CHAPTER - V

COMMUNICATION CHANNEL OF THREE DIFFERENT LIBRARIES
Chapter Objectives:

1. To highlight the communication channel of:
   a) Burdwan University Library,
   b) National Library, and
   c) Visva-Bharati University Library
2. To explain organization charts of the above three libraries.
3. To analyse staff patterns from communication perspective.
4. To formulate a theoretical basis of measuring the ratio of rank to rank communication.
5. To conduct sociometric analysis from communication perspective.

In this chapter we have to study communication channels librarywise. This study is primarily based on the available information received from the respondents through questionnaire. We have tried to set a formula to measure the ratio of rank to rank communication. Staff patterns of the three different libraries, under study, are analysed in the light of their organizational chart also. Sociometric analysis of rank to rank communication are studied through sociograms.
5.1. INTRODUCTION

In this chapter the communication channels of the three libraries, viz., Burdwan University Library, National Library and Visva-Bharati University Library have been examined one by one.

In fact, the specific purpose of this study was to enumerate the proportion of personnel in the different ranks in a library and to set a distancing principle for communication between any two ranks. The simple idea that has been utilised here, is, greater distance ensures theoretically less communication facilities which again depends on an optimum proportion of personnel in the said two ranks.

We have studied the organization charts of the above three libraries for this reason and analysed their staff pattern. Sociograms are prepared to show the rank to rank communication of the three different library systems. This discussion basically depends on the respondents' responses as mentioned in the previous chapter.

The details of exact proportions of upward, downward and lateral communication of the above three libraries and their comparison will be reported in the forthcoming chapter.
5.2. BURDAN UNIVERSITY LIBRARY

The Burdwan University Library was established and started its function since the foundation date of the University, the 16th June 1960 as a State aided University.

At first, it was situated at the Rajbati Campus along with teaching departments. Teaching departments were shifted at Golapbag Campus and the library was also shifted at Golapbag and housed at the present Institute of Science Education Building.

The Library finally shifted into its present building in the year 1968 and it is now located centrally to all the teaching departments.

The collection of documents in the library are as follows:

1. (a) Books = 1,30,836
   (b) Bound Periodicals = 23,000
2. Reports = 713
3. Manuscript = 3,000
4. Photoprints = 670
5. Current Periodical Titles = 558

The Library caters its services to its members i.e., students, teachers, research scholars, staffs, teachers of affiliated colleges and special members. The Library has accepted the closed access system which means readers are not allowed to go to stack, except in some special cases.
3.2.1. Organisational Structure

The Burdwan University Library has adopted the decentralised system in its organisational structure which is clearly shown in the organisational chart of the Burdwan University Library, Chart 5.1. In this University library there are one central library and 15 seminar/departmental libraries.

3.2.2. Divisions and Services:

To cater better library services and to promote education, learning and research the library has the following sections in its Central Library: Circulation Section, Technical Section which is divided into two sub-sections Technical and Acquisition Section, Periodical Section, Reference Section, Study Centre, Manuscript Section, Archive Section, Report Section and Research Service Centre. The library has its office under the direct control of the Librarian. By procuring invaluable documents library offers the following services viz., Circulation services, reference services, information services, documentation services, reprographic services, inter-library loan services, research services, etc.

3.2.3. Staff Pattern:

There are five types of library professionals in Burdwan University Library viz., Librarian, Deputy Librarian, Assistant Librarian, Senior Technical Assistant and Junior Technical Assistant. Librarian is the chief executive of the library and stands top at the chart and the Junior Technical Assistant is the lowest level worker of the library and stands below at the Chart 5.1.
Chart: 5.1  ORGANIZATION CHART OF THE BURDWAN UNIVERSITY LIBRARY

BURDWAN UNIVERSITY LIBRARY

LIBRARIAN

CENTRAL LIBRARY

CIRCULATION SECTION

TECHNICAL SECTION

ACQUISITION SECTION

PERIODICAL SECTION

REFERENCE SECTION

STUDY CEN.TRE

MANUSCRIPT SECTION

ARCHIVE SECTION

REPORT SECTION

RESEARCH SERVICE CENTRE

SEMINAR/DEPARTMENTAL LIBRARIES

OFFICE

BENGALI

ENGLISH

SANSKRIT

ECONOMICS

HISTORY

PHILOSOPHY

POLITICAL SCIENCE

BOTANY

CHEMISTRY

GEOGRAPHY

MATHEMATICS

PHYSICS

ZOOLOGY

COMMERCE

LAW
For the proper operation of the library it is divided into different sections under the headship of different personnel. In the Chart 5.1 it is clearly stated that the Deputy Librarian is incharge of the Circulation Section and under his headship Senior Technical and Junior Technical Assistants are engaged in work in this section.

Under the headship of Assistant Librarians four sections are operated and these sections are Technical Section, Periodical Section, Reference Section and Study Centre. Senior Technical Assistants and Junior Technical Assistants are working in these sections under the headship of Assistant Librarians.

Under the headship of Senior Technical Assistants three sections viz., Manuscript Section, Archive Section and Report Section are operated and the Junior Technicals are working in these sections under the Senior Technical Assistants.

In case of Seminar/Departmental Libraries, Librarian is the chief executive. One Assistant Librarian is engaged as the Co-ordinator. Both the Senior Technical Assistants and the Junior Technical Assistants are engaged as head in these libraries and this headship is clearly stated in Chart 5.1.

The number of positions in the different categories of library personnel in the Burdwan University Library is as under:

1. Librarian = 1
2. Deputy Librarian = 1
3. Assistant Librarian = 4
4. Senior Technical Assistant = 21
5. Junior Technical Assistant = 26
Total = 39
5.2.4. Analysis of Staff Pattern

In this section we have to analyse the staff pattern of Burdwan University Library from two angles:

1) from communication perspective, and

2) from sociometric perspective.

Before analysing the staff pattern of Burdwan University Library, we have to study the hierarchy of staff pattern of this library which has been schematically shown in Fig. 5.1. given below:

(Note: L = Librarian, DL = Deputy Librarian, AL = Assistant Librarian, STA = Senior Technical Assistant, JTA = Junior Technical Assistant)

Fig. 5.1.1 Hierarchy of staff pattern of Burdwan University Library
In this figure vertical line indicates the position of different ranks of the library personnel and the upper rank personnel are placed towards the top of the cone and the lower rank personnel towards the bottom. The horizontal line which is the radius of the conical base at a particular point, indicates the total number of personnel in a particular rank.

5.2.4.1. Staff Pattern from Communication perspective

Hierarchy of staff pattern as depicted in Fig. 5.1 shows the nature of probable communicability among the library personnel.

According to the simple law of combination, communicability within a specific rank is represented by \( n(n-1) \), since all possible combinations of personnel is given by \( \frac{n!}{[n]} \) and when mutual communication is considered, it becomes \( \frac{n!}{[n]} \) or \( n(n-1) \).

It has also been assumed that the communicability between two ranks varies directly as the ratio of the square of the numbers of personnel in the two ranks. The reason behind taking the square of the number of personnel may be understood from Fig. 5.1, where the area of work has been supposed to be represented by the base area of the cone with a radius equal to the number of personnel in a particular rank. Let us suppose that the number of personnel in the higher rank is \( 'a' \) and the same in the lower rank is \( 'b' \), then communicability is represented by

\[
c = \pi \frac{a^2}{b^2}
\]

where, \( \pi \) is the constant of proportionality.
Now, taking highest possible communicability as 1, when
the number of personnel in the two ranks are equal (say a), we
get \( \frac{1}{a^2} = 1. \)

\[ \therefore \quad c = \frac{a^2}{b^2} \]

The rationale behind this assumption may further be
explained as follows:

Let us suppose that the Junior Technical Assistants are
involved directly or indirectly in all the library functions
and therefore, area of the base of the cone in Fig. 3.1 comprise
the whole of library activities. The ratio of the base area and
the area at the Senior Technical level, therefore, should
represent the extent of communicability between the two ranks.

Here, in the Burdwan University Library, the ratio of the
base area, i.e., Junior Technical Assistant level, and the area
at the Senior Technical level is \( (26)^2 : (21)^2 = 0.7656 \). But
the ratio between the area at Senior Technical Assistant and
Assistant Librarian level is \( (21)^2 : (4)^2 = 0.0363 \) which is
much lower than 0.7656. This shows theoretically that communica-
bility is better between Junior Technical Assistants and
Senior Technical Assistants than between Senior Technical
Assistants and Assistant Librarians. Similarly, the ratio
between Assistant Librarian and Deputy Librarian is \( (4)^2 : (1)^2 \)
= 0.0628, and between Deputy Librarian and Librarian is
\( (1)^2 : (1)^2 = 1. \)
Thus, so far as communicability is concerned, Senior Technical Assistants and Junior Technical Assistants are closer and Deputy Librarian and Librarian are relatively closer. While in the case of Senior Technical Assistant and Assistant Librarian, there is a sort of distancing in communicability.

5.2.4.2. Staff Pattern from sociometric perspective:

Sociometric analysis of the staff pattern is based on the respondents' response against the item Nos. 2 and 3 in the questionnaire, where each individual was to write how frequently does he participate in written and verbal communication respectively with other personnel. On the basis of the above the sociogram has been prepared. The basic feature of this sociogram is to depict the rank to rank communication and not to identify man to man communication as direction and channels of communication were the chief concern for this study. Again, we were not interested to count who is the most popular in a particular library or who is the least popular or to identify the chiques as is usually done in sociometric studies.

In order to get an idea of the nature of inter rank communication, let us examine the sociogram represented in Fig.5.2 which shows the following features. The innermost circle represents the Librarian, the immediate outer circle represents the Deputy Librarian, the next one is for Assistant Librarian and the two outermost circles are for Senior
Figure 5.2: Sociogram of Burdwan University Library
Technical Assistants and Junior Technical Assistants respectively. The radius of each circle had been proportionately increased according to the number of personnel actually working in that particular rank. The numbers in each rank represent the serial number of the person who completed the questionnaire in the record sheet. Arrowheads show the personnel/rank from which the communication originates and to which rank it is destined to along with the direction. The two types of line show either frequent or infrequent communication. Frequent communication means either daily or several times in a week. Infrequent communication means once in a fortnight or less number of times.

As for example, in the Fig. 1.3 we can see that person 02, who belongs to the Junior Technical Assistant rank communicates frequently with his own rank and Senior Technical Assistant rank but infrequently with the Assistant Librarian, Deputy Librarian and Librarian. The person 03 who belongs to the Senior Technical Assistant rank communicates frequently with his own rank and also with other ranks. The person 27 who belongs to the Assistant Librarian rank communicates frequently with his own rank, Senior Technical Assistants, Junior Technical Assistants, and with Librarian, but infrequently with Deputy Librarian. The person 01 who is the Deputy Librarian communicates frequently with Librarian, Assistant Librarians, Senior Technical Assistants and Junior Technical Assistants. The person 26 who is the Librarian
communicates frequently with Deputy Librarian, Assistant Librarians, Senior Technical Assistants and Junior Technical Assistants, and so on.

5.3. NATIONAL LIBRARY

National Library is a permanent repository of all reading and information materials published in India as well as all printed documents written by Indians and also concerning the writings on India by the foreigners irrespective of its place of publication and language.

The library has also an invaluable and good collection of publications in English and other European Languages. In addition to the above, it has a good collection in some foreign languages, viz., Chinese, Japanese, Russian, German, Arabic, Persian etc. Further, it has a rich collection of Sanskrit, Persian, Arabic and Tamil manuscripts and also rare books.

The National Library is a subordinate department under the Ministry of Education & Culture (Department of Culture), Government of India.

In this connection we may look back into its past. Calcutta Public Library was established and started functioning since the year 1835. Mr. J.H. Stocqua, editor of newspaper Englishmen, performed this great deed. Metcalfe Hall was the location of the Calcutta Public Library and later in the year 1903 it was renamed as Imperial Library. The National Library was formally opened at its new house at Belvedere, Alipore, Calcutta on and from 1st February, 1953 by Maulana Abul Kalam
Asad, the then Education Minister, Government of India. The Imperial Library was converted into National Library by changing its name in 1958 by the Government of India. National Library is a legal depository of books and newspapers published in India according to the provision of Delivery of Books and Newspapers Act, 1954.

Membership is open to all but requires the persons identity, either self or institutional.

Collection of documents: National Library has the following collection at present which may be listed itemwise:

1. (a) Books = 18,48,514
   (b) Bound Periodicals = 1,96,500
2. Maps = 76,764
3. Manuscripts = 3,023
4. Microfilms = 2,700
5. Microfiches = 21,000
7. Govt. Publication (Indian) = 4,82,397

There are some invaluable collections of eminent pouses received as donation and some of these collection include:

1) Sir Asutosh Mukhopadhyay collection
2) Ramdas Sen collection
3) Harid Baran collection
4) Sir Jadvanath Sarkar collection, and
5) Dr. S.N. Sen collection
3.3.1. Organisational Structure

The National Library has adopted the Centralised library system which is clearly depicted in its organisational chart, Chart 3.2.

Due to space problem library is scattered. At present the library has the four complexes vis., (i) Main Building, (ii) New Stack Building, (iii) Annex Building and (iv) Esplanade Reading Room.

3.3.2. Divisions and Services:

The organisational set-up of the National Library broadly consists of (A) Professional Division, (B) Conservation Division and (C) Administration Division.

Professional Division is further divided into three major divisions: (a) Acquisition, Processing, Maintenance, Reader Services Division, (b) Indian Language Divisions and (c) Foreign Language Divisions (other than English).

For the promotion of better library services all the above Divisions including Conservation Division and Administration Division are divided into pertinent divisions which is clearly depicted into the Chart 3.2.

National Library is basically depository library and offers the library services which includes Lending Services, Reading Room Services, Reference Services, Guidance Services, Information Services, Documentation Services, Reprographic Services, Indian & Foreign Official documents Services, Inter Library Loan Services in India and abroad, etc.
§ 3.1.1. Staff Pattern:

In National Library, there are five categories of library professional viz., Librarian, Deputy Librarian, Assistant Librarian, Technical Assistant and Junior Technical Assistant. The hierarchical order of ranks are clearly stated in Chart 3.2. At the top of the chart there is Director. The Director of National Library is in overall charge of the library with two Professional Librarians under him. At present there is one Professional Librarian in the National Library and the Librarian is currently in charge of all professional matters of the Library who has the direct control over Professional Division, Conservation Division and Administrative Division. There are five Deputy Librarians in National Library under the control of Librarian and they are the direct heads of Conservation Division and Professional Division.

There are forty-four pertinent sub-divisions in the National Library for catering better services and supervision. Among these forty-four sub-divisions forty-three sub-divisions are headed by Assistant Librarians (and the rest is headed by a Chemist). Under these Assistant Librarians Technical Assistants (equivalent to Senior Technical Assistant/Professional Assistant), and Junior Technical Assistants (equivalent to Semi Professional Assistant) are engaged as working members into different sub-divisions.
The number of positions in the different categories of library personnel in the National Library is as follows:

1. Director = 1
2. Librarian = 2
3. Deputy Librarian = 3
4. Assistant Librarian = 43
5. Technical Assistant = 90
6. Junior Technical Assistant = 60

5.3.4. Analysis of Staff Pattern:

Before starting the discussion about the staff pattern of the National Library, we have to study the hierarchy of staff pattern of the National Library in the schematic representation in Figure 5.3.

Here in this figure, vertical line represents the ranks and horizontal lines represent the total number of personnel of different ranks. Upper rank personnel are placed towards the top of the cone and the lower rank personnel are placed at the bottom of the cone.

In the base line, i.e., in Junior Technical Assistant rank, the total number of personnel are less than its immediate upper rank, i.e., Technical Assistant rank. Therefore, the horizontal line of the Junior Technical Assistant rank is extended proportionately upto the projected number of the personnel and depicted in dotted line. This projected proportion was calculated on the basis of two other libraries, i.e., Durban
Note: D = Director, L = Librarian, DL = Deputy Librarian, AL = Assistant Librarian, TA = Technical Assistant, JTA = Junior Technical Assistant

Fig. 5.3: Hierarchy of staff pattern of National Library
University Library and Visva-Bharati University Library.

5.3.4.1. Staff pattern from communication perspective:

Hierarchy of staff pattern as depicted in the Fig. 5.3 shows the nature of probable communicability among the different personnel of National Library. The ratio of the communicability between lower and upper level ranks of personnel will be analysed on the basis of theoretical assumption already adopted in the section 5.3.4.1.

In the National Library the ratio of the Junior Technical Assistant level and Technical Assistant level is $(68)^2 : (99)^2 = 1.5257$. This proportion being greater than one shows that upward communication is likely to be greater than downward communication. The ratio between the area at Technical Assistant Level and Assistant Librarian level is $(43)^2 : (99)^2 = 0.1887$. The ratio between Assistant Librarian and Deputy Librarian level is $(5)^2 : (43)^2 = 0.0123$. The ratio between Deputy Librarian and Librarian is $(2)^2 : (5)^2 = 0.16$ and the ratio between Librarian and Director is $(1)^2 : (2)^2 = 0.25$.

From the above theoretical analysis, it may be said that in National Library so far as communicability is concerned, there exists a sound communicability between Junior Technical Assistants and Technical Assistants. Communicability between other ranks are much lower. In the case of Librarian and Director communicability is closer, between Technical Assistant and Assistant Librarian, and between Deputy
Librarian and Librarian it is relatively closer, but in case between Assistant Librarian and Deputy Librarian there is least communicability. Therefore, it may be said that there is a sort of distancing in communicability in case of Assistant Librarians and Deputy Librarians in National Library.

The details of exact proportion of Upward, Downward and Lateral communications among National Library personnel and their comparison will be reported in Chapter VI.

5.3.4.1. Staff pattern from sociometric perspective:

Sociometric analysis of the staff communication pattern of the National Library is depicted into the sociogram represented in Fig.5.4. The nature of inter-rank communication of National Library personnel is highlighted in this sociogram and it is drawn on the basis of the idea as laid down in the earlier section 5.2.4.2.

In Fig.5.4, the smallest circle represents the rank of Librarian, the circle just bigger than smallest represents the rank of Deputy Librarian, the middle circle represents the rank of Assistant Librarian, the bigger circle than the middle represents the rank of Technical Assistant and the biggest circle represents the rank of Junior Technical Assistant. As in case of National Library the number of Junior Technical Assistants are lower than the number of Technical Assistants, the outermost circle has been drawn proportionately, in consideration of the case of other libraries and drawn in dotted line. The Junior Technical Assistants (as respondents) are not
Figure 5.4. Sociogram of national Library.
placed into this dotted line area of the circle.

In the sociogram (Fig. 5.6) the inter-rank communication is highlighted in the following manner: The respondent 60 belongs to the Junior Technical Assistant group and has the frequent communication link to same rank personnel and to the higher rank personnel of Technical Assistants, Assistant Librarians, and Deputy Librarian and infrequent communication link to Librarian. The respondent 71 has the frequent communication link to Librarian, Deputy Librarian, Assistant Librarian, Junior Technical Assistant and also to the same rank. The respondent 76 who is a member of Assistant Librarian group, has the frequent communication link to Librarian, Deputy Librarian, Technical Assistant and Junior Technical Assistant but he has the infrequent communication link to the same rank personnel. Again, 22 the Deputy Librarian has the frequent communication link to Librarian, Assistant Librarian, Technical Assistant, Junior Technical Assistant and also to the same rank, Deputy Librarian.

5.6. VISVA-BHARATI UNIVERSITY LIBRARY

Visva-Bharati was founded by Rabindranath Tagore as Ashramik School in the year 1901. A library was founded to support the education and to increase the learning habit of the students of this Ashramik school.

Visva-Bharati converted into a centre of higher learning in the year 1918. Since then the library enriches rapidly as a 'growing organism'. Special collections were housed
separately. A decentralised system of library was adopted, Tibetan Library, Art Library, Institute of Rural Reconstruction Library were established.

Tagore's idea was that the use of the library is vital than to its biggest collection. Sharing this idea library was open to the learners and teachers and the other readers. Readers are always encouraged to choose their reading materials own. Since then the 'open access' system was adopted in the Visva-Bharati Library.

The Central Library which is located now in its present building in front of Administrative building. Before this final shifting it was housed in the present Patha-Shavana building and earlier it was housed in the Santiniketan Bati.

In the year 1951 Visva-Bharati was recognised as a Central University and after that present library building was constructed and the Central Library shifted finally to this building at Santiniketan in the year 1970.

For the promotion of education, learning and research the library procures updated documents in its collection. The collection of documents in the Visva-Bharati University Library are as follows :

1. (a) Books : 4,12,621  
(b) Bound Periodicals : 64,621  
2. Current Periodical Titles : 1,030  
3. Reports : 6,620  
4. Pamphlets : 3,975
5. Manuscripts : 12,354
6. Photoprints : 2,387

Readers of this library are:

1. Primary School level students
2. Secondary School level students
3. Higher Secondary School level students
4. Undergraduate level students
5. Post-Graduate level students
6. Certificate & Diploma level students
7. Researchers
8. Tagore researchers (including non-University)
9. Teachers
10. Staffs
11. Other special members

5.4.1. Organisational Structure

The decentralised library system is adopted in the Visva-Bharati University Library. This system is adopted here mainly because of the scattered campus of the University at Santiniketan and Swiniketan. Sometimes department to department distance is more than a kilometer. The Visva-Bharati University consists of the Central Library and 13 sectional libraries which is clearly stated in the organisation chart of the Visva-Bharati University Library, Chart 5.3.

5.4.2. Division and Services

For the sake of better management and operation of library, the Central Library has been divided into the
Chart 5.3 ORGANIZATION CHART OF THE VISVA-BHARATI UNIVERSITY LIBRARY

VISVA-BHARATI UNIVERSITY LIBRARY

LIBRARIAN

DEPUTY LIBRARIAN

ADMINISTRATIVE SECTION

ASSISTANT LIBRARIAN

PROFESSIONAL ASSISTANT

SENIOR PROFESSIONAL ASSISTANT

CIRCULATION SECTION

REFERENCE SECTION

TECHNICAL SECTION

DOCUMENTATION SECTION

ACQUISITION SECTION

PERIODICAL SECTION

MAINTENANCE SECTION

READING ROOM

PRESERVATION SECTION

SECTIONAL LIBRARIES

PALLI SAKATHANA VISHAVA

PALLI SIKSHA BHAVANA

VINAYA-BHAVANA

SIKSHA-BHAVANA

GAJIT-BHAVANA

CHEENA-BHAVANA

HINDI-BHAVANA

PHILOSOPHY & RELIGION

SAKINDRA SHISHU PATHAGAR (PATHA-BHAVANA)

RABINDRA-BHAVANA

KALA-BHAVANA

SIKSHA SATRA

AGRO ECONOMIC RESEARCH CENTRE
following sections : Circulation Section, Reference Section, Technical Section, Acquisition Section, Maintenance Section, Periodical Section, Documentation Section, Preservation Section, Reading Room, Administrative Section.

The library caters the following services to its readers, specifically mentioned in the earlier section: Circulation Services, reference services, information services, documentation services, reprographic services, inter-library loan services, research and guidance services, extension services etc.

5.4.3. Staff Pattern:

In Visva-Bharati University Library five types of library professionals are engaged in work viz., Librarian, Deputy Librarian, Assistant Librarian, Professional Assistant (equivalent to Senior Technical Assistant), and Semi-professional Assistant (equivalent to Junior Technical Assistant). Librarian is the chief executive of Visva-Bharati University Library and stands top at the organisation chart and the semi-professional Assistant is the lowest level worker of the library and stands below at the organisation Chart 5.3.

Deputy Librarian is engaged with the functioning of the Central Library. For the proper functioning and operation of the library this Central Library is divided into different sections under the headship of different rank of personnel which is clearly stated in Chart 5.3.
In this University Library, under the headship of Assistant Librarians four sections are operated and these sections are Circulation Section, Reference Section, Technical Section and Documentation Section. In these sections Professional Assistants and Semi Professional Assistants are working under the headship of Assistant Librarians.

Some sections vis., Acquisition Section, Periodical Section, Maintenance Section, Reading Room are headed by Professional Assistants and Semi Professional Assistants are working under the headship of Professional Assistants.

In case of Sectional Libraries, Librarian is the chief executive. In some Sectional Libraries, vis., Palli Sangathana Vibhaga, Palli Siksha Bhavana, Vinaya Bhavana, Siksha-Bhavana, Sangit Bhavana, Chenna Bhavana, Hindi Bhavana, and Philosophy and Religion, Assistant Librarians are working as head of the library. In these Sectional libraries Professional Assistants and Semi-professional Assistants are working under the headship of Assistant Librarians.

Again, in some other Sectional Libraries, vis., Seminara Siksha Parish (Patha-Bhavana), Rabindra Bhavana, Kala-Bhavana, Siksha Satra and Agro-Economic Research Centre, Professional Assistants are working as head of the Sectional Library. In rest of these libraries Professional Assistants work under the headship of Professional Assistants and in some sectional libraries only Semi-professional Assistants are working under the headship of Professional Assistants.
Staff pattern of the Visva-Bharati University is as follows:

1. Librarian = 1
2. Deputy Librarian = 1
3. Assistant Librarian = 11
4. Professional Assistant = 20
5. Semi Professional Assistant = 24
Total = 57

5.4.4. Analysis of Staff Pattern:

The Visva-Bharati University Library has the following hierarchical pattern of staff position which is clearly shown in the Figure 5.5.

(Note: L = Librarian, DL = Deputy Librarian, AL = Assistant Librarian, PA = Professional Assistant, SPA = Semi Professional Assistant)

Fig. 5.5: Hierarchical Staff Pattern of Visva-Bharati University Library
In this figure, Librarian is placed at the top of the vertical line as this post is the uppermost in Visva-Bharati University Library. The lower posts or ranks are placed at the lower position of the vertical line respectively by following the rank level as Deputy Librarian, Assistant Librarian, Professional Assistant and Semi Professional Assistant. As the Semi Professional Assistant rank is the lowest level professionals in Visva-Bharati University Library are placed at the bottom of the vertical line. Horizontal line indicates the total strength of these rank personnel.

5.4.4.1. Staff Pattern from Communication Perspective:

From the Figure 5.5, the nature of probable communicability among the staff members of Visva-Bharati University Library could be estimated and the ratio of communicability between lower and upper level rank of personnel could be analysed as it is theoretically assumed in the section 5.3.4.1.

In case of Visva-Bharati University Library the ratio of communicability between Semi Professional Assistant level and Professional Assistant level is \((24)^2 : (20)^2 = 0.6944\); the Professional Assistant and Assistant Librarian is \((20)^2 : (11)^2 = 0.3025\), the Assistant Librarian and Deputy Librarian is \((11)^2 : (1)^2 = 0.0002\); and the ratio between Deputy Librarian and Librarian = \((1)^2 : (1)^2 = 1\).

On the basis of the above discussion in case of Visva-Bharati University Library, communicability among its staff members is concerned, there exists a better communication
Figure 5.6: Sociogram of Visva-Bharati University Library
between Semi-professional Assistants and Professional Assistants. Communication between Professional Assistant and Assistant Librarian is lower. This communicability between Assistant Librarian and Deputy Librarian is very very low. And the communicability between Deputy Librarian and Librarian is exactly one.

The exact proportion of upward, downward and lateral communication of Visva-Bharati University Library personnel and their comparison will be reported in Chapter VI.

5.4.4.3. Staff Pattern from Socio-metric perspective:

In order to get an idea of the nature of inter-rank communication of Visva-Bharati University Library we have analysed the questionnaire response for the item Nos.2 and 3 of this particular library and on the basis of the above we have prepared the sociogram of Visva-Bharati University Library, Fig. 5.6.

In this sociogram fig. 5.6, we can see that the respondent 07 who belongs to Semi-professional Assistant rank frequently communicates to his own rank personnel and to his upper rank personnel, i.e., Professional Assistant, Assistant Librarian and Librarian. The respondent 11 who belongs to Professional Assistant rank frequently communicates with his own rank, lower rank and his immediate upper rank personnel i.e., Assistant Librarian but have the infrequent communication to his uppermost rank i.e., Librarian. The respondent 31 who belongs to Assistant Librarian rank communicates infrequently to his
upper and own rank personnel but communicates frequently to his lower ranks. And the respondent 2 who is the Librarian of this library communicates frequently to his subordinate ranks.