
<td>420-730/-</td>
</tr>
<tr>
<td>11. Handyman</td>
<td>4</td>
<td>390-620/-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>156</strong></td>
</tr>
</tbody>
</table>

**C. Sub-divisional Libraries.**

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
<th>Salary Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sub-divisional Librarian</td>
<td>17</td>
<td>580-1165/-</td>
</tr>
<tr>
<td>2. L.D.cum Typist</td>
<td>17</td>
<td>470-800/-</td>
</tr>
<tr>
<td>3. Counter attendants</td>
<td>26</td>
<td>410-670/-</td>
</tr>
<tr>
<td>4. Grade IV staff</td>
<td>33</td>
<td>370-490/-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>93</strong></td>
</tr>
</tbody>
</table>
**D Gaon Panchayat Libraries (Rural Libraries)**

<table>
<thead>
<tr>
<th>Role</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Librarian</td>
<td>200</td>
</tr>
<tr>
<td>Bearer</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>250/-</td>
</tr>
<tr>
<td></td>
<td>175/-</td>
</tr>
</tbody>
</table>

**7.12 LINE AND STAFF.**

Line and staff are two types. A staff officer is one who is learned, thinks, sees, plans, recommends, reports or co-ordinates in some special aspects in contrast to be officer, whose job is to give work institutions and get things done. Line is synonymous with authority and commands, staff with advice and control. The line is the link in the chain of the similar organisation, the staff has no authority. Staff officer are always directly responsible to their superior officers and they have no voice to command except through the line officers. The duties of line and staff are:

1. Line and staff are jointly responsible for the performance of their duties.

2. A line officer discharges his responsibilities by taking direct action, a staff officer discharges his responsibilities by furnishing information and without thought of personnel credit for the results accomplished.

3. Although the staff executive are charged with responsibilities that have to do with internal administrative phase of work in their departments, this does not give them direct authority over the line form in subordinate organisation.
nisation starts, nor does it relieve their line superior if the basic responsibility for the result of their work.

4. The line recognises the purpose and value of the staff and makes full use of its advice and assistance.

A librarian of big library with a number of assistants to work under him can be considered as an officer of line type but his counterpart in a small library with only a few assistants or without assistant may have to act as both line and staff officer and many a time only as a staff officer.

The success of a library essentially depends upon the Librarian and his staff. The prime requisite to render the best possible service, and for this purpose competent and adequate staff is required to promote professional development. (5)

7.13 LIBRARIANS RELATIONSHIP WITH OTHER PERSONNEL.

The success and the efficiency of the library system depends on the team spirit, loyalty and devotion of the library staff. The librarian can develop it by establishing good and cordial relations with his staff. Dictatorial tendencies and victimisations of juniors do not help in this regard. They breed and increase dissatisfaction.

5. Ibid p. 303
To develop good and workable relationship with the staff, the librarian must see and strive that the members of the staff working under him get due credit for the good work done by them. He must understand the personnel problems of the juniors. Such an attitude would create healthy atmosphere.

The University Grants Commission Library Committee headed by Dr. S.R. Ranganathan assigned following functions to modern library staff.

1. Duty to researchers. Making themselves familiar with the progress of research in the University, analyzing the current periodicals and feeding nascent thought to researchers.

2. Duty to teachers and students i.e. to be in close touch with the progress of work in the classroom and to plan course book studies for students co-ordinating the demand with the ability of the resources required for studies.

3. Duty to library collection i.e. specialising in subject bibliography, keeping an eye over the world of books for developing a balanced collection with teachers.

The staff alone cannot do or render best possible service to the readers and cannot work efficiently or improve qualities of work, however well equipped or trained the personnel may be, unless and until the necessary privileges are offered to them. It is the function of the library authori-
ty to provide opportunities and resources and to lay down the broad principles or policy to be followed. The librarian's function is to get the work done in all its details.

The function of the librarian is not limited. His areas of activity and his materials are almost unlimited. The librarian should make himself fully acquainted with the ability and characteristic of his colleagues as far as practicable. He should afford them all possible help, guidance and encouragement and see that he is properly informed regarding educational, professional matters, thereby the librarian is under a moral obligation to make use of each assistant under his control.

7.14. CONCLUSION

There are various categories of staff personnel in any organisation or institution according to the job specification. The administration always tries to increase efficiency, accuracy and better service from the staff personnel with little cost and to get maximum profit. On the other hand, the staff personnel demand attractive pay scale, better amenities, privileges and superannuation
from the employer. Therefore, some sort of dissatisfaction and difference of opinion go on in between the employer and the employees. Dissatisfaction and deprivation lead to the cause of conflict. Therefore, a congenial atmosphere and better understanding is an essential in between the management and the staff personnel.

In any circumstances, without any genuine and proper ground the staff personnel should not be harassed, punished or deprived of their legitimate and lawful claim. The employer should always consider the demand of the staff sympathetically, honestly on humanitarian grounds. Therefore, there are some sort of obligation between employers and the employees with each other.