CHAPTER -III

LIBRARY PERSONNEL

3.1 Introduction

Modern library plays a great role in overall development of an individual and nation as a whole. It has an important place in higher education especially in the field of research and the library staff holds a pivotal position in the matter of providing effective services to the users of the library. As such, a qualified and trained librarian and an adequate number of assistants are required to run and administer the library. The professional librarian is also expected to perform teaching and research functions by acting as friend, philosopher and guide. A library must have a spacious building, an adequate collection of books and other reading materials, but it cannot function well without efficient and qualified staff.

The staff, the documents and the users make up the fundamental trinity of a library. The success of a library largely depends upon the persons who are responsible for the effective use of a good collection of documents in the hands of the users. A library having good collections cannot render the best services to its users without efficient and trained personnel. Thus for the fulfillment of desired objectives of any library, sincere and organized human effort is essential. The basic aim of the library staff should be to place the right book in the hands of the right readers at the right time. They should ensure that no reader who requires help either in the choice of documents or in getting information from documents should go without it. No library can run without manpower.

Computer and Telecommunication systems have dramatically revolutionized world wide library services. Applications of these two systems in libraries have also generated the nomenclature of library to digital library

and books that plays vital role in libraries have also instantly being changed into documents and revolutionized into digital form. These changes intrinsically result new roles for librarians as "Knowledge Navigator", "Custodians of Knowledge Centers", or "Knowledge Managers". The term librarian may seem to be replaced by "Cyberian" to meet the latest technological adaptation in library and information centers in the next generation.

3.2 Role of Personnel in Library Administration

For successful organization and administration of libraries, adequate and qualified library personnel are required. The Kothari Commission had drawn attention to this fact and said "A collection of books, even a good collection of books, does not constitute a library. Given enthusiastic teachers, who teach with books and librarians who can cooperate with them may convert the library into an intellectual workshop. Even a comparatively small collection of sensitively chosen books may work wonders in the life of students. Without such a staff, the most luxurious building or extensive collection may have no effect at all". (Mathur; 1988; 145) This statement underlines the crucial role of library personnel and stresses upon the impact of human interface in the optimum utilization of library resources and services by users.

3.3 Library Staffing

Documents alone do not make a library. Similarly a good collection of documents also is not enough to ensure the successful working of a library. The success of a library depends on large measure upon the persons who are

responsible for their use and distribution and fulfilling its objectives. The collection of a library must have its effective use in the hands of readers. The person who takes responsibility for this transformation is the library staff.

Staffing is the whole personnel function covering a) employment and training of employees, and b) maintenance of favourable environment for carrying out work. Thus, staffing is the function by which managers build an organization through the recruitment, selection and development of individuals as capable employees. This concept covers managerial and rank-and-file positions. The function of staffing is concerned with staffing an organization structure so that the organization can be effectively operated for the present and the future.

The process of staffing comprises of the following major elements:

1. Effective recruitment and selection.

2. Sound classification and pay plans.

3. Correct placement.

4. Appropriate training and development.

5. Satisfactory and fair promotion and transfer.

6. Sound management-worker relationship

7. Adequate provision for recruitment.

3.3.1 Category of Staff

The personnel in the library can broadly be divided into 1) Professionals 2) Semi-professionals and 3) Unskilled workers.

1.   Professionals

The persons of this category generally have high academic qualification. They perform duties relating to education and research and bear the responsibility of taking policy decisions and they are of the top ranking administrators. Since they involve in the development of innovative methods, new procedures, policies in library matters and are on decision-making committees. They do require rich practical experience, good knowledge in the professional matters and competence in performance, professionals-professors, readers of library schools, university librarians and deputy librarians come under this category-professional seniors, and lecturers in library schools and assistant librarians in the university library, college librarians come under professional juniors.

2   Semi-Professionals

The persons in this category mostly perform routine and repetitive jobs in a library. They may also be called as junior professionals. They usually have a qualification, a degree or a diploma in library science, and they perform all jobs- circulation, cataloguing, classification, accessioning, periodical registration -which require technical qualification, experience but not required to take any decision.

3   **Unskilled Workers**

The persons under this category take up jobs which do not require any type of technical knowledge. Clerical, secretarial staff and class IV employees will come under this category. There is no clear-cut gradation of these cadres. Different institutions following different categories and professional organization in different countries have set up these categories in different ways. Also there is no uniformity in the adoption of these cadres in different organizations. However, library needs all these categories of persons – professionals, semi-professionals and unskilled manpower to perform different jobs. It is essential to recruit such personnel as per the recruitment of the individual libraries.

3.3.2 Staff Formula

A mathematical formula for calculating staff can be helpful to librarians. Once his formula is accepted by authorities, then increase of staff based on increase in quantum of work would become mechanical.

A.   **General**

Dr. S.R. Ranganathan in his book "Library Administration" 2nd edition has recommended the following staff formula

a)   Professional staff

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

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.

B.   Public Libraries

S.R. Ranganathan has recommended the following staff formula

(Krishan Kumar; 1987; 84) for the public library.

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

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

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

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

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

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 will 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 personnels;

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 personnels;

5. **Mobile Library**-Two professional assistants and three other personnels;

6. **Block Library**- One librarian and two other personnels.

C. University and College Libraries

The Library Committee set up by the University Grants Commission in 1957 laid down the staff formula for the university and college libraries in India. The staff formula laid down by the University Grants Commission (Krishan Kumar; 1987; 85) is stated below:

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

Periodical publications section: One person for every 500 current periodicals taken.

Documentation Section: One person for every 1,000 entries prepared in a year.

Technical Section: One person for every 2,000 volumes added in a year.

Maintenance Section: One person for every 6,000 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.

Publicity Section: No staff provided for this section.

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 textbook collection) in a day.

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.

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 the semi-skilled workers normal to any institution.

D.   Special Library /Documentation Centre

According to Gopinath, the following should be the staff formula for professionals (Krishan Kumar; 1987; 86):

Book Section: 6,000 volumes annually added.

Periodical section: 1,500 periodicals received.

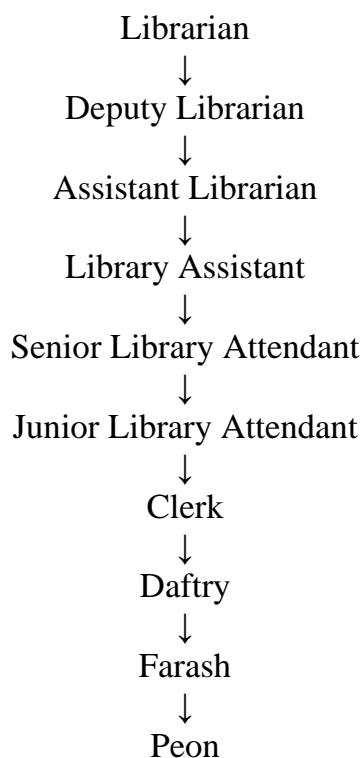**Technical section (classification, cataloguing, etc)**: 2,000 volumes added annually.

Reference Section: 50 readers in a day.

Circulation Section: 1,500 hours, the circulation counter is kept open.
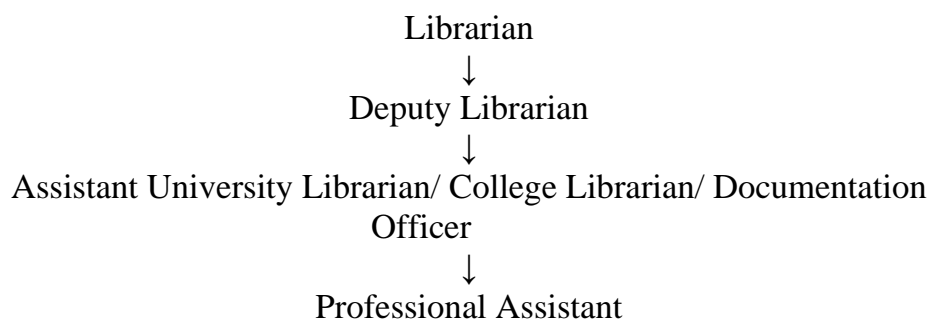
Supervisory staff: 1 chief librarian, and 2 heads of units" (Krishan Kumar; 1987; 86).

3.3.3 Designations of Library Staff

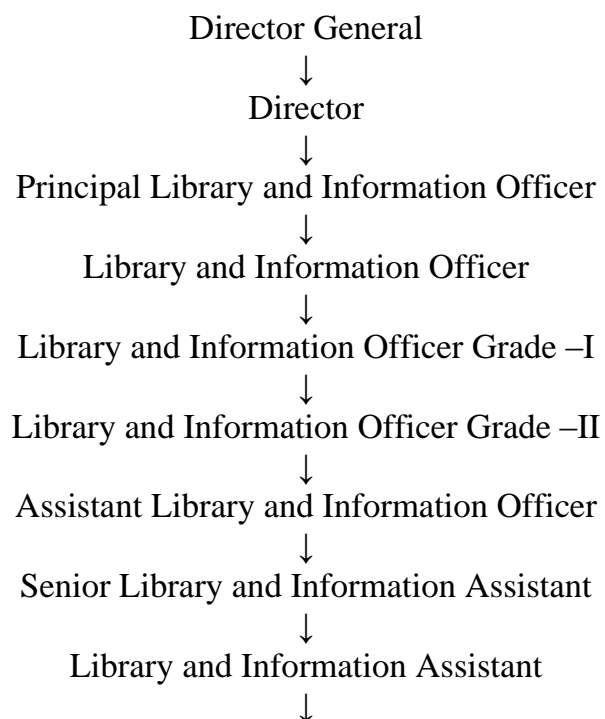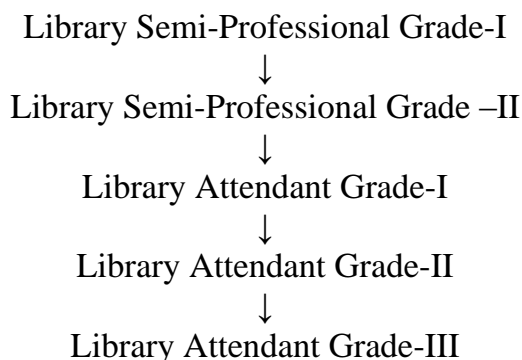The general hierarchy of the staff in a library (Jain and Jain; 2008; 4) is as under:

Librarian
↓
Deputy Librarian
↓
Assistant Librarian
↓
Library Assistant
↓
Senior Library Attendant
↓
Junior Library Attendant
↓
Clerk
↓
Daftry
↓
Farash
↓
Peon

In University libraries the hierarchy of professional staff (Jain and Jain; 2008; 4) is as follows:

Librarian
↓
Deputy Librarian
↓
Assistant University Librarian/ College Librarian/ Documentation Officer
↓
Professional Assistant

In scientific organisations the professional staff is designated as scientists at par with scientists working over there.

In the Government Department Libraries, designations as per recommendations of the Fifth Pay Commission (Jain and Jain; 2008; 5), are in the following order.

Director General
↓
Director
↓
Principal Library and Information Officer
↓
Library and Information Officer
↓
Library and Information Officer Grade –I
↓
Library and Information Officer Grade –II
↓
Assistant Library and Information Officer
↓
Senior Library and Information Assistant
↓
Library and Information Assistant
↓

Library Semi-Professional Grade-I
↓
Library Semi-Professional Grade –II
↓
Library Attendant Grade-I
↓
Library Attendant Grade-II
↓
Library Attendant Grade-III

3.3.4 Qualifications

Professional senior I, professional senior II and professional junior working in university and college libraries should possess qualifications comparable to those of professors, readers and lecturers. Professional senior I (University librarian) should be a librarian of eminence. All the three categories should possess first or second class Master's degree in library science or first or second class Master's degree in any other subject other than library science plus first or second class postgraduate Bachelor's degree in library science. But difference would be in amount and kind of experience expected. A senior professional should have made contribution to professional literature. The academic and professional qualifications listed above are equally applicable to professional assistants. But they need not possess any professional experience.

Supporting (technical) staff should possess a library qualification of the level of certificate in library science. The certificate should be of the duration of one academic year. Supporting (administrative) staff should have the same qualifications as expected from any office staff.

3.4　Library Personnel and Skill Requirement in the Modern Library Services

The electronic environment of 21st century will encompass a wide range of technologies including computer, communication, storage, recognition and other technologies. As the modern library is fully a web-based digital library, so the library professional should be more acquainted with technological skill and so this skill should be enhanced among the working professionals.

1.　Technological Skills

Technological skills mean those skills which are required to handle information communication technology and its other related fields such as computer operation, telecommunication media, creation of online database, designing of websites, searching information from internet etc.

Technological skills needed for a library professional can be discussed as follows:

1.1　Computer and Information Technological Tools using Skill

The librarian in the cyber world must have the skill of using computer and other information technological tools properly. Because quality of the library services is dependent on the quality of the librarian's performance. Skill of computer operation, application of bar code technology, creation of database and its updating, designing and updating of web pages etc. are required for the web-based librarians.

1.2   Skill of using Internet and Computer Communication Networks

Skills of handling different computer communication networking architectures and systems i.e. LAN, MAN and WAN as well as using of internet and other library related networks like INFLIBNET, CALIBNET, DELNET etc. are required for a modern library professional working in ICT environment to tackle the problems and challenges raised in building and maintaining a digital web-based library. Speedy resource sharing and dissemination of information is possible only with the proper computer networking skills. Moreover, the library and information professionals should have the knowledge of network protocols like TCP/IP, HTTP, FTP etc.

1.3   Information Retrieval Skill

As the web-based libraries are the database of databases, the librarian should have the professional technological skills of comprehensive retrieval of right information from a particular database in a logical and analytical manner and to provide it to its users at the right time. The librarians should be in a position to help its diversified user community by providing retrospective searches, ready reference services, bibliographic services, selective dissemination of information services etc. Besides these technological skills, the library professionals should have some other basic skills. The following skills should be enhanced for the library professionals.

2   Traditional/ Basic Skill

Traditional skill includes those basic skills, which are necessary for running and operating a general traditional library. Skill for classification and cataloguing of documents, method of indexing and abstracting etc. are also

required for the librarian working in the web environment. With these skills, the librarian can manage the information in proper way and provide them to the users in a right way.

3 Managerial Skill

As the librarians are the manager of a library and information centre, they should have some basic managerial skills for managing the different sections like Finance, Human Resource etc. They should have to apply some of these managerial skills in planning, decision-making, motivating etc. Time management skill is one of the important managerial skills required for a successful librarian. Total Quality Management (TQM) of library and information centre is mostly reliant on the managerial skill of the librarians.

4. Communication Skill

The library and information professionals act as the mediator between the information users / seekers and the information resources or information providers. In the modern digital library environment, librarianship is now rightly hauled as public relationship. Therefore proper communication skill is also important for the library and information professionals. They should be acquainted with the skill of technical communication writing, as they should have to deal with various groups of people through Fax, E-mail, Bulletin Board, Websites, etc.

5 Preservation Skill

As in a traditional library in digital library environment also the librarian should have the preservation skill for the E-Resources. In the modern

E-library though all the documents are in the digital form, they are not fully secured. Different computer virus can attack the digital library databases and affect them very badly. The hacker can also hack the digital library with their dangerous intelligent skills. Therefore, the library professional should have the knowledge of cryptography, firewall, and different anti-virus software for prevention and preservation of E-Resources.

3.5 Conclusion

Library is primarily a service oriented organisation where behaviour and attitude of the staff members are the most vital aspects. The training and development programme is to be offer to the professionals in a continuing and need based way so that they can easily adjust themselves with the frequent changes of technology. The skills needed to be effective in the new environment are likely to be found in an aggregation of professional talent. Adequate number of qualified library staff coupled with customer service will boost the overall customer satisfaction and confidence in using the library.

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