Chapter 4: Staff Patterns for Libraries:

4.1 Introduction:

Library is an important asset in the society and whereas academic libraries are segment of social institutes and are responsible for capturing and disseminating knowledge to the users. UGC plays an import role in academic sector and support financially to academic libraries for building qualitative collection, to provide different services from the libraries and to acquire literature trained library staff to become qualified staff who can handle efficient tasks in any environment. The number of staff required for managing the different activities of or identified libraries cannot be isolated quickly and to avoid the variations, different staffing patterns are developed for different types of libraries and discussed by the scholars to solve the conflict of manpower. Among the different studies available on staffing pattern Dr. Ranganathan’s staffing formula is still in use in case of traditional libraries. But now in the digital environment and changing circumstances the staff pattern is modified. There is a need to review the staff requirement in digital environment. In this chapter researcher made efforts to study different staff formula and staff patterns suggested by scholars and librarians. This study helps researcher in identifying staff in digital environment.

4.2 Development of Staffing Patterns: Review: In this chapter the first staffing formulae is based on the recommendations made by library committee under the chairmanship of Dr. S R Ranganathan in 1958. This formula was modified later in 1965 and 1979 by UGC. The efforts made by Dr S R Ranganathan while developing staff formulae is based on different sections of library to identify different sections of library its workflow and requirement of staff to manage the activity. In brief volume of documents and providing services to the users is the main base. This formula is suitable for printed media and physical entities added to the library and information centers.

The Indian Library Association (ILA) took initiative in 1982 and 1985 and had a discussion on the problem of staffing pattern for libraries and suggested to revise the staffing pattern but this identification filed as suggestions only. Later Maharashtra Government designed staffing pattern for college libraries in 1979. This was discussed because drastic changes took place in education system. This staff formula put forth maximum number of post of class IV employees and less
staff in class III categories. The formula suggested one class IV servant for every 250 students in the college and every fourth is a clerk. However this formula or pattern does not provide minimum core staff required to run a college library. Similar status was reported in other states also. Till 1979 no staff formula or pattern was justifiable except Dr Ranganathan and this is due to lack of job analysis and job description associated with different posts in college libraries or academic libraries. This situation created the missing link among the staff available and number of staff is required.

Thus it was identified that there is a need to conduct systematic study which provides detailed analysis of work and indicate pattern in digital environment. To frame the staffing pattern and job analysis it is necessary to understand the status of academic or college libraries. In the previous chapter 3 the researcher has tried to narrate transformation of libraries due to usage of technologies and different activities carried out in the libraries where man power is necessary which is of different kind. The different staffing formulae were stated as Government of Maharashtra, Government of Kerala and UGC. Few more efforts are also witnessed in the state of Karnataka, Himachal Pradesh and AICTE. To develop staffing pattern the following efforts are considered by researcher.

   a) Status of education system.
   b) Transformation in library activities and work culture due to revolutionary changes in libraries.
   c) Job Analysis and Job description.
   d) Categorization of work (Division of work Load)
   e) Capacity of staff members to undertake the job
   f) Skills required.

The status of the present education system is changing from formal to informal using e – learning teaching system which is based on e–resources which are abundantly available in all sectors including academics and higher education system. Similarly the use of ICT in libraries in performing different functions has transformed all the activities and services. Now libraries using ICT are supporting to e–learning system as libraries are heart of education system. The modern techniques e–publishing, digital information resources, internet resources changed the practices in libraries. The change is not any in transformation of functions but also on job analysis and job
description of staff. The staff patterns are also changing in digital era. Though the tasks are same, activities are same but IT applications reduce repetitive tasks and less man power. Hence the review of Job analysis and description is now necessary and the need of staff with new categories is to be defined in the digital era. To understand the role of modern librarianship there is need to identify activities in digital and technological era and elaborate the skills required to manage libraries in new environment. Thus the staff analysis and requirement is to be evaluated in the light of ICT/ Digital era decides the job pattern required for it.

4.3 Need for Staff Formula.

Innovation and change are the two main factors which help human being to adjust with the changing environment. Darwin’s principle of survival of the fittest is useful in all the areas of knowledge. Many changes are reported in the library profession due to use of technologies changing education system, increasing user exceptions form libraries and increase in digital environment. The functions of libraries have constantly changed due to different factors from time to time, manuscript to digital libraries etc. Though the functions of libraries remain same but the nature of performing jobs are shifted. Every time efforts are made to identify the change / challenges and educate the library manpower to sustained in the profession. Based on the activities carried out in libraries the requirement of staff also changes. Dr S R Ranganathan proposed in his staff formula when only print media and limited branches of knowledge available. Due to application of technologies the change in environment witnessed to develop digital resources wherein the nature of functions of different units changed and the maintenance of traditional library was reduced considerably. Due to this a situation is felt where the function either remains same but activities shifted using digital media. For every change there is a need to review the requirements of staff in relation to Job and its description.

Staffing is one of the important areas in every library management and generally called as personnel management or human resource management. The HRD and HRM are two types used for staff controlling. In general staff of any library is divided into four types:

1 Professional: Professional staff is well qualified and trained in LIS and can manage the library independently with responsibility. Under this category the different positions like librarian deputy librarian and assistant librarian are included. The personnel of this cadre are heading the
departments or sections in the large academic libraries with the help of semi – professional staff. They are well qualified and having different skills

2. Semi – professional: In this category the library assistants, cataloguers, classifiers, indexers, library clerks are covered having less qualification or graduate in LIS. The task carried out by this group is managing acquisition, organization and processing of the documents providing information services etc. under the supervision of professional staff.

3. Non – professional: This category of staff is supporting staffs and helps in who under take administrative jobs like stenography, clerical work, finance and managing correspondence.

4. Technical staff: this category of staff manages Xeroxing operation of different machines in libraries maintaining equipment’s etc.

For effective management of library activities library needs not only sufficient number of staff but a well-educated and knowledgeable staff to carry out the desired work. A right person is to be deployed for the each right job in libraries. Every person appointed in library should know his her responsibilities duties and requirement of the institute to fulfill mission and vision. This is generally called as job description. Job description is fixed or defined for every post. Job description is not an easy task for which there is a need to analyze various jobs, function activities carried out in the libraries and this is Job analysis. Thus for each position in the library it is necessary to analyse Job description and Job analysis. In addition to this there is a need to decide how much work is to be done and how much staff is required to carry out the task qualitatively.

The staffing is mainly concerned with:

1. Number of qualified staff.
2. Identifying and fixing job description.
3. Analyze and evaluate job activity.
4. Develop norm for motivation and staff.
5. Shift in nature of Job
In addition to these few more points like comprehensive man power system, planning identifying long term staffing etc. need to be covered modernization, skill achievement, staff development program etc. are also necessary for survival.

Libraries transformed continuously and require new skills to manage the advanced libraries. The staff formula discussed earlier by the scholars is not functional in the era of digital environment hence considering different concepts for deriving staff formula the researcher felt to review the changes occurred in libraries due to technologies as well as discuss job description and job analysis based on newer concept in the profession. No doubt there is a need to review staff formula or staffing pattern based on newer concepts adapted in libraries. The technological revolutions prompted researcher to study in detail the staff required with their skills to manage the change and deduce a pattern for staff in digital media as slowly traditional libraries are migrating towards digital and virtual libraries and there is a need to assign staff pattern in digital libraries.

4.4 Status of Staffing Pattern:

The researcher has decided to identify staff pattern for academic environment as this is the major component in higher education society. The academic environment mainly covered college and university libraries due to their nature of work, Colleges are now acting as research centers and getting help from all the academic resources like UGC (IINFONET). On reviewing the literature it is observed that following major staffing patterns in terms of staffing formula are identified by many scholars. A brief analysis of staffing patterns is discussed as under.

4.4.1 Dr. Ranganathan Staff Formula:

Dr. S.R. Ranganathan in his book “Library Administration” 2nd edition has recommended the following staff formula based on intake of libraries

a) **Professional staff Pattern**: The formula stated by Dr. Ranganathan is:

\[ SB+ SC+ SL+ SM+ SP+ SR+ ST \]

Where:

a) \( S = \) Staff

b) **Non-professional skilled staff**
B/30,000 + S/100

c) **Unskilled staff**

SB/ 4 + SC/ 2 + SL + SM/ 4 + SP/ 2 + SR/ 8 + A/ 20,000 + D/ 500 + B/ 60,000 + 
(S/ 100)/ 4 + V/ 30,000

**Explanation**

SB = Number of persons in book section

SB = A / 6000 = Number of books accessioned in a year / 6000

SC = Number of persons in circulation section

SC = G / 1500 = Number of gate-hours for a year / 1500

One gate hour = one counter gate kept open for one hour

SL = Number of persons as librarian and his deputies

= HW/1500 = Number of hours library is kept open in day * Number of working days in a year/1500

SM = Number of persons in maintenance section

= A/3000 = Number of volumes accessioned in a year / 3000

SP = Number of persons in a periodicals section

= P/500 = Number of periodicals currently taken / 500

SR = Number of persons in reference section

=(R/50) (W/250) = (Number of readers per day/50) (Number of working days in a year/250)

ST = Number of persons in technical - that is classification and cataloguing - section.

= A + 40D/2000 = Number of volumes accessioned in a year + 40 * Number of periodicals abstracted and indexed in a year / 2000.

B = Annual budget allotment in rupees

S = Number of seats for readers

A = Number of volumes accessioned in a year

D = Number of periodicals abstracted and indexed in a year

V = Number of volumes in the library

It may be noted that requirement of staff for each section has been calculated on the basis of experience. According to formula, the number of professionals required for a periodical section is based on the assumption that one professional is sufficient for procuring and recording 500 periodicals per year. Similar assumptions form the basis of the formula.
4.4.2 Staff Pattern for Public Libraries

S.R. Ranganathan has also recommended the following staff formula for the public library system, which is different than academic libraries but treated mostly important in society development. (Krishan Kumar; 1987; 84).

Summary: The staffs required in the library based on Dr Ranganathan formula in different sections are:

1. **Book Section**: One person for every 6,000 volumes, added in year.

2. **Periodical section**: One person for every 1,000 periodicals currently taken.

3. **Classification and Cataloguing Section**: One person for every 2,000 volumes added per year.

4. **Maintenance Section**: One person for every 2,000 volumes added in a year and one person for every 50,000 volumes in the library for maintaining the total collection.

5. **Publicity Section**: Minimum one artist.

6. **Administrative Section**: Minimum one library accountant, one steno-typist and one correspondence clerk is necessary to take care of administration.

7. **Reference Section**: One person for every 50 readers using the library in a day of the year.

8. **Circulation Section**: One person for every 1,500 hours for which one wicket-gate of the library has to be kept open in a year.

9. **Supervisory Section**: One librarian and one deputy librarian.

The professional and non-professional staff that may be required for a public library service has been estimated by the Advisory Committee for Libraries set up by the Government of India (Kumar; 2003; 151) as follows:

1. **State Central Library**- One state librarian, one deputy librarian, one assistant librarian, twenty-two Non-professionals.
2. **District Library**- One librarian, one assistant librarian, three professional assistants and nine other non-professional personnel’s.

3. **City Library**- One librarian, one deputy librarian, (except in cities with a population of less than 5 lakhs), one assistant librarian (except in cities with a population of less than 2 lakhs), professional assistants minimum 2, and maximum 18 according to population served.

4. **City Branch Library**- One librarian, two professional assistants and five non-professional personnel’s.

5. **Mobile Library**- Two professional assistants and three other personnel’s.

6. **Block Library**- One librarian and two other personnel’s.

These public libraries staff need is also suggested. But it is very sure that this staff strength is not available in any of the libraries and has to consider the issue

**4.4.3 Staffing Formula Suggested by UGC**

First staffing formula developed for academic college libraries was the outcome of recommendation of the library committee appointed by the UGC under the chairmanship of S R Ranganathan in 1958. The formula suggested the post of librarian, one post of deputy librarian, one post of accountant, one position of steno-typist and one clerk. These positions in libraries look after the administrative and management tasks. In addition to these two main managerial positions every function or unit in the library is managed by Asst. Librarian and hence the following staff is to be added as per demand. (Satarkar, 2000 p. 71-72)

(1) **Book section and Acquisition Section**: One person for every 6000 volumes added in a year.

(2) **Periodical Publication Section**: One person for every 500 current periodicals subscribed.
(3) **Documentation section**: One person for every 1000 entries prepared in a year for the development of information products like bulletins.

(4) **Technical section**: One person for every 2000 volumes added in a year and processing it for the availability in library viz. cataloguing, classification and indexing.

(5) **Maintenance Section**: One person for every 6000 volumes added in a year, one person for every 500 volumes to be replaced in a day and one person for every 100000 volumes in the library.

(6) **Publicity section**: No staff provided for this section as this was not considered in libraries.

(7) **Administrative section**: Minimum one accountant, one steno typist and one clerk for managing administrative jobs.

(8) **Reference section**: One person for every 50 readers (other than the users of the textbook collection) in a day for providing short range and long range reference services as well as referral services.

(9) **Circulation section**: One person for every 1500 hours for which one wicket gate of the library has to be kept open in a year who looks after all the circulation activities.

(10) **Supervision section**: One librarian and one deputy librarian for undertaking managerial tasks.

(11) **Unskilled staff**: One cleaner for every 30000 volumes in the library, one attendant each for every 6000 volumes added in a year, one attendant for every 500 current periodicals taken, and for each of the shifts in the circulation section, besides unskilled and the semi-skilled workers normal to any institution.

The staff pattern initiated by UGC is accepted but S.R. Ranganathan suggested few more additions to remove the gaps and the following changes are suggested in UGC formula in 1965.

(1) Periodical publication section: 1500 periodicals subscribed.

(2) Documentation section (to supplement the work done by the INSDOC and the international abstracting services): 30 research workers in the university.

(3) Maintenance section: 1500 volumes newly added, 50000 volumes to be looked after
The staff formula in the current situations, But it is necessary to weakness of the formula and discussed and few points raised were:

(1) It is difficult for any college library to subscribe to 500 current periodicals, therefore, a person to look after the periodicals work independently may not be available. This can be true in case of university library

2. Similar situation raised for maintenance work as the college may not have collection of one lakh books (newly initiated).

3. No college library can add 6000 volumes in a year as the cost of books has increased enormously. Hence this work is also to be carried out in part only.

4. One person for 1500 gate hours is also not suitable as in these situation the average working days in a college comes to 280 roughly so only one person can be available for this work.

5. The formula does not suggest staff for property counter, watchman, reading room, Xeroxing, etc. This is the weakness.

The standing committee of the UGC on university and college libraries in its meeting held on August 30, 1979 approved the following staffing pattern for college libraries: “A college having an enrolment of 500 and 10000 volumes in the library should have a staff of one librarian, one assistant librarian and attendants. For every additional enrolment of 500, one library assistant and one attendant may be provided.” Unfortunately, these recommendations were also not implemented by the state governments. Further, the formula does not suggest any semi – professionals like library assistants from the beginning. It also does not provide the position of peons, watchman’s or person for property counter. It also does not suggest core staff for colleges having strength of student less than 500 students. Hence the formula was inefficient for the small institutes initiated newly. (UGC 1980 pp. 181-186)

4.4.4 Staffing Pattern Suggested by All India Council for Technical Education (AICTE).

The All India Council for Technical Education (AICTE) is another accrediting body in India for recommendations in technical education throughout the country. It has developed norms and standards for engineering colleges (degree programs) in 1990 (AICTE 1990 p. 53-54), and has
made them applicable too. These norms gave number of staff admissible and job description, the
council proposed following minimum staff for engineering college libraries:

Librarian One, Assistant librarians Two, Library Assistants Four, Library attendants Two.

(There is no provision for deputy librarian in this formula)

Taking into consideration the number of users in engineering colleges (about 500,) the staff
seems to be sufficient, but the formula does not suggest staff for other purposes persons like
sweepers, peons, watchman, etc. The formula does not give proportion of increase in staff if
number of readers, documents or timings of the library increase. Further, this staff seems to be
sufficient for one shift only. It is difficult to manage library functions for more than seven hours
a day with the quantum of staff proposed. The AICTE has also provided standards for job
description for library staff and details are as follows:

1. **Librarian:** The librarian is responsible for planning and developing the library of the
college and provides the necessary library service to the students and staff of the college.
He is responsible and report to the principal in all matters connected with the library
activities. The job of responsibility is :
   - To manage the library efficiently by looking after general administration of the
     library .
   - Preparing annual budget.
   - Looking after acquisition of book / periodicals / video tapes including its selection .
   - Planning and developing the library for modernizing and
   - Overall supervision.

2. **Assistant Librarian:** The assistant librarians are responsible to manage the sections. Job
Description for this position covers assisting the librarian and in his work, cataloguing
and classification of books and periodicals including supervising maintenance of stacks
etc.

3. **Library Assistant:** The library assistants are responsible to support the activities carried
out by assistant librarian and the librarian. The Job Description covers Issuing and
receiving of books, replacing the books and periodicals etc.
4. **Library Attendents**: The library attendants are helpers to librarian and assistant librarians. The Job Description covers checking at entrance, control over property counter, maintenance and upkeep of library, labeling and pasting, repair of books etc.

AICTE has suggested the number of staff and their job description but the pattern suggested by AICTE has lacunas in it as it has not covered all jobs carried out in a college library. The description does not mention the work relating to rendering facilities the services like reference service, documentation, Xeroxing etc. Further, the formula has suggests only core staff and does not permit any addition in it. (AICTE 1990 pp. 53-54)

### 4.4.5 Staffing Formula in Karnataka

The Government of Karnataka issued orders in 1981 and prescribed the staff pattern for college libraries as under: (Karnataka, Government. 1981 p3). The Karnataka state suggested staff pattern for two types of libraries viz. population less than 1500 students and colleges having population more than 1500 students (users).

(a) For colleges having less than 1500 students: The staff suggested is as under

Librarian – 1, Library Assistant – 1, Clerk – cum Typist – 1, Attendants – 2.

(b) For colleges having more than 1500 students.

Senior Librarian – 1, Librarian – 1, Clerk – cum Typist – 1, Attendants – 3.

It is observed that the staff prescribed according to the formula is inadequate. It does not consider timings of the library, number of documents available and readers to be served, the library services like reference service, documentation, extension activities, number of counters or area of library building reading room facilities etc. In case libraries belonging to (b) the post of assistant librarian is converted into librarian and librarian to senior librarian. Only one attendant is added. This staff pattern is insufficient. (Karnataka, Government. 1981 p3)

### 4.4.6 Staffing Formula in Himachal Pradesh
The Himachal Pradesh Government has suggested minimum (core) staff for academic colleges in their manual for college libraries. (Himachal Pradesh, Govt. p 263). The pattern is prepared for two types of colleges’ viz. 1 Undergraduate and 2 Postgraduate college libraries.

4.4.7 Staff pattern for Undergraduate Colleges:

College librarian 1, Professional assistant 1, Semi – professional Assistant 2, Senior Library Attendant 1, Junior Library Attendant 2, Library Cleaner 1. In all staff recommended is 8.

4.4.8 Staff pattern for Postgraduate Colleges:

Core staff for postgraduate colleges was suggested assuming the enrollment of 1000 students and number of volumes in library as 15000.

College librarian 1, Professional assistant 2, Semi – professional Assistant 2, Reprography assistant 1, Clerk – typist 1, Senior Library Attendant 2, Junior Library Attendant 2, Library Cleaner 1, In all recommended staff is 12.

It is further suggested that in the formula for every additional enrolment of 500 students, one semi – professional assistant and one library attendant may be added to manage the library functions. It can be observed that this formula provides reasonable, adequate number of staff but does not consider the extended timings of the library reading room. While increase in number of students is considered the number of documents is not taken in to account. Further, it does not suggest staff for college libraries having less than 500 students.

4.4.9 Staffing Formula in Kerala (Government of Kerala, 1971)

In 1971, the Kerala Government issued orders regarding staffing at colleges in Kerala (Government of Kerala, 1971) and classified the college libraries into four grades and prescribed norms for appointment of librarians. Further, in 1982 the pattern of non – teaching staff in science and arts colleges was revised (BavaKutty p252). According to both orders the staff pattern is summarized in the following table.

Table 4.1: Staffing pattern by Kerala

<table>
<thead>
<tr>
<th>Grade of Book collection</th>
<th>Annual Book</th>
<th>Librarian</th>
<th>Attendant</th>
</tr>
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</table>


<table>
<thead>
<tr>
<th>colleges</th>
<th>Circulation</th>
<th>Attendant with Degree in Lib. Sci.</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>Above 15000</td>
<td>Above 30000</td>
<td>One</td>
</tr>
<tr>
<td>Second</td>
<td>10000 to 15000</td>
<td>20000 to 30000</td>
<td>One</td>
</tr>
<tr>
<td>Third</td>
<td>5000 to 10000</td>
<td>10000 to 20000</td>
<td>One</td>
</tr>
<tr>
<td>Fourth</td>
<td>5000 and below</td>
<td>Less than 10000</td>
<td>One</td>
</tr>
</tbody>
</table>

One additional attendant can be appointed if number of books is above 20000 and book issue is more than 40000, further one more attendant can be added for each of the postgraduate libraries.

The formula suggests only librarians and attendants and not other professional or semi–professional, clerical staff is considered in developing staffing pattern. This affects the technical work in the library. The formula does not consider strength of the students, teachers, and timings of the library or area for maintenance work.

The state government of Kerala appointed a committee in 1992 (1995) under the chairmanship of V.P. Joy, Director of Collegiate Education, to consider the situations in college libraries, but the committee did not change the pattern of the staff. The committee suggested the formula for staffing in college libraries as under:

\[
A + (10 \times B) + 50 \times (X + Y + Z + T) + D
\]

\[
S = \frac{-----------------------------}{1000}
\]

Where

S = Total staff (excluding the chief librarian)

A = Pre-degree Students

B = Degree Students

X = Postgraduate Students
Y = M.Phil. Students
Z = Research scholars
T = Teachers
D = Documents (Books and non–books)

Though the committee considered almost all aspects of working areas in college libraries and suggested the improvements in the activities, it is surprising to note that the committee is of the opinion that the existing staff is surplus as indicated in table 4.1. The report shows the number of required staff as follows:

Total number of existing supportive staff in government college libraries in 1992 was 134. The committee suggested it to be reduced to 118. In private colleges the existing number was 541 whereas the committee suggested reducing to 526. It appears that the committee was solely guided by the fact that the government should not have to bear additional financial burden. The committee thus totally ignored the work, services in the library and staff required for it. The Implicit idea that the library should be run only with Class IV staff is not tenable at all. The report of the Joy Committee of Government of Kerala has been criticized by Shobha Sharma (1996, pp. 81-84) and stated that: The staff formula given by the Joy Committee report is very vague. It does not specify whether the number arrived through the formulas is for professional staff or for the total staff or for total staff which includes professional and non-professionals etc. The author further suggested that if the college has to get sufficient professional staff then who can look after the library and information services of the quality and nature essential in degree and postgraduate college, and she has suggested the revised staff formula for professionals as follows:

For Professionals in LIS

\[ S = \frac{A + 20(B) + 100(X + Y) + 200(Z + T) + D}{10000} \]
For non-professionals

\[ A + B + X + Y + Z + T + D + C \]

\[ NS = \frac{}{10000} \]

Where \( C = \) Actual circulation of the documents

In spite of the revision stated, by Sharma also does not consider all factors responsible for assessment of number of staff required in a college library. Further, it has not specified the qualifications of professionals and non-professionals, minimum core staff, etc. It has not provided the job description for each post.

4.4.10 Staffing Formula in Maharashtra

In Maharashtra government issued orders in 1980 regarding the staff for academic college libraries (Maharashtra Govt. Resolution 1980 p 3) for the first time to specify the library staff to be appointed in academic college libraries. The resolution for the staffing pattern for academic college libraries are stated as under:

Librarian:

According to resolution every affiliated college is entitled to have a position of librarian as per the UGC recommended scale of the pay (the prescribed qualifications for the post is Master’s degree and degree/diploma in library science) who is the in charge of the library. In addition to the librarian, colleges may hire for additional library staff for performing different roles ((with technical qualification and for purely clerical and / or Class IV as follows related to strength of students. (At the degree college and the junior college levels together)). The resolution in addition to the librarian suggested the following position in academic college libraries.

Assistant librarian: if the strength of students in the college is more than 2000. The qualifications prescribed are Bachelor’s degree in any discipline with degree / diploma in library science in pay scale Rs 365 – 740 (which later revised to Rs.4500 – 7000)
In addition to this post two supporting library staff in addition to the librarian (wherever admissible) shall be added @ one person for 250 students. Every fourth member of such supporting staff may be junior clerk and the remaining persons shall be in the Class IV category i.e. library attendants. This indicates that till the strength of a college reaches to 1000 no separate clerical staff is available for the library as such there is a provision for the peons only. (For the clerical help required by the librarian then he has to be taken from office only). The minimum prescribed qualification for the post of junior clerk is SSC and the prescribed revised scale shall be Rs 260 – 495 (This was revised to Rs 3050 – 4590 later on). However, if junior clerk holds a post SSC certificate in library science, the revised scale admissible to him shall be Rs 290 – 540. (This was revised to Rs 3200 – 4900 later on). The prescribed revised scale of pay for the post of library attendant is Rs 200 – 280 (i.e. Rs 2550 – 3200 revised)

4.4.11 Review of Staff Formulae

From the study of different staff formulae following drawbacks are noticed by the researcher.

Uneven distribution of staff category

Library Timings

Nature of services and working

Reading Room facilities

Number of readers served

Circulation, work in two shifts

Job description is not considered

Scale of pay not considered

Qualifications not considered

Till the college reaches strength of 1000 there is no clerk, hence in the absence of librarian the library is to be managed by class four servants only.
If a college is having the strength of less than 250 students, only there is a provision for one librarian and no other staff member is admissible.

Formula does not propose any library assistants posts or post relating to sweepers, watchman, etc.

All technical work is carried out by the librarian till college reaches the strength of 2000, and might be loaded with different jobs including management and administration. Thus hampers the librarians task and users are main suffers.

Formula is based on number of students only and does not consider timings, number of documents available, number of readers in college, etc.

Minimum core staff is not proposed to manage the libraries.

Formula does not give job description.

The concept of ICT, digital libraries, advanced libraries difference and nature of staff is not considered in any of the formula.

The different formulae was criticized by D.B Madiwale (1985 pp 265-275) in his communication presented at ILA conference in 1985. He suggested a formula for college libraries in India in 1979 at the UGC conference. Further he has suggested the staff as under:

**Librarian:** From beginning of the college.

**Assistant librarian:** After enrolment of 1000 students.

Technical Assistants: After the enrolment of 2000 students.

**Library Assistants:** (a) From the beginning of the college – one. (b) In addition to the above for every 750 students one library assistant to be added.

**Clerk – cum Typist:** From beginning of the college library – one

**Library Attendants:** (a) From beginning of the college library – two. In addition to the above, for every addition of 1000 students – one.
• The resolution also taken care of reading room facilities and if it is open for more than normal working hours, one library attendant and one peon should be added in the staff list to rename anomalies of previous formulae.
• If the cleaning of the floor of library is not done by sweepers one peon should be provided for this job.
• Among every five library assistants, five library attendant, five peons and one library assistant, library attendant, peon should be promoted to the posts of senior library assistant, senior attendant and senior peon (generally called as Daftari)

In spite of this the drawback in the pattern is that this formula does not suggest the job description, and there is no provision for reprography assistant, watchman, sweeper etc. The formula considers that more staff is required in open access system. A peon cannot do the job of sweeper as suggested in the formula. Further, this formula was suggested in 1985 but still no action has been taken. The author has suggested the formula considering his college situations hence a detailed survey of present situations in the colleges throughout the state seems essential so as to draw logical conclusions. Recently, the Government of Maharashtra has accepted the recommendation made by the committee (1997 p 2) for staffing pattern for universities in Maharashtra, including library staff. The report states that the staff of the university is to be divided into various status i.e., Class I to Class IV with proportion of each cadre as follows

Class I (Group A): 4 %
Class II (Group B): 6 %
Class III (Group C): 57 %
Class IV (Group D): 33 %

The committee has recommended various sections in the university library and suggested staffing pattern for the same. However, the committee has suggested the job description for each section and not for the post. If the status of this cadre with that of college libraries, the proper proportion of Class I to Class IV cadre should be proposed. Since the state government has accepted the formula for university libraries, logically the same may be accepted for the college libraries to maintain uniformity.
As regards the academic colleges, there are arts; science, commerce, law, education colleges and availability of these faculties differ from college to college. There is a lot of diversity in the structure of the academic colleges in Maharashtra. The colleges differ in number of students ranging from 60 to 5000, from single faculty college to multi faculties, number of documents available ranges from undergraduates to post graduation or even research facilities. Taking into consideration these diversities and complexities it seems rather difficult to propose a single, feasible and comprehensive staffing formula unless a carefully study of the present situation and future requirement is done. Further it is essential to apply principles of personnel management for the various activities performed in the academic libraries. It is also essential to suggest minimum core staff for single faculty college so as to give effective services. The UGC is a recommending body and formula suggested are not accepted by many state governments and each state has issued its own separate circulars for supporting staff and in the academic college libraries only.

4.4.12 Efforts of National Knowledge Commission:

According to NKC, Providing access to knowledge is the most fundamental way of increasing the opportunities of individuals and groups. Therefore, it is essential to revitalize and expand the reach of knowledge in society. In this context NKC has submitted recommendations on areas such as right to education, libraries, language, translation, portals and knowledge networks. For the libraries NKC proposed to revamp the Library and Information Services and NKC has recommended a comprehensive census of libraries, modernizing management of libraries to ensure greater community participation, including models for public private partnerships in LIS development and leveraging ICT for various applications. For sustained attention to the sector, NKC has recommended the setting up of an independent National Commission on Libraries which would streamline all development initiatives in the sector. NKC has suggested to Re-assess Staffing of Libraries for sustaining in new environment. In the changed context, it is necessary to assess the manpower requirements for different types of libraries and departments of library and information science, keeping in mind job descriptions, qualifications, designations, pay scale, career advancement and service conditions.

Summary:
In the traditional staffing pattern all formulae focus on the Print collection and e-books or e-publications are not considered. There is a need to propose a staffing pattern, which caters to the need of today’s users and information storage considering this fact the researcher has selected the study which may highlight the staff requirement, pattern, job description, qualification and skills required etc. which are discussed in following chapters.

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