Library and Information Science

Module-1 | Library Management

Unit-1: Resources and Human Resource Management

After studying this Unit, students will be able to:

➡ *To gain knowledge about the Library resources*

➡ *To explain the Collection Development Process and Procedure*

➡ *To enumerate Staff structure and Staffing*

➡ *To understand the processes of Stack Maintenance*

➡ *To know the details of Stock Verification*

➡ *To appreciate and take measures for User Education*

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1.1.1 Introduction

India has had a rich literary tradition, with education and research as its pillars. Dr. S. Radhakrishan, former president of India said, "In the old days teachers of India were themselves librarians and they held the highest esteem". Information has always played an important role in the growth of the human civilization from the primitive days. It also leads to the development of economic, political, social, occupational, cultural, and many other sectors of human society. But at the same time, it is important to realize that not all information is equally relevant for everybody. In the modern age, there are various channel of information, hence, it becomes essential to identify which source of information is authentic and which is inauthentic, for that, the librarian and the library staff plays a dynamic role.

It is often said, "A library is a trinity made up of books, readers, and the staff". Out of these three components, books and staff are important for providing services to the reader, who is the third component of the trinity. An efficient management of libraries is important to achieve the societal and educational goals of a library. In order to provide better services to the users, another factor that needs to be considered is the human resource management.

In this unit, library resources and their acquisition, i.e., collection development, stock maintenance, stock verification, user education and staff structure and appointment in the library will be discussed. The other aspects of library management will be discussed in the later units.

1.1.2 Library Resources

Traditionally, a book has been considered the storehouse of information, but with the changing trends and development of technology, information started becoming available in different formats and sources. Hence the term 'book' referred in the literature of Library and Information Science has two meanings, one the representative term of information sources and another in the sense of a book which we see in physical form.

When the term 'book' is referred as representative of 'information sources', in the sense of collective noun, then it is in the context of all the materials that provides information and knowledge to people. These materials may be books, magazines, journals/periodicals, map, charts, art facts, audio-visual materials, and so on.

According to Ranganathan, a library is a public institution or establishment charged with the care and collection of books, the duty of making them accessible to those who require them, with an attempt to develop reading habits of people. The library is sometimes also called the memory of human race. Different types of library resources, their categories, characteristics, and features have already been discussed in the previous book (Class XI). Here, the collection development and its related processes and procedures will be discussed.

1.1.2.1. Collection Development

Collection development is the process of systematically building library collection to serve the varied needs of users such as studying, teaching, research, recreational, and so on. The process includes selection, acquisition, maintenance, assessment, and weeding or discarding of current and retrospective materials. It also includes planning of strategies to continue acquisition, and evaluation of collections to determine its relevance based on the needs of the library users. In the process, the library staff in the Collection Development Team has to ensure that material is not duplicated and that acquisitions are coordinated and managed in the most cost- effective manner across the entire library system.

The concept of collection development came into existence in 1980's with the realization that the collection of any library should be directed towards service instead of collection alone. The main guiding factors of collection development are users' information needs and available resources within the library. When one says available resources of a library, then one considers the existing collection, collection of associate libraries, and financial resources. For planning effective collection development of a library, it is essential to frame an exhaustive collection development policy.
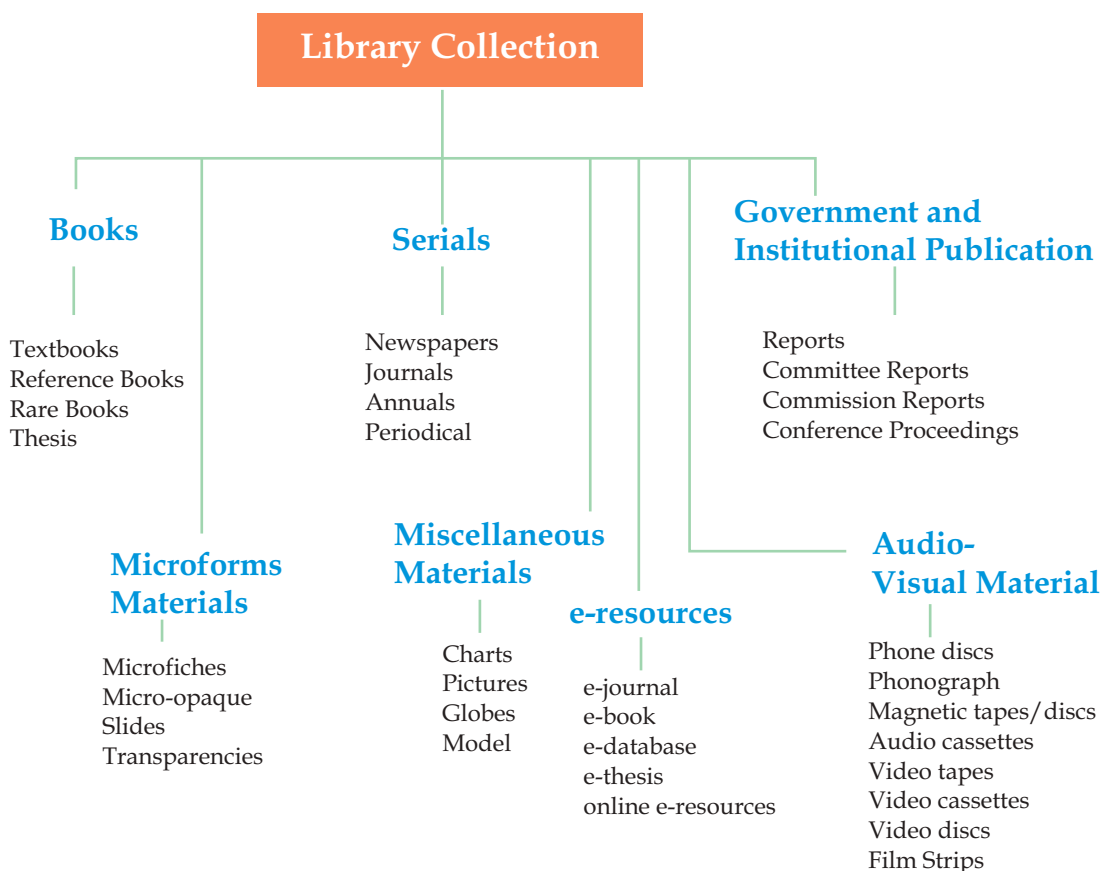
Library Collection

Books

Textbooks
Reference Books
Rare Books
Thesis

Serials

Newspapers
Journals
Annuals
Periodical

Government and Institutional Publication

Reports
Committee Reports
Commission Reports
Conference Proceedings

Microforms Materials

Microfiches
Micro-opaque
Slides
Transparencies

Miscellaneous Materials

Charts
Pictures
Globes
Model

e-resources

e-journal
e-book
e-database
e-thesis
online e-resources

Audio-Visual Material

Phone discs
Phonograph
Magnetic tapes/discs
Audio cassettes
Video tapes
Video cassettes
Video discs
Film Strips

Fig 1.1.1: Brief categories of library collection

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1.1.2.2 Collection Development Policy

The terms Collection Development and Collection Building, are usually used interchangeably, but Collection Management is different from the above concepts. Collection Building is selection and acquisition of library materials based on user's actual needs and future requirements.

Building suitable collections for scientific and technical libraries is a process of prime importance. Many users, when asked to evaluate scientific and technical libraries, will list the strength of the collection as the major criteria. Science and technology collections are not the easiest ones to develop successfully in view of the complexity of the subjects involved, a large numbers of decision making is to be done because of the sizeable quantity of books and journals available. It is a task to select authentic resources from the 'n' number of resources, which could run a risk of being inauthentic.

1.1.3 Functions of the Collection development

The library environment is currently undergoing a rapid transformation, leading to novel ways of library collection with an emphasis on modern resources. On one side, there is an increasing demand for good library collections in terms of large amount of data/ information and on the other hand, the publishing media is striving hard to support this demand at a lightning speed by way of modern publications as well as its accessibility. As a result, a large number of e-resources are published on all subject areas. Therefore, a library needs to frame logical approach for collection development. The categories listed below can be suitable for functioning the collection building in a given library:

a) User's Analysis
b) Selection Policies
c) Acquisition policies
d) Resource Sharing
e) Weeding

a) User's Analysis

Users' analysis is the prime job in collection development, which can be received by floating a questionnaire, or holding a personal interaction sessions or interview. Once the need of the clientele is gauged, the library can then focus on its selection policies

b) Selection Policies

The selection policy should be framed according to the basic need of the users and institutional philosophy. Participation of the users in the selection process is extremely important. At the time of selection, the financial constraints need to be taken into account, else the budget may not be spent in all the subject areas of the library holding.

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c) **Acquisition Policies**

Acquisition policies are normally framed for vendors for a stipulated period of supply and payment. Each library has its norms of discount sought from the vendor. At the same time, library needs to check the duplicate copies or low price editions and sometimes old editions of the books (i.e. remainder title).

d) **Resource Sharing**

Before the collection development process begins, libraries need to take care for the resources sharing of its holding. Sometimes, libraries are a part of the Inter Library Loan or another resource sharing unit among other campus libraries.

e) **Weeding**

Weeding is a scientific process to know the usability of the library, the books which are not useful in the library may need to be weeded out. Besides this, the books which get damaged may be weeded out from the library stock. After weeding out the stock from the library, the library can be certain of the kind of material required for the library.

1.1.4 Human resource management (HRM)

Human resources are the vital resource for any library, because the library is utilised only by human beings. A major portion of the budget is usually spent on the staff of the library in order to provide best services. It is essential to have a well-trained and highly motivated staff to make an effective use of the sources of the library and to meet the demands of the community. The quality of human resources is the most important factor which affects the operational effectiveness of an organization. The way any organization manages these resources results in success or failure in achieving the goals. As mentioned above, a staff is the most important component out of the three components of a library. For fulfilling the goals of a library, it is necessary to manage its human resources effectively and efficiently.

The human resource management (HRM) is defined as a strategic and coherent approach to the management of an organization's most valued asset, that is, the personnel working there who individually and collectively contribute to the achievement of its objectives.

According to the Society for Human Resource Management (SHRM), the HRM is "the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish the organizational goals". Just like any other organization, libraries too have all types of traditional HRM activities such as recruitment and selection; compensation and benefits; training and development; health and safety; employee and labour relations; and some libraries even have trainees/intern employment or volunteer management, etc.

The human resource management activity is usually the responsibility of the HR Department. For some libraries, the HR Department of the parent organization or institution provides some or all HR functions for the library while, whereas some libraries have an internal HR department and staff devoted to handle HR functions.

1.1.4.1 Functions of HRM

There are five fundamental functions of HRM in any organization, which are also applicable to libraries. These functions are:

➥ Human resource planning

➥ Staffing

➥ Communication

➥ Employee development, and

➥ Employee maintenance

(i) Human Resource Planning

Human resource planning is the process of assessing the type of staff needed to accomplish organisational goals. The basic human resource planning strategy is staffing and employee development. For this, analysis of the job is done. Job analysis is the process of describing the nature of a job and specifying the human requirements, such as quality and qualifications, skills and experience, etc. needed to perform it. The end product of job analysis process is the job description. A job description is a vital source of information for employees, managers, and HR professionals.

(ii) Staffing

Staffing is the process of recruitment and selection of human resources for an organization. HR planning and recruiting precedes the actual selection of staff for any position in an organisation. Recruiting is the personnel function that attracts qualified applicants to fill job vacancies. In the selection process, the most suitable candidates are selected for hiring from amongst those persons who are attracted to the organisation. HRM functionaries are involved in developing and administering methods which enable authorities to decide which applicants should be selected and which one is to be rejected for the given jobs. After selection, certain functions are performed to manage the staff and get the job done for the organization. Those functions include: orientation, training and development, performance appraisal, career planning, compensation, benefits, labour relations and record keeping.

(a) Orientation: Orientation is a process that enables a new employee to accommodate in the new job environment. It is a method to acquaint new

employees with particular aspects of their new job, including pay and benefit programmes, working hours, and organization's rules and expectations.

(b) **Training and Development**: Training and development is a process that provides employees the skills and knowledge to perform their job efficiently and effectively. Apart from this, it also provides training for new or inexperienced employees.

(c) **Performance Appraisal**: Performance appraisal process monitors the performance of an employee to ensure whether it is at an acceptable level. Besides providing a basis for pay, promotion, and disciplinary action, performance appraisal details are essential for the development of an employee as it is necessary to motivate and provide guidance for performance improvement.

(d) **Career Planning**: Career planning is the process of assessing the potential of an individual employee for growth and advancement in the organisation.

(e) **Compensation**: The HR personnel derive a rational method to determine how employees should be paid for performing the various jobs. Their pay package is related to the maintenance of human resources hence, it is a major consideration in HR planning.

(f) **Benefits**: Benefits are another form of compensation to employees other than direct pay for the work performed.

(g) **Labour Relations**: The term "labour relations" refers to interaction with employees who are represented by employee unions, which are also referred to as trade unions. Trade unions are associations or groups of employees who come together to obtain a voice in decisions affecting them like wages, benefits, working conditions, and other aspects of employment.

(h) **Record-keeping:** The oldest and most basic function of HRM is employee record-keeping. This function involves recording, maintaining, and retrieving employee related information for a number of reasons. Records which must be maintained include application forms, health and medical records, employment history (jobs held, promotions, transfers, lay-offs, etc.), seniority lists, earnings and hours of work, details of leave of absence, turnover, tardiness, and other employee data. Complete and up-to-date records are essential for most of the HRM functions.

(iii) **Staff Communication**

Communication is an exchange of information between various levels of management. Effective staff communication is critical for the proper functioning of

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the organization. Regular and effective communication invites people to engage in discussion and provides a two way feedback between management and employees, departments, and colleagues. This, in turn, promotes not only a culture of sharing ideas and knowledge, but also making things happen. Communication is carried out by using both the informal and the formal channels.

(iv) **Employee Development**

The employee development function is a process of encouraging employees to acquire new or advanced skills, knowledge, and viewpoints, by providing learning and training facilities, and avenues where new ideas can be applied. This programme is basically to keep employees motivated towards the organisation as well as to further their development and growth. For this purpose, the HRM plans effective training and development programmes for the employees.

(v) **Employee Maintenance**

Employee Maintenance refers to the personnel information about each employee of an organization. All data related to personnel of each organization is maintained in the employees' master database and it is usually online. It allows the management of employee data such as contact information, costs involved and share of compound costs. The sum of monthly costs for an internal resource is broken down to an hourly rate that is used to calculate costs on activities (project tasks, incidents, etc.).

Thus far, the processes and procedures of HRM as practiced in the libraries have been discussed. Different libraries devise their mechanism on the basis of standard theory and practices of HRM and accordingly manage their human resources. For some libraries, staffing and its structure are well defined. Though, these practices were previously understood as Personnel Administration, however as its scope expanded the term HRM got established in practice.

1.1.4.2 Staff Structure

Staff structures vary from library to library. Every public library has its own way of providing information to the users. The State Central Library, District Library, Town Library, and Rural Library are normally governed by the State Government, like the Delhi Public Library comes under the Ministry of Culture. The staffing pattern is almost the same across various libraries. The Chief librarian or Director holds the authority of the library along with different professionals appointed in the different sections, which are namely: the classifier, cataloguer, reference librarian, and the library attendant.

An academic library is divided into three major categories: School, College, and University library. The school library is normally headed by the school librarian along with the trained library staff, who helps the librarian in day to day activities. In the college library, besides

college librarian, there is professional staff like Professional Assistant, Semi Professional Assistant, and Junior Library Assistant. The multitasking staff takes care of the different housekeeping jobs of the library.

The University library is headed by the University librarian. Besides these, there is a chief librarian, Deputy Librarian and many assistant librarians at the managerial post. The cataloguer, classifiers, reference librarian, circulation staff take care of the different housekeeping job. In a special library, besides the librarian, there are staffs like translator, subject specialist, bibliometrician appointed for the specialised library job.

The staff structure depends on the library activities. A library is like a growing organism, as it grows old the staffing structure is reviewed and new staff is recruited for the smooth running of the library.

1.1.5 Stack Maintenance

Stack maintenance in any library is one of the most important functions as it helps the users of the library to locate the required books from their place on the shelves. Books are arranged on the shelf according to their Call Number. Hence, for better shelving, it is mandatory that the Call Numbers written on the spine of books should be visible. If the spine is not thick enough to write the call number then it should be written on the left bottom corner of the cover of the book.

Usually, the shelving work of libraries is assigned to lower grade staff, student workers, sometimes even to the volunteers. Hence, it is highly recommended that these personnel should be properly trained regarding sequencing of the Call Number and the preservation aspects of books. Understanding of call number make the personnel capable of putting books at their right place while knowledge about preservation aspect make them capable of handling books carefully which extends the life of books. (Fig. 1.1.2)

Sound practices and precautions should be taken while shelving of library books:

(i) Books should be put at their respective places as per the Call Number of the book.

(ii) Books on the shelf should not extend beyond the edge of the shelf. These should be kept vertically straight instead of leaning.

(iii) Shelve books spine down, shelving spine up causes the text block to come loose from the covers.

(iv) Book support or bookends which are made of wood, steel or any other hard materials keep books vertically straight and keep them from bending. These should be put at the end of row of a book wherever required.

(v) Books should not be packed tightly on the shelves as taking out or putting them back may damage the books.

(vi)   Books from the overcrowded shelf should be shifted to another shelf; if not possible, then report to the supervisors should be given in order to make suitable arrangements.

(vii) In any case, the books should not be shelved in two rows in one shelf.

Fig 1.1.2: Library book shelves

Apart from these, the shelving staff should remain vigilant to find any damaged books on the shelves. Regular repair of books with minor damages saves the life of books; otherwise it may be damaged beyond repair.

1.1.6   Stock Verification

Stock verification is the systematic checking of the library's holdings to find out missing items. Each library should conduct periodic inventories, that is, stock verification in order to have an up-to-date record of library holdings, concrete data on rate of loss and to assess strengths and weaknesses in the collection.

The term 'stock verification' is referred to as 'stock taking', 'physical verification or checking', stock inspections', etc. Stock verification is the process of systematic checking the holdings of the library to find out the missing items. It helps in restoration of misplaced or missing items, finding out torn or worn out items for repair or binding and provides opportunity for cleaning and changing arrangement of documents. However, the main objective of stock verification process in a library is to find 'what has been lost in a given period of time from the acquired library collection'. Knowledge of lost or missing books and other library materials provide the library authorities an opportunity to take measures to stop such loss and if essential, replace the lost materials with new acquisitions. The various reasons for stock taking are discussed in the section below.

The stock verification activity is undertaken by a library according to guidelines provided

in the General Financial Rules (GFR), Government of India. Rule 194 of GFR 2005 provides the guidelines regarding the stock verification of library books. The Rule says that "complete physical verification of books should be done every year in case of libraries having not more than 20000 volumes of books. For libraries having more than 20000 volumes and up to 50000 volumes of books, such verification should be done at least once in three years. Sample physical verification at intervals of not more than three years should be done in case of libraries having more than 50000 volumes books. In case such verification reveals unusual or unreasonable shortages, complete verification shall be done."

As the modern libraries have provided open access facility to their users, chances of losing books are more. If we provide closed access to the library collection, then there would be hardly any loss, but it would be against all the Five Laws of Library Science. Hence, a certain level of loss of books or any other library materials has to be acceptable and considered as the cost paid towards providing materials via open access to the readers.

The same GFR in its Rule 194 says that loss of five volumes per one thousand volumes of books issued/consulted in a year may be taken as reasonable provided such losses are not attributable to dishonesty or negligence. However, loss of a book of a value exceeding ₹ 1,000/- (Rupees one thousand only) and rare books irrespective of value shall invariably be investigated and appropriate action taken.

1.1.6.1 Advantages of Stock Verification

R. L. Mittal (1984) in his book entitled 'Library Administration: Theory and Practice' has listed several advantages of stock verification. Those are:

(i)   It reveals the lost books.

(ii)   It enables the Librarian to replace the lost books which are essential for the library.

(iii)   It helps in the stock rectification because the misplaced books are restored to their proper places.

(iv)   It helps the library authorities in ascertaining the percentage of loss entailed by a certain service provided in a specific manner. If the loss of books in open access is less, it would be a proper guide for the library authorities to introduce open access for encouraging better use of the reading material.

(v)   It provides adequate statistics which enables the library authorities to realize the inevitability of loss of some percentage of books when these are put to use. If the books change hands quickly, there is likelihood of bigger loss.

(vi)   It also enables the library authorities to ascertain as to whether the library staff is dishonest, negligent and careless or otherwise and it further enables authorities to provide necessary remedies to check future losses which may be serious in some cases.

(vii) It further enables the library authorities to judge the popularity of a particular subject because generally books which are used more are stolen very often.

(viii) It enables the periodical shuffling and dusting of the books and ensures that no dust and insects accumulate, which would otherwise be injurious to the books.

(ix) It provides opportunity to survey the book stock and worn out, torn books and books of older editions which are no longer in use can be withdrawn from the main sequence.

(x) It further provides an opportunity to the staff members to acquaint themselves with the stock of the library so that they can provide better reference service.

(xi) It helps updating the library catalogue and other records thereby helping in providing better reservation and inter-library loan services.

(xii) It helps in knowing about the lost books thereby reducing irritation to library users and staff members because answers to many unsolved queries are easily available which are otherwise faced by Librarians of some best managed libraries.

1.1.6.2 Methods of Stock Verification

On the basis of various approaches, stock verification process can be put into three categories. This includes:

(i) Accession Number Approach: In this approach, the staff checks the books on shelves on the basis of accession number. Here, stock verification is conducted by (a) accession register, (b) using separate register with accession numbers, and (c) preparing separate sheets which contain accession numbers consecutively.

In the first two methods, the library staff searches for the books on shelves, in sequence of accession number, in a consecutive order. It is very difficult for the library staff to find the books on shelves as books are shelved according to call number. For finding books in this approach, the staff moves from shelf to shelf and browses many books to find a particular book. It also damages the Accession Register of the library.

The third method is considered better than the previous two methods. In this method, separate sheets are prepared with Accession Numbers and two staff members are engaged. One staff member reads out the accession number and other simply strikes off that particular accession number. At the end of the process, untraced accession numbers are checked with circulation record, binding and other places where books may be available. .

(ii) Call number approach: In this approach, books are checked on the basis of shelf list. Libraries maintain shelf list according to Call Number, based on which the books are also shelved. This method is easier and less time consuming.

(iii) Information and communication technology approach: In this approach, extensive help of technology is taken depending upon automation level and the technology a particular library uses. If a library is using barcode technology for operational purposes, then with the help of data collection unit (e.g., bar code reader) data is collected and put into the library automation software. In the same way, if a library is using RFID technology for operational purpose, then data collection unit meant for collecting data from RFID tag is used for collecting data. In this way the accession number is collected and directly compared with the original data downloaded from the library automation software.
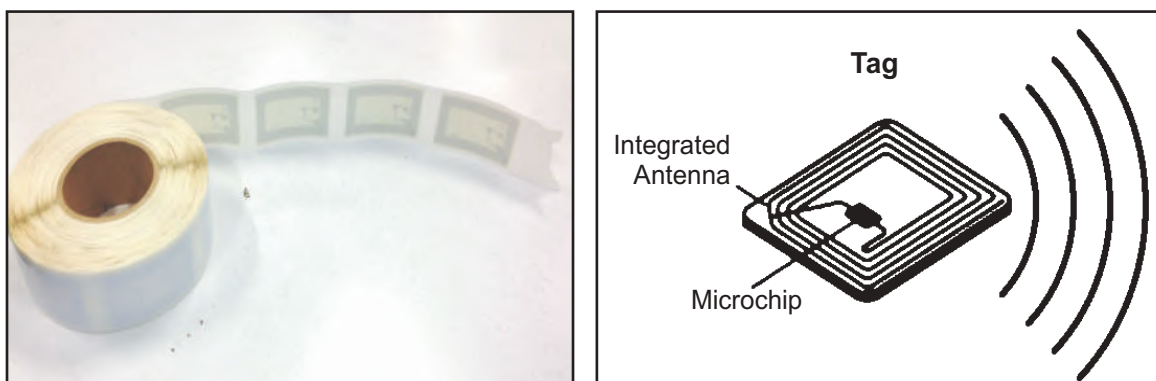

Fig 1.1.3: RFID (Radio Frequency Identification) Tag

Fig 1.1.4: RFID Reader

Once the data related to accession number is collected (whether using barcode technology or RFID), it is downloaded into the library automation software. The software itself compares the library stock with losses and prepares a final record. If a library has such

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infrastructure, then the stock verification process become very easy and is less time consuming.

But, all the management, housekeeping activities, collection development can go in vain if the users are not well oriented. Therefore, user's education and orientation is an important to promote library service.

1.1.7 User Education

User education is a continuous process of educating the library user for effective utilization of library resources and its services. User education is the process whereby potential users of information are made aware of the value of information in specialized fields of activities. User education is thus, 'the instruction given to readers to help them make the best use of a library'. It may be any effort or programme which will guide and instruct existing and potential users.

1.1.7.1 Objectives of User Education

The objectives of user education are:

(i)   Make users aware of the location of the library, its resources, procedures, and services.

(ii)   Promote love for books and reading.

(iii) Provide basic skills for collecting information i.e., current, retrospective, data or facts, etc.

(iv)   Make users aware of the different information holding agencies and their holdings.

(v)   Make users skilled in information search techniques for searching information from secondary and tertiary journals, reference sources, and other databases available online and off-line.

(vi)   Make users aware of relative merit and demerits of reading and using various materials and reference tools.

(vii) Make users aware of information cycle, communication channels between authors and users and time taken by the process of communication channels from author to user.

(viii) Provide strong foundation for the continued and life time self-education.

There are various types of libraries which have different resources and services to offer. It is, therefore, not possible to design one or two methods of user education programmes, which can be applied to all kinds of libraries. Hence, individual libraries design different types of user education programme for different levels of users which are based on their needs to achieve above mentioned objectives.

1.1.7.2 Types of User Education

The user education programmes are of four different categories, which are:

- User awareness programme
- Library Orientation programme
- Interest Profiling Programme
- Bibliographic instruction programme

(a) User Awareness Programme

The user awareness programme is about making the user community aware of the existence and location of a library, its resources, and services available for the users. This is done through marketing media and techniques like, organizing exhibitions, cultural activities, seminars, and library visits.

(b) Library Orientation Programme

Library orientation programme involves activities through which users are given basic skills of using library and its resources. For example, when the library catalogue of a library is automated, then, users are instructed about the use of OPAC, etc. The main objectives of user orientation are: (i) a general orientation of available facilities and resources within the library, (ii) teaching of basic skills and strategies to find required information from the resources of a particular library, (iii) teaching of organisation of the literature in various disciplines and basic reference tools in each discipline, and (iv) inform users about basic searching tools as card catalogue, serial list, OPAC, etc.

(c) Interest Profiling Programme

Interest profiling programmes is an activity to create profile of an individual or a group of individuals working on a project or conducting a research. A profile consists of keywords that collectively characterize the subject interests of the individual or a group of researchers. In this process, users are given a performa (profile card) that is filled and returned back to the library. On the basis of this card, the library creates user profiles. This profiling provides the base for bibliographic instruction programme.

(d) Bibliographic Instruction programme

Bibliographic instruction programmes are meant for advanced users for serious study. It is a programme of educating users in the systematic use of information resources. It helps the users in taking maximum advantage of library resources to meet their informational needs. Bibliographic instruction is the instruction to a user about the information resources available in particular subject, discipline, and the techniques of making use of those resources.

1.1.7.3 Methods of User Education

Nowadays, libraries adopt a number of methods to provide user education. A few of them have been listed below:

(i)   Library tour or visit

(ii)   Lecture method- may be formal/informal

(iii)   Advertising- Paper, Journal, Posters, Pamphlets, papers, journals etc.

(iv)   Workshops- About the specialized collection, electronic resources, online services, etc.

(v)   Brochures – These are brought out by most of the libraries. Brochure may contain history, use benefits, comparison, purchases, addressee in brochures and other relevant information.

(vi)   Newsletters

(vii)   Demonstration method

(viii) Book exhibition

(ix)   Display of new arrivals

(x)   Mass media

1.1.7.4 Evaluation of User Education

Evaluation is one of the important aspects of user education. In this process, the difference in the level of knowledge and skills of the users are evaluated before and after a particular user education programme. It provides information and feedback on the impact of any such programme and helps to form basis for further improvement or change, if necessary. The techniques adopted for evaluation may differ from programme to programme but the objective of evaluation remains the same.

1.1.8 Summary

According to the concept of trinity, a library is made of three fundamental components, viz. books, users, and staff. All library resources are represented by the concept 'Book'. The third component, that is, staff is important in the sense that it brings users and library resources in contact or create environment where reader can find the required information. Hence, the study of the management of library resources and human resources is important.

Developing library resources is a continuous process. For this purpose, a collection development programme is adopted. Collection development programme is a planned process of building library resources while keeping in view the user requirements and the available resources. For this purpose, a well-defined collection development policy is

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prepared, which works as guidelines for the resource selection committee and the library staff, during the process of selecting and acquiring library materials.

Human resources and their management is a complex and the most important process for running any organization including a library. There are five functions of human resource management, namely, (i.) human resource planning, (ii.) staffing, (iii.) communication, (iv.) employee development, and (v.) employee maintenance. The staffing pattern has been specified by the government or organisations from time to time, but it is dynamic in nature. National Knowledge Commission Working Group on Libraries has tried to define staffing structure suitable in Indian environment, but changes in the working environment and adoption of new technologies may lead to different patterns of staffing.

Stack maintenance is the process of maintaining library resources and placing them at their proper place. Books are placed on shelves according to their call number and each book has its unique place on the shelf. If books are not kept at proper place, it creates problem for the users and leads to extra work load for the staff. Proper shelving of books and any other library resource helps the library in providing effective and efficient services to the readers. Proper shelving, care and maintenance of the books increase the life of books and make them serviceable for longer period.

Stock verification is the process of verifying the stock of books and other library resources periodically, to find the lost, misplaced and damaged books, if any.

User education is a process of providing knowledge and skills to the users of library regarding the resources, facilities of the library, processes and procedures, and different techniques of using library resources. Under the user education programme, users are also trained in gaining skills of using information which will make them capable of carrying out the learning process themselves throughout their whole life on their own.

1.1.9 Glossary

Collection Development: It is the process of meeting information needs of library users by offering the right library items, replacing or repairing damaged or lost items and creating policies and programs that involve the collection.

IFLA: The International Federation of Library Associations and Institutions.

Human Resources: The set of individuals who make up the workforce of an organization, business sector, or economy is known as human resources.

Information Sources: Any materials containing useful information, recorded in textual, visual or audible or multimedia form in logically organised format, for knowledge development or intellectual satisfaction.

IT: Information Technology

Job Analysis: The systematic process of gathering and examining and interpreting data regarding the specific tasks comprising a job.

Library Orientation: Introducing new library members to library procedure, layout, sources and services.

OM: Office Memorandum

OPAC: Online Public Access Catalogue

User Awareness: It increases awareness about library, its resources and services.

1.1.10 Exercise

Short Answer Questions

1. Why should libraries have a collections development policy?
2. Define different library collection.
3. Define human resource management (HRM).
4. List the functions of staffing in HRM in libraries.
5. What are the categories of staff required in modern libraries?
6. Explain the need for stack maintenance.
7. Differentiate between the accession number and call number methods of stock verification.
8. Write down the methods adopted by libraries for providing user education programmes.
9. Why is it important to evaluate the user education programmes?

Long Answer Questions

1. Discuss the need for library collection development policy.
2. Discuss the functions of human resource management.
3. Give an account of sound practices and precautions to be taken while shelving of library books.
4. Describe the need and advantages of stock verification in libraries.
5. Discuss various types of user education programmes.
6. Write an essay on 'User Education in libraries'.