
UNIT 9 NORMS AND PATTERNS OF STAFFING

Structure

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9.0 OBJECTIVES

After reading this Unit, you will be able to :

- know different categories of staff in academic library;
- acquaint yourself with the role of professional staff in an information age;
- distinguish the categories of staff required for university, college and school libraries;
- understand the norms and patterns of staffing in academic libraries;
- be aware of qualifications and pay scales of library staff in different types of academic libraries such as university, college, and school; and
- explain different aspects like how to recruit and select the library personnel, how to give training to the recruited staff, etc.

9.1 INTRODUCTION

Staffing is the function concerned with employment and training of employees, and maintenance of conducive environment, for accomplishing the objectives of an enterprise. According to Mac Farland, “staffing is the function by which managers build an organisation through recruitment, selection and development of individuals as capable employees.” It covers both managerial and rank-and-file positions. Staffing aims at building up an organisational structure, which can deliver goods for the present and the future.

Staffing function is an important function of any organisation. The future of an enterprise would greatly depend upon the quality of personnel. Staffing function has become more and more complex during the recent years. There is a need to employ competent personnel, provide continuing training and education to them and make available favourable environment for their effective performance.

9.2 CATEGORIES OF STAFF

The staff who serve in academic libraries can be classified into the following three categories:

- i) Professional Staff;
- ii) Supporting (technical) or Paraprofessional Staff;
- iii) Supporting (administrative) Staff.

9.2.1 Professional Staff

In a university library, the positions such as Professional Assistant, Assistant Librarian, Deputy Librarian and Librarian are considered as professional positions. Similarly, in a college library, a Professional Assistant and a Librarian constitute staff. In a school library, a Librarian would very often belong to this category.

Some of the jobs performed by professionals are given below:

- ▢ Book selection;
- ▢ Book order;
- ▢ Classification;
- ▢ Cataloguing;
- ▢ Indexing;
- ▢ Abstracting;
- ▢ Reference service;
- ▢ Information service;
- ▢ Planning.

The professional staff is required to achieve the objectives of the library and information services in Information Age. Social and technological developments have always made our institutions to change for adapting to the new developments. The ‘Library’ is also one such institution. How far the modern technological developments have changed the ‘Library’ in India in last 30 years? This question has to be asked by all concerned, and particularly by the librarians and the library authorities of a nation. In the library world three major revolutions have taken place during the 20th century.

- 1) During post-War era (1950s to 1960s) movement of library consortia started, e.g., BLCMP, CRL of USA (1949);
- 2) During 1970s, the advent of computing devices and networks; and

3. During 1980s development of on-line knowledge developed for use by library clientele.

These three revolutions demand numerous attitudinal changes in transforming traditional libraries into an automated system. The impact of these revolutions had been on all organisational sectors of library and information, viz., the library authority, the library materials, the library clientele and the library staff, as the following visual shows:

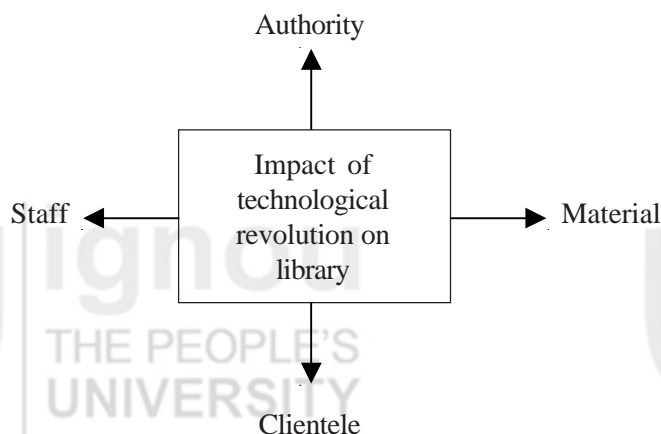


Fig. 9.1: Organisational Sectors of Library and Information

Some of the important changes needed in our approaches are:

- 1) The library has to move from the state of being merely a passive operator to the level of becoming a platform for generation, exchange and utilisation of knowledge (KGEU).
- 2) Attitude should move from the sole acquisition to collaborative access by interfacing with computer technology.
- 3) So far the organisation and retrieval of knowledge in libraries had been on traditional lines. Now, the new technology has brought in a quantum change, wherein retrieval is done from online catalogues and texts or through searching of bibliographical databases.
- 4) From searching through a traditional library classification scheme or through a particular traditional type of catalogue, we have to move to the details of searching behaviour of users and natural language interfacing with linguistic interpretation in a syntactic manner.
- 5) Earlier, users used to identify their materials themselves from an organised library. Now, the librarian has become *de facto* intermediary between the user and the knowledge sought. Hence, the librarian while operating shall have to analyse and synthesise “user environment” and “knowledge environment”. For this kind of task, the librarian shall have to:
 - i) use methods from communication theory, psychology, knowledge classification and sociology.
 - ii) develop theoretical bases of information/knowledge needs of various types of users, by going beyond “mission-oriented” and “documented-centred” approaches so that necessary postulates may be developed for predicting knowledge-needs of various sectors.
- 6) So far the librarian was to be the sole agent for organising and retrieving knowledge. Now this traditional duty is diminishing. And, in place of this duty, the role of assisting users to perform online searching is increasing. This new role requires the librarian to impart instructions to users, through formal and informal methods, until users achieve independence.

For providing modern library services, the librarian and educational administrators shall be required to think in the present era of privatisation, and identify the following:

- i) What models of information provision can provide access to all through commercial enterprises?
- ii) What shall be the role of libraries in the context of information for all?
- iii) How to make the nation's major libraries as one, well knit, mega-system by liberating them from individual sovereign owners? Is individual and exclusive ownership of a library feasible any more?
- iv) Is there justification any more for categorising libraries into various types — academic, public and special?
- v) Can we not form a corporation of all libraries in each city and connect them Statewise and regionwise to make one national grid?

All these factors have value and importance in the modern technological information society, and India is no exception. The theory of evolution works not only in case of biological life but also in case of evolution of institutions. The library movement started with types of libraries—academic, public and special libraries — with their vertical structure and government. Now, the cost factor, modern technology and new communication devices have forced the conversion or metamorphosis of vertical structure and government of libraries into a horizontal structure and resources. Now the prevalent notion is: libraries at one geographical place should be under one common corporate authority for rendering services to all through hookup. You can take it as the Sixth Law of Library Science or the extension of the Fifth Law, as you please. But the fact is that sovereignty of the parent institution over its library stands diluted. For example, the University of Delhi can no more have its library system as its exclusive possession. The modern librarianship is largely beyond the walls of the concerned library. Call it DELNET? BONET? CALIBNET or any net and hookup of local, regional, national, international nature. It is under these vertical and horizontal dimensions that modern librarianship shall be required to live and grow. Historically speaking, such a metamorphosis is neither strange nor unnatural. Remember that three hundred years ago we had our individual wells for water supply and individual lanterns for our light supply. Today, we have a joint water supply corporation and a common electricity undertaking. Similarly, if we develop knowledge corporations, i.e., Bombay Information Undertaking, Delhi Information Corporation and the like in major towns of our country, academic libraries shall be required to take up leading roles in the new set-up.

9.2.2 Para-professional Staff

Supporting (technical) or paraprofessional staff can be compared to para-medical staff employed in a hospital, such as nurses, technicians, etc. They should possess a certificate or diploma (undergraduate) in Library Science of the duration of one academic year, in addition to having passed senior secondary examination.

Some of the jobs undertaken by them are listed below:

- ▢ Preparation of book selection slips after the items have been marked.
- ▢ Accessioning of books and other documents.
- ▢ Registration of periodicals.
- ▢ Typing of catalogue cards, bibliographies, documentation lists, etc.
- ▢ Volume numbering work (jacket, inside the volume, tag and date table numbering, etc.)
- ▢ Charging and discharging of books, periodicals, etc.
- ▢ Maintenance of issue records.
- ▢ Inter-library loan work.

- Shelving of documents.
- Preparation of books and periodicals for binding.
- Stock-taking.

9.2.3 Administrative Staff

Supporting staff (administrative) carries out the jobs, which are usually done in any office of an institution. The following is the list of some jobs, which are usually performed by the supporting staff (administrative) in a library:

- secretarial assistance to the librarian and other senior staff;
- maintenance of personnel records (personal files, service books, confidential records, etc.);
- maintenance of accounts (salary of staff, accounts for purchase of items, payment of bills, etc.);
- maintenance of stores (purchase of stores, maintenance of stock registers for both consumable and non-consumable articles, etc.) and
- typing (except that of catalogue cards, bibliographies, documentation lists, etc.)
- housekeeping and sanitary duties.

Self Check Exercise

1) Briefly mention the categories of staff required for an academic library.

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

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9.3 STAFFING PATTERN

9.3.1 Ranganathan's General Staff Formula

A mathematical formula for calculating staff strength can be extremely helpful. Once such a formula is accepted by authorities, then increase of staff based on increase in quantum of work becomes somewhat mechanical. General staff formula formulated by S.R. Ranganathan has proved to be extremely useful. This formula is applicable to different types of libraries.

S.R. Ranganathan has recommended the following staff formula:

a) *Professional Staff*

$$SB + SC + SL + SM + SP + SR + ST$$

b) *Non-professional Skilled Staff*

$$\frac{B}{30,000} + \frac{S}{100}$$

c) Unskilled Staff

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

Explanation

SB = Number of persons in book section

$$= \frac{A}{6000} = \frac{\text{Number of books accessioned in a year}}{6000}$$

SC = Number of persons in circulation section

$$= \frac{G}{1500} = \frac{\text{Number of gate-hours for a year}}{1500}$$

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

SL = Number of persons as librarian and his deputies

$$\frac{HW}{1500} = \frac{(\text{Number of hours library is kept open in a day}) (\text{Number of working days in a year})}{1500}$$

SM = Number of persons in maintenance section

$$= \frac{A}{3000} = \frac{\text{Number of volumes accessioned in a year}}{3000}$$

SP = Number of persons in a periodicals section

$$= \frac{P}{500} = \frac{\text{Number of periodicals currently taken}}{500}$$

SR = Number of persons in a reference section

$$= (R/50)(W/250) = \frac{(\text{No. of readers per day}) (\text{No. of working days})}{50 \quad 250}$$

ST = Number of persons in Technical Section (that is classification and cataloguing section)

$$\frac{A+40D}{2000} = \frac{\text{Number of volumes accessioned in a year} + 40 \text{ Number of periodicals abstracted and indexed in a year}}{2000}$$

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

A = Number of volumes in the library

It may be noted that the requirement of staff for each section has been calculated on the basis of assumptions based on experience. For instance, the number of professionals required for a periodical section has been worked out and is based on the assumption that one professional is sufficient for procuring and recording 500 periodicals per year.

9.3.2 Norms of UGC

▣ UGC Library Committee

The University Grants Commission (India), appointed in 1957 a committee under the Chairmanship of Dr. S.R. Ranganathan to advise the UGC about development of university and college libraries and their organisation.

The Library Committee laid down the strength of the staff for different sections in university and college libraries to be determined roughly on the following basis:

Book Section : One person for every 6000 volumes added in a year.

Periodical Publications Section: One person for every 500 current periodicals taken.

Documentation Section : One person for every 1000 entries prepared in a year.

Technical Section: One person for every 2000 volumes added in a year.

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 1,00,000 volumes in the library.

Administrative Section: Minimum of one library accountant, one steno-typist and one correspondence clerk.

Reference Section: One person for every 50 readers (other than the users of the text book collection) in a day.

Circulation Section: One person for every 1500 hours for which one gate of the library has to be kept open in a year.

Supervisory Section: One Librarian and one Assistant or Deputy Librarian.

Unskilled Staff: One Cleaner for every 30,000 volumes in the library, one Attendant each for every 6,000 volumes added in a year, for every 500 current periodicals taken, and for each of the shifts in the Circulation Section, besides unskilled and semi-skilled workers normal to any institution.

Comments: Later on, S.R. Ranganathan suggested certain changes in the above mentioned norms as given below:

Periodical Publications Section: 1,500 periodicals subscribed.

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

Maintenance Section: 1,500 volumes newly added, 50,000 volumes to be looked after by one person.

▣ UGC Workshop (Khandala) (1979)

The UGC Workshop on formulating standards for college libraries was held at Khandala from March 5-7, 1979. The recommendations made by the Workshop were considered and approved by the UGC Sub-Committee at its meeting held on August 30, 1979. The recommendations made by the Sub-committee regarding library staff are given below.

Basic staff for the college having the strength of 500 students and the collection of 5000 volumes in the library as mentioned below:

Librarian	1
Assistant Librarian	1
Library Assistant	2
Library Clerk-cum-Typist	1
Library Attendants	3
Total	8

Besides the above staff, the following additional hands depending upon the strength have been provided:

- i) For an increase of every 500 students enrolment, 1 library assistant and 2 library attendants should be added.
- ii) Similarly a college will be required to appoint 1 library assistant and 2 library attendants for every addition of 25,000 volumes upto the limit of 80,000 volumes.
- iii) When the strength of students exceeds 2000, one more Assistant Librarian and one Library Clerk should be appointed.
- iv) The figures mentioned above are based on the following tentative framework of the main functions that one expects to be carried out in the college library:
 - a) acquisition of new books;
 - b) periodicals;
 - c) technical processing service;
 - d) reference service;
 - e) circulation of books;
 - f) maintenance;
 - g) administration;
 - h) supervisory work; and
 - i) documentation.

▣ Delhi University Colleges

In Delhi University day college libraries, the following staff strength has been sanctioned by UGC (vide letter No. F.1-18/63(CUP) of 25.9.1964 and letter No. F.1-35/47(CU) of 18.2.1968):

Librarian	1
Professional Assistant	1
Library Assistant	2
Typist	1
Attendants (upto a collection of 15000 volumes)	2
Attendants (more than 15,000 and less than 30,000)	3

Note: (i) If the collection is more than 30,000 volumes, then 4 attendants are provided. For an extended college (having more than 1500 students), 2 additional attendants are given. In case, a library opens for 12 hours, then 2 additional attendants are provided.

In Delhi University Evening Colleges, the following staff has been sanctioned:

Librarian	1
Library Assistants	2
Typist	1
Attendants (upto a collection of 15000 volumes)	2

Norms and Patterns of Staffing

Note:

- A collection of above 30,000 volumes, 4 attendants are provided, 50% of the attendants are placed in the senior scale.
- Logically speaking, an evening college library should have the same number and level of staff as in day colleges. However, discriminations exist between day college and evening college libraries. There should be a common library for both the day college and the evening college, so long both were using the same premises. This provision would have required lesser staff and the savings could have been used on extending the library buildings, collections and the services.

9.3.3 Norms of AICTE

As we have stated earlier in Unit 2 under 2.7.1, AICTE (All India Council for Technical Education) is a statutory body established to properly plan and coordinate the development of technical education system throughout the country.

The AICTE recommends the following as norms for the library of a technical institution which is having the initial stock of 4000 volumes of books and 36 journals (18 national, and 18 international (desirable)) :

Librarian	1
Assistant Librarian	1
Assistants	4

(Source: Handbook of Norms and Standards of AICTE, 1999)

9.3.4 Norms of School Libraries

In India, we have the following kinds of schools:

- Senior Secondary School/10+2 School
- Higher Secondary School
- High School/Secondary School
- Middle School
- Primary School

The pattern of staff required is given below:

Every middle/high/higher secondary/10+2 school should have a proper library. The minimum staff should consist of a librarian (library training plus B.A.) and one attendant. This minimum staff is essential.

The following staff is suggested for different levels of schools as norms:

▫ Senior Secondary School

Librarian	1
Assistant Librarian	1
Class D Staff	1

▣ Secondary School

Librarian	1
Assistant Librarian	1
Class D Staff	1

▣ Middle School

Librarian	1
Class D Staff	1

▣ Primary School

In a primary school, one of the school teachers can be made incharge of a library and given a short training. He/She can look after the library and provide library services on part time basis.

9.4 QUALIFICATIONS OF LIBRARY STAFF

9.4.1 University Library

As per the norms of UGC, the minimum qualifications for appointment to the posts of Librarian, Deputy Librarian and Assistant Librarian/Documentation Officer are given below:

▣ Librarian

- Master's Degree in Library Science/Information Science/Documentation with at least 55% of the marks or its equivalent grade of B in the UGC seven point scale and a consistently good academic record;
- At least thirteen years as a Deputy Librarian in a University Library or eighteen years' experience as a College Librarian;
- Evidence of innovative library service and organisation of published work.

Desirable: M.Phil./Ph.D. degree in Library Science/Information Science/Documentation/Archives and Manuscript – keeping.

▣ Deputy Librarian

- Master's Degree in Library Science/Information Science/Documentation with at least 55% of the marks or its equivalent grade of B in the UGC Seven point scale and a consistently good academic record;
- Five years' experience as an Assistant University Librarian/College Librarian;
- Evidence of innovative library services, published work and professional commitment, computerisation of library.

Desirable: M.Phil./Ph.D. degree in Library Science/Information Science/Documentation/ Archives and Manuscript Keeping, computerisation of library.

▣ Assistant Librarian/Documentation Officer

- Qualifying in the national-level test conducted for the purpose by the UGC or any other agency approved by the UGC;
- Master's Degree in Library Science/Information Science/Documentation or an equivalent professional degree with at least 55% of the marks or its equivalent grade of B in the UGC Seven point scale plus a consistently good academic record computerisation of library.

9.4.2 College Library

As per the norms of UGC and AICTE, the minimum qualifications for appointment to the post of a college librarian are given below:

▣ Librarian

- i) Qualifying in the national-level test conducted for the purpose by the UGC or any other agency approved by the UGC;
- ii) Master's Degree in Library Science/Information Science/Documentation or an equivalent professional degree with at least 55% of the marks or its equivalent grade of B in the UGC Seven point scale plus a consistently good academic record computerisation of library.

9.4.3 School Library

Status of a school librarian should be the same as that of a school teacher. He should be at par with teachers having comparable qualifications, in the matter of salary and various facilities.

The minimum qualifications for library staff should be as given below:

▣ Librarian

B.A. or B.Sc. and a degree in library and information science or equivalent diploma in library science.

▣ Assistant Librarian

Higher Secondary/Senior Secondary and Certificate in Library Science or Diploma in Library Science.

▣ Class "D" Staff

Matriculate/High School with some experience in a library.

9.5 SALARY SCALES

9.5.1 University Library

The UGC recommended the following salary scales vide letter No.F.1-9/89(CPP-1) dated 20th February, 1990:

Assistant Librarian/Documentation Officer	Rs.2200-75-2800-100-4000
Assistant Librarian/Documentation officer (Senior Scale)	Rs.3000-100-3500-125-5000
Assistant Librarian/Documentation Officer (Selection Grade)	Rs.3700-125-4950-150-5700
Deputy Librarian	Rs.3700-125-4950-150-5700
Librarian	Rs.4500-125-5700-200-7300

Merit promotion scheme has been extended to professional librarians. The UGC has laid down an evaluation criteria similar to University teachers. The criteria cover, qualifications, attendance of atleast two refresher courses, evaluation by a committee, etc.

Revised Pay Scales

The UGC revised the pay scales of university and college librarians with effect from 01.01.1996. The revised scales (vide UGC letter No. F.3 – 1/94 (PS) dated 24 December, 1998) are given below:

Assistant Librarian/Documentation Officer	Rs.8000 – 275 – 13500
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Assistant Librarian/Documentation officer (Senior Scale)	Rs.10000 – 325 – 15200
Assistant Librarian/Documentation Officer (Selection Grade)	Rs.12000 – 420 – 18300
Deputy Librarian	Rs. 12000 – 420 – 18300
Librarian	Rs.16400-450- 20900 – 500 - 22400

9.5.2 College Library

The UGC recommended the following salary scales vide letter No.F1-9/89 (CPP-1) dated 20th February, 1990:

College Librarian	Rs.2200-75-2800-100-4000
College Librarian (Senior scale)	Rs.3000-100-3500-125-5000
College Librarian (Selection grade)	Rs.3700-125-4950-150-5700

Merit Promotion Scheme has been extended to professional librarians. The UGC has laid down evaluation criteria similar to college teachers. The criteria cover qualifications, attendance of atleast two refresher courses, evaluation by a committee, etc.

Revised pay scales

College Librarian	Rs. 8000 – 275 – 13500
College Librarian (Senior scale)	Rs. 10000 – 325 – 15200
College Librarian (Selection Grade)	Rs. 12000 – 420 – 18300

9.5.3 School Library

A school librarian should be at par with school teacher in the matter of salary scales, with comparable qualifications.

9.6 RECRUITMENT AND SELECTION

9.6.1 Recruitment

Recruitment of personnel refers to supply of new personnel. Recruiting is the process of attracting job applicants possessing necessary skills, abilities, knowledge and attitudes required to fulfil the objectives of the library. The aim of recruitment should be to secure the best candidate for a given job. It can prove to be a major headache for the Chief Librarian. In case, an Assistant Librarian in a University Library has to be appointed, it can be done bringing an outsider or by promoting an insider. At the lower level, there is an additional problem: there may be pressure from local groups to recruit the person from within. In addition, the regulations may require recruitment based on quotas (e.g. scheduled caste, scheduled tribe, backward class, internal quotas, etc.). It is essential that wide publicity be given for each vacancy to be filled up.

9.6.2 Selection

Selection means making decisions about people. Out of a number of applicants for an opening, the selection committee must decide as to who is the most qualified.

Every applicant has a right to be considered for the job opportunity without regard to race, sex, caste, religion, etc., solely on the basis of performance and qualifications.

The appointment of a Chief Librarian is the most important task. Once a suitable candidate has been found then he should be invited for an interview. In case he makes a good impression on the Selection Committee, then negotiations can be held regarding terms and conditions. In case of a University Librarian, the position can be offered, provided the candidate is an eminent librarian. For the selection of the staff members, the Chief Librarian should be given a free hand.

In case of a job for a Professional Assistant or below, it may be a useful idea to hold a written test to test the knowledge, personality, intelligence and aptitude. This shall help in weeding out unsuitable candidates. The questions for the test may be formulated, by taking assistance of a psychologist. Selection is a tricky business; a Chief Librarian must be very careful so that only the best candidates are selected based on merit. The confidential reports from the institutions where the prospective candidates are employed may be taken into consideration at the time of final selection.

Self Check Exercise

2) What are the basic considerations for evolving a staffing policy of academic library?

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

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9.7 TRAINING AND DEVELOPMENT

The new staff members should be acquainted with their job, superiors and peers, objectives, functions, general policies and services of the library, with particular reference to the department, where they will be working. They should be given some training/experience regarding different operations performed in the library. The library administrators must also accept the responsibility for providing support and opportunities for continuing education (individual based) and staff development (group based) UGC has been encouraging continuing education and staff development. UGC is supporting Academic Staff Colleges established in different universities to provide continuing education in Library and Information Science. In North India, Academic Staff College, Aligarh Muslim University has been arranging refresher courses for librarians and teachers of Library and Information Science on a regular basis.

Working Conditions

Besides staff status and salary scales, suitable working conditions are extremely important for employee satisfaction and better performance. Suitable working conditions create right kind of attitudes towards job. These include provision of suitable physical environment and working hours; provision of vacation, study leave, health services and academic status; liberal retirement benefits; good opportunities for promotion, etc.

Staffing function is an extremely important function. In ultimate analysis, the quality of library services depends more on quality of personnel than on any other single

factor. A sound staffing programme should be built on the norms laid down for this purpose by various agencies. The norms described in this chapter are based on experience and have proved to be useful. In order to achieve a successful staffing programme, it must be understood properly and carried out meticulously at all levels of management. This would greatly depend on the extent to which a dynamic and definite recruitment programme is implemented.

The norms given above are meant for traditional libraries. Many academic libraries are beginning to modernise, using information technology. Therefore, it is desirable that the norms should be revised, keeping in view traditional as well as modern libraries.

In order to achieve effective and efficient services, it is essential not only to have a dynamic recruitment programme but also to follow the norms for staffing faithfully so that the library can fulfil the objectives laid down by the parent body. The norms available today require revision, keeping in view the changing environment.

9.8 CAREER ADVANCEMENT

The dynamism of academic libraries rests entirely on the growth of a librarian during his/her career. The libraries in our country had for a long time been “more or less useless conventional accessories”. In the information age, the libraries are the first essential requirement for progress, prosperity and happiness. Such a complete break away from the traditional notion about libraries and their services must transform the attitudes of people in power in all sectors of the Indian society. The passport for living in the world of XXI century is the ability for “independent learning” and the visa for entry into its acquaintance with “information technology”. It is a global question today on all Campuses — from Harvard to Delhi — as to which section of a university should have specific responsibility for cultivating abilities of “learning skills” and literacy of “information technology” in the youth. It is a university graduate who becomes a school teacher or goes to various other key-role positions. If she or he is equipped with learning skills (LS) and information technology (IT) during college life he/she can take the mission to schools and other places in society. Various subjects under the faculties of sciences, humanities and social sciences have clearly found imparting training in “learning skills” (LS) and “information technology” (IT) exo-genus to their disciplines and have, therefore, allocated these species to the genus of library and media centres in educational institutions. This allocation has been through an unanimous resolution because there is no other claimant of these roles in educational institutions. The result is that for developing independent learning skills and for cultivating literacy in information technology the library and librarians have moved into the centre, in schools, colleges and universities.

Once, the library attains such a favourable biological mutation, the human factor (in the librarian) responsible in moving the library for such important roles is bound to obtain proportionate value. The librarian should develop on the job. We must know how should we really work? The real attitude prevailing in our educational culture appears to be, “library is important. But the librarian (as the prime mover of library) may not be really important. At least, she or he does not appear to be able to command that importance”. We somehow forget the librarians can develop themselves to help people in the following areas:

- i) There is very wide range of learning resources which should be used in schools and colleges, for various ages and for cultivating learning abilities;
- ii) Teachers and students need assistance and guidance from the librarian for using these resources effectively; and
- iii) There should be a sequential programme for developing learning skills from primary to post secondary stages for which resources may be available for use within the institution concerned or outside the institution.

A qualified librarian, possessing the same academic credentials as teachers and others do, can certainly contribute towards in cultivating learning skills. The librarian with on the job preparation can work constructively on learning skills curriculum, which contains the following :

- i) ability to locate and select resources;
- ii) ability to interrogate and interpret the contents in resources; and
- iii) ability to communicate the acquired knowledge and understanding through general patterns.

These vital attitudinal changes have to take place concerning the format of materials. The hardbound printed form of documents has ruled the world for many centuries. Then came the microforms. The clientele of libraries developed the skills of using the microforms for knowledge utilisation. Now, books can be stored on disks. These innovations cannot be avoided for a long time. We all have to develop skills and aptitude for using the changing format of knowledge.

Self Check Exercise

- 3) How training and better working conditions of an academic library attract qualified staff.

Note: i) Write your answer in the space given below.
ii) Check your answer with the answers given at the end of this Unit.

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9.9 SUMMARY

This Unit discusses the norms that should be followed for staffing the academic libraries. For their smooth functioning there are three categories of staff required. 1) Professional staff, 2) Para-professional staff and, 3) Administrative staff. Besides, what should be the staff strength of a university, college or school libraries taking into consideration their workload. Various staff formulae have been provided by Dr. S.R. Ranganathan, University Grants Commission, and AICTE, so far as their qualification, experience, pay scale, etc. are concerned. Creation of senior positions with higher pay scale are provided for the university libraries whereas standard positions are offered to college and school libraries. To attract efficient and highly qualified staff to work in the academic libraries, it is essential to provide continuing education, training, good working conditions and other career development programmes to update their knowledge and skill.

9.10 ANSWERS TO SELF CHECK EXERCISES

- 1) There are three categories of staff required for an academic library such as a) professional staff, b) para-professional staff, and c) administrative staff.

Professional staff are those who have got professional qualification to be Librarian, Deputy Librarian, Assistant Librarian, Junior Librarian, Library Assistant, Professional Assistant, etc. Para-professional support the professional staff and are trained by acquiring professional qualification of short term duration. Administrative staff assists Librarian and other senior staff by maintaining the proper records of the library as well as its staff.

- 2) The various considerations for evolving a staffing policy of an academic library include: quantum of work load, types of staff, pay scales and other training and career development policies of the libraries.
- 3) All the staff working in the library should be provided with continuing education to update their knowledge and skill, acquaint them with the future plans and perspectives of the library and increase the efficiency of the staff responsible for success of the organisation. All these need better working environment, pay scales, promotion prospects, retirement benefits, participation in seminars, conferences, workshops other short-term training programmes.

9.11 KEYWORDS

Attitudinal	: Opinion, feeling or emotion concerning an event, fact or state.
Peers	: Groups of people of similar status in an organisation.
Para-Professional	: A person without professional training to whom a particular aspect of a professional task is delegated.
Rank-and-file	: Placement of staff in an ascending or descending order according to importance.

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