Chapter No. IV:
Library Personnel Management.

- Introduction.
- Need for Effective Management.
- Management Of Personnel.
- Management Skill for the Library.
- What Can Library Management Do?
- Library Personnel.
- Librarianship as a Career.
- Library Environment.
- Recruitment and selection of Librarian.
- Appointment of Librarian.
- Strategies of Motivation.
- Job Satisfaction.
- Staff Management in Libraries.
- Library Management.
- Library Management System.
- Faculty Improvement Programme.
- Impact of IT on Library Management.
- Professional Training Of Librarians.
- Professional Development Of The Staff.
- Significance Of Staff Training And Development In University Libraries.
Introduction:

To meet the goals of library service, both professional and supportive staff is needed in libraries. Libraries should use strategies based upon the principles of universal design to ensure that library policy, resources and services meet the needs of all people. Thus, the library occupation is much broader than that segment of it which is the library profession, but the library profession has responsibility for defining the training and education required for the preparation of personnel who work in libraries at any level, supportive or professional. Skills other than those of library and information studies also have an important contribution to make to the achievement of superior library service. There should be equal recognition in both the professional and supportive ranks for those individuals whose expertise contributes to the effective performance of the library. The “Librarian” carries with it the connotation of “professional” in the sense that professional tasks are those which require a special background and education. Libraries play a catalytic role in the lives of people with disabilities by facilitating their full participation in society.¹

Managing personnel is an especially difficult task because the reasons people act as they do are varied and often opaque. The library manager, whose training emphasizes librarianship more than management, is forced to operate in this difficult environment with few guidelines. What motivates staff members? Martin Maehr, from the University of Illinois, addresses this issue.
in the general context of worker motivation. Similarly, Charles Martell explores the necessary conditions for high achievement in the library workplace. In each of these articles, the emphasis is on library workers as people. The articles are recognition of the importance of human needs and the implicit potential of greater productivity in their fulfillment. The intellectual contributions made by academic librarians to the teaching, research, and service mission of their colleges and universities merit the granting of faculty status. Faculty status for librarians should entail the same rights and responsibilities granted to and required of other members of the faculty.

**Need for Effective Management**

Effective management is not the duty of everybody. Conversely, wherever people will work together, there is generally the need for the co-ordination of efforts in order to attain the desired goals. It must be borne in mind that anyone who oversees the duties of other people in sub-ordinate positions is regarded as a manager. Managers are primarily responsible for the achievement of organizational goals. The failure of any organization to achieve its set goal is often blamed on the management. The manager is the dynamic force that provides direction to be organization. Management is getting things done through others, the coordination of all resources through the process of planning, organizing, directing and controlling in other to attain organizational objectives. The extent to which the staff is committed to the good of the organization, prepared to undertake
responsibilities, to spend extra hours, to change the course of the organization, etc., depend more on manager behavior toward the staff than other factors such as salary etc. Correspondingly, the extent to which the manager are able to motivate and involve the staff depend on manager’s perception of the staff. Douglas McGregor quoted in his treatise upheld this view that managers handle workers according to their perception or impression of the worker. He embodied this taught in the theories he called X and Y.³

Management Of Personnel:

Management is the broad key that keeps every human endeavor flowing. Every organization, whatever its variegated nature, requires good management to function effectively. The life and success of any organization is sustained through a well planned, tested and generally accepted management principles.⁴ Management is a process that permeates all organizations because of its indispensables nature. Wherever people work together for the attainment of defined goals, there is need for management that is charged with the responsibility of ensuring that the aims and objectives of the organization are realized. The main objective of management of personnel and inter-personnel dynamics is to help the students to acquire and develop skill to design rationale decisions in the discipline of personnel management. An efficient personnel manager must guide the work force, influence their behaviour and motivate them to conduct maximum towards the achievement of organizational goals.
Effective management is not the duty of everybody. Conversely, wherever people will work together, there is generally the need for the co-ordination of efforts in order to attain the desired goals. It must be borne in mind that anyone who oversees the duties of other people in sub-ordinate positions is regarded as a manager. Managers are primarily responsible for the achievement of organizational goals. The failure of any organization to achieve its set goal is often blamed on the management. The manager is the dynamic force that provides direction to be organization. He is like a football coach who does not play but instructs and directs other players. Management is getting things done through others, the coordination of all resources through the process of planning, organizing, directing and controlling in order to attain organizational objectives. The extent to which the staff is committed to the good of the organization, prepared to undertake responsibilities, to spend extra hours, to change the course of the organization, etc., depend more on manager/administrator behavior toward the staff than other factors such as salary etc. Correspondingly, the extents to which the manager/administrator are able to motivate and involve the staff depend on manager’s/administrator’s perception of the staff.

Management Skill for the Library:

The process of management of a library requires skills at various levels. It is generally accepted that there are at least three levels or areas of skills needed in library management. These skills,
though relatively independent of one another, blend together to bring about organizational productivity, efficiency and harmony. These skills are:

1. **Technical Skill**: This is acquired from education, training and experience. It indicates the ability to use knowledge, method and techniques in the performance of library tasks. The important technical skills needed in the library include: reading and study materials selection skills, cataloguing and classification skills, information and communication technology skills, abstracting and indexing skill among others. They form the bedrock upon which the library success resets. They form the bases on which other skills are developed. These are the keys to library leadership because of staff tendency to obey a leader who knows the technicalities of the job and an Authority flow from the one knows.

2. **Human Skills**: It includes the understanding of motivation and the application of effective leadership. A good library administrator meets the needs of the users and his subordinates, just as a good shepherd looks after his flock. Within the compass of human needs working in groups three distinct but overlapping or interacting area of need can be distinguished: to achieve common task, to be maintained as a team, and the needs of which individuals bring with them by virtue of being human. Closely allied to human skills is effective public relations, which is the deliberate, planned, and
sustained effort to promote in public minds a favorable feeling
towards the library. It is also a deliberate planned and sustains
efforts to establish and maintain mutual understanding.
Within the context of the university library, it reflects the sum
of the library’s external relations with the students, faculty
members, administrative and technical staff, and the
community at large.

3. **Conceptual Skill:** This incorporates the ability to understand
the complexity of the overall organization and where one
owns operation fit into the organization. The knowledge
permits one to act according to the objectives of the total
organization rather than only on the basis of goods and need
of one’s immediate group. The appropriate needs of their
skills vary as individuals’ progress in the library profession
from Assistant Librarian to University Librarian in the case of
University Libraries. For efficiency and effectiveness, less
technical skill tend to be needed as one advance from the
lower to higher level, but the need for more conceptual skills
become more manifest. In contrast, the Assistant librarians
need considerable technical skill because they are often
required to handle the library clientele directly, handle the
technical aspects of the library processes and to train the Para-
professionals and other support staff in their various sections.
At the other extreme, the University Librarian does not need
to handle technical details but need to know how to perform
them and should be able to see how all these technicalities and
conceptual skills needed at different levels vary, the common. Denominator that appears crucial at all levels is human skills. The importance of human skill cannot be overemphasized.

**What Can Library Management Do?**

It is the essential job of the library management to discover the potential in each staff, what motivates him/her and apply the appropriate strategy. The management cannot blanket all staff by a general formal. Motivation is an individual matter and one needs to know and understand the individual who is to be motivated. No staff is ‘third rate’ as puts it and properly motivated staff will never become ‘a bone in the throat of the parent institution’ It is just not enough to employ and confirm a staff, proper motivation must follow.⁷

One will not be able to motivate others if such motivation is used for personal or selfish reasons. It is common knowledge today that most leaders use issues of motivation for own selfish ends not for the organizations but use organization’s material resources. This has given rise to sycophancy of the highest order. A most important condition that must not be over-looked is that individuals have their own goals, objectives and aspiration which must be considered the staff has personality i.e. all that a man has been, is and hopes to be. The way he thinks feels, his abilities, and interest values hopes and desires make up the personality. It is in the place of work where his hopes and ambitions must be fulfilled.
It is important that the library management never forgets, that it is the individual staff who is being asked to make the library system succeed and it is the staff that is in control. It is the staff who must make final decision to make the system succeed. He determines how much or how little he will do. In employing a staff, one cannot employ only the hand; the owner of that hand must always come with it. What this means is that you can only employ a whole man rather any part. This whole man includes a personality, attitudes, motives, and level of aspiration, goals ambition, needs egos, roles, abilities, interests' value and many more. Effective library management must motivate the workers and in order to motivate them properly, they must have some understanding of the above factors because one understanding people, the better one can get along with them.8

Library Personnel

Well-qualified, skilled and adequate number of library personnel is a must to provide consistent and efficient library services. This implies that manpower strength is one of the important ingredients of a college library. According to Webster Dictionary “manpower is the number of people working or available for work or service in an organization or institution”.9 It’s the power in terms of the workers available to a particular group or required for a particular task. So we can say that library manpower is some certain number of people who are working or available for overall management of library functions with the power of professional skills. ALA policy committee in 1983
approved two groups of skills viz. Specialist skills and general skills. These are as follows:

**Specialized skills:**

a) The analysis of the library and information needs of existing and potential users;
b) Selection, provision, and maintenance of the full range of library materials;
c) The identification, analysis and organization of information
d) The assessment, implementation and use of technology in the library;
e) The exploitation of information resources;
f) User education in the library;
g) The selection and maintenance of special collection and services and
h) The selection and exploitation of non book media.

**General skills:**

a) The planning and development of policy, its implementation and assessment;
b) The management and financial control of all or part of an organization.
c) Interaction with clients and users;
d) Supervision, training and motivation of staff and
e) Contracts and communication with other individuals and groups pertinent to the work of the organization e.g.;
governing bodies, suppliers, members of other professions etc.

It is intended that specialist skills should be performed by professionals and non-professionals should take routine tasks and procedures including operations of various systems and equipments used in the library. They should also be responsible for service under the supervision of professionals. Professionals should have basic knowledge of specialist skills and understanding of general skills and assist in its planning and supervision.

**Librarianship as a Career:**

The concept of library as a building with stacks of books and journals has changed. The need of the hour is to provide anytime anywhere access to knowledge resources. Libraries are now universally recognized as important social institutions, no community is considered complete without a library. The rapid increase in production of recorded knowledge, have led to the expansion of libraries and the development of their services. A library is an important element of a community; an academic library is an essential part of an educational institution school, college or university; a business and industrial organization. Librarianship is a growing field, which has by now attained the status of a separate discipline in the universe of knowledge. It presents challenges and interesting situations to library personnel. The management of these libraries needs personnel with good
academic and professional qualifications; proficiency in one the
natural sciences, social sciences or the humanities is helpful in the
professional development of a Librarian.

Library work is primarily a social service, and therefore, needs young men and women with a sense of dedication and a spirit of service. Those intending to enter the library profession should satisfy themselves that they possess the academic qualification and the sense of vocation that would enable them to work successfully as librarians. Librarianship as a profession provides a variety of employment opportunities. In fact, it is possible to choose the kind of library to suit one’s interest and background. Persons with a superior record high qualification can achieve high position. The salaries in college, university libraries are comparable to those of teachers.

Library Environment:

As the library environment becomes more and more complex, greater demands for flexibility are placed on a library manager and staff. Confronting this problem, Shay Baker offers some fruitful observations on managing resistance to change. Failure to deal with the human aspects of the workplace can have serious and negative consequences; one of these consequences is stress. Charles Bunge, professor of Library and Information Science, explores the role of stress in the workplace. Although understanding the psychosocial aspects of a library worker is vital, the mechanics of personnel management also constitute a major
concern for library managers. Kathleen Heim explores the topic of entry-level recruitment of employees in libraries based on the complex labor pool. It has become clear in today’s litigious labor climate that what you do may be less important than how you do it. To this end, Anne Lipow examines the subject of training library staff. It is also necessary to deal effectively with the employee who has decided to leave for one reason or another.

Libraries have grown rapidly and many changes have taken place in the environment surrounding libraries. Although employee organizations have long been operating in libraries, their function has been primarily a social one. However, these organizations have begun to provide a forum for voicing staff concerns, and evolution in the field of library personnel management took place. One way to engage staff in the operations of the library is to enlist them in the decision-making process. Many libraries try to establish their goals with staff contributing and then jointly organizing toward accomplishing the goals. In order to prepare staff to work in a changing environment, many libraries provide opportunities for taking classes on library time. Some have offered lower fees and financing is provided for training related to the staff member’s library assignment. Increased administrative responsibility is no longer the sole basis for promotion in many libraries. Many promotional schemes provide for those who excel in a specialty to achieve the top rank without having major administrative responsibilities.¹²
Recruitment and selection of Librarian:

When a vacancy arises, it is an ideal opportunity to review the job in question and decide whether the post should be filled in its current form, or whether its scope should be redefined with a new job description. The recruitment and selection process is made up of the following stages:

- **Job description**: provides a list of the main tasks involved in the role. It enables the person specification and advertisement to be written and provides the criteria for short listing.

- **Person specification**: describes the human characteristics necessary for successful performance of the role. It should include details such as education, training and any special skills required for the position.

- **Advertisement**: the advertisement should provide sufficient information to attract suitable candidates and should be promoted internally as well as externally.

- **Application pack**: applicants will need a pack containing information about the school and the post, including the job description and person specification, salary scales and information about the selection process. This will help them to prepare their application which, depending on your requirements, could take the form of a CV and letter or a completed application form.
• **Monitoring and safeguarding**: guidelines on eliminating discrimination in employment recommend that applicants are monitored on the basis of their gender, ethnic group and disability. It is also vital that recruitment and selection processes determine a candidate’s suitability to work with children.

• **Invitation to interview**: the first stage of the selection process is to prepare a shortlist of candidates who will be invited to interview. Short listing should be based on applicants’ expertise and experience in relation to the job description and person specification.

• **Interview**: the purpose of the interview is for the interview panel to obtain and assess information about the candidate that enables a valid prediction to be made of their future performance in the job. You may ask candidates to engage in a number of selection processes during the day, such as making presentations or taking part in practical tasks and group exercises. The criteria for assessing candidates and the method of recording the assessment should allow for comparison of the candidates.

• **Decision-making**: at the end of the selection process, the interview panel should compare notes and scores against the agreed criteria in order to reach an objective decision.
Letters of appointment and rejection: the letter of appointment, along with the candidate’s acceptance, forms the basis of the contract of employment. It should include the terms and conditions of employment on which the offer is made. Rejection letters to applicants who fail to secure an interview or are unsuccessful following the interview should be issued promptly.

Appointment of Librarian:

Permanent appointment in academic libraries is variously called tenure, continuous appointment, career service, regular contract, etc. Employing anyone for successive, limited periods with the intent to avoid the granting of permanent appointment is deemed unethical. Security of employment, as an elementary right, guarantees specifically

1. Intellectual freedom, defined as freedom to assume the responsibility placed upon a person by a democratic society to educate oneself and to improve one’s ability to participate usefully in activities in which one is involved as a citizen, and institutional adherence to the Library Bill of Rights.

2. Appointments and promotions based solely on merit without interference from political, economic, religious, or other groups.
3. A sufficient degree of economic security to make employment in the library attractive to men and women of ability.

4. The opportunity for the library employee to work without fear of undue interference or dismissal and freedom from discharge for racial, political, religious, or other unjust reasons.

**Strategies of Motivation:**

Bernard in Stoner, et al. (1995) accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Bernard looks at workers, in particular librarians, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. The question here is what strategies can be used to motivate information professionals, particularly librarians? The following are strategies:

- **Salary, Wages and Conditions of Service:** To use salaries as a motivator effectively, personnel managers must consider
four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other library or information establishments is taken into consideration in determining the pay structure of their organization.

- **Money**: As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity.\(^\text{15}\) Taylor advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment, and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige, and a feeling of accomplishment and success. Katz, in Sinclair demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information
professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Banjoko (1996) states that many managers use money to reward or punish workers. This is done through the process Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees.

- **Staff Training**: No matter how automated an organization or a library may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The library organization must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

- **Information Availability and Communication**: One way managers can stimulate motivation is to give relevant information on the consequences of their actions on others. To this researcher it seems that there is no known
organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another. Studies on work motivation seem to confirm that it improves workers’ performance and satisfaction. For example, Brown and Shepherd (1997) examine the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. Vinokur, Jayarantne, and Chess (1994) examine agency-influenced work and employment conditions, and assess their impact on social workers’ job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Colvin (1998) shows that financial incentives will get people to do more of what they are doing, Silverthrone (1996) investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the
motivational needs of public and private sector employees, managers, and non-managers.

Job Satisfaction:

Job satisfaction is a result of employee’s perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. There are three important dimensions to job satisfaction:

1. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.

2. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

3. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response.
Job satisfaction of the librarian naturally depends on the economically, social and cultural conditions in a given country. A librarian who cannot get a sufficient wage will be faced with the problem of maintaining his or her family’s life. This problem puts the librarian far from being satisfied. Especially the social facilities are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction of the librarian who has an important place in the information society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of the librarians gains importance.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job. Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries. In such countries, people tend to migrate to better and consistently paying jobs. Explaining its nature some researcher tends to agree that job satisfaction is essentially controlled by factors described in perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar
needs are met. Working conditions that are similar to local and international standard and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity.

**Staff Management in Libraries:**

Staff in any organization is the crucial resource to manage. Libraries are also not an exception. Staff management is the management of the subordinates in an organization. In large organizations, many of these functions are performed by a specialist department such as Personnel or Human Resources, but all line managers are still required to supervise and administer the activities and well-being of the staff that report to them. The librarians should be familiar with the principles and practices of personnel management in order to involve all staff in participative management. The success of library services depends on the interaction between the staff at different levels. The personnel management in library may include the factors such as delegation of authority, unity of command, staff training, good working environment, job description, good communication among staff, staff meetings and healthy relations among staff.
Table No. 4.01:

Status of Librarian in Universities and Colleges.

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<th>Sr.</th>
<th>Designation</th>
<th>Sanctioned Post</th>
<th>Filled Post</th>
<th>Vacant Post</th>
<th>% of Vacancy</th>
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<tr>
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<td>University Librarian</td>
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<td>19</td>
<td>19</td>
<td>50</td>
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<tr>
<td>2</td>
<td>University Deputy Librarian</td>
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<td>28</td>
<td>17</td>
<td>38</td>
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<td>3</td>
<td>University Assistant Librarian</td>
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<td>30</td>
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<tr>
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<td>140</td>
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<tr>
<td>6</td>
<td>Non-Aided College Librarian</td>
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Library Management:

The dynamic growth and abundance of information on the one hand and advancement in information communication technologies on the other have opened the vistas of applying management practices in the libraries. It is a challenge for the libraries to filter and deliver the most useful information from the vast quantity available anywhere. Library professionals need to manage the library resources—man, money, machine, materials in order to meet the increasing demand of quality library services to their users. Increasing costs of information products, shrinking budget, and increasing fees have enhanced the accountability of
university libraries. Application of IT in libraries has extended the scope of library services and accordingly enhanced the expectations of users for high quality information services.

**Library Management System:**

Library is regarded as the brain of any institute; many institutes understand the importance of the library to the growth of the institute and their esteem users. LMS support the general requirement of the library like acquisition, cataloguing, circulation. Library project system that offers many flexible and convenient features, allowing librarians and library users to maximize time and efficiency. Library System gives the all detailed information about students, staff and books. It will track on the how many books available in library and books issued to the students. It shows popular book among the students. It will provide book lost in library. It keeps the record of the suppliers and book binders. It generates MIS reports for management. Our software is customizable for any library requirement.20

**Features of library management system:**

- Only basic knowledge of computers is required for operation of Library Management System. As it has user-friendly application interface.
- Library Management System is Customizable and User Configurable.
- An inbuilt Settings module makes Library Management System flexibility to cater to diverse organizational needs.
• It is build on NET technology - one of the most latest and upcoming Technologies in the field of Information Technology, which makes you a forerunner in the world of Information technology.

• Library Management System brings information to the user’s desktop through integration across all modules.

• Library Management System has pre-defined reports. These are used for normal reporting as well as Administration & Staff development purpose. Additionally, Library Management System can be easily customized for their own customized reports.

• Staff as well as student record is maintained
• Newspapers attendance is maintained
• Automatic fine fees calculation
• Keeps record of supplier’s and binder’s
• Customized Report designing
• Configurable as per user’s requirements

*Why The Library Need It:*

• Improved customer service through greater access to accurate information.

• Increased productivity and job satisfaction among staff members as it eliminates duplication of effort.

• More economical and safer means of storing and keeping track of information.
• Easier access to Information like management reports and stock etc, as well as more accurate and faster results from statistical analyses.

• Reduces errors and eliminating the ennui of long and repetitive manual processing.

• Greater accountability and transparency in operations.

• Improved efficiency and effectiveness in administration and management as it has unprecedented access to real-time information.

• More reliable security for sensitive and confidential information.

• Appropriate knowledge-based action and intervention can now take place in a timelier manner.

Faculty Improvement Programme:

A sound policy of technical training and faculty improvement programmes is to be framed to continuously induct the staff to the newly emerging technologies and methods. Participation in refresher courses, seminars, symposia, workshop, etc. will offer wide exposure which in turn will enhance the technical competency and efficiency of professionals. There should be a scientific human resources development policy in higher education sector to create an environment of regular technology updating in all institutions. Since library and information science is an area where explosive changes occur due to the emergence of
new technologies, such a policy can provide greater effectiveness in information services.21

A scientific policy on personnel is essential for the library and information professionals working in universities and colleges. It should facilitate recruitment, induction and promotion of staff and getting required quantum of staff. A continuous effective training scheme is essential to constantly update the technical knowledge and competency of the staff recruited. Instead of the vacancy dependent ratio or time bound promotion, a Flexible Complementing Scheme of promotion is advocated. Continuous evaluation of staff by superiors using ACRs and assessment interview/test are recommended in a limited manner to ensure smooth flow of work and increase productivity. The universities have to change their existing obsolete staffing policies to enable their sustainable development.

Academic libraries are part of the large academic bodies. Generation, organization and dissemination of information and knowledge are subject to constant change since 1980s.22 Most academic libraries have the facility of Internet resources which supplement the print collection of the library. These changes are substantial. The problem with us is that many changes we come across, we immediately take it as a part of routine. Internet facility helps in saving time, repetition and redundancy, time lag and delays. We can communicate with information service providers within no time in case of any problem, change or adding new
things to existing collection or services. Library management has
to become more integrated through software. Librarians will have
to study the potential of library software as many features are still
not known to us.

**Impact of IT on Library Management:**

Technologically-driven change has had a significant impact
on the field of library and information science during the past two
decades. Strategies for responding to general shifts in information
use have been reflected in all types of library settings. Academic
libraries, for example, have developed a variety of new services
alongside their users changing ways of interacting with
information. The rise of information commons, sometimes also
called teaching and learning centers, in many academic libraries is
directly related to shifting perspectives on the nature of
information service in relation to technology. Information
commons began to appear in the mid-1990s, but they continue to
be widely created, refined, and evaluated.23

The implementation of an information commons has many
implications for the general management of the library. The new
entity has to fit within both the existing internal and external
environments of the library. Such concerns as budgets,
arrangement of space, marketing, and equipment acquisition are
often handled in conjunction with other university departments
involved in the project, but one internal managerial concern is at
the very heart of the library itself: human resources. The
information profession is a service industry, and it cannot function without staff to manage information and serve the consumers of that information. Therefore, a successful information commons is dependent on the staff that implements and carries out the service. The creation of an information commons, then, requires a variety of decisions in the management of human resources.

Libraries have employed a variety of staffing arrangements to enable the ideal of seamless service to take place in the information commons. In the first approach, a single staff member walks the patron through the entire process of finding, processing, and using information. This approach can be satisfying for both the staff member and the client, but it requires a significant amount of expertise in a variety of areas on the part of the staff member. Such an arrangement is often impractical, because in most cases, there is simply not enough highly-trained staff to cover the information commons long hours of operation. In the second approach, staff members at a central information desk make the first point of contact with library users and then offer an informed referral to appropriate staff with the required expertise. This arrangement is often more practical, but it undermines the seamlessness of service if clients are still required to go from one department to another to fulfill their information needs.

The staff includes individuals from the library, information technology departments, and academic offices. Often, it is cost prohibitive to double staff the information commons with library
and IT professionals, so a range of approaches to achieving balanced staffing have been employed. Regardless of the exact model used, information commons staff requires certain skills to effectively carry out an acceptable level of seamless service. Naturally, reference skills are significant. The integrated resource environment requires librarians to have strong abilities in all types of print and electronic information retrieval. Reference librarians are in their element when engaged in this type of work, but other staff, such as IT workers or student assistants, often does not have past reference training. Likewise, librarians and library technicians should have a certain level of skill with the software applications that are available in the information commons. While computer skills are requisite for library work in general, information commons staff must have a high enough level of knowledge to troubleshoot and otherwise assist clients in all areas of processing information. In situations where staff members do not have the necessary expertise to answer a particular query, it is imperative that they have training that will allow them to make an informed referral to the appropriate person who can meet the users needs. Finally, information commons staff must be able to give instruction to the students and faculty members who employ their services. Indeed, the core purpose of the information commons is to provide a central location in which teaching and learning take place, and thus the willingness to teach must be a fundamental ethic shared by information commons staff.
Professional Training Of Librarians:

The scarcity of trained librarians in developing countries makes appropriate’ the inclusion of material on professional training. The general objectives of training for librarians should be to acquaint the student with: the universe of knowledge in all of its forms; the historical as well as contemporary role of libraries as agencies for the selection, acquisition and organization of knowledge for effective use; the principles and practices of librarianship and their applications; and the philosophy of librarianship in both its historical and contemporary aspects. The well-taught student of librarianship will be able to contribute to the teaching and research functions of the university library and to the advancement of librarianship. In this context the librarian’s professional objectives are similar to those of other learned professionals, that is to transmit or apply the knowledge he has acquired and to advance the knowledge of his field. It would follow then that the candidate for library training should be a well-educated person. He should also be acquainted with major aspects of the history of his own country and region. He should know the major language and literature of his country and he should also have mastery of at least one modern language other than his own. In bilingual or multilingual countries the candidate’s second language should be the one that is most commonly employed in teaching, government and diplomacy. The greater his knowledge of modern languages the more effectively can he perform his professional role. Candidates who do not possess these
qualifications should acquire them either before or during their professional education.

**Professional Development Of The Staff:**

Giving academic status to the professional library staff will not automatically ensure their effectiveness; it should be coupled with full utilization of the staff in work which requires professional rather than clerical training, and with conscious efforts to promote and facilitate their professional development. In the lending service, for example, the librarian should decide the loan policy and direct loan operations. The actual issue of books, however, can be performed by clerks. The selection of books for purchase and the decision about where to place a book order is a librarian’s function; the typing of the order is a typist’s job. Misuse of the librarian’s talents by assigning him to duties which can be performed adequately and at less cost by clerical and technical assistants is not only inefficient and unduly expensive but it prevents him from performing fully his educational and professional functions. It also tends to degrade him in his own eyes and in those of the faculty, who, in such circumstances, are likely to have little respect for him as an academic colleague.

With approval and encouragement from the university, the university librarian can employ many devices to enhance the professional development of his staff. New staff members are presumed to have a basic knowledge of librarianship but it is necessary to provide them with specific information and guidance
with respect to the organization, resources, services and facilities of the library in which they will serve. Such orientation can be provided in a few days or over a period of several months. It may involve tours of the library, lectures by department heads, systematic study of the staff manual and other publications of the library, and a planned series of experiences in each department of the library.

- **Staff-manual**: The staff manual can be a highly useful administrative device for orienting and training new staff and for ensuring uniform application of policies and rules throughout the university library system. Some of the best manuals are quite comprehensive. They may provide: detailed descriptions of methods and practices in all library departments; administrative policies and regulations relating to appointments, salaries, hours of work, promotions, leaves of absence, staff meetings, etc.; descriptions of library policy with respect to acquisition, lending of books, provision of reference and bibliographical services, attendance at professional meetings; samples of library forms with instructions for using them; lists of library publications and guides to their preparation; and many additional subjects that relate to the programme of the library. While designed for public librarians, the scope and nature of these publications are suggestive of the type of manual which can be produced for a university library.
• **Staff-meetings:** The staff meeting is a good device for establishing and maintaining good communication between the university librarian and his staff and among the staff members. Depending on the size of the staff and the location of the university library and its branches the meetings may involve all professional members or be limited to department or division heads. While the university librarian may find it convenient to have frequent meetings with his senior staff it is nevertheless desirable to hold a meeting of the entire staff at least once a semester. General meetings are useful for informing the staff about important new university and library policies and programmes, discussing problems of library-wide significance, explaining new procedures, and for affording opportunities for the staff to listen to lectures by visiting librarians, university officials, and faculty members. New staff members, in particular, may profit by attending well planned staff meetings; for them, it is an opportunity to view the staff as a whole and to establish a feeling of professional association. If meetings are impossible to arrange or infrequently held, a staff bulletin or newsletter may be found useful for maintaining good communication.

• **In-Service Training:** In a sense, in-service training is continuously provided in the relations between senior and junior staff members. It is most effective, however, when it consists of a planned sequence of experiences designed to
introduce new staff, non-professional as well as professional, to their particular jobs and to assist their further development. In some libraries it can be an effective way to encourage staff to prepare for qualifying examinations which may lead to more responsible assignments and promotion.

• **Professional Activities Outside The University:** The professional staff should be encouraged to take part in meetings of professional library organizations, to visit other libraries, bibliographical and documentation centres, both within and outside the country if possible. Through such means, individual members may improve their professional background and enhance the value of their services to the university library. Provision should be made when possible to permit their attendance at advanced courses in library science and concrete recognition in the form of salary increases should be given for successful completion of such work.

• **Teaching and writing:** Qualified persons with aptitude for teaching can be given opportunities to teach library science or other subjects for additional compensation, if conditions warrant. Care needs to be taken, however, to avoid overloading them with teaching assignments. Heavy teaching loads tend to deprive the library unduly of their services, and it is doubtful in any case whether they can be effective and helpful to their students in such circumstances.
Writing or translating that is directly related to the interests and needs of the library profession should be strongly encouraged especially in countries where there is a scarcity of professional publications in the indigenous language. But scholarly publication that is unrelated to the library should be regarded in the same way as teaching.

- **Promotions:** The criteria and opportunities for promotion of librarians should be similar to those for the teaching members of the faculty. Advanced graduate studies and degrees, and scholarly and scientific publication are the usual criteria for teacher’s promotions. For librarians, however, it is desirable to be flexible and understanding in applying these criteria. Librarians usually do not have much time for scholarly or professional publication, although many do find it possible to obtain advanced academic or professional qualifications. On the other hand, librarians are frequently moved to positions of greater responsibility within the library organization as their experience and performance improve.

- **Working Conditions:** The library should provide adequate working conditions not only to ensure the physical well-being of the staff while they are in the library building, but to provide them with a reasonable amount of leisure for scholarly or professional writing, advanced study, physical relaxation and recuperation, with assistance in illness, and
security in retirement. Within the library building it is customary to provide in new buildings adequate, well-lighted and ventilated work-rooms, suitable furniture and equipment, and comfortable staff lounges. In tropical areas, air-conditioning is increasingly installed for the comfort of all who use the building as well as for the preservation of the collections and equipment. Good physical conditions are conducive to efficient work and high morale. Adverse conditions often have an opposite effect.

- **Hours of work:** Hours of work vary widely from region to region depending upon climatic conditions, local customs, and university and government regulations. Generally, however, libraries are kept open for relatively long periods daily, in order to permit students and faculty members to use them for study and research. Also, the library is usually a year-round activity, unlike the teaching programme. It is necessary, therefore, to provide adequate staff coverage throughout the year, except that it will vary in degree according to whether classes are in session or not. Librarians, consequently, are expected to carry reasonably full daily schedules.

- **Vacations and other leaves of absence:** Liberal vacations should be provided for librarians, but it may be necessary for them to take their leaves at different times from the teaching faculty in order to provide for continuous operation of the
library. Where sabbatical leaves are available, librarians should be eligible for them. Sick leave, with pay, as well as national and local holidays, should also be given to librarians. In all instances, provisions need to be made for adequate coverage of library services during the absence of staff members. This may necessitate the provision of supplementary funds by the university.

- **Hospitalization and retirement:** As members of the instructional staff, librarians should enjoy the same privileges with respect to hospitalization, medical services and retirement as those accorded to instructional personnel. These privileges vary from country to country but they may include free medical service and hospitalization, dental services, membership in a subsidized medical plan and pensions on retirement. Some countries provide entirely free pensions. In others there are provisions for joint contributions to a pension fund by the university or government and the individual staff member.

**Significance Of Staff Training And Development In University Libraries:**

The library profession has become aware of the need for continuous training, because of the increasing variety of information formats and increasing dependence on automated systems. The changing nature of library users and the demand for managers with appropriate skills have added to the need for
training. These developments and pressures have had a profound impact on academic librarianship. University libraries have been significantly influenced by these transformations. Staff is an important factor in motivation. If we are able to engage people through training, the impact on them and the library is immeasurable. The National Universities Commission in its draft manual on university management emphasizes the significance of staff training and development in university libraries, by stressing that:

The librarian should ensure regular training development of all his staff. He should encourage illiterate staff, if any, to go for adult literacy classes to ensure their retention and progress in a ‘book’ institution such as the university library. The Librarian should encourage all his staff, where appropriate, to go for higher education. Library Assistants for library diploma; graduates for master’s and doctorate degrees; short course for administrative and secretarial staff. Sponsorship for any training should be based on good performance of the staff. The Librarian should encourage his staff to participate in continuing education programmes. The staff should be sponsored for conferences, seminars and workshops. They should be encouraged to participate actively by presenting papers at these gatherings. The library staff seminar papers usually help the staff for these external outings.
References:


22. UGC (India) - University and college libraries. 1995. Sec.F6.