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# MANAGEMENT OF LIBRARIES AND INFORMATION CENTRES

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## PRINCIPLES AND FUNCTIONS OF MANAGEMENT

### INTRODUCTION

This Unit introduces you to the basics of management discipline and its general principles and functional elements. We shall study the meaning, purpose and scope of scientific management in relation to the aims and objectives of any organisation, specifically for library management.

### MANAGEMENT – MEANING AND SCOPE

It is quite challenging to define management precisely. There is no universally accepted definition of management. Management involves both acquisition and application of knowledge. Even though it is thought of as an extension of common sense, it does not operate only on intuition or rule of thumb. Hence, management is a combination of both an art and a science. The scientific approach lies in decision-making, planning and in the appropriate use of technology. In the areas of goal setting, leadership, and communication, artistic management is evident.

**A few commonly used definitions of management are given below:**

- Managing is an art or practise of accomplishing goals by enlisting the help of other.
- Managing is the art of creation and maintenance of an internal environment in an enterprise where individuals, working together in groups, can perform efficiently and effectively towards the attainment of group goals.

- Management is the process of setting and achieving goals through the execution of five basic management functions (i.e. Planning, Organising, Staffing, Directing and Controlling) that utilise human, financial and material resources.
- In order to complete a task or tasks, management is a process or action that bring together a variety of resources, including people , materials , technique and technologies.
- Management, as a distinct field of study, is also the body of organised knowledge which underlies the art of management.

The above definitions and a study of management literature would reveal the following characteristics of management:

- Managing is an activity or process (not a person or group of persons);
- Management refers to both the discipline as the well as group which manages the organisation; It makes things happen (and not let things happen);
- It is purposeful, i.e., the achievement of the organisation's goals and objectives is the supreme purpose;
- It uses available resources economically to maximise outputs;
- The organisation's objectives are accomplished by, with and through the efforts of others (group activity);
- Managing implies using certain skills, knowledge and practices to bring effectiveness;
- It is aided and not replaced by the computer and It is intangible.

### **Modern management is characterised by a scientific approach,**

which involves:

- the use of scientific analysis and technique in managerial functions and problems.
- Thoughtful evaluation of human factor in management, based on behavioural analysis and psychological research in various context;
- focusing equal attention on all functions of management.
- use of electronic computers for analysis and studies.

Beginning from the fifties of 20th Century, contributions have been made to management through disciplines such as mathematics, statistics and economics. Mathematical models have been designed and constructed for use in planning, decision making and forecasting. Operations research studies for operational efficiency, and econometric analysis for cost benefits and effectiveness, are some of the other scientific methods applied to management functions. The advent of computers and communications technologies has aided researchers in the development of the management information system. These have become vital components in scientific management.

### **Levels of management and managerial skills**

A manager is anyone, at any level of the organisation, who directs the efforts of other people. She/he is the catalyst who makes things happen. It may be noted that the management of an organisation is performed at different levels. Although the distinctions are by no means clear it is useful to think of managers as being divided into three groups (or levels): (i) Supervisory (or- First line or Operational) Managers are those who directly oversee the efforts of those who actually perform the work. Performance of various routine tasks to obtain desired outputs of every unit and concomitant activities is taken care of at this level; (ii) Middle managers are above the supervisory level but subordinate to the most senior executives of the organisation; they have the responsibility to develop implementation strategies for the concepts determined by top management. Execution, supervision, monitoring and other related functions are taken care of by them; (iii) Top managers are the most senior executives of the organisation. Top managers are responsible for providing the overall direction of the organisation. They carry out planning, maintenance of relations with other agencies, policy making, standardisation, control, evaluation, resources mobilisation, etc. As far as libraries are concerned, often two hierarchies of management

operate within libraries. One is that of the library, and the other is that of the organisation to which the library belongs. Each level of management requires a different composition of managerial skills. Skill is an ability to translate knowledge into action that results in a desired performance. Normally, three kinds of basic skills are identified to be required by managers –

- (i) Technical skill is the ability to use specific knowledge, methods, processes, practices, techniques or tools of a speciality in performing the work;
- (ii) Human skill is the ability to interact with other persons successfully, i.e ability to understand, work with, motivate and get along with other people;
- (iii) Conceptual skill deals with ideas and abstract relationships. It is the mental ability to comprehend abstract or general ideas and apply them to specific situation. It requires a holistic approach to understand the relationship of parts to the whole, the whole to the parts and cause and effect.

In other words, viewing the organisation as a whole and to see how the parts of the organisation relate to and depend on one another and the ability to imagine the integration and coordination of the parts of the organisation are essential for this skill. The importance of these skills depends on levels of management. Technical skill is most important for supervisory level managers and becomes less important as the manager move up to the middle and top levels. Conceptual skill is increasingly important as manager moves up the levels of management. However, human skills are important at every level in the organisation. Top and middle managers need to have diagnostic and analytical skills. Diagnostic skill is the ability to acquire, analyse and interpret information to determine the cause of change either in inputs or outputs or in the transformation process. Analytical skill (which is complimentary to diagnostic skill) is the ability to determine the cause of change and either to provide corrective action or take advantage of the situation. All functions or elements of management will be common to all levels of management in some form or the other. However, the duties and responsibilities of the staff operating at different levels will vary.. But the middle level management is involved in both planning and routine operational work.

Function is a type of work activity that can be identified and distinguished from other work. Experts have identified several managerial functions as important elements of management. While Newman and Summer have identified four functions namely, organising, planning, leading and controlling, Henry Fayol has recommended five basic functions namely, planning, organising, commanding, coordinating and controlling. Most authors present the following five as the essential functions: planning, organising, staffing, directing and controlling. Luther Gulick and L. Ur wick have coined an acronym for seven functions namely POSDCORB which stands for Planning, Organising, Staffing, Directing, Coordinating, Reporting and Budgeting. It is important to remember that they are carried out simultaneously and concurrently. The view of this approach is that an organisation is a total system and these functional elements are interrelated and interdependent. The major advantage of separating and discussing these functional elements individually is that this provides a helpful means to examine the various threads that are interwoven into the fabric of what managers actually do.

## **Planning**

Planning is a bridge taking us from where we are to where we want to reach. It is the process of determining in advance what should be accomplished and how to do it. In other words, it is an analytical process of establishing goals, objectives and targets, assessing the future, premising, generating and evaluating alternatives, selecting programs, projects or courses, estimating resources, preparing the plan document with derivative plans and implementing the plan. Four important characteristics of planning are:

- (i) The purpose of every plan and all derivative plans is to facilitate the accomplishment of enterprise purposes and objectives;

- (ii) Planning is the 'first' function and logically precedes the execution of all other managerial functions;
- (iii) Managers at all levels are involved in planning
- (iv) The efficiency of a plan is measured by the amount it contributes to the purpose and objectives as offset by the costs of other unsought consequences required to formulate and operate.

In other words, planning is characterised by its primacy, efficient contribution to purpose and objectives and all pervasiveness. Some types of plan usually developed and operated include objectives (or goals), strategies (or grand plans), policies, procedures, rules, programs and budgets. The process of developing a plan consists of a few logical and basic steps. Being aware of opportunities and a sort of SWOT (Strength, Weaknesses, Opportunities and Threats) analysis is the first step followed by establishing specific and clear objectives. The third logical step in planning is premising, i.e., taking note of planning assumptions. Establishing complete premises and keeping them up-to-date is a difficult and complex task. The success of a plan depends on the degree of accuracy in premising. The fourth step is to search for and examine alternative courses of action. The step is immediately followed by a systematic evaluation of alternative courses with the purpose of selecting the best course of action in the next step. The seventh step is formulating smaller derivative plans. The final step is to numberise the plan along with derivative plans by converting them into budgetary figures. Many scientific techniques and models are available to determine the goals and objectives assess future trends, formulate policies, choose among different alternatives (decision making), preparation and production of plans, etc. There are rational approaches and principles to follow in the planning process. A few of them, in addition to those mentioned above, are listed below:

- Planning should start with where we are (premissing) rather than with where we want to be;
- Individuals involved in the planning process should agree to use consistent planning premises;
- Flexibility must be built into the plans;
- The plans must be closely integrated;
- The plans should be documented and distributed to all members of the management team;
- Planning has value only if it is transformed into action;
- Plans should be reviewed periodically throughout the year. Inputs to a plan have to come from every unit of the organisation to ensure the involvement and participation of the staff working at the operation supervisory level, besides the top management which is more directly connected with the planning process and responsible for it. A plan document provides a directive course of executive action incorporating every aspect of the development of the organisation. Policies are framed to help the implementation process. Every plan has to fit into a time frame annual, five year, long range or perspective - and also has to be flexible to accommodate any unanticipated change at any point of time.

The significance and advantages of planning are:

- it offsets uncertainty and change;
- provides a framework for execution and direction; focuses attention on objectives; o improves services, leads to operations and facilitates control;
- ensures rational and effective development;
- permits the anticipation and future resources needs;
- brings the skills and experience of staff members to the planning process.

## Organising

It is the process of prescribing formal relationships among people and resources (i.e., personnel, raw materials, tools, capital, etc.) to accomplish the goals. Organising involves:

- analysing the entire activities of an organisation into homogeneous types of works and jobs o sorting and grouping the resulting works and jobs into a logical structure;
- assigning these activities to specific positions and persons;

- providing a means for coordinating the efforts of individuals and groups.

The term organisation refers to both the process of organisation and the result of that process. Organisation refers to the structure which results from:

- (i) assembling the resources necessary to achieve the organisation objectives,
- (ii) identifying and grouping work,
- (iii) defining and delegating responsibility and authority, and
- (iv) establishing activity-authority relationships. In other words, organisation differentiates and integrates the activities necessary to achieve the objectives. Activities are grouped into working divisions, departments, or other identifiable units primarily by clustering similar and related duties. The result is a network of interdependent units. Organisational structures usually comprise departments, divisions, sections, units or cells, obtained on the basis of division of works and jobs, These structural patterns reflect horizontal and vertical positions, indicating distribution of work, authority and responsibility, span of control, nature of duties, outflow of work, means for evaluation of work output, staff discipline mechanism, smooth flow, functional points and coordination points, etc.

Some basic principles of organising are listed below:

- The key activities should be clearly defined;
- The activities should be grouped on some logical basis.
- The responsibilities of each division, department, unit and job should be clearly defined;
- Authority should be delegated as far down in the organisation as possible;
- Responsibility and authority should be made equal;
- The number of persons reporting to each manager should be reasonable;
- The organisation should be designed to provide stability, flexibility, perpetuation and self-renewal;
- The organisation structure should be evaluated on the basis of its contribution to enterprise objectives.

Libraries are generally organised on the basis of their functions, viz., collection development, technical processing, users' services, etc. But, they can be organised on the basis of user groups served, subjects/areas handled, products and services generated, or a combination of these. However, organisational structure varies according to the types of libraries, viz., national, public, academic and special libraries.

### **Staffing**

If organisational structure creates positions at different levels for performing various functions, staffing deals with providing the right type of persons to man them. Indeed persons are the key to the effective functioning of any organisation. In fact, the real strength of an organisation is its personnel; they can make or mar the organisation. Staffing is the formal process of ensuring that the organisation has qualified workers available at all levels to meet its short and long term objectives.

This function includes :

- (i) Human resource planning
- (ii) Recruitment and selection
- (iii) Training and development
- (iv) Rewards and compensations
- (v) Health and safety
- (vi) Career planning and management
- (vii) Employee assistance, coaching and orientation
- (viii) Performance appraisal. Some important basic concepts of staffing are job analysis, job description, job specification, job enlargement and job enrichment .

Personnel management has assumed very great importance in modern management studies. Attention is increasingly given to composition of staff, their types and levels, proper recruitment methods and procedures, work distribution and assignment, staff training and development, salary, status and career development opportunities, incentives and other related aspects. With the increasing complexities of libraries and the services they are expected to offer, the staffing pattern is constantly changing. Different categories of specialists are being recruited to operate at various levels in libraries.

### **Directing**

Directing is the managerial function concerned with the interpersonal aspect of managing by which subordinates are led to understand and contribute effectively and efficiently to the attainment of enterprise objectives. It is aimed at getting the members of the organisation to move in the direction that will achieve its objectives. In other words, directing is the managerial function that enables managers to get things done through persons, both individually and collectively. Directing is related to staffing in the sense that these two functions are concerned with the employees of the organisation. While staffing is concerned with providing and maintaining human resources, directing deals with leading and motivating the human resources to give out the best. It is the most interpersonal aspect of management. Directing is closely related to the communicating function and motivating; actuating and leading are sub-functions of directing. Directing is not the singular function of the top management. In fact, it pervades the organisation at all supervisory levels. This calls for good interpersonal communication, both oral and written. Written communications are often through memos, letters, reports, directives, policy guidelines, staff and work manuals and similar others. It is essential to get them drafted unambiguously to give proper direction to the employees. This is supported by oral communication, formally at staff meetings and informally on other occasions. It is necessary to note some important principles of directing. The more effective the directing process, the greater will be the contribution of subordinates to organisational goals (the principle of directing objective) and the more individuals perceive that their personal goals are in harmony with enterprise objectives (the principle of Harmony of Objectives). The more completely an individual has a reporting relationship to a single superior, the less the problem of conflict in instructions and the greater the feeling of personal responsibility for results (the principle of Unity of Command). Interestingly, reporting is the converse function of directing. In other words, between two persons in the hierarchy, if A directs B, then B reports to A.

### **Controlling**

Another important aspect of directing is exercise of control over the system. Control does not merely mean restrictions or restraints to be forced on the system, but they are guidelines for the organisation to perform according to set standards of efficiency and quality. What is implied in this is, accountability, and the obligation of the staff at all levels, of reporting to a higher authority on their productivity both in terms of quality and quantity. But these would need yardsticks and measurement tools and techniques for evaluating performance. Thus, both directing and reporting are closely related to the controlling function. In simple terms, controlling can be defined as the process of comparing actual performance with standards and taking any necessary corrective action. Hence, the control process consists of

- establishment of standards
- measurement of performance,
- correction of deviations.
- The standards may be physical standards, cost standards, revenue standards or even intangible standards. Some of the common traditional control measures are budgets, statistical data, special reports, breakeven point analysis, internal audit and personal

observation. Other control measures include time-event network analysis like milestone budgeting, program evaluation and review techniques (PERT/CPM), programme budgeting, profit and loss control, return on investment (ROI) and general key result areas like profitability, market position, productivity, public responsibility, etc. It has already been stated that establishing standards for quality, quantity, cost and time, measuring performance against set standards, and correcting deviations are the three basic steps involved in measurement of performance. Performance is closely related to techniques of operations and technology employed. Modern management uses techniques of Operations Research, Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM), system analysis and others for improving quality. A good control system should be forward looking, objective, flexible, economical, understandable, reflect nature and needs of activity as well as the organisation pattern, promptly report deviations and exceptions at critical points and lead to corrective actions.

The other important principles of controlling are listed below:

- Controls require a clearly defined organisational structure;
- Controls must be based on plans;
- Controlling is a primary responsibility of every manager charged with executing plans;
- The control itself should be exercised where the malfunction is likely to occur;
- Controls must focus on key variables;
- Controls must be meaningful and economical;
- Controls must provide accurate and timely feedback;
- Feed forward controls should be used to supplement feedback control; and
- Controlling requires action.

Devising effective control instruments for libraries is difficult due to their service and not-for-profit nature. In the absence of realistic, objective and precise standards for measuring performance, libraries resort to use of objectives, budgets, internal audit and the like. Other Managerial Functions There are some more managerial functions other than the five most important elements discussed above.

Motivating, actuating and leading are already mentioned as sub-functions of directing.

In addition, communicating, delegating, coordinating, reporting, budgeting, innovating, influencing, representing, etc., are often mentioned as managerial functions.

### **Coordinating**

This is the process of linking several activities to achieve a functional whole in the organisation. In other words, it is the process of ensuring that persons who perform interdependent activities work together in a way that contributes to overall goal attainment. Coordinating is the management of interdependence in a work situation. It is much more than just cooperation and it involves an information giving function. In the organising function that the work of an organisation is divided into various functional units and it is the coordinating function that ensures that all these units efficiently contribute to the objective. It is in the coordinating process that a manager has to act like a leader and her/his leadership skills are put to test. The best coordination occurs when individuals see how their jobs contribute to the goals of the organisation. To avoid splintering efforts, the dominant goal of the

organisation should be clearly defined and communicated to everyone concerned. Goals of subordinate departments should be designed to contribute to the goals of the organisation. Coordination calls for skill of leadership, communication and delegation.

### **Communicating**

Communicating is the transfer of information, ideas, understanding or feeling between people. In other words, it is the process of passing information and understanding from one person to another. It needs no further emphasis amongst library and information people. Communication is an all pervasive phenomenon. Librarians have to communicate with each other in issuing or responding to directives and in carrying out the functions of management. They also communicate continuously with users and authorities. Communication, both written and oral, is used to obtain and give information for planning and decision making.

### **Reporting**

It has already been said that reporting is converse of directing. Reporting serves the purpose of keeping authorities and the public at large informed about the performance, achievements and shortfalls for a specific period. This function not only helps with a healthy self assessment but also by maintaining good public relations. Libraries usually generate a great amount of statistical data and reports.

### **Innovating**

As every organisation has to constantly grow bigger and better, innovation becomes an important function of a manager. Innovation means creating new ideas which may either result in the development of new products or finding the new user for the old ones. Representing Today's manager is required to spend a part of his time representing his organisation before various outside groups (stake holders) like Government officials, labour.

## **APPLICATION OF ELEMENTS AND PRINCIPLES OF MANAGEMENT IN LIBRARIES AND INFORMATION CENTRES**

POSDCORB in Libraries and Information Centres

The functions or seven elements of management are also applied in libraries in the following ways:

### **Planning**

Planning is crucial for any organisation. In libraries planning are of the following type: Financial planning, Space planning – library building, Manpower planning - library staff, Resources planning – library collection and need assessment of users. Finance and manpower planning have direct implications on the efficient and effective management of information resources and services.

### **Organising**

Organising is the process of building structural framework of the organisation. ,By the term library organisation we mean a system, by which departments and units of the library are controlled and coordinated, resulting in an administrative structure which includes fixed boundaries'.. Determining the structure of library is the responsibility of the top management. The structure of the library depends on its type. For example, line organisation may be a success for a small library and for large libraries functional structure is the best. This function of organisation should not be confused with another function of libraries, namely, organisation of information resources for their optimum utilisation by users.

### **Staffing**

It is manpower planning which is related with recruiting competent staff, training of library staff and maintaining favourable condition of work for them in the library. For staff recruitment, there are norms that are to be followed by libraries.

## Directing

This is the main function of a manager. It includes all guiding, leading, motivating, etc functions. For this purpose the library policies have to be established. As per the policies and goals, employees are directed towards the attainment of library goal.

## Coordinating

It is the integration of all activities of an organisation. It brings harmony in the organisation. Coordinating function, interrelates different divisions and works of the library for efficient working.

## Reporting

Reporting is a means for chief librarian to inform the authorities about the progress and performance of the library. In public libraries it is a means of informing public about the functioning of the library.

## Budgeting

Librarian prepares and presents financial needs of the library in a budget . Budget acts as an instrument of control. It is a part of financial planning and balancing between income and expenditure of the library. Being a service organisation, libraries have to balance between financial resources and the expenditure. It involves preparing library budget and maintaining accounts of the library.

Principles of management when applied to libraries can enhance routine efficiency of the library.

1) Division of Work: This principle implies that work will be divided according to specialisation. In small libraries usually there is no division of work as it is one man show because they are managed by one person. But, in large libraries division of work can be done by type of service or by type of material. Generally, the work in libraries is broadly divided into three types: technical, user and administrative work.

2) Authority and Responsibility: Authority and responsibility must go together. In library the ultimate responsibility is with the librarian. The librarian delegates authority to the subordinates (the next level managers) according to their ability, specialisation and the demands of the job/ work.

3) Discipline: This principle tells about the do's and don'ts in the organisation. This is the principle for creating 'organisation culture'. The principle helps in dissolving the disputes with justice and enforcing the penalties without prejudice. It is the duty of the librarian to maintain discipline among the staff in the library.

4) Unity of Command : ,One boss' is the motto of this principle. Order from one senior does not create confusion among the staff. For example, if a librarian wants to communicate to a library assistant, s/he in normal condition has to communicate through the assistant librarian in charge of that section.

5) Unity of Direction: The message of this principle is ,one plan one direction'. Coordination can be achieved through proper direction. All employees should be directed in achieving one goal. Unity of direction also eliminates duplication of work.

6) Subordination of Individual Interest to General Interest This principle says give priority to organisational interest as against individual interest. Growth and development of the library and users satisfaction should be the main concern for everyone in the library.

7) Remuneration of Personnel This is a well known fact that employees are motivated by the monetary benefit they receive and libraries should also take this into consideration and pay staff according to their work, qualification experience and responsibilities. In reality, often library personnel paid according to the type of library in which they work because the salary structures vary according to type of library.

8) Centralisation Libraries generally follow this principle as there is centralisation of authority. But, as far as large libraries are concerned, decentralisation is also appropriate for their smooth functioning. For example, the works like document selection should be decentralised but ordering must be centralised to avoid unnecessary duplication in acquisition.

9) Scalar Chain Scalar Chain means unbroken line of authority from top to bottom level. This line of authority serves as a means of communication within an organisation. This principle says that relation between different units of the organisation is very essential. This principle is very useful for libraries as their work is not only inter-related but also inter-dependent. For example, the location of different sections of a library should be decided according to their interdependence.

10) Equity This principle says treating everyone equally and fairly. There should be justice in dealing with employees. For this purpose rules should be followed while deciding wages, there should be clearly defined promotion policy, etc.

11) Stability of Tenure of personal Fixed tenure or long period in a particular position in a library gives an employee enough experience to know that job properly. For example, if a person is working for a longer period in a technical section (doing cataloguing or classification), s/he will become an expert in doing the work as the nature of work in this section is technical and which requires proficiency.

12) Initiative This principle says that initiatives should be encouraged. In libraries this principle will be applied in taking initiative towards helping users.

13) Esprit De Corps This principle highlights the importance of team work. Library is a social organisation and library work is a group activity. All processes in the libraries depend upon each other from acquiring documents to maintaining.

### **Role of a Manager**

Earlier librarians are just considered as the custodian of books and it is said that for managing a library, no professional competencies are required. It is an old concept that libraries have fixed and hierarchical organisational structure, bureaucratic leadership, controlled and centralised decision making, command and control by the administration, guarded and infrequent communication, etc. Modern libraries require librarians to act like managers with appropriate management techniques and principles. A librarian manages a library like any other manager managing his organisation. Thus the role remains the same. Managing a library also requires basic skills as needed in case of any other commercial or industrial organisation. But libraries being service-oriented organisations, the necessity of general and managerial skills as core competencies of staff for effective management of libraries, flexible and decentralised organisation, with empowered staff having the spirit of team work, interpersonal communication, shared vision, lifelong learning, etc. are obvious. Keeping these changes in mind it becomes essential for the library managers to have expertise and focus on the following areas of management:

- 1) Change Management
- 2) Entrepreneurship
- 3) Strategic Planning
- 4) User Centered Management
- 5) Management of Technology
- 6) Project Management.

The following skills are required by the library staff:

- Library and information handling skills

- Service orientation
- ICT knowledge skills
- Communication and training skills
- Marketing and presentation skills
- Understanding of cultural diversity
- Knowledge mapping skills

Changing Role of Librarians :- There are four major professional competencies required for a library manager to manage a library efficiently in the changing scenario: Managing Information Organisations, Managing Information Resources, Managing Information Services, Applying Information Tools and Technologies . For the above mentioned major professional competencies, librarians should have the following qualities:

- Adaptability
- Skill and ability
- Self development
- Risk taking ability
- Leadership quality
- Decision making power
- Flexibility
- Creativity and acting as a change agent.

Planning and management of library and information centres Management of IC's would cover the entire spectrum of management activity. This necessarily would imply the finding of answers to questions such as Who, What, When, Where etc.

#### Policy Formulation:

Policy formulation is the most important step in planning information centres, as they guide in decision making. Some of the points to consider here are:-

- Role of the information centre;
- Components of information centre and their interrelationship;
- Levels and methods of providing information services;
- Relationship of information centre with other outside similar agencies;
- Responsibilities, role and relationship with users, and staff;
- Line of authority and decision making process.

Process of policy formulation According to Atherton(1977) the task of policy formulation is an ongoing process and involves following tasks:

- Initiation of policy development – it includes plan of action regarding nature of the task involved, participants, procedure and time schedule.
- Review of the existing policies.
- Analysis of the existing policies from the point of view of sound rationale, area coverage, adequately stated, consistency with the objectives of the information centre, currency and usefulness etc.
- Recommendations regarding new and revised policies.
- Process of formulating policies following the recommendations.
- Preparation and dissemination of policy manual.

- Securing periodic review “Four Areas” for Policy Decisions Collection of Materials Services and Access to Materials Staff Resources Overall Management Considerations Planning : Without planning most ICU’s may become poorly organised. Threefold outcome is obvious outcome of planning
- Direction to growth and complexity
- Provides a basic framework for the service Systems Approach to Planning Systems approach to planning of IC’s envisages following parameters-
- The overall objectives of the IC
- The components and their characteristics
- Functional organisation of the components into a coherent whole
- The Interlinks and relations among the components
- The characteristics of the of the environment in which IC is to operate from time to time
- Preventive and corrective measures and in- built control to adapt to the changing needs of management policies and directions while clinging to changing information environment.
- The conditions for the healthy growth and development of the IC; and
- Identifying the agency competent to ensure continuous inputs, management, evaluation and adaptation of the system along right lines.

Alternative approach to planning Strategic planning encompasses goals, needs of organisation, evaluations, decision on specific objectives and plan-implementation Operational planning is linking of organisational components i.e., techniques, materials, procedures, strategic plans rules, people, capital and facilities to facilitate the interrelated events in a particular fashion. Here emphasis is on people for getting the things done. Task programming emphasises on plans to be carried out by technical activities. Here the task is like a specific activity correlated to tools, materials, equipment and technology used in achieving IC’s goals. Basic Elements in Planning of the IC’s

- Data base or information sources
- Information services;
- Manpower for the operation and management of the IC;
- Furniture and equipment;
- Building to house the IC
- Financial resources

## Principles of Scientific Management

The Principles of Scientific Management is a monograph published by Frederick Winslow Taylor in 1911. This influential monograph, which laid out the principles of scientific management, is a seminal text of modern organization and decision theory and has motivated administrators and students of managerial technique. Taylor was an American mechanical engineer and a management consultant in his later years. He is often called “The Father of Scientific Management.” His approach is also often referred to, as Taylor’s Principles, or Taylorism.

Taylor started this paper by quoting then President of the United States, Theodore Roosevelt. The President, in his address to the Governors at the White House, prophetically remarked that “The conservation of our national resources is only preliminary to the larger question of national efficiency.” Taylor pointed out that the whole country (USA) is suffering through inefficiency in almost all of daily acts of Americans. He pointed this out through a series of simple illustrations. He tried to convince the reader that the remedy for this inefficiency lays in systematic management, rather than in searching for extraordinary people. Taylor tried to prove that the best management is achieved through science and rests upon a foundation of clearly defined laws, rules, and principles. He showed that the fundamental principles of scientific management are applicable to all kinds of human activities, from simple individual acts to the work of huge corporations, and calls for the most elaborate cooperation. Through a series of illustrations, Taylor tried to convince readers that when these principles are correctly applied, astounding results are achieved. The paper was originally prepared for presentation to The American Society of Mechanical Engineers. The illustrations in the paper were designed to appeal to people within industrial and manufacturing establishments.

## The Principles of Scientific Management

In this section, Taylor explained his principles of scientific management. Taylor's scientific management consisted of four principles:

Replace rule of thumb work methods with methods based on a scientific study of the tasks.

Scientifically select and then train, teach, and develop the workman, whereas in the past the employee chose his own work and trained himself as best he could.

Provide "Detailed instruction and supervision of each worker in the performance of that worker's discrete task".

Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

According to F. W. Taylor, the above combination of the initiative of the employee, coupled with the new types of work done by the management that makes scientific management so much more efficient than the old plans. Under the management of "initiative and incentive", the first three elements exist in many cases, but their importance is minor. However, under the scientific management, they form the very essence of the whole system. According to Taylor, the summary of the fourth element is: Under the management of "initiative and incentive" practically the whole problem is "up to the workman," while under scientific management fully one-half of the problem is "up to the management."

## Fundamentals of Scientific Management

Taylor argued that the principal object of management should be to secure the maximum prosperity for the employer, coupled with the maximum prosperity for each employee. He also showed that maximum prosperity can exist only as the result of maximum productivity. He argued that the most important object of both the employee and the management should be in the training and development of each individual in the establishment, so that he can do the highest class of work for which his natural abilities fit for him.

Taylor was writing at a time when factories were creating big problems for the management. Workmen were quite inefficient. According to Taylor, there were three reasons for the inefficiency. They were the:

1. Deceptive belief that a material increase in the output of each man or each machine in the trade would throw people out of work.
2. Defective management systems, which made it necessary for each workman to soldier, or work slowly to protect his own best interests.
3. Inefficient rule of thumb methods, which were almost universal in all trades, which cost much wasted effort.

The paper tried to show that enormous gains would result from substituting scientific methods for rule-of-thumb. Taylor argued that the cheapening of any article in common use almost immediately results in a largely increased demand for that article. This view contradicts the belief that a material increase in the output of each man or each machine in the trade would result in the end in throwing a large number of men out of work. As to the second cause for soldiering, Taylor pointed to many quotes from 'Shop Management' and hoped that it would explain fully the cause for soldiering. Some quotes illustrating his views are:

- "This loafing or soldiering proceeds from two causes. First, from the natural instinct and tendency of men to take it easy, this may be called natural soldiering. Second, from more intricate second thought and reasoning caused by their relations with other men, who may be called systematic soldiering".
- "This common tendency to 'take it easy' is greatly increased by bringing a number of men together on similar work and at a uniform standard rate of pay by the day".
- "To illustrate: The writer has timed a naturally energetic workman who, while going and coming from work, would walk at a speed of from three to four miles per hour, and not infrequently trot

home after a day's work. On arriving at his work he would immediately slow down to a speed of about one mile an hour. When, for example, wheeling a loaded wheelbarrow, he would go at a good fast pace even up hill, to in order to be as short a time as possible under load, and immediately on the return walk slow down to a mile an hour, improving every opportunity for delay short of actually sitting down. In order to be sure not to do more than his lazy neighbour, he would actually tire himself in his effort to go slow".

- "The feeling of antagonism under the ordinary piece-work system becomes in many cases so marked on the part of the men that any proposition made by their employers, however reasonable, is looked upon with suspicion, and soldiering becomes such a fixed habit that men will frequently take pains to restrict the product of machines which they are running when even a large increase in output would involve no more work on their part".

## Scientific Application to Libraries

In computing, the Scientific Library is a software library written in the C programming language for numerical calculations in applied mathematics and science. The GSL is part of the GNU Project and is distributed under the GNU General Public License.

### Features of Scientific Application to Libraries

#### The software library provides facilities for:

- Basic mathematical functions
- Complex numbers
- Polynomials
- Special functions
- Vectors and matrices
- Permutations
- Combinations
- Multisets
- Sorting
- BLAS
- Linear algebra
- Eigen systems
- Fast Fourier transforms
- Numerical integration
- Random number generation
- Quasi-random sequences
- Random number distributions
- Statistics
- Histograms
- N-tuples
- Monte Carlo integration
- Simulated annealing
- Ordinary differential equations
- Interpolation
- Numerical differentiation
- Chebyshev approximations
- Series acceleration
- Discrete Hankel transform
- Root-finding in one and multiple dimensions
- Minimization in one and multiple dimensions
- Least-squares fitting
- Nonlinear least-squares fitting
- Physical constants
- IEEE floating-point arithmetic

## Functions of Administration

A library function is a function that can be called by a programme to perform some task, but it is not part of the programme itself. Typically library functions are collected together into libraries, which comprise suites of functions that are loosely related in some way. An example might be a collection of functions that deal with dates and times and how they can be formatted or represented. Libraries save programmers the bother of writing code to do the same tasks time and time again; in short, libraries encourage code reuse.

The code the library comprises is usually in the form of “machine code” that the computer can understand rather than human-readable source code, although this is not always the case, especially with “open source” libraries like those from the GNU project.

There are two main types of libraries: static libraries are read by the compiler at compile-time and bound into the final version of the executable code; and dynamic libraries are referred to by name to the compiler but the code is not actually incorporated into the executable until the programme is run. One advantage of dynamic library is that it can be updated without updating the programme.

When programmers want to use a function from a library they call it by name and make sure that the compiler or the run-time environment can see the precompiled code or “library file.” In C and C++ the programmers also need a “header file” that describes how the library functions should be called so the compiler can carry out its type-checking as it compiles the programme. Most compilers also support options or “switches” to allow programmers to create their own libraries from their own code.

Function libraries extend the native language they are written in by providing easily accessible commonly used functionality that the language itself does not directly support. A good example is the C programming language. C by itself has very little functionality other than the raw operators the language supports; however, some functions are so useful and needed so often that they have been packaged into libraries and now form part of the standard distribution of the language. That is, ANSI C comes with “standard libraries” for manipulating character strings and for performing input from the keyboard and output to the monitor, even though these things are not part of the strict definition of the language. Currently nearly all computer-programming languages have a vast array of libraries, both free and commercial packages that are available to carry out almost every conceivable function from manipulating socket connections between computers to performing complex and military-grade cryptographic transformations

## Levels of Management

The term “Levels of Management’ refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority and status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. Top level / Administrative level
2. Middle level / Executor
3. Low level / Supervisory / Operative / First-line managers

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:



**Top Level of Management :-** It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

The role of the top management can be summarized as follows:

- Top management lays down the objectives and broad policies of the enterprise.
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
- It prepares strategic plans and policies for the enterprise.
- It appoints the executive for middle level i.e. departmental managers.
- It controls and coordinates the activities of all the departments.
- It is also responsible for maintaining a contact with the outside world.
- It provides guidance and direction.
- The top management is also responsible towards the shareholders for the performance of the enterprise.

### Middle Level of Management

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions. In small organization, there is only one layer of middle level of management but in big enterprises, there may be senior and junior middle level management. Their role can be emphasized as:

- They execute the plans of the organization in accordance with the policies and directives of the top management.
- They make plans for the sub-units of the organization.
- They participate in employment and training of lower level management.
- They interpret and explain policies from top level management to lower level.
- They are responsible for coordinating the activities within the division or department.
- It also sends important reports and other important data to top level management.
- They evaluate performance of junior managers.
- They are also responsible for inspiring lower level managers towards better performance.

### Lower Level of Management

Lower level is also known as supervisory / Operative level of management. It consists of supervisors, foreman, section officers, superintendent etc. According to R.C. Davis, "Supervisory management refers to those executives whose work has to be largely with personal oversight and direction of operative employees". In other words, they are concerned with direction and controlling function of management. Their activities include:

- Assigning of jobs and tasks to various workers.
- They guide and instruct workers for day to day activities.
- They are responsible for the quality as well as quantity of production.
- They are also entrusted with the responsibility of maintaining good relation in the organization.

- They communicate workers problems, suggestions, and recommendatory appeals, etc. to the higher level and higher level goals and objectives to the workers.
- They help to solve the grievances of the workers.
- They supervise and guide the sub-ordinates.
- They are responsible for providing training to the workers.
- They arrange necessary materials, machines, tools etc for getting the things done.
- They prepare periodical reports about the performance of the workers.
- They ensure discipline in the enterprise.
- They motivate workers.
- They are the image builders of the enterprise because they are in direct contact with the workers.

#### Differences Between Management and Administration?

Parameters	Management	Administration
Focus	Future-oriented, strategic planning and decision-making.	Present-oriented, operational management and execution.
Scope	Broader and encompasses the entire organization, including setting goals, formulating strategies, and	Narrower and primarily focuses on specific functions, departments, or processes within the organization.
Leadership	Managers provide leadership, direction, and motivation to employees.	Administrators provide oversight, guidance, and support to managers and employees.
Decision-making	Managers make strategic and tactical decisions, setting goals and formulating plans to achieve them.	Administrators implement policies, procedures, and rules established by management.

- Management is the process of managing people at every level. From an individual to a team, it is done at micro and macro level. Within each level of the hierarchy, there are managers working to ensure smooth workflow. On the other hand, the administration is at an upper level where high level authorities are involved. This is done on a macro level.
- Administration represents creating plans and actions to achieve the objectives of the company. Management is the process of implementing these plans to achieve the final goal.
- Administrative functions are legislative in nature, whereas managerial functions are executive in nature.
- In administration, decisions related to the people involved in accomplishing a set of task are taken. This means that administrators decide which professionals are appropriate for a particular objective. On the other hand, management involves making decisions on actionable items that will help in achieving that goal.
- Let us take a look at the summary to understand administration and management difference:

Parameter	Management	Administration
Authority	Mid and low	Top

Purpose	Executing plans	Formulating plans
Function	Executive	Legislative

## General Principal and their application of library management

Library management involves the organization and administration of library resources to facilitate effective use by patrons. Here are some general principles and their applications in library management.

### 1. User- Centered Service :

Principle : Focus on meeting the needs of library users

Application : Conduct regular surveys to understand user preferences, offer diverse collections, provide user-friendly interfaces, and offer assistance through trained staff.

### 2. Collection Development :

Principle : Acquire, maintain, and weed materials based on the needs of the community.

Application : Regularly assess the collection, consider user feedback, stay updated on current trends, and allocate budget resources effectively.

### 3. Technology Integration :

Principle : Embrace technology to enhance library services..

Application : Implement library management systems, automate routine tasks, provide online catalog access, and offer e-books and digital resource.

### 4. Access and Equity :

Principle : Ensure fair and equal access to library resources for all members of the community...

Application : Implement policies that prevent discrimination, offer services for diverse populations, and provide resources in multiple languages.

### 5. Professional Development :

Principle : Keep staff trained and informed about the latest developments in library science.

Application : Encourage staff to attend workshops and conferences, support ongoing education, and foster a culture of continuous learning.

### 6. Preservation of Materials :

Principle : Protect and preserve library materials for future generations.

Application : Implement proper storage and handling procedures, digitize fragile materials, and establish disaster recovery plans.

### 7. Collaboration and Networking :

Principle : Work with other institutions and organizations to enhance services.

Application : Collaborate with schools, universities, and community organizations, share resources, and participate in interlibrary loan programs.

### 8. Information Literacy :

Principle : Promote the development of information literacy skills among patrons.

Application : Offer workshops and training sessions on research skills, evaluation of information sources, and effective use of library resources.

### 9. Flexible Space Design :

Principle : Design library spaces that can adapt to evolving needs.

Application : Create flexible spaces that can accommodate various activities, such as quiet study, collaborative work, and community events.

### 10. Financial Management :

Principle : Design library spaces that can adapt to evolving needs.

Application : Develop and adhere to budget plans, explore grant opportunities, and seek community support for fundraising.

By applying these principles, libraries can create environments that are responsive to the needs of their communities and provide valuable resources and services to users.

# LIBRARY ORGANISATION

## Objectives

After studying this unit, you will be able to:

- Understand the library's policy-making bodies.
- Discuss the library committee
- Understand the library's organisational structure.

## Introduction

A library is a building that houses a collection of materials, services, and resources that are arranged for public use and are maintained for by a public agency, private organisation, or institution. A library is a collection of books in the more conventional meaning. It may refer to the actual collection, the structure or space that holds it, or both. A secondary definition of the word "library" is now "a collection of helpful stuff for common use." This sense is applied in statistics, biology, and computer science, among other domains. Publishers can also use it to name book series; for example, The Library of Anglo-Catholic Theology.

Public and institutional collections and services may be intended for use by people who choose not to or cannot afford to purchase an extensive collection themselves, who need material no individual can reasonably be expected to have, or who require professional assistance with their research. In addition to providing materials, libraries also provide the services of librarians who are experts at finding and organizing information and at interpreting information needs. Libraries often provide a place of silence for studying.

Libraries nowadays serve as storage facilities and points of access for a wide range of print, audio, and visual resources in many formats, such as microform, maps, printed papers, CDs, cassettes, videotapes, DVDs, video games, audio books, and many more electronic resources. Public access to libraries' electronic resources and the Internet is frequently offered. The idea of modern libraries as locations to obtain unrestricted access to knowledge in a variety of formats and from a wide range of sources is becoming more and more distorted. By making content available electronically and offering librarian support in accessing and evaluating vast volumes of data using a range of digital technologies, they are expanding their services beyond the confines of a physical institution.

## Policy Making Bodies of Library

Models for Library Management, Decision-Making, and Planning are authored by Robert Hayes, professor emeritus and dean (1974-89), Graduate School of Library and Information Science, University of California, Los Angeles. The purpose of the book is to provide library managers with quantitative, qualitative, and descriptive models for effective planning and decision-making. The emphasis, however, is largely on quantitative models that consist of mathematical equations that measure the workloads that drive library operations. Hayes incorporates most of these quantitative models into his Library Planning Model (LPM), an Excel spreadsheet on CD-ROM that accompanies the book.

Hayes sets the tone for the book with an introductory chapter that discusses the nature of scientific management, operations research, and systems analysis and the application of game theory to decision-making. The next chapter lays the groundwork for how scientific management may be applicable in library decision-making contexts. Hayes focuses on tactical operations such as assessing "what-if" situations, setting fee structures, making outsourcing decisions, assigning staff, and managing collection growth as well as strategic planning for institutional and national information policy effects.

The Hayes's LPM, its conceptual and operational structure as the tool for bringing together several of the scientific management models to use on the decision problems. LPM is an Excel spreadsheet that

provides a means for estimating staff, materials, facilities, and associated costs needed to handle workloads for typical services and internal operations in an academic library. The purpose of LPM is to provide a means for assessing alternatives and “what-if” situations represented by changes in some elements of data while keeping others unchanged. It is a menu-driven tool that allows library managers to enter data about their user population, holdings, acquisitions and cataloging activity, and use of library services. The model also allows for the input of data associated with publishing, an increasing activity among academic libraries. Results are then presented that may be used to generate estimates of staff and associated costs, determine distributions of staff among various operations and services, and determine needs for facilities to serve users, store materials, and accommodate staff. It is possible to modify any of the factors by which LPM determines staff, facilities, or costs. The program also offers the ability to load data from the Association of Research Libraries (ARL) or Association of Academic Health Sciences Libraries (AAHSL) annual statistics as a means for calibrating the values used in LPM or as the basis for comparing one’s library with similar values.

The study material deals with operational and tactical issues in library internal management including a framework for estimating staff, materials, facilities, and associated costs needed to handle workloads for typical services and internal operations in a library. Attention is given to models for representing data about users and their uses of libraries in a form that permits generation of estimates of workloads on user services and the impact on facilities. Similarly, Hayes presents models for representing the acquisition of materials and the related technical processing, for estimating the associated staffing, and for determining storage requirements. Finally it focuses on strategic issues that are external to the library. Hayes presents models of institutional requirements as determined by the institution’s own objectives and discusses models for representing the past, present, and future status of means for information production and distribution. He touches on the role of libraries as publishers and the impact of information economics on libraries. The book includes a thorough index and detailed bibliographies with each chapter.

Formally trained as a mathematician, Hayes brings considerable expertise in systems analysis to his examination of library management. He presents a thorough introduction to the potential of operations research and quantitative management techniques in library decision-making and a well-documented explanation of the rationale behind his LPM. Readers must, however, digest a dense concentration of scientific management theory and statistical analysis to benefit the students. Library managers with minimal knowledge of statistics may find it a challenge to grasp some of the material.

## Library Authority

In library and information science, authority control refers to the process of developing and preserving index terms for bibliographic content in a catalogue. Authority control serves two crucial purposes. It first helps catalogers distinguish between items with identical or similar headers. For instance, adding middle initials, birth and/or death dates, or a descriptive adjective to the title of one author can help separate two authors who just so happen to have published under the same name from one another. Second, catalogers group materials that make sense to group together even when they appear differently by using authority control. Authority records, for instance, are used to provide uniform titles that allow all editions of a book to be compiled together even if they are published under separate titles.

## Authority Records

The most common way of enforcing authority control in a bibliographic catalogue is to set up a separate index of authority records, which relates to and governs the headings used in the main catalog. This separate index is often referred to as an “authority file.” It contains an indexable record of all decisions made by catalogers in a given library, which catalogers consult when making, or revising, decisions about headings. It is to be remembered that the function of authority files is essentially organizational, rather than informational. That is to say, they contain a sufficient amount of information to establish a given author or title as unique, while excluding information that, while perhaps interesting to a reader, does not contribute to this goal.

Although practices certainly vary internationally, in the English-speaking world, it is generally the case that a valid authority record must contain:

- A heading
- Any cross references
- Statement of justification.

Heading refers to the form of name that the cataloguer has chosen as the authorized form.

Cross references are other forms of the name that might appear in the catalog. There are two types of cross-references: which reference forms of the name that have been deprecated in favor of the authorized form; which points to other forms of the name that are authorized.

Statement of justification: In addition to providing a heading and applicable references, a valid authority record should also contain a reference to whatever sources of information the cataloguer used to determine both the authorized and any deprecated forms of the name. This is usually done by citing the title and publication date of the source, the location of the name on that source, and the form in which it appears on that source.

### **Authority Control and Cooperative Cataloguing**

Individual cataloguing departments were often in charge of developing and maintaining a library's authority files prior to the development of digital OPACs and the Internet. This meant that there could be some variation across libraries regarding the authoritative form of a particular name; nonetheless, variations among catalogues didn't really matter as long as a library's catalogue was internally consistent.

But catalogers started working toward the creation of cooperative consortia, like OCLC and RLIN in the US, long before the Internet transformed the way libraries catalogue their holdings. In these consortia, cataloguing departments from all over the world contributed to and removed their records from a common database. The necessity for national standards for authority work arose from this growth.

## **Library Committee**

### **Executive Committee:**

Meeting Time: Every two weeks (approximately)

Purpose: The Executive Committee will serve as the main governing body for the library's development. Its agenda and a brief account of its discussions will be routinely sent to all library staff via the listserv.

The main functions and responsibilities of the Executive Committee include:

- Accountability for the ongoing development of library services, programs, and procedures
- Adjudication of the library's \$16M budget, including preparation of annual capital and operational requests
- Steering the Planning Council, helping to set its agenda and following through with its recommendations
- Oversight of the forthcoming library fund raising initiative
- Fostering communication with the rest of campus regarding the library's goals and objectives, as well as communication internal to Fondren Library.

### **Accessibility Committee**

Meeting Time: As needed

Purpose: The committee stays abreast of accessibility issues affecting the library and trains library staff members to be aware of and sensitive to the accessibility needs of our workers and patrons.

### **Budget Council**

Meeting Time: Second Friday of every other month.

**Purpose:** This committee will meet regularly, monitor the library's budget (with the exception of full-time personnel / staff funds), make recommendations as to the most effective budgeting process, meet when necessary with library staff and others at Rice who are involved with the budget or who may help focus discussions, and serve as the internal committee with the most detailed knowledge of Fondren's expenditures. This standing committee has been convened to promote greater financial flexibility within Fondren and to facilitate increased departmental responsibility for fund management.

### **Collection Development and Management Council :**

**Meeting Time:** Second Tuesday of every month.

**Purpose:** To discuss collection development and management issues

### **Collection Development Projects Subcommittee**

**Meeting Time:** As necessary.

**Purpose:** To plan discussion topics for the CMDC and make decisions regarding special project purchases. Note, this committee is inactive as of 12 / 2008 due to a period of severe budget restrictions. The committee will be reformed and activated once budgets stabilize.

### **Collections Management Group, Ad-hoc**

**Purpose:** Works to bring the to the University community access to the resources needed to further its scholarly activity, and heighten awareness and support for Fondren Library's special collections in the Woodson Research Center.

### **Customer Services Group, Ad-hoc**

**Purpose:** To address customer service issues raised in the liquid survey, including quiet study areas, cell phone use, and other related issues.

### **Digital Resources Steering Committee**

**Meeting time:** Third Wednesday of the month

**Purpose :**

- **Clearinghouse** The committee will serve as a gathering point for information about new digital resources, emerging technologies, and news and updates about other libraries and information services in the U.S. and abroad that has relevance to Fondren.
- **Strategic Development** The committee will explore ways to enhance and evolve current electronic text, image, and related services in Fondren. The committee will be responsible for knowing the needs of faculty and students at Rice and make recommendations as to how best to meet those needs, current and predicted. How these services and resources can best integrate into the evolving idea of an academic library approaching the turn of the century is also part of the committee's charge. Educational programs outreach, and training programs are also an integral part of Fondren's evolution, and the committee will take a leading role in determining what programmes are needed.
- **Budget** The committee will undertake a detailed and ongoing analysis of costs associated with digital resources, and the relationship of these resources to the more traditional printed materials. Recommendations for purchases great and small will be submitted to the VP / AUL routinely. These costs may include datasets, staff, additional space, networking capabilities, and other related items.
- **Library Committee Liaison** The steering committee will endeavor to work closely with the University Committee on the Library and to serve in a leadership role to help that committee understand current issues and predicted needs and inform the committee annually of developments in these areas.
- **Information Technology** The committee will establish close working relationships with the Rice IT group and integrate its planning and recommendations into the strategic development of IT on campus.

- Public Relations the committee will serve as a means to make public and promulgate new digital resources, educational programmes, and services. The committee can also recommend lecturers, lecture series, workshops, and seminars that might be held at Rice to further the local understanding of these issues as well as to foster the national role Fondren should begin to take in these areas.

### **Disaster Recovery Team**

Meeting Time: As needed

Purpose: The Team is charged to 1) engage in a periodic review of the existing disaster plan, 2) recommend a modest budget for disaster recovery supplies, and 3) recommend programs to heighten staff awareness of disaster recovery routines.

### **Discovery Tools Group, Ad-hoc**

Purpose: The Resource Discovery Tools Working Group has been convened to research, analyze, and make recommendations about all issues involved in providing that improved access. The group should study our present local situation, including access to RDSA and relevant Liquid survey results. The group should also review emerging best practices at other libraries as well as ongoing research efforts in such organizations as the Library of Congress, ALA, OCLC, the DLF, and IFLA.

### **Electronic Theses and Dissertations Committee (ETDC)**

Purpose: Rice University makes its graduate student theses and dissertations available online through the Rice Institutional Repository. While many schools have already moved in this direction, there are very few definitive policies and procedures that clearly guide how this should be done at each school. Each university has unique needs, requiring the establishment of some local guidelines for archiving theses and dissertations electronically. The ETDC works closely with the office of graduate studies, the general counsel's office, and the academic departments to define guidelines and address issues for supporting the digital archiving and preservation of Rice theses and dissertations.

### **Library Council**

Meeting time: First Tuesday of alternating month

Purpose: To discuss operational issues and share information

### **Library Services Centre Advisory Team**

Meeting: biannual (or as needed)

Purpose: This standing group will advise library and Library Service Centre (LSC) management on issues affecting user services, and stewardship of the Fondren Library collections housed at the LSC. The group is authorized to form ad hoc sub-teams, including membership of other Library or Rice community staff members as needed, to develop fully developed implementation proposals relating to either user services or collection stewardship. Membership will be reviewed annually to allow for the evolving needs of the LSC and Team. The group will meet regularly and record minutes, which will be made available to the Library staff and Rice community.

### **Marketing and Services Team**

Purpose: The Marketing and Services Team will be responsible for discovering and maintaining the identity of Fondren Library. The Team will develop a logo and related marketing materials for use in promoting the library. The Team will utilize survey and communications tools to enable the library to develop and maintain a service philosophy and departmental customer service standards. Subgroups of MAST are the Collections Management Group and the Customer Service Group.

### **Research on the Emerging Library, Committee**

Meeting: monthly

Purpose: The Committee on Leadership will help the Fondren community to envision the future: with a greater knowledge of the influences and changes likely to occur, the library will be able to plan and make

strategic decisions to more effectively benefit and serve the University.

The Committee will operate as, in part, a research component for Fondren. Key issues will be identified and explored, with recommendations made to the library routinely. Areas of interest and exploration will most likely arise by asking difficult questions and then following through with thoughtful investigations. How will the next generation of librarians be trained? Where might this generation come from? What are some important contemporary changes to library schools and their curricula? What are some key transformations in the way scholarship, research, and teaching are conducted at Rice and elsewhere? What are the implications for library support? What are some interesting examples of changes and new practices at other institutions? How is the success of these changes measured? What are some of the most important, emerging technology applications pertinent to libraries? What are some of the more ground breaking projects on the horizon? How will we define a library at the end of the decade? What are new means of communication within and external to the university that can facilitate this process of understanding more deeply what lies ahead? How do we recognize leadership? There are of course many other questions, and many other ideas to confront. The Committee will have the freedom to identify and investigate a wide spectrum of issues.

### **Student Assistants, Ad Hoc Committee on Library**

Purpose: This committee will serve in an advisory capacity to the Executive Committee. The primary duties of this committee will be:

- Student budget the committee will be responsible for making recommendations to the Executive Committee regarding the allocation of the student assistant budget.
- Training the committee will sponsor an annual library training session in the Fall, providing students with an overview of how the library works, how to fill out time sheets, providing a list of rules for employment, etc.
- Reviewing student job classifications and pay scales the committee will periodically evaluate pay scales within the library and compare them with campus rates.
- Manual the committee should develop a training manual for students. This manual could contain general information about working in the library, a sample time sheet with instructions, a copy of the building and departmental hours, a list of rules for employment, and a calendar of time sheet due dates.

Bring other student work related issues to the attention of the Executive Committee.

### **Functions of Library Committee**

1. To guide the Librarian in formulating general library policies and regulations which govern the functions of the library?
2. To provide for proper documentation services and updating the Library collection.
3. To work towards modernization and improvement of Library and documentation Services.
4. To formulate policies and procedures for efficient use of Library resources.
5. To review Library readership dept-wise.
6. To adopt measures to enhance readership.
7. To prepare budget and proposals for the development of the Library.
8. To recommend to the authorities the fees and other charges for the use of the Library.
9. To seek feedback on Library functions from readers.
10. To submit the annual report on the functioning of the library.
11. To take measures to increase the membership of the Library beyond the boundaries of the College.

### **Organizational Structure in Libraries**

An organizational structure is a way of describing the relationships among groups and individuals in an organization. At the heart of an organizational structure there are two things: roles / responsibilities and communications / accountability. Roles and responsibilities refer to what a person or group does, and communications / accountability involves the relationships that a person or group needs to hold in order to perform their job. It is important to note that even egalitarian or “flat” structures require some kind of relationship in order to perform effectively.

These roles and responsibilities often fall under the three “Ps”: “purpose,” “people,” and “process.” A

purpose role would describe a group or division through some kind of function. For instance, a “circulation” department is a functional group because people are expected to ensure the effective circulation of materials. A people role focuses on a specific group. “Youth services” would be a good example of a people-oriented role. A process role focuses on coordinating among the different function and people roles. Human Resources are probably the most recognizable “process” role.

## LIBRARY PLANNING

Library planning involves the strategic and systematic process of developing, organizing, and maintaining a library to meet the needs of its users effectively. Whether you are planning a new library or seeking to improve an existing one, here are some key steps and considerations:

- 1) **Needs Assessment :**
  - Identify the community or user group that the library will serve.
  - Conduct surveys, interviews, and observations to understand the information needs and preferences of the users.
  - Analyse demographics, educational levels, and interests to tailor library services accordingly
- 2) **Mission and Objectives :**
  - Define the mission and objectives of the library. What is the purpose of the library? What goals do you want to achieve?
  - Ensure that the mission aligns with the needs of the community and broader educational or organizational goals.
- 3) **Collection Development:**
  - Determine the types of materials the library will house (books, e-books, audiovisual materials, etc.).
  - Establish a collection development policy outlining criteria for selecting and deselecting materials.
  - Consider diverse perspectives and ensure representation across various genres and subjects.
- 4) **Technology Integration :**
  - Assess the technology needs of the library, including computer systems, internet access, and library management software.
  - Plan for automation and digitization of library resources, if applicable.
  - Consider incorporating modern technologies such as RFID systems, self-checkout machines, and online catalogs.
- 5) **Space Planning :**
  - Design the physical layout of the library, considering the available space and the needs of different user groups.
  - Allocate areas for quiet study, group collaboration, multimedia resources, and community events.
  - Ensure accessibility for people with disabilities.
- 6) **Staffing and Training :**
  - Determine the staffing requirements based on the size and scope of the library.
  - Provide ongoing training for library staff to keep them updated on new technologies, information resources, and customer service skills
- 7) **Programming and Outreach :**
  - Develop a program of events and activities that align with the library's mission and user interests.
  - Consider outreach initiatives to engage with the community and promote library services.

**8) Budgeting :**

- Create a realistic budget that covers acquisitions, technology, staff salaries, maintenance, and other operational costs.
- Seek funding opportunities and partnerships with local businesses or organizations.

**9) Policies and Procedures :**

- Establish clear policies and procedures for library operations, including circulation, patron behaviour, and computer use.
- Communicate these policies to staff and patrons.

**10) Evaluation and Feedback :**

- Implement mechanisms for ongoing evaluation of library services and resources.
- Collect feedback from users to make informed decisions for continuous improvement

**11) Sustainability :**

- Consider environmental sustainability by adopting eco-friendly practices in construction, energy usage, and waste management.

**12) Flexibility for Future Growth:**

- Plan for scalability and flexibility to accommodate future growth and changes in technology and user needs.

Remember, library planning is an iterative process that requires continuous assessment and adaptation to meet the evolving needs of the community.

**Objectives of library planning**

Library planning involves the systematic process of setting goals, establishing priorities, and allocating resources to meet the needs of library users and the community. The objectives of library planning are multifaceted and may vary depending on the specific context, but some common goals include:

**1) User-Centered Services:**

**Objective:** To identify and meet the information and educational needs of library users. **Rationale:** Libraries should focus on understanding the diverse needs of their users and tailor their services to provide relevant and accessible resources.

**2) Collection Development:**

**Objective:** To build and maintain a well-balanced and up-to-date collection of resources. **Rationale:** A comprehensive and relevant collection is essential for supporting the educational and informational requirements of the community.

**3) Technology Integration:**

**Objective:** To incorporate and leverage technology to enhance library services.

**Rationale:** Technology can improve access to information, streamline library operations, and facilitate innovative ways of delivering services.

**4) Community Engagement:**

**Objective:** To actively engage with the community and understand its changing needs. **Rationale:** Libraries should be responsive to the evolving demographics and interests of their communities, fostering a sense of inclusivity and relevance.

**5) Space Planning:**

**Objective:** To design library spaces that are conducive to various activities and user preferences.

**Rationale:** A well-designed physical environment can enhance the overall user experience and support different types of learning and collaborative activities.

**6) Staff Development:**

**Objective:** To invest in the professional development of library staff.

**Rationale:** A knowledgeable and skilled staff is essential for providing high-quality services, implementing new technologies, and adapting to changing user needs.

**7) Accessibility and Inclusivity:**

**Objective:** To ensure that library services and resources are accessible to all members of the community.

**Rationale:** Libraries should strive to eliminate barriers and create an inclusive environment that caters to the diverse needs of users, including those with disabilities.

**8) Financial Sustainability:**

**Objective:** To establish sound financial practices that ensure the long-term sustainability of library operations.

**Rationale:** Financial stability is crucial for maintaining and expanding library services, acquiring new materials, and investing in technology.

9) **Assessment and Evaluation:**

**Objective:** To regularly assess and evaluate the effectiveness of library services and programs.

**Rationale:** Ongoing evaluation helps libraries make data-driven decisions, identify areas for improvement, and demonstrate their impact to stakeholders.

10) **Advocacy:**

**Objective:** To advocate for the importance of libraries in the community.

**Rationale:** Libraries should actively promote their value and contributions, securing support from stakeholders, policymakers, and the community.

These objectives collectively contribute to the development and sustainability of a dynamic and responsive library that serves its community effectively.

### **Needs of Library Planning**

Library planning is driven by various needs and considerations, all aimed at creating a well-organized, user-friendly, and efficient resource center that meets the diverse requirements of its community. Here are some key needs in library planning:

1) **User Needs Assessment:**

**Understanding Community Demographics:** Identify the demographics of the community the library serves, including age groups, educational levels, languages spoken, and cultural diversity.

**User Surveys and Feedback:** Conduct surveys and gather feedback from potential users to understand their information needs, preferences, and expectations from the library.

2) **Collection Development:**

**Relevance to Users:** Develop a collection that caters to the diverse interests and information needs of the community.

**Balanced and Diverse Collection:** Ensure a balanced and diverse collection that includes materials representing various perspectives, cultures, and genres.

**Adaptability:** Plan for the continuous assessment and adaptation of the collection based on changing user needs and emerging topics.

3) **Technology Integration:**

**Access to Information:** Provide access to digital resources, online databases, and other electronic materials.

**Automation and Management:** Implement library management systems and automation technologies to streamline processes such as cataloguing, circulation, and resource tracking.

**Internet Access:** Ensure reliable and high-speed internet access for users who may need it for research or other purposes.

4) **Space Planning:**

**User-Friendly Layout:** Design a physical space that is user-friendly, with clearly defined areas for quiet study, group collaboration, and community events.

**Accessibility:** Ensure the library space is accessible to people with disabilities, with appropriate ramps, elevators, and other accommodations.

**Flexible Design:** Plan for flexibility to accommodate changing needs and technology requirements.

5) **Staffing and Training:**

**Qualified Staff:** Employ a qualified and knowledgeable staff to assist users and manage library operations.

**Ongoing Training:** Provide continuous training to staff to keep them updated on new technologies, information resources, and customer service skills.

6) **Programming and Outreach:**

**Community Engagement:** Develop programs and outreach initiatives that engage with the community and promote library services.

Cultural and Educational Events: Organize events, workshops, and seminars that align with the educational and cultural needs of the community.

## 7) Budgeting:

Sustainable Funding: Establish a realistic budget that covers acquisitions, technology, staff salaries, and operational costs.

## Total Quality Management (TQM)

Total Quality Management (TQM) is a management philosophy and approach that focuses on continuous improvement, customer satisfaction, and the involvement of all members of an organization in the pursuit of quality. TQM originated in the manufacturing sector but has since been applied to various industries and sectors, including service organizations and education. The core principles of TQM include:

### 1) Customer Focus:

- Identify and understand the needs and expectations of customers.
- Strive to exceed customer expectations and deliver products or services that meet or exceed quality standards.

### 2) Continuous Improvement:

- Emphasize the ongoing improvement of processes, products, and services.
- Encourage employees to seek out and suggest improvements to enhance efficiency and quality.

### 3) Employee Involvement:

- Recognize that all members of the organization play a crucial role in achieving quality
- Encourage and empower employees at all levels to actively contribute to the improvement process.

### 4) Process-Oriented Approach:

- Focus on understanding and optimizing the various processes within the organization.
- Eliminate waste and inefficiencies by streamlining processes and workflows.

### 5) Decision-Making Based on Data:

- Base decisions on the analysis of data and facts rather than assumptions or opinions.
- Use statistical methods and measurements to monitor and improve processes.

### 6) Leadership Commitment:

- Leadership plays a critical role in fostering a culture of quality.
- Leaders should be committed to TQM principles, setting the tone for the entire organization.

### 7) Supplier Relationships:

- Recognize the importance of strong relationships with suppliers.
- Collaborate with suppliers to ensure the quality of inputs and create a win-win situation.

### 8) Training and Education:

- Provide training and education to employees to enhance their skills and knowledge.
- Ensure that employees have the tools and training needed to contribute to quality improvement efforts.

### 9) Prevention vs. Inspection:

- Emphasize preventing defects and errors rather than relying solely on inspection after the fact.
- Build quality into processes from the beginning.

### 10) Benchmarking:

- Compare organizational processes and performance with those of industry leaders or best practices.
- Use benchmarking to identify areas for improvement and set performance standards.

### 11) Long-Term Perspective:

- TQM is a long-term commitment, requiring sustained effort and dedication.
- Focus on achieving long-term success rather than short-term gains.

Implementing TQM involves a cultural shift within the organization, with an emphasis on collaboration, communication, and a commitment to excellence. It is not a one-time project but a continuous journey towards improving quality and customer satisfaction.

## **TOTAL QUALITY MANAGEMENT (TQM) IN LIBRARY MANAGEMENT**

Total Quality Management (TQM) principles can be effectively applied to library management to enhance the quality of services, improve user satisfaction, and optimize internal processes. Here's how TQM concepts can be integrated into library management:

### **1) Customer Focus:**

- Identify and understand the information needs of library users.
- Gather feedback through surveys, focus groups, and other means to continually assess and meet user expectations.
- Tailor library services to cater to the diverse needs of different user groups within the community.

### **2) Continuous Improvement:**

- Establish a culture of continuous improvement within the library.
- Encourage staff to suggest and implement improvements in processes, services, and resources.
- Regularly review and update library policies and procedures based on feedback and changing user needs.

### **3) Employee Involvement:**

- Involve library staff at all levels in decision-making processes.
- Empower staff to contribute ideas and innovations for enhancing library services.
- Foster a sense of ownership and responsibility for the quality of library services among employees.

### **4) Process-Oriented Approach:**

- Analyze and optimize library processes to enhance efficiency and effectiveness.
- Streamline workflows, from cataloging and circulation to interlibrary loans and reference services.
- Eliminate bottlenecks and unnecessary steps to improve overall process performance

### **5) Decision-Making Based on Data:**

- Implement data-driven decision-making processes.
- Use library management systems and data analytics to track key performance indicators, user trends, and resource usage.
- Utilize statistical methods to monitor and evaluate the effectiveness of library services.

### **6) Leadership Commitment:**

- Library leadership should be committed to TQM principles and actively promote a culture of quality.
- Leaders should communicate the importance of quality to all staff members and lead by example.
- Provide the necessary resources and support for quality improvement initiatives.

### **7) Benchmarking:**

- Benchmark library services against industry standards and best practices.
- Learn from successful libraries and adopt proven strategies to improve service quality.

Applying TQM principles to library management fosters a culture of excellence, customer satisfaction, and continuous improvement, ultimately enhancing the overall effectiveness of library services.

# LIBRARY FINANCE

## Objectives

After studying this unit, you will be able to:

- Understand the sources of library finance
- Know the budgeting procedure and accounts
- Discuss the cost effectiveness and cost beneficial analysis.

## Introduction

Library finance refers to the management and allocation of financial resources for libraries, which are essential institutions that provide access to information and knowledge. Libraries, whether public, academic, or special, require funding to sustain their operations, acquire resources, and meet the needs of their users. The sources of finance for libraries can vary depending on the type of library and its governing structure. Here are some common sources of finance for libraries.

The management of libraries and information services has been increasingly aligned with business methods of management over the past 20 years. Business conditions were changing quickly in the late 1970s as a result of shifts in economic theory. Monetarism and its Offspring in Politics The arguments surrounding public expenditure, investment, and taxation were rekindled by Thatcherism in the UK and Reaganomics in the US. Competition, market forces, and the function of markets were given fresh perspectives. In both society and business, the roles of the client and consumer were emphasised. The new buzzwords were quality delivery, waste reduction, and efficiency. Analysis, critique, and revisions were made to the central government's role, economic involvement, and the ways in which the public and private sectors should be balanced.

## Sources of Finance

There are several reasons to source funds. Conventional areas of need could include establishing a new building or depot, purchasing new machinery, or capital asset acquisition. New product development can be very expensive, and funding may be needed once more. These kinds of developments are typically funded domestically, however funding for the purchase of machinery may come from outside sources. Many organisations now have to search for short-term financing, such as loans or overdrafts, in order to offer a cushion for cash flow because of the constrained liquidity of the market.

A company might raise new funds from the following sources:

The capital markets:

1. new share issues, for example, by companies acquiring a stock market listing for the first time
2. rights issues:
  - Loan stock
  - Retained earnings
  - Bank borrowing
  - Government sources
  - Business expansion scheme funds
  - Venture capital
  - Franchising.

## Ordinary (equity) shares :

The proprietors of a firm are issued ordinary shares. Their nominal, or "face," value is usually one dollar

or fifty cents. With the exception of situations in which common shares are issued in exchange for cash, the market value of a quoted company's shares is always greater than or equal to their nominal value. A type of ordinary share known as deferred ordinary shares is only eligible for a dividend after a specific date or if profits surpass a predetermined threshold. Additionally, voting rights may not be the same as those associated with other common shares.

#### **Ordinary shareholders put funds into their company:**

- by paying for a new issue of shares
- through retained profits.

Simply retaining profits, instead of paying them out in the form of dividends, offers an important, simple low-cost source of finance, although this method may not provide enough funds, for example, if the firm is seeking to grow.

A new issue of shares might be made in a variety of different circumstances:

- The business may wish to raise additional funds. It should issue common stock to current shareholders pro rata in the event that it does so for cash in order to maintain ownership or control of the business. For instance, should a firm that now has 200,000 ordinary shares offer the 50,000 new shares it plans to issue to current shareholders or sell them to new ones in order to raise money?
- We have a rights issue if a corporation offers the new shares to current shareholders in accordance to their current ownership stake in the company. The 50,000 shares in the aforementioned example would be issued as a one-in-four rights issue, giving shareholders one additional share for each four shares they now own.
- If the number of new shares being issued is small compared to the number of shares already in issue, it might be decided instead to sell them to new shareholders, since ownership of the company would only be minimally affected.
- The company might want to issue shares partly to raise cash, but more importantly to float its shares on a stock exchange.
- The company might issue new shares to the shareholders of another company, in order to take it over.

#### **New shares issues :**

A company seeking to obtain additional equity funds may be:

- an unquoted company wishing to obtain a Stock Exchange quotation
- an unquoted company wishing to issue new shares, but without obtaining a Stock Exchange quotation
- a company which is already listed on the Stock Exchange wishing to issue additional new shares.

The methods by which an unquoted company can obtain a quotation on the stock market are:

- an offer for sale
- a prospectus issue
- a placing
- an introduction.

#### **Offers for sale :**

- An offer for sale is a means of selling the shares of a company to the public.
- To raise money, an unquoted business may issue shares, which it will subsequently sell on the Stock Exchange. At that point, all of the company's shares—not only the new ones—would be tradable.
- An unquoted company's shareholders may choose to sell a portion of their current shares to the public. When this happens, the company doesn't raise any new money; instead, it only gives its current shareholders the opportunity to cash in on part or all of their investment in the company and expands the market for its existing shares, all of which would become marketable.

An offer for sale is often the form of a "large" issue when corporations "go public" for the first time. Since the amount to be raised can be obtained more cheaply if the issuing house or other sponsoring firm approaches certain institutional investors individually, a smaller issue is more likely to be a placement.

**Rights issues :**

A rights issue provides a way of raising new share capital by means of an offer to existing shareholders, inviting them to subscribe cash for new shares in proportion to their existing holdings. For example, a rights issue on a one-for-four basis at 280c per share would mean that a company is inviting its existing shareholders to subscribe for one new share for every four shares they hold, at a price of 280c per new share. A company making a rights issue must set a price which is low enough to secure the acceptance of shareholders, who are being asked to provide extra funds, but not too low, so as to avoid excessive dilution of the earnings per share.

**Preference shares:**

A fixed percentage dividend is paid to preference shares prior to any dividend being paid to ordinary shareholders. Similar to regular shares, preference dividends are only paid out when there are enough distributable earnings; however, in the case of "cumulative" preference shares, any unpaid dividends are carried over to subsequent years. Before any dividend is distributed to common shareholders, the cumulative preference shares dividend arrears must be settled.

From the company's point of view, preference shares are advantageous in that:

- Dividends do not have to be paid in a year in which profits are poor, while this is not the case with interest payments on long term debt (loans or debentures).
- Since they do not carry voting rights, preference shares avoid diluting the control of existing shareholders while an issue of equity shares would not.
- Unless they are redeemable, issuing preference shares will lower the company's gearing. Redeemable preference shares are normally treated as debt when gearing is calculated.
- The issue of preference shares does not restrict the company's borrowing power, at least in the sense that preference share capital is not secured against assets in the business.
- The non-payment of dividend does not give the preference shareholders the right to appoint a receiver, a right which is normally given to debenture holders.

On preference shares, however, dividend payments are not tax deductible in the same manner as debt interest payments. In addition, preference shares must pay out at a greater rate than debt interest in order to offset the extra risks and draw in investors.

For the investor, preference shares are less attractive than loan stock because:

- they cannot be secured on the company's assets
- the dividend yield traditionally offered on preference dividends has been much too low to provide an attractive investment compared with the interest yields on loan stock in view of the additional risk involved.

**Source of Finance in Library Section**

1. Government Funding: Public libraries often receive funding from local, state, or national government entities. This funding can be allocated through direct appropriations or grants.
2. Local Authority Funding: Municipal or county governments may allocate funds to support public libraries within their jurisdiction. These funds may come from taxes or other revenue sources.
3. Academic Institution Funding: Academic libraries associated with universities or colleges may receive financial support from their parent institutions. This funding can cover operational costs, acquisitions, and infrastructure.
4. Private Donations: Libraries may receive donations from individuals, businesses, or foundations. These donations can be in the form of cash, bequests, or gifts in kind (books, equipment, etc.).
5. Membership Fees: Some libraries, particularly private or specialized libraries, may charge membership fees to individuals or organizations to access their resources and services.
6. Grants and Sponsorships: Libraries may apply for grants from governmental agencies, non-profit organizations, or private foundations. Additionally, they may seek corporate sponsorships for specific programs or initiatives.
7. Fines and Fees: Public libraries may generate revenue through fines for overdue materials, fees for printing or copying, and charges for special services.
8. Endowments: Libraries with established endowment funds can use the interest or returns on these investments to supplement their operational budgets.

9. **Fundraising Events:** Libraries may organize fundraising events such as book sales, galas, or auctions to generate additional revenue.
10. **Collaborative Funding:** Libraries may collaborate with other institutions or organizations to share resources and costs, leading to more efficient use of funds.

Effective financial management is crucial for libraries to maintain their services and adapt to evolving technologies and user needs. Librarians and library administrators often work closely with financial experts to create budgets, allocate resources, and explore diverse funding sources.

### Library Budget

A library budget is a financial plan that outlines the projected income and expenses of a library over a specific period, usually annually. The budgeting process is essential for libraries to allocate resources efficiently, plan for future needs, and ensure the sustainability of their operations. Here are key components and considerations for a library budget:

#### 1) **Income Sources:**

- **Government Funding:** If the library is publicly funded, it will receive allocations from local, state, or national government sources.
- **Local Authority Funding:** Municipal or county governments may provide financial support to public libraries within their jurisdiction.
- **Grants and Donations:** Include any grants, private donations, or sponsorships that the library expects to receive during the budget period.
- **Fees and Fines:** Revenue generated from membership fees, fines for overdue materials, printing/copying fees, and other user charges.

#### 2) **Operating Expenses:**

- **Personnel Costs:** Salaries, benefits, and other related expenses for library staff.
- **Collections:** Funds allocated for acquiring new books, journals, electronic resources, and other materials.
- **Technology:** Budget for maintaining and upgrading library systems, computers, software, and other technological infrastructure.
- **Facility Costs:** Expenses related to the maintenance, utilities, and security of the library building.
- **Programs and Events:** Budget for organizing and hosting educational programs, workshops, and events for library users.
- **Marketing and Outreach:** Funds for promoting library services and engaging with the community.
- **Training and Professional Development:** Budget for staff training and development programs.

#### 3) **Capital Expenditures:**

- **Infrastructure:** Funds allocated for major renovations, repairs, or upgrades to the library building or facilities.
- **Equipment:** Budget for purchasing or replacing library equipment such as computers, furniture, and other assets.

4) **Contingency and Reserve:** Include a portion of the budget as a contingency fund for unexpected expenses or emergencies. Establishing a reserve fund is also prudent for long-term financial stability.

5) **Budget Categories:** Categorize expenses to provide a detailed breakdown, making it easier to track spending and identify areas for cost optimization.

6) **Budget Monitoring and Reporting:** Regularly monitor actual expenditures against the budget to identify variances and take corrective action if necessary. Generate reports to communicate financial performance to relevant stakeholders, including library boards, government officials, and the community.

7) **Long-Term Planning:** Consider incorporating long-term planning into the budgeting process to address future needs, technological advancements, and changing user demands.

8) **Public Input:** Some libraries involve the community in the budgeting process, seeking input on priorities and preferences to align the budget with community needs.

Libraries may use budgeting software or financial management systems to streamline the budgeting process and ensure accurate tracking of financial transactions. The budgeting process should be transparent, involving key stakeholders such as library staff, administrators, and community representatives.

### **Budgeting Procedure and Accounts**

Although budgeting is an activity that should be done all year round, there are stages to its development. An individual programme review kicks off the process. In light of the university's objective and strategic plan, every department assesses the success of their respective programmes. In order to address these reviews and find potential for programme upgrades, the University's Budget Committee meets with several programme directors during this planning phase. After being approved by the appropriate vice president, budget requests are then sent to the vice president of business affairs to be included in the initial budget draught. The Budget Committee meets on a number of occasions to forecast revenue for the following year and to decide how much money each department should receive to keep the budget balanced. The governing board approves the budget during its meeting in May, and it becomes a preliminary annual budget on July 1. Once the fall semester enrollment data are confirmed, this preliminary budget is updated and approved by the board in October as the final budget. Budget adjustments are made to account for any deviation in anticipated enrollment numbers following the determination of spring enrollment figures, if necessary.

#### **Administration :**

The Vice President of Business Affairs receives budget requests once they have been approved by the corresponding Vice Presidents and are included in the initial budget draught. To forecast revenue for the following year and decide on departmental spending levels to maintain budget balance, the Budget Committee meets multiple times. A preliminary annual budget, which takes effect on July 1, is approved by the governing board during its meeting in May. The board approves the final budget in October after it has made revisions based on confirmed fall semester enrollment statistics. The budget is adjusted to account for any deviation in anticipated enrollment levels once spring enrollment figures are known, if necessary.

If approved by the President, the controller's office will make the necessary budget adjustments.

**Reporting :** Department chairs receive the following monthly reports by the fifteenth day of the month that the reports are created for. Additionally, authorized readers can access these reports online:

- The Summary Expenditure Budget Report shows the actual monthly spending as well as a comparison of the overall annual spending with the annual budgeted amounts and any encumbered expenses. Additionally, a portion of the remaining budget is given.
- General Ledger Report: This report reflects actual expenses incurred by general ledger code for each department.
- Every department that has gone over its departmental budget receives a copy of the monthly departmental budget review report. Department heads are in charge of recording justifications for both overall departmental deficits and specific justifications for any line item that goes over budget by more than \$100.00. The President receives the explanations after they have been discussed and approved by the relevant Vice Presidents. After that, the reports are retained on file in the Controller's office for use in budget preparation for the next year.

**Cost Effectiveness Analysis :** Economic analysis that contrasts the relative costs and results (effects) of two or more courses of action is known as cost-effectiveness analysis, or CEA. Cost-benefit analysis, which places a monetary value on the effect measure, is not the same as cost-effectiveness analysis. In the realm of health services, cost-effectiveness analysis is frequently employed even if it might not be acceptable to monetize health effects. The CEA is commonly represented as a ratio, with the cost incurred in achieving the health gain in the numerator and the health gain in the denominator. Quality-adjusted life years are the most widely used outcome measure (QALY). Analyses of cost-utility and cost-effectiveness are comparable.

### **General application**

The concept of cost effectiveness is applied to the planning and management of many types of organized activity. When purchasing military tanks, for instance, competing designs are compared based on their operating radius, top speed, rate of fire, armour protection, gun calibre, and ability to penetrate armour in addition to their buying price. In the event if a tank exhibits comparable or even marginally lower performance in these domains than its rival, but is significantly less costly and simpler to manufacture, military strategists can decide that the tank is the more economical option. Conversely, if the difference in price is near zero, but the more costly competitor would convey an enormous battlefield advantage through special ammunition, radar fire control and laser range finding, enabling it to destroy enemy tanks accurately at extreme ranges, military planners may choose it instead based on the same cost effectiveness principle. Cost effectiveness analysis is also applied to many other areas of human activity, including the economics of automobile usage

### **CEA in pharmacoeconomics**

The ratio of an intervention's cost to an appropriate measure of its impact is known as the therapeutic or preventive intervention's cost-effectiveness in pharmacoeconomics. The resource used for the intervention is referred to as its cost, and it is typically expressed in monetary terms like dollars or pounds. The intervention under consideration determines how the effects are measured. Examples include the number of patients who have been cured of a condition, the reduction in diastolic blood pressure measured in millimetres of mercury, and the number of days a patient has been symptom-free. Clinical judgement in the context of the intervention under consideration should guide the choice of the suitable effect measure.. A special case of CEA is cost utility analysis, where the effects are measured in terms of years of full health lived, using a measure such as quality-adjusted life years or disability-adjusted life years.

Cost-effectiveness is typically expressed as an incremental cost-effectiveness ratio (ICER), the ratio of change in costs to the change in effects. The Cost-Effectiveness Analysis Registry website offers a comprehensive repository of cost-utility studies found in peer-reviewed medical literature. The median cost of an intervention was \$42,000 per life-year saved, according to a 1995 study evaluating the cost-effectiveness of more than 500 life-saving medical procedures. According to a 2006 systematic review, research supported by the industry frequently had cost-effective ratios below \$20,000 per QALY at the conclusion, while studies of lower quality and those carried out outside of the US and EU were less likely to fall below this cutoff. Although the two conclusions suggest that ICER measures financed by the industry have lower methodological quality than those published by non-industry sources, it is possible that publication bias rather than technique biases exist because of the nature of retroactive or other non-public studies. There may be incentive for an organisation not to develop or publish an analysis that does not demonstrate the value of their product.

### **Cost Benefit Analysis**

Cost-benefit analysis (CBA), sometimes known as benefit-cost analysis (BCA), is a method of making economic decisions that is primarily utilised in industry and government. When deciding between multiple options or evaluating the merits of a given project, programme, or policy, CBA is utilised. To determine if and by how much the advantages outweigh the costs, it entails comparing the total predicted expenses of each alternative to the total expected benefits. Benefits and costs are stated in monetary terms and adjusted for the time value of money in a CBA, providing a single language for the expression of all benefits and project cost flows throughout time—which typically happen at various times.

Cost-benefit analysis is often used by governments and others, e.g. businesses, to evaluate the desirability of a given intervention. It is an analysis of the cost effectiveness of different alternatives in order to see whether the benefits outweigh the costs (i.e. whether it is worth intervening at all), and by how much (i.e. which intervention to choose). The aim is to gauge the efficiency of the interventions relative to each other and the status quo.

### **Valuation**

A financial investment is typically required for an intervention. Government interventions are

frequently assessed for their overall benefits by subtracting the public's willingness to pay for any unfavourable impacts from their willingness to pay for them. When assessing benefits, the first step is to make a list of all the people who will be impacted by the intervention and assign a value—typically monetary—to the way it will improve their welfare. Estimating their true worth is frequently challenging; market behaviour or survey data are frequently used as a guide.

The valuation of human life, for example, in the evaluation of life-saving medications or traffic safety precautions, is a contentious topic. Sometimes, though, this can be avoided by employing the related method of cost-utility analysis, where benefits are stated in non-monetary terms such as quality-adjusted life years. For instance, the "cost per life saved" can be used to quantify road safety without assigning a monetary value to individual lives. The value of the environment, which is still debatable in the twenty-first century, is sometimes determined by considering it to be a source of services that humans depend on, like pollination and water. Other intangible consequences, including a company's brand being damaged, breaking into a new market, or long-term corporate strategy alignments, might also have monetary prices attached to them.

### Time

CBA usually tries to put all relevant costs and benefits on a common temporal footing using time value of money formulas. This is often done by converting the future expected streams of costs and benefits into a present value amount using a suitable discount rate. Empirical studies suggest that in reality, people do discount the future like this. There is often no consensus on the appropriate discount rate to use - e.g. whether it should be small or larger. The rate chosen usually makes a large difference in the assessment of interventions with long-term effects, such as those affecting climate change, and thus is a source of controversy. One of the issues arising is the equity premium puzzle, that actual long-term financial returns on equities may be rather higher than they should be; if so then arguably these rates of return should not be used to determine a discount rate, as doing so would have the effect of largely ignoring the distant future.

### Risk and uncertainty

Probability theory is typically used to account for project outcome risk as well. Although it can be taken into account when calculating the discount rate, this is typically taken into account separately. Risk aversion, or the tendency for people to value a loss more highly than an equal gain, is frequently taken into account. As a result, a straightforward predicted return may not account for the negative effects of uncertainty. Sensitivity analysis, which illustrates how changes in the parameters impact the results, is frequently used to assess uncertainty in the CBA parameters.

### Application and history

Cost-benefit analysis is applied differently in different nations and in different sectors within those nations. The kinds of impacts that are incorporated as costs and advantages in assessments, the degree to which affects are portrayed in monetary terms, and variations in the discount rate between nations are a few of the primary variations. Globally, agencies depend on a fundamental set of essential cost-benefit metrics, which comprise the following:

- NPV (net present value)
- PVB (present value of benefits)
- PVC (present value of costs)
- BCR (benefit cost ratio =  $PVB / PVC$ )
- Net benefit (=  $PVB - PVC$ )
- $NPV / k$  (where  $k$  is the level of funds available)

Jules Dupuit first introduced the idea of CBA in a paper in 1848, and Alfred Marshall later formalised it in other publications. The US Corps of Engineers was the first to use CBA in practise when the Federal Navigation Act of 1936 mandated cost-benefit analyses for planned federal waterway development. CBA became federal policy thanks in large part to the Flood Control Act of 1939. The criteria that it outlined was "benefits to whomever they accrue in excess of the expected costs." Later, in the 1950s and 1960s, cost-benefit analyses were used to create highway and motorway developments in the US and the UK. One of the earliest and most well-known uses of the method was on London

Underground's Victoria. Over the last 40 years, cost-benefit techniques have gradually developed to the extent that substantial guidance now exists on how transport projects should be appraised in many countries around the world.

The Department for Transport, Environment, and the Regions at the time introduced the New Approach to Appraisal (NATA) in the United Kingdom. This presented the results in a balanced manner, combining cost-benefit analysis with in-depth environmental impact assessment data. NATA was then extended to all forms of transportation after being initially implemented for national road initiatives in the 1998 Roads Review. The Department for Transport develops and maintains it, and it is currently a pillar of transport appraisal in the UK. The Department for Transport develops and maintains it, and it is currently a pillar of transport appraisal in the UK. As part of its Sixth Framework Programme, the EU's "Developing Harmonized European Approaches for Transport Costing and Initiative Assessment" (HEATCO) project analysed transport evaluation guidelines from all of its member states and discovered notable regional variations. Creating standards to harmonise transport appraisal practises throughout the EU is HEATCO's goal.

Transport Canada has also promoted the use of CBA for major transport investments since the issuance of its Guidebook in 1994. More recent guidance has been provided by the United States Department of Transportation and several state transportation departments, with discussion of available software tools for application of CBA in transportation, including HERS, BCA.Net, Stat Ben Cost, Cal-BC, and TREDIS. Available guides are provided by the Federal Highway Administration, Federal Aviation Administration, Minnesota Department of Transportation, California Department of Transportation (Caltrans), and the Transportation Research Board Transportation Economics Committee. In the early 1960s, CBA was also extended to assessment of the relative benefits and costs of healthcare and education in works by Burton Weisbrod. Later, the United States Department of Health and Human Services issued its CBA Guidebook

### Accuracy problems

The accuracy with which costs and benefits have been estimated determines how accurate the results of a cost-benefit analysis will be. According to a peer-reviewed study, real prices for rail projects were on average 44.7 percent higher than predicted costs, and 20.4 percent higher for road projects. The study examined the accuracy of cost predictions in transportation infrastructure planning. Regarding advantages, a different peer-reviewed study discovered that, for half of all projects, anticipated traffic was incorrect by more than 20 percent; for roads, real ridership was found to be, on average, 51.4 percent lower than estimated ridership. Based on how precisely costs and benefits have been anticipated, a cost-benefit analysis's result will be accurate or inaccurate. Real prices for rail projects were, on average, 44.7 percent higher than predicted costs, and 20.4 percent higher for roads, according to a peer-reviewed study on the accuracy of cost estimates in transportation infrastructure planning. A second peer-reviewed research on benefits discovered that, for roads, estimates of traffic were incorrect for half of all projects by more than 20 percent, and that real rail ridership was, on average, 51.4 percent lower than predicted ridership.

- Rely heavily on past like projects.
- Rely heavily on the project's members to identify the significant cost drivers.
- Rely on very crude heuristics to estimate the money cost of the intangible elements.
- Are unable to completely dispel the usually unconscious biases of the team members and the natural psychological tendency to "think positive".

The development of reference class forecasting aimed to improve the accuracy of cost and benefit estimations. Selecting which costs to include in an analysis presents another difficulty for cost-benefit analysis. Because organisations or interest groups may believe that certain expenditures should be included in or excluded from a study, this is frequently a contentious topic. It was decided by the Ford firm not to initiate a recall in the instance of the Pinto. According to Ford's cost-benefit study, the anticipated cost of deaths resulting from the design issue would be approximately \$49.5 million, taking into account the number of cars in use and the likely accident rate. This was estimated to be less than the cost of issuing a recall. In the event, Ford overlooked the costs of the negative publicity so engendered, which turned out to be quite significant.

Some researchers in the field of health economics believe that because willingness-to-pay techniques of valuing human life can be biased based on socioeconomic inequality, cost-benefit analysis may not always be an appropriate assessment. They are in favour of using variations to examine the impacts of

health policy, such as quality-adjusted life year and cost-utility analysis. In the case of environmental and occupational health regulations, it has been argued that even though these regulations are viewed as highly successful in retrospect, they would not have been implemented if contemporary cost-benefit analyses had been applied prospectively to proposed regulations like removing lead from gasoline, preventing the Grand Canyon from becoming a hydroelectric dam, and controlling workers' exposure to vinyl chloride. The Clean Air Act has been cited in retrospective studies as a case where benefits exceeded costs, but the knowledge of the benefits was not available until many years later.

## HUMAN RESOURCE MANAGEMENT

### Objectives

After studying this unit, you will be able to:

- Know the HRM policy and staffing
- Discuss the role of HRD professionals in training.
- Understand impact of HRM policy in library .

### Introduction

"HRM" typically refers to "Human Resource Management." It is a strategic approach to managing people within an organization, focusing on the effective utilization of human resources to achieve organizational goals. HRM involves various functions and activities, including recruitment and selection, training and development, performance management, compensation and benefits, employee relations, and strategic human resource planning.

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Employee productivity and effectiveness are enhanced by good human resource management (HRM), which also helps the corporation achieve its goals and objectives. Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. It is now anticipated that HRM will enhance the strategic use of personnel and that employee initiatives will have quantifiable effects on the company's operations. HRM metrics and measurements to prove value are part of the new HRM position, together with strategic direction.

### Key aspects of Human Resource Management include:

- 1) Recruitment and Selection: Attracting and hiring the right individuals for specific roles within the organization.
- 2) Training and Development: Providing employees with the necessary skills and knowledge to perform their jobs effectively and supporting their professional growth.
- 3) Performance Management: Evaluating and managing employee performance, setting goals, and providing feedback to enhance productivity and development.
- 4) Compensation and Benefits: Developing and managing fair and competitive compensation and benefits packages to attract and retain talented employees.
- 5) Employee Relations: Managing relationships between employees and the organization, addressing conflicts, and ensuring a positive work environment.
- 6) Strategic Human Resource Planning: Aligning human resource activities with the overall strategic goals of the organization.
- 7) Legal Compliance: Ensuring that HR practices and policies comply with employment laws and

regulations.

Effective HRM is crucial for organizational success as it helps in building and maintaining a motivated, skilled, and engaged workforce. It contributes to the overall productivity, efficiency, and competitiveness of the organization in the long run.

### **Policy and Staffing**

Human Resource Management (HRM, HR) is the management of an organization's employees. This includes employment and arbitration in accord with the law, and with a company's directives.

#### **Features of Policy and Staffing :**

- Organizational Management
- Personnel Administration
- Manpower Management
- Industrial Management

However, the theoretical discipline is starting to use these conventional phrases less frequently. Even employee and industrial relations—which often refer to the interactions between management and employees as well as employee conduct in businesses—are occasionally classified as synonyms in an unclear manner. The theoretical discipline is essentially predicated on the idea that workers are unique persons with different wants and aspirations, and as such, they shouldn't be viewed as standard commercial resources like filing cabinets and vehicles.

In the discipline, human resource management (HRM) is viewed by practitioners as a more inventive perspective on workplace administration than the conventional method. Through its methods, managers of an organisation are compelled to clearly articulate their objectives so that employees can comprehend and follow through on them, as well as to provide the tools necessary for them to do their tasks with success. Therefore, when implemented correctly, HRM techniques express the objectives and general operating procedures of the company. Many people believe that HRM plays a significant part in lowering risk in organisations.

Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions, Torrington and Hall (1987) define personnel management as being: "A series of activities which: first enable working people and their employing organisations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled".

### **Academic theory**

The organisational application of HRM can benefit significantly from research in this field. Empirical research has focused on the relationship between HRM practises and organisational performance over the past 20 years. This relationship is demonstrated by increased employee commitment, decreased absenteeism and turnover, higher skill levels that lead to higher productivity, and improved quality and efficiency. SHRM, or "Strategic HRM," is another term for this field of employment. Three work streams can be identified within SHRM: resource-based view, best fit, and best practise (RBV).

Adopting specific best practises in HRM is supposed to improve organisational performance; this concept is frequently referred to as "high commitment" HRM. Pfeffer, who claimed that there were seven best practises for gaining competitive advantage via people and "creating profits by putting people first," is arguably the most well-known author in this field. These included job security, selective hiring, in-depth training, information exchange, self-managed teams, high compensation based on success inside the organisation, and the elimination of status disparities. However, there is a huge number of studies which provide evidence of best practices, usually implemented in coherent bundles, and therefore it is difficult to draw generalized conclusions about which is the 'best' way (For a comparison of different sets of best practices see Becker and Gerhart, 1996).

Best fit, or the contingency approach to HRM, argues that HRM improves performance where there is a close vertical fit between the HRM practices and the company's strategy. This link ensures close coherence between the HR people processes and policies and the external market or business strategy. There are a range of theories about the nature of this vertical integration. For example, a set of 'life cycle'

models argue that HR policies and practices can be mapped onto the stage of an organization's development or life cycle. Competitive advantage models take Porter's (1985) ideas about strategic choice and map a range of HR practices onto the organization's choice of competitive strategy. Finally 'configuration models' provide a more sophisticated approach which advocates a close examination of the organisation's strategy in order to determine the appropriate HR policies and practices. However, this approach assumes that the strategy of the organisation can be identified - many organisations exist in a state of flux and development.

The Resource Based View (RBV), which some claim forms the basis of contemporary HRM, is centred on an organization's internal resources and how they enhance competitive advantage.

It is preferable for these resources to be distinctive rather than homogeneous, and HRM is essential to creating human resources that are highly valued, uncommon, challenging to duplicate, and well-organized. The theory of human resource management (HRM) contends that the overall objective of HRM is to support an organisation in achieving its strategic goals through the recruitment, retention, and effective management of its workforce. Perhaps the most important word in this context is "fit," meaning that an HRM strategy aims to make sure that personnel management and the organization's overarching strategic direction are compatible (Miller, 1989).

Humans are not machines, hence an interdisciplinary analysis of people in the workplace is necessary, according to the fundamental element of academic HRM theory. Critical theories: postmodernism and post-structuralism, as well as fields like psychology, industrial relations, industrial engineering, sociology, and economics, are important. Bachelor's and master's degrees in Human Resources Management or Human Resources and Industrial Relations are offered by numerous institutions and universities.

**Four fields are defined for the HRM function in one often used scheme created by Dave Ulrich to describe the role of HRM:**

- strategic business partner
- Change agent
- Champion for employees
- Expert in administration

### **Business practice**

Human Resource Management (HRM) encompasses a variety of business practices aimed at effectively managing an organization's workforce. Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Induction orientation and on boarding
- Skills management
- Training and development
- Personnel administration
- Compensation in wage
- Time management
- Travel management (sometimes assigned to accounting rather than HRM)
- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration
- Personnel cost planning
- Performance appraisal
- Labor relations

**Some essential HRM business procedures**

**1) Recruitment and Selection:**

- Job Analysis: Identifying the skills, qualifications, and characteristics required for a particular job.
- Recruitment Strategies: Developing methods to attract qualified candidates to apply for job openings.
- Selection Process: Implementing effective processes to evaluate and choose the best candidates for positions.

## 2) Training and Development:

- Training Programs: Designing and implementing training initiatives to enhance employees' skills and knowledge.
- Professional Development: Supporting employees in their career growth through education, training, and mentorship.

## 3) Performance Management:

- Goal Setting: Collaboratively setting goals that align with organizational objectives.
- Performance Appraisal: Regularly assessing employee performance and providing constructive feedback.
- Recognition and Rewards: Recognizing and rewarding employees for their achievements and contributions.

## 4) Compensation and Benefits:

- Salary Structures: Developing competitive and equitable salary structures.
- Employee Benefits: Offering a comprehensive package of benefits to attract and retain talent.

## 5) Employee Relations:

- Communication Strategies: Implementing effective communication channels within the organization.
- Conflict Resolution: Addressing and resolving conflicts among employees to maintain a positive work environment.
- Employee Engagement: Fostering a culture that encourages employee engagement and satisfaction.

## 6) Strategic Human Resource Planning:

- Workforce Planning: Aligning HR practices with the overall strategic goals of the organization.
- Succession Planning: Identifying and developing future leaders within the organization.

## 7) Legal Compliance:

- HR Policies: Developing and implementing policies that adhere to labor laws and regulations.
- Ethical Practices: Ensuring ethical conduct in HR processes and decision-making.

## 8) Technology Integration:

- HR Information Systems (HRIS): Using technology to streamline HR processes, such as payroll, benefits administration, and performance management.
- Data Analytics: Leveraging data to make informed decisions related to workforce planning and employee performance.

## 9) Diversity and Inclusion:

- Diversity Initiatives: Promoting diversity in the workplace through recruitment and inclusive policies.
- Inclusion Programs: Creating an inclusive environment where all employees feel valued and supported.

These practices collectively contribute to building a strong organizational culture, attracting and retaining talent, and ultimately achieving the strategic goals of the business. The effectiveness of HRM practices is crucial for the overall success and sustainability of the organization.

## HRM strategy

Human Resource Management (HRM) strategy refers to the plans and actions that an organization undertakes to effectively manage its workforce and align HR practices with the overall business strategy. Developing an HRM strategy involves considering the organization's goals, values, and objectives, and ensuring that human resources are aligned with these elements

An HRM strategy deals with the methods by which the many facets of Human Resource Management are put into practise. The human resources department of an organisation may have policies related to hiring and selection, disciplinary actions, reward and recognition programmes, HR plans, or learning and development. Nevertheless, for these HRM functional areas to be consistent with the overarching business strategy, they must be coordinated and correlated. Therefore, an HRM strategy is a comprehensive plan pertaining to the execution of particular HRM functional domains.

### An HRM strategy typically consists of the following factors:

- "Best fit" and "best practise" denote a relationship between the corporate strategy as a whole and the HRM strategy. The goal of human resource management (HRM) is to effectively manage human resources to meet organisational goals. An organization's HRM strategy aims to achieve this management by aligning the personnel needs of the firm with the organization's goals and objectives. For instance, a vehicle company might set a corporate goal to boost automobile sales by 10% over the course of five years. In order to reach the 10% mark, the HRM strategy would therefore aim to facilitate the precise management of workers., Specific HRM functions, such as recruitment and selection, reward / recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives.
- Close coordination in the formulation of the corporate strategy between senior management and HR. It is theoretically appropriate for a senior HR representative to be present throughout the formulation of an organization's business objectives. This is true since the employees of a company are the ones who actually build a product or render a service. Effective management of the workforce is essential to the company's success and continued existence. As a result, one of the crucial divisions in an organization's functional area is human resources.
- Continual monitoring of the strategy, via employee feedback, surveys, etc.

The necessity of implementing an HR strategy varies and can be influenced by various aspects such as the size of the company, the industry the company operates in, the organisational culture within the company, and the personnel inside the company. There are two general components to an HRM strategy: the HR functional strategy and the people strategy. A thorough linkage of HRM policies and actions to achieve the objectives outlined in the business strategy is the subject of the people strategy, which is related to the first paragraph's statement. The policies used by the HR functional area itself to manage its own employees and make sure departmental objectives are met are referred to as the HR functional strategy.

### Key elements and considerations for formulating an HRM strategy:

- 1) **Alignment with Business Strategy:** HRM strategies should be closely aligned with the overall business strategy of the organization. Understanding the company's goals and objectives is crucial for tailoring HR practices to support and contribute to achieving those goals.
- 2) **Talent Acquisition and Retention:** Develop strategies for attracting and retaining top talent. This includes effective recruitment processes, employer branding, and strategies for employee engagement and satisfaction.
- 3) **Training and Development:** Identify the skills and competencies required to achieve organizational goals. Implement training and development programs to ensure that employees possess the necessary skills and are prepared for future challenges.
- 4) **Performance Management:** Establish performance management systems that align individual and team goals with organizational objectives. This involves setting clear expectations, providing regular feedback, and linking performance to rewards and recognition.

- 5) **Compensation and Benefits:** Design competitive and fair compensation structures that attract and retain high-quality talent. Consider the overall benefits package, including healthcare, retirement plans, and other perks.
- 6) **Succession Planning:** Develop a plan for identifying and developing future leaders within the organization. Succession planning ensures a pipeline of talent for key positions and minimizes disruptions in case of leadership changes.
- 7) **Employee Engagement:** Implement strategies to foster a positive and engaging work environment. This may include initiatives related to employee well-being, work-life balance, and opportunities for professional and personal growth.
- 8) **Technology Integration:** Leverage HR technology to streamline processes, enhance data analytics capabilities, and improve overall efficiency. HRIS (Human Resource Information Systems) can be valuable for managing employee data, payroll, and other HR functions.
- 9) **Diversity and Inclusion:** Develop strategies to promote diversity and inclusion within the workforce. A diverse and inclusive workplace fosters innovation, creativity, and a positive organizational culture.
- 10) **Legal Compliance and Ethical Practices:** Ensure that HR practices comply with relevant labor laws and ethical standards. This includes fair treatment of employees, non-discrimination, and adherence to privacy regulations.
- 11) **Communication and Employee Relations:** Establish effective communication channels to keep employees informed and engaged. Address employee concerns promptly and foster positive relations within the organization.
- 12) **Continuous Improvement:** Regularly review and update HRM strategies to adapt to changing business environments, technology trends, and workforce dynamics. Continuous improvement ensures that HR practices remain effective and aligned with organizational goals.

An effective HRM strategy contributes to the overall success and sustainability of the organization by optimizing the use of human resources to drive business outcomes.

### Functions Of Human Resources Management

The Human Resources Management (HRM) function involves a variety of operations, but some of the most important ones are determining an organization's staffing needs and whether to hire employees or use independent contractors to fill them, finding and developing the best candidates, making sure they are high performers, handling performance concerns, and making sure your management and personnel practises comply with regulations. Managing your approach to employee benefits and compensation, employee records, and personnel policies are additional activities. Small enterprises, whether for profit or nonprofit, typically have to do these tasks on their own since they are unable to pay for full- or part-time assistance quite yet. However, they should always ensure that employees have and are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Over the past 20–30 years, there have been significant changes to the HRM function and the HRD profession. Large companies used to rely on the "Personnel Department" many years ago, mostly to handle the paperwork associated with employing and compensating employees. These days, businesses view the "HR Department" as having a significant role in hiring, developing, and assisting in personnel management to ensure that both the corporation and its employees are operating to the fullest extent possible in a highly satisfying way.

### Recruitment

The process of finding and attracting qualified candidates to submit an application for a position in an organisation is known as recruitment. Any organization's recruitment process is influenced by a number of internal and external factors. The hiring procedure, financial and schedule restraints, etc. are examples of internal factors. The state of the economy, the labour market, the industry, etc. are examples of external forces. An organization's recruiting policy efficiently outlines and establishes the company's hiring practises, including the sources, patterns, and techniques. Effective hiring practises adhere to government regulations, are founded on the goals of the company, and provide effective hires at the lowest possible cost and time. It provides the basic framework in the form of guidelines,

procedures and sources for recruitment. A good recruitment policy has to be flexible and proactively respond to the changing market situations. There are various sources of recruitment available for an organization. The organization has to choose the most suitable ones depending on its recruitment needs and its recruitment policy. The different sources are internal sources and external sources like campus recruitments, advertisements, employment agencies, etc.

The organization has to take into consideration the relevance and effectiveness of each source before selecting the sources for its recruitment program. Recruitment strategies, objectives, policies and the sources and methods need to be evaluated continuously to ensure their alignment with corporate strategies, objectives, and policies. The effectiveness and efficiency of the recruitment tools and sources can also be evaluated from time to time and changes made, to match the current and future recruitment needs of the organization.

Recruitment is the process of actively identifying, attracting, and hiring qualified candidates to fill job vacancies within an organization. It is a crucial aspect of human resource management (HRM) that involves strategic planning to ensure that the organization has the right talent in place to meet its objectives.

**The recruitment process typically consists of several key stages:**

- 1) **Identifying Job Vacancy:** Determine the need for a new position or replacement and clearly define the job role, responsibilities, qualifications, and skills required.
- 2) **Job Analysis:** Conduct a thorough job analysis to understand the specific requirements of the position. This includes identifying the tasks, duties, responsibilities, and qualifications necessary for success in the role.
- 3) **Developing a Job Description:** Create a compelling job description that outlines the key responsibilities, qualifications, and other relevant details about the position. This document serves as the basis for attracting suitable candidates.
- 4) **Choosing Recruitment Methods:** Select appropriate channels to advertise the job vacancy. Common methods include: Posting on the company website, Using online job boards, Leveraging social media platforms, Engaging recruitment agencies, Utilizing employee referrals.
- 5) **Application Process:** Define the application process, which may include submitting resumes, cover letters, and other relevant documents. Ensure that the application process is user-friendly and accessible to potential candidates.
- 6) **Initial Screening:** Review received applications to shortlist candidates based on their qualifications and alignment with the job requirements. This may involve a quick assessment of resumes and cover letters.
- 7) **Interviews:** Conduct interviews with shortlisted candidates to assess their skills, experience, and suitability for the role. Interviews may be conducted by HR professionals, hiring managers, and potentially future team members.
- 8) **Assessment Tests:** Administer any required skills tests, personality assessments, or other evaluations to further assess candidates' suitability for the position.
- 9) **Reference Checks:** Contact the candidate's provided references to verify their work history, skills, and other relevant details.
- 10) **Final Selection:** Based on the interview feedback, assessment results, and reference checks, make a final decision on the most suitable candidate for the position.
- 11) **Job Offer:** Extend a job offer to the selected candidate, including details such as compensation, benefits, start date, and other terms of employment.
- 12) **Onboarding:** Once the candidate accepts the offer, facilitate the onboarding process to help them integrate into the organization smoothly.

Recruitment is an ongoing process, and organizations should continuously evaluate and improve their strategies to attract and retain top talent. It's important to create a positive candidate experience, maintain clear communication throughout the process, and adhere to legal and ethical standards.

### Selection

Selection is the process of evaluating the qualifications, experience, skill, knowledge, etc, of an applicant in relation to the requirements of the job to determine his suitability for the job. The selection procedure is concerned with securing relevant information from applicants and selecting the

most suitable among them, based on an assessment of how successful the employee would be in the job, if he were placed in the vacant position. The selection process has two basic objectives:

- a) To predict which applicant would be the most successful if selected for the job,
- (b) to persuade the ideal applicant to apply and accept the job offer. The organization's recruitment policy, job specifications, and objectives form the basis of the selection procedure. Primary screening, application forms, interviews, reference checks, group talks, and selection tests are some of the several selection procedures.

Reliability, validity, generalizability, utility, and legality are general requirements that must be met by the selection procedures in order to enable a nearly exact assessment of an applicant's success in the position. An individual's formal record of their job application is the application form. Typically, it is applied during the initial screening of job candidates. The completed application forms give relevant personal data and are used to assess an applicant's suitability for a position during the hiring process and during reference checks. The clinical method and the weighted method are the two approaches for assessing these forms. A variety of commonly utilised tests are employed for selection, including aptitude, accomplishment, situational, interest, and personality assessments.

Managers can close information gaps in application blanks and test results by conducting interviews. In addition to evaluating an applicant's behaviour and attitude pertaining to the job, interviews allow management to influence the applicant's perception of the organisation. Based on their timing and goal, interviews can be categorised as preliminary, selection, or decision-making. There are various phases involved in conducting an interview, including planning beforehand, securing a venue, performing the interview, closing it, and reviewing it. The screening procedure also makes use of reference checks or background investigations to verify that the applicant's information is authentic. Ultimately, once a candidate has been chosen, an offer is presented to him, and upon acceptance, the placement procedure begins.

The selection process is a crucial component of Human Resource Management (HRM) that involves systematically evaluating and choosing the most qualified candidates to fill job vacancies within an organization. A well-designed selection process helps ensure that the right individuals are hired to contribute to the achievement of organizational goals.

#### The selection process typically includes several key stages:

- 1) **Job Analysis:** Define the requirements of the job by conducting a job analysis. This involves identifying the duties, responsibilities, qualifications, skills, and attributes necessary for success in the position.
- 2) **Job Posting and Recruitment:** Advertise the job vacancy through various channels such as job boards, company websites, social media, and recruitment agencies. This attracts a pool of potential candidates.
- 3) **Application Review:** Review the received applications and resumes to shortlist candidates who meet the minimum qualifications and requirements for the job.
- 4) **Screening:** Conduct an initial screening of candidates through phone interviews or online assessments to further assess their qualifications, interest in the position, and compatibility with the organization's culture.
- 5) **Interviews:** Conduct one or more rounds of interviews to evaluate candidates in-depth. Interviews may include behavioral, situational, or technical questions to assess skills, competencies, and cultural fit. Interview panels may consist of HR professionals, hiring managers, and potential team members.
- 6) **Testing and Assessment:** Administer tests or assessments relevant to the job requirements. This can include skills tests, personality assessments, cognitive abilities tests, or other assessments tailored to the specific needs of the position.
- 7) **Reference Checks:** Contact the candidate's provided references to verify the accuracy of the information provided by the candidate and gather insights into their work history, performance, and character.
- 8) **Background Checks:** Conduct background checks to verify the candidate's education, employment history, criminal record (if applicable), and other relevant details.

- 9) **Final Interview:** A final interview with key decision-makers or senior management may be conducted to ensure alignment with the organization's goals and values.
- 10) **Job Offer:** Extend a job offer to the selected candidate, including details such as compensation, benefits, and other terms of employment.
- 11) **Onboarding:** Once the candidate accepts the offer, facilitate the onboarding process, including orientation, training, and the completion of necessary paperwork.

It's important for organizations to follow a fair and transparent selection process to attract and retain top talent. Additionally, compliance with legal and ethical standards is crucial throughout the entire process to avoid potential legal issues and ensure a positive candidate experience.

#### Difference between Recruitment and Selection.

Basis	Recruitment	Selection
<b>Meaning</b>	The process of searching for appropriate employees and encouraging them to apply for jobs is known as Recruitment.	The process of identifying and choosing the best person out of a number of prospective candidates for a job is known as Selection.
<b>Nature</b>	It is a positive process as it stimulates people to apply for a job.	It is a negative process as it eliminates more people than selecting them.
<b>Purpose</b>	It aims to create a pool of applicants.	It aims to ensure that competent candidate is selected for a job.
<b>Process</b>	It is a simple process as there are not many steps or hurdles.	It is a complex process as there are many steps or hurdles.
<b>Stage</b>	It starts before the selection process.	It starts after the recruitment process.
<b>Step</b>	It is the first step towards the hiring process.	It is the second step towards the hiring process and comes after recruitment.
<b>Economical/ Expensive</b>	It is an economical process.	It is an expensive process.

#### Training and Development

The relationship between the training function and other management activities is evolving along with the way that HR functions. These days, training and development initiatives hold the same significance as other HR-related tasks. The departments that rely on training for their survival—such as marketing and sales, HR, production, finance, etc.—consider training to be an investment these days. It is challenging to accept that a firm has implemented HRM successfully if training is not prioritised or viewed as an essential component of the business. Actually, training offers the chance to increase the organization's profile-building initiatives.

To increase the commitment level of employees and growth in quality movement, senior management team is now increasing the role of training. Such concepts of HRM require careful planning as well as greater emphasis on employee development and long term education. Training is now the important tool of Human Resource Management to control the attrition rate because it helps in motivating

employees, achieving their professional and personal goals, increasing the level of job satisfaction, etc. As a result training is given on a variety of skill development and covers a multitude of courses. Training and development are essential components of human resource management that focus on enhancing the skills, knowledge, and capabilities of employees. This process aims to improve individual and organizational performance, address skill gaps, and support the achievement of business goals. Here's an overview of training and development:

- 1) **Needs Assessment:** Identify the specific skills and knowledge gaps within the organization. This can be done through employee assessments, performance reviews, and discussions with managers and employees.
- 2) **Setting Objectives:** Define clear and measurable objectives for the training and development program. These objectives should align with the overall goals of the organization.
- 3) **Designing Training Programs:** Develop training programs that cater to the identified needs. This can include:
  - On-the-Job Training (OJT): Learning while performing tasks.
  - Classroom Training: Formal sessions conducted by an instructor.
  - Online or E-learning: Web-based training modules.
  - Workshops and Seminars: Interactive group sessions.
  - Mentoring and Coaching: One-on-one guidance from experienced individuals.
- 4) **Selecting Training Methods:** Choose the most suitable training methods based on the content, audience, and available resources. A combination of methods may be used for a comprehensive approach.
- 5) **Implementation:** Execute the training program, ensuring that participants have access to necessary resources and support. This may involve scheduling sessions, providing materials, and organizing logistics.
- 6) **Evaluation:** Assess the effectiveness of the training program through various methods such as:
  - Pre and Post-Training Assessments: Comparing knowledge or skill levels before and after training.
  - Feedback and Surveys: Gathering input from participants.
  - Performance Metrics: Measuring changes in performance on the job.
- 7) **Feedback and Improvement:** Gather feedback from participants and stakeholders to identify areas for improvement in the training program. Continuous feedback helps refine future training initiatives.
- 8) **Career Development:** Offer opportunities for career development, including:
  - Job Rotations: Exposing employees to different roles.
  - Promotion Opportunities: Providing a clear path for advancement.
  - Skill-building Workshops: Offering programs for continuous learning.
- 9) **Professional Development:** Encourage employees to pursue ongoing professional development. This may include attending conferences, obtaining certifications, and participating in industry-specific training.
- 10) **Succession Planning:** Identify and prepare employees for future leadership roles within the organization. Succession planning ensures a pipeline of qualified individuals to fill key positions.
- 11) **Technology Integration:** Leverage technology for training delivery, tracking progress, and accessing resources. Learning Management Systems (LMS) can be useful for managing training programs.
- 12) **Compliance Training:** Ensure that employees are trained on legal and regulatory requirements relevant to their roles. Compliance training helps mitigate risks and ensures adherence to industry standards.

Effective training and development programs contribute to employee satisfaction, motivation, and retention. By investing in the professional growth of employees, organizations foster a culture of continuous improvement and adaptability.

### Role of HRD Professionals in Training

Human Resource Development (HRD) professionals play a crucial role in designing, implementing, and managing training and development initiatives within organizations. Their responsibilities extend beyond the traditional functions of HR and focus specifically on enhancing the skills, knowledge, and abilities of employees. Here are key roles and responsibilities of HRD professionals in the context of training:

- 1) **Needs Assessment:** Conduct thorough needs assessments to identify skill gaps and training requirements within the organization. This involves collaborating with managers, conducting surveys, and analyzing performance data.
- 2) **Strategic Planning:** Align training programs with the overall strategic goals and objectives of the organization. HRD professionals work closely with organizational leaders to ensure that training initiatives support the company's mission and vision.
- 3) **Program Design and Development:** Design and develop training programs that address identified needs. This includes determining the content, selecting delivery methods, and creating materials that facilitate effective learning.
- 4) **Delivery and Facilitation:** Depending on the nature of the training, HRD professionals may deliver training sessions themselves or coordinate with external trainers. They ensure that training sessions are engaging, interactive, and conducive to learning.
- 5) **Technology Integration:** Leverage technology to enhance training delivery. HRD professionals may utilize Learning Management Systems (LMS), e-learning platforms, and other digital tools to streamline the training process, track progress, and provide resources.
- 6) **Budgeting and Resource Management:** Develop and manage the budget for training initiatives. HRD professionals allocate resources efficiently, ensuring that training programs are cost-effective and deliver value to the organization.
- 7) **Evaluation and Measurement:** Implement evaluation mechanisms to assess the effectiveness of training programs. This involves collecting feedback from participants, analyzing performance metrics, and making data-driven decisions for continuous improvement.
- 8) **Employee Development Plans:** Work with employees and managers to create individualized development plans. HRD professionals help identify career paths, set goals, and recommend training opportunities that align with employees' aspirations and organizational needs.
- 9) **Promoting a Learning Culture:** Foster a culture of continuous learning within the organization. HRD professionals communicate the value of ongoing development, encourage employees to embrace learning opportunities, and highlight the link between individual growth and organizational success.
- 10) **Talent Management and Succession Planning:** Contribute to talent management initiatives by identifying high-potential employees and developing succession plans. HRD professionals ensure that there is a pipeline of skilled individuals ready to assume key roles within the organization.
- 11) **Compliance Training:** Stay informed about relevant laws, regulations, and industry standards. HRD professionals ensure that employees receive necessary compliance training to mitigate legal and regulatory risks.
- 12) **Building Partnerships:** Collaborate with internal stakeholders, external training providers, and educational institutions to enhance the breadth and depth of training programs. Building effective partnerships contributes to a comprehensive and diverse training ecosystem.
- 13) **Change Management:** Support employees through organizational changes by providing training and development programs that help them adapt to new roles, technologies, or processes.

By fulfilling these roles, HRD professionals contribute to the overall success and sustainability of the organization by fostering a skilled, engaged, and adaptable workforce.

### Performance Appraisal

Performance appraisal, also known as performance review or evaluation, is a systematic process used by organizations to assess the job performance of employees. The primary purpose of performance appraisal is to provide feedback on an employee's accomplishments and areas for improvement, facilitate communication between employees and supervisors, and support the overall development

and effectiveness of the workforce. One of the most important tasks that managers and rating officials complete each year is managing employee performance. It is equally crucial to manage programme results and financial resources since staff performance—or lack thereof—has a significant impact on an organization's programme and financial aspects. The Department of the Interior's performance management policy is designed to document the expectations of individual and organizational performance, provide a meaningful process by which employees can be rewarded for noteworthy contributions to the organization, and provide a mechanism to improve individual / organizational performance as necessary.

In order to achieve these goals, managers must identify the organisational goals that must be met, communicate to staff members both personal and organisational goals that support the department's overall strategic mission and the goals of the Government Performance and Results Act (GPRA), monitor and assess staff members' performance, and use that performance as the foundation for appropriate personnel actions, such as rewarding exceptional performance and correcting subpar performance.

The Office of Personnel Management defines performance management as the systematic process of:

- planning work and setting expectations
- continually monitoring performance
- developing the capacity to perform
- periodically rating performance in a summary fashion; and
- rewarding good performance

#### Key aspects of the performance appraisal process:

- 1) **Goal Setting:** At the beginning of a performance period, employees and supervisors often collaborate to establish clear and measurable performance goals. These goals should align with the overall objectives of the organization.
- 2) **Regular Feedback:** Throughout the performance period, supervisors provide ongoing feedback to employees. Regular communication allows for adjustments, clarification of expectations, and recognition of achievements.
- 3) **Self-Assessment:** In some performance appraisal systems, employees may be asked to conduct a self-assessment. This process encourages employees to reflect on their own performance, strengths, and areas for improvement.
- 4) **Performance Metrics:** Performance is often evaluated against specific metrics or key performance indicators (KPIs) that are relevant to the employee's role and responsibilities. This provides an objective basis for assessment.
- 5) **Appraisal Methods:** There are various methods for conducting performance appraisals, including:
  - Narrative Appraisal: Descriptive written evaluations of an employee's performance.
  - Rating Scales: Assigning numerical or descriptive ratings to various aspects of performance.
  - 360-Degree Feedback: Collecting input from peers, subordinates, and other stakeholders in addition to the supervisor's assessment.
  - Critical Incident Technique: Focusing on specific critical incidents that highlight exemplary or problematic behavior.
- 6) **Performance Discussion:** A formal performance appraisal meeting is typically held between the employee and the supervisor. This allows for a comprehensive discussion of the employee's performance, achievements, and areas for improvement.
- 7) **Development Planning:** Based on the appraisal, employees and supervisors collaborate on a development plan. This may involve setting new goals, identifying training opportunities, and creating strategies for career development.
- 8) **Recognition and Rewards:** Positive performance is often acknowledged through recognition and rewards. This can include salary increases, bonuses, promotions, or other forms of acknowledgment.
- 9) **Corrective Action:** If performance falls below expectations, the performance appraisal process may be used to identify areas for improvement and create a plan for corrective action.

- 10) **Documentation:** It is important to maintain accurate records of performance appraisals. Documentation serves as a reference for future evaluations and can be useful in cases of promotions, salary negotiations, or disciplinary actions.
- 11) **Legal and Ethical Considerations:** Organizations must conduct performance appraisals in compliance with legal and ethical standards. This includes ensuring fairness, avoiding discrimination, and maintaining confidentiality.
- 12) **Continuous Improvement:** Organizations should regularly review and refine their performance appraisal processes to ensure they remain relevant and effective. Feedback from employees and supervisors can inform improvements to the system.

Performance appraisal is a dynamic process that contributes to employee development, organizational success, and the creation of a performance-oriented culture within the workplace. When done effectively, it helps employees understand their contributions, align their goals with organizational objectives, and foster a sense of accountability and motivation.

### Performance appraisal methods

Performance appraisal methods vary, and organizations often choose the method or combination of methods that best align with their goals, culture, and the nature of their work. Here are some common performance appraisal methods:

- 1) **Graphic Rating Scales:** This method uses a scale to rate employees on various performance dimensions. Employees are evaluated based on factors such as communication skills, teamwork, and job knowledge. Ratings are often given on a numerical scale, such as 1 to 5.
- 2) **Behavioral Anchored Rating Scales (BARS):** BARS combines elements of both qualitative and quantitative methods. It involves specific behavioral descriptions tied to numerical ratings. This method aims to provide a more detailed and objective assessment of performance.
- 3) **Management by Objectives (MBO):** MBO involves setting specific, measurable, and achievable objectives for employees. Performance is then evaluated based on the extent to which these objectives are met. This method emphasizes goal-setting and employee involvement in the process.
- 4) **360-Degree Feedback:** This method gathers feedback from multiple sources, including supervisors, peers, subordinates, and sometimes customers. The goal is to provide a comprehensive view of an employee's performance from various perspectives.
- 5) **Critical Incident Technique:** This method involves documenting specific incidents that highlight exceptional or problematic behavior. Supervisors keep records of incidents throughout the performance period and use them as a basis for evaluation.
- 6) **Narrative or Essay Appraisal:** In this method, supervisors write a narrative or essay describing the employee's performance. This allows for a more detailed and qualitative assessment, but it can be subjective.
- 7) **Ranking Methods:** Ranking involves comparing employees to each other and ranking them based on their performance. Methods include:
  - Simple Ranking: Ranking employees from best to worst.
  - Forced Distribution: Distributing employees into predetermined categories (e.g., top 10%, middle 70%, bottom 20%).
- 8) **Paired Comparison:** This method involves comparing each employee with every other employee, focusing on specific performance dimensions. Employees are then ranked based on the number of favorable comparisons.
- 9) **Self-Assessment:** Employees evaluate their own performance against predetermined criteria. This method encourages self-reflection and can be used in conjunction with other appraisal methods.
- 10) **Checklists and Weighted Checklists:** Supervisors use checklists to evaluate employees based on a list of predetermined performance criteria. Weighted checklists assign different weights to various criteria based on their importance.

- 11) **Cost Accounting Method:** This method involves evaluating employees based on the costs associated with their performance. It is often used in jobs where financial metrics are critical.
- 12) **Behaviorally Anchored Rating Scale (BARS):** BARS combines elements of qualitative and quantitative methods. It involves specific behavioral descriptions tied to numerical ratings, aiming to provide a more detailed and objective assessment of performance.

When choosing a performance appraisal method, organizations should consider factors such as the nature of the work, organizational culture, and the desired level of objectivity. Many organizations use a combination of methods or tailor them to different job roles within the organization. Regular training for both supervisors and employees is essential to ensure the fair and effective implementation of the chosen performance appraisal method.

### **Human Resource Management (HRM) at a Library**

Human Resource Management (HRM) in a library is a critical aspect of library administration that involves the effective management of personnel to ensure the library's goals and objectives are met. The role of HRM in a library encompasses various functions related to staffing, development, and maintenance of a skilled and motivated workforce. Here are key aspects of HRM in a library:

#### **1) Recruitment and Selection:**

- **Job Analysis:** Identify the roles and responsibilities of library staff through job analysis, ensuring that positions are well-defined and align with the library's objectives.
- **Recruitment:** Attract qualified candidates through advertising, networking, and other recruitment strategies.
- **Selection:** Conduct interviews, assessments, and reference checks to choose the most suitable candidates.

#### **2) Training and Development:**

- **Orientation:** Provide new employees with an orientation program to familiarize them with the library's policies, procedures, and culture.
- **Training:** Offer ongoing training programs to enhance the skills and knowledge of library staff, especially in areas such as information technology and customer service.
- **Professional Development:** Support staff in pursuing professional development opportunities, attending conferences, and obtaining relevant certifications.

#### **3) Performance Management:**

- **Performance Appraisals:** Conduct regular performance evaluations to assess employee performance, set goals, and provide constructive feedback.
- **Recognition and Rewards:** Recognize and reward outstanding performance to motivate staff and foster a positive work environment.

#### **4) Employee Relations:**

- **Communication:** Facilitate effective communication between management and staff, addressing concerns and fostering a collaborative workplace.
- **Conflict Resolution:** Address conflicts and disputes promptly, promoting a harmonious working environment.

#### **5) Workforce Planning:**

- **Succession Planning:** Identify and groom potential leaders within the organization to ensure a smooth transition in key positions.
- **Staffing Levels:** Assess and determine appropriate staffing levels based on the library's needs and budget constraints.

#### **6) Health and Safety:**

- **Workplace Safety:** Implement and enforce safety measures to ensure the well-being of employees and patrons.
- **Health and Wellness Programs:** Provide resources and programs to support the physical and mental well-being of staff.

- 7) **Diversity and Inclusion:** Promote diversity and inclusion within the library workforce, recognizing and respecting individual differences.
- 8) **Policy Development and Compliance:** Develop and update HR policies to comply with legal regulations and standards. Ensure that library staff are aware of and adhere to policies and procedures.
- 9) **Employee Engagement:** Foster a positive and engaging work culture to enhance job satisfaction and retention. Encourage employee involvement in decision-making processes and seek their input on library initiatives.
- 10) **Exit Management:** Handle employee departures professionally, conduct exit interviews to gather feedback, and analyze turnover trends.

In summary, effective HRM in a library involves strategic planning, employee development, and creating a positive work environment to support the library's mission and objectives. This ensures that the library has a motivated and skilled workforce capable of meeting the needs of its users.

## LIBRARY BUILDING AND EQUIPMENTS

### Objectives

After studying this unit, you will be able to:

- Understand about library buildings and equipments
- Understand about library furniture.

### Introduction

In terms of basic and applied research as well as higher technological education, one of the top institutions of national significance is the Indian Institute of Technology Madras, or IIT Madras. Prof. Humayun Kabir, the Union Minister for Scientific Research and Cultural Affairs, formally opened the Institute in 1959.

It has established itself as a premier centre for teaching, research and industrial consultancy in the country. The Institute has fifteen academic departments and a few advanced research centers in various disciplines of engineering and pure sciences, with nearly 100 laboratories. The United Kingdom-based Times Higher Education Supplement has ranked the Indian Institutes of Technology as the third best technology universities in the world for 2005.

Building and equipping a library involves careful planning and consideration of various factors to create a functional and welcoming space for patrons. Below are key aspects to consider:

#### 1) Location:

- Choose a convenient and accessible location that serves the community's needs.
- Consider proximity to schools, public transportation, and residential areas.

#### 2) Space Planning:

- Design the layout to accommodate different sections such as reading areas, study spaces, computer labs, and meeting rooms.
- Ensure there is ample shelving for books and other materials.
- Plan for future growth and changes in technology.

#### 3) Architecture and Design:

- Create a design that is aesthetically pleasing and aligns with the library's purpose.
- Incorporate natural light and comfortable seating.
- Consider flexibility in the design to adapt to changing needs.

#### 4) Accessibility:

- Ensure the library is accessible to individuals with disabilities.
- Provide ramps, elevators, and other accommodations as needed.

**5) Technology Infrastructure:**

- Install a robust IT infrastructure to support computers, Wi-Fi, and other digital resources.
- Consider the integration of technology in library services, such as online catalogs and digital databases.

**6) Shelving and Furniture:**

- Invest in sturdy and adjustable shelving to accommodate different book sizes.
- Select comfortable and versatile furniture for reading areas and study spaces.
- Consider modular furniture for flexibility.

**7) Lighting:**

- Use a combination of natural and artificial lighting to create a well-lit and inviting atmosphere.
- Ensure adequate task lighting for reading and studying areas.

**8) Security Systems:**

- Install security systems to protect against theft and vandalism.
- Consider implementing an RFID system for book tracking and self-checkout.

**9) Climate Control:**

- Maintain a comfortable temperature and humidity level to preserve books and other materials.
- Install an effective HVAC (Heating, Ventilation and Air Conditioning) system.

**10) Acoustic Design:**

- Consider acoustic design to minimize noise and provide a quiet environment for reading and study.
- Use materials that absorb sound to reduce echoes.

**11) Budget and Funding:**

- Develop a realistic budget that includes construction costs, furnishings, technology, and ongoing operational expenses.
- Seek funding through government grants, private donations, and community support.

**12) Collaboration Spaces:**

- Create collaborative spaces for group work and community events.
- Consider incorporating maker spaces or multimedia rooms for diverse activities.

**13) Environmental Sustainability:**

- Implement eco-friendly practices in construction and operation.
- Consider energy-efficient lighting, heating, and cooling systems.

**14) Staff Spaces:**

- Design functional and comfortable spaces for library staff, including workstations and break areas.

**15) Maintenance and Upkeep:**

- Plan for ongoing maintenance to keep the facility in good condition.
- Establish protocols for equipment maintenance and repairs.

By carefully considering these aspects, you can create a library that meets the needs of your community and provides a welcoming and functional space for learning and exploration.

Setting up a library involves several key steps to ensure the successful establishment of a functional and effective facility. Here is a step-by-step guide:

**1) Needs Assessment:**

- Conduct a thorough needs assessment to understand the requirements of the community.
- Identify the target audience and their preferences.

**2) Define Objectives:**

- Clearly define the objectives and goals of the library.
- Determine the primary focus, such as education, community engagement, or specific services.

- 3) Budget Planning:
  - Develop a detailed budget that includes construction costs, furnishings, technology, staffing, and ongoing operational expenses.
  - Seek funding through grants, donations, and community support.
- 4) Site Selection:
  - Choose an appropriate location based on accessibility, community demographics, and future growth.
  - Consider zoning regulations and other legal requirements.
- 5) Design and Architecture:
  - Hire an architect to design a space that aligns with the library's goals and meets the needs of the community.
  - Consider factors like natural light, flexible spaces, and technology integration.
- 6) Technology Infrastructure:
  - Plan and implement a robust technology infrastructure, including internet connectivity, computers, and software.
  - Integrate an online catalog system for easy book search and checkouts.
- 7) Collection Development:
  - Develop a strategy for acquiring books and other materials.
  - Consider the diverse needs and interests of the community when building the collection.
- 8) Shelving and Furniture:
  - Purchase appropriate shelving and furniture based on the library's design and layout.
  - Ensure that furniture is comfortable, durable, and adaptable to different needs.
- 9) Equipment Acquisition:
  - Acquire necessary equipment, including computers, printers, scanners, and other technology.
  - Consider security systems and RFID (Radio Frequency Identification) technology for book tracking.
- 10) Staffing:
  - Recruit qualified and passionate staff, including librarians, assistants, and support personnel.
  - Provide training on library systems, customer service, and technology.
- 11) Programming and Services:
  - Develop a schedule of programs and services, including story times, workshops, and community events.
  - Consider partnerships with local schools, businesses, and organizations.
- 12) Promotion and Outreach:
  - Develop a marketing and outreach plan to promote the library to the community.
  - Utilize social media, community events, and partnerships to raise awareness.
- 13) Security Measures:
  - Install security systems to protect against theft and vandalism.
  - Train staff on security protocols and emergency procedures.
- 14) Soft Opening and Feedback:
  - Conduct a soft opening to test systems and gather feedback from early patrons.
  - Use feedback to make any necessary adjustments before a grand opening.
- 15) Grand Opening:
  - Plan and execute a grand opening event to celebrate the library's launch.
  - Invite the community, local officials, and media to generate awareness.
- 16) Ongoing Evaluation:
  - Continuously evaluate the library's performance and gather feedback from patrons.
  - Make adjustments to services, programs, and resources based on community needs.
- 17) Maintenance and Upkeep:
  - Establish a regular maintenance schedule for the building and equipment.
  - Address any repairs or updates promptly to ensure a well-maintained facility.

By following these steps, you can systematically set up a library that not only meets the immediate needs of the community but also adapts to changing demands over time.

**Planning :** One of IIT Madras' primary support services, the Central Library serves around 6200 people, including staff, faculty, students, industrial associates, self-financing colleges, alumni, retired faculty, and research researchers from across the nation, with their information needs. This is the first significant library in India to adopt the ISO-9001:2000 standard for the system, services, policies, and methods of gauging patron satisfaction. The Central Library is well equipped with all modern facilities, international library management software and rich information resources in the forms of CD-ROMs, on-line databases, e-journals, e-books, e-standards, e-patents and various other printed information materials on Applied Science, Engineering, Technology, Humanities, Management, Social Science and other new emerging areas. The Central Library holds 4,04,446 collections, 1208 current journals, catering to the information needs of 6,242 members through providing various value added services with the help of modern information handling tools and techniques.

**Responsibilities :** One of the most challenging things that library staff members have to do is to raise public awareness of the importance of handling library materials carefully. Everybody comes to the library with a certain need in mind, and they typically act in a way that fulfils that need. Therefore, the individual is presumably not bothered about potential binding damage if the necessity is, for example, to photocopy multiple pages. Similarly, if highlighting aids the student in reviewing or summarizing content, or if earring takes less effort than using a bookmark, or if a patron finds it easier to tear a recipe out of the magazine than to copy it, that person will often follow the course that is easiest and most personally beneficial. It is a tough problem for the librarian to solve because it is an attitudinal problem.

**Education of Library Staff :** Employees of libraries who view the spaces where they work as public trusts rather than libraries should be the first to show respect for communal property. They provide direct instruction as well as modelling respectful handling and use of items. Effective preservation education for library workers and patrons is contingent upon the presence of a library administration and staff member. The administration should take a proactive stance in endorsing the value of preservation instruction for staff members by providing training time, funds for appropriate materials for book repairs, and better containers for branch-to-branch or interlibrary loans.. Library staff must learn new ways of working and must be educated to the extent that they buy into the library's preservation effort and choose to participate.

By providing users with an explanation from the perspective of preservation, the staff and administration of the library demonstrate their commitment to maintaining the collections. Examples of these actions include keeping the temperature lower, turning on the air conditioning, and drawing down the blinds on windows that face the sun. Similarly, educational visuals displayed on photocopiers might illustrate the most considerate and softest method of book duplication. "No food/drink" posters can illustrate the harm caused by spills on library books as well as how insects and rats are drawn to the building's food supply. All of these examples are relatable to the consumer base when they are given in a favourable light and bolstered by additional information provided by knowledgeable staff members.

### **Education for Behaviour Change :**

It is more beneficial to employ preservation-related statements in the library to inspire a favourable response to preservation education than it is to post a list of dos and don'ts.

Fit these little preservation bites of information into all sorts of library encounters such as:

- Assistance at public service desks
- Bibliographic instruction sessions
- Story hours and library tours
- Point-of-use instructions for reference sources

There are teachable moments everywhere, and their significance should not be undervalued.

Additionally, the message of preservation will be made very evident when paired with pertinent displays, handouts, bookmarks, and posters.

**Location and Environment :** Teachers and students should be able to work in a dynamic, engaging, and inspiring atmosphere at the library resource centre. The following factors should be taken into account to make sure the library resource centre enhances the learning environment for students:

- Resources
- Furniture
- Signposting
- Access policies (for staff and students)
- Accessories (e.g. plants, cushions, soft toys)
- Information technology (including cabling, wiring, etc)
- Space for resources, users, work area and service provision

Effective use of each of these aspects will enhance the quality of the library service provided.

### Displays :

Displays are an integral part of any school activity or situation and are well suited to the library resource centre environment due to the availability of both space and resources. A good display is the result of careful thought and planning.

- Why have displays?
- Who can help with displays?
- Display Formats
- Display Strategies
- Display Photo Gallery
- Display Planner

### Displays can :

- develop understandings of curriculum or learning area content
- inform and explain
- enhance the appearance of the LRC and create an atmosphere conducive to learning
- publicize resources
- motivate users
- highlight school and community activities
- provide a showplace for students work; and
- direct users.

### Who can help with displays?

- class teachers (and / or class roster)
- Library Officer
- Students
- parent helpers
- community members
- children with special interests
- community agencies / groups
- commercial providers
- movie theatres
- other resource teachers

### Student Involvement

- Whole Class roster
- Voluntary
- Coordinated by resource teacher with class input.

- Every class or class member contributes a piece of work
- Assignments completed

## Furniture and Equipment

A library must feature a stack room, a librarian's office, and a reading room with 40–120 chairs, according to the Bureau of Indian Standards. Between 6,000 and 10,000 books should be able to fit in the stack room. An example library layout is provided in Appendix A as a recommendation. Planning the actual library size and seating capacity of the "reading room" will require the library-in-charge to take into account the ideal number of participants in an adult education setting, the range of services the library plans to provide, and the adult community members who will be visiting the library for social interactions. Additionally, the library may purchase a VCR, tape recorder/player, and radio or television. Besides, the library may acquire radio and television set, taperecorder / player, VCR and VCP, slide and film projector, overhead projectors, computers with internet connection, Xerox machine, etc.

The library equipments and tools like furniture, fittings and accessories should of standard pattern and design, so that users feel comfortable in using them. Besides, the library may acquire radio and television set, taperecorder / player, VCR and VCP, slide and film projector, overhead projectors, computers with internet connection, Xerox machine, etc. The following is the list of essential furniture and fittings for an adult education set up.

- 1) Reading tables
- 2) Chairs for pupils
- 3) Librarian's table
- 4) Circulation or charging desk and chair
- 5) Librarian's shelf list trays
- 6) Card catalogue trays
- 7) Card catalogue cabinet
- 8) Bulletin board and notice board
- 9) Book supporters
10. New arrivals display case
11. Dictionary stands
12. Periodicals display stand
13. Newspaper display stand
14. Storage cabinet for work room
15. Filing cabinets
16. Atlas stand
17. Wall clock

## Procedures for Maintenance of Library Collections

Preservation of library material: Maintaining library collections properly is essential to extending their lifespan. This necessitates maintaining and shielding books from deterioration. Bookshelves and other surfaces need to be regularly cleaned and dusted as preventative measures. If there is insufficient sunshine in the library room, books must be exposed to air and sunlight for a brief period of time. Do not store books in moist environments. Periodic pest control treatments are also available. Periodically, books and other reading materials may become bound. In addition, book supporters can be employed to maintain books on shelves upright.

Reference books are expensive and bulky, including dictionaries, encyclopaedias, directories, and picture books. They need to be treated carefully. Arranging and straightening reading materials on shelves: A library's collection of books and other reading materials is typically divided into several categories, including reference, rare, book, and periodical collections. The order of books is based on classification. Furthermore, in situations when certain books are in higher demand than others, the

library can think about establishing a special series of highly sought-after volumes. Additionally, reference books are organised in a classified manner. Journal titles are used to organise periodicals. To make sure that books and other reading materials are arranged on shelves in the correct sequence, shelving and shelf rectification of reading material in various collections should ideally be done daily. To make sure that books and other reading materials are stored on the shelves in the correct sequence, shelf rectification is done. If not, the appropriate corrections are made to get them back in order on the shelf. This is crucial in order to be able to follow books on shelves back to their designated spots when needed. Other activities of library maintenance are: taking out worn out books and other material for repair or binding, sending new books and journals for binding, display of new books and other reading material received in the library, preparing stack room guides, and shelving volumes returned after use, etc. Library may also perform stock verification on periodical basis, with a view to weed out books, as per its policy, and writing off books, etc.

Maintaining library collections is crucial to ensure that materials are preserved, accessible, and relevant to the needs of library users. Here are general procedures for the maintenance of library collections:

1) Regular Inspection:

- Conduct regular inspections of the collection to identify damaged or deteriorating materials.
- Check for signs of wear, pest infestations, and environmental issues.

2) Preservation and Conservation:

- Implement preservation and conservation measures to protect materials from deterioration.
- Use appropriate storage conditions, such as controlled temperature and humidity.
- Invest in conservation techniques and materials to repair and restore damaged items.

3) Weeding:

- Regularly review the collection to identify outdated, damaged, or irrelevant materials.
- Weed out items that are no longer useful or in good condition to make space for new acquisitions.

4) Inventory Management:

- Maintain an up-to-date inventory of the library collection.
- Use library management systems to track and manage the circulation of materials.

5) Security Measures:

- Implement security measures to prevent theft, damage, or loss of materials.
- Utilize security systems, surveillance cameras, and proper staff training.

6) Digital Resources Management:

- Regularly update and back up digital resources.
- Ensure that electronic databases and online resources are accessible and functional.

7) Replacement and Acquisition:

- Replace outdated or damaged materials with new copies or editions.
- Acquire new materials to keep the collection relevant and up-to-date.

8) Cataloging and Classification:

- Maintain accurate and consistent cataloging and classification systems.
- Regularly review and update metadata to reflect changes in the collection.

9) Collaboration with Other Libraries:

- Collaborate with other libraries to share resources and expertise.
- Participate in interlibrary loan programs to expand the range of available materials.

10) Promotion of Collections:

- Actively promote library collections to increase user engagement.
- Organize events, displays, and exhibitions to showcase unique or valuable materials.

By following these procedures, libraries can ensure that their collections are well-maintained, accessible, and continue to meet the needs of their users over time.

**Library Furniture and Equipments :** Library furniture such as Library stacks, shelving systems, trolleys and workstations are used in public libraries, universities and schools.

### **Library Stacks :**

Stacks in libraries are the most common furniture in libraries. Books, bound volumes of periodicals, and occasionally pamphlet boxes are kept in it for storage. Typically composed of steel, each unit stack measures 180 cm in width, 195 cm in height, and 25 or 50 cm in depth, contingent on whether it is double- or single-sided (i.e., 71 / 2" X 22" X 3"). It is possible to connect many unit racks to form a lengthy row. Two brackets are firmly put into the right and left sides of each shelf or panel, aligning them with the shelf ends. Book placement is ensured upright by the sliding book stopper and back rest that are placed into each individual shelf's grooves. Normally shelves are not packed more than 75% of the capacity. Stack can be fixed or movable, wooden or metal, modular or space determined angle or skeleton.

The skeleton book rack, typically constructed of steel, is a less expensive alternative to the book stack. Four assembled slotted angle iron stands with a shelf at the top and one at the bottom make up the basic construction. Depending on the needs and the height of the rack, any number of shelves may be inserted between. The depth of the shelf can vary from 15 cm to 46 m, while the width is typically 90 cm and the height of the lowest shelf is typically 15 cm. Racks can be whatever height that is required. Skeletons racks are not only cost-effective but also very adaptable . Additionally, lateral filing can be done with skeleton racks by substituting the intermediate shelves with channel rails that hang folders in their grooves. But compared to standard steel library stacks, skeleton racks are less attractive and less useful.

### **Card Catalogue Cabinet :**

Probably the most crucial piece of equipment in a library, this is utilised regularly by both staff and patrons. It is a set of card-filing drawers with retaining rods that are intended to hold library cards (7.5 × 122.5 cm). This cabinet (as well as the drawers) may be made of steel, wood, or the more recent, widely accepted plastic material. The units are available in a variety of sizes, ranging from four to sixty drawers . Despite the fact that prefabricated metal cabinets with floor-level drawers are readily accessible, the cabinets should be set up on stands (60 cm high) for convenience and ease of use, and their total height should not exceed 1.5 metres (eye level). Six vertical rows of drawers, each measuring 12.8 (W) × 7.8 (H) × 40 (L) cm, can fit in this. A little over 1,000 medium-thickness cards can fit into each tray. Modular cabinets with 24 or 30 drawers apiece are preferable than a single, cumbersome piece of furniture.

**Bookshelves :** Wood and metal shelving options are available for libraries, and they must be both flexible and functional to withstand the rigours of a busy collection.

**Charging Desk :** The primary service desk, also known as the issue counter or charging desk, should be constructed so that all tasks centred therein can be completed effectively. This central control desk is rarely purchased from ready stock. It is typically carefully created with consideration for its unique location, particular purpose, and the scale of the library's operations. Here, a variety of tasks must be carried out. The counter that faces the reader is 1m high. The width at the top is about 70 cm. Enough drawer space is provided to keep all the books and use issue counter records. The counter should also have adequate shelving space to keep the books which are returned. Normally the counter is designed for two persons to work at a time. Adequate knee space is provided at places where the library staff sits and work. Since high chairs are necessary to work at high counter, foot-rest is provided to make sitting comfortable. Alternatively, counter can be elevated with wooden or permanent platform. The length and design of the counter vary considerably to suit the specific need of the library. Some of the common designs are: rectangular, L-shaped, U- shaped, etc. Whatever design is selected for flexibility, it is better to have small units of 90 cm length each, which can be bolted together or just placed side

by side to give the illusion of one piece. The counter is invariably made of wood, and usually have hard wearing top made of declaim or similar material.

**Mobile Library Furniture :** Moving books from one location to another is a common purpose for book trolleys and mobile library shelving, which are frequently employed in various areas. There are basic, ergonomic, and slim-line kinds of trolleys made of metal and wood. Other movable library furniture options for flexible use include cabinets, drawers, book displays, and bookcases on wheels.

## CLASSIFICATION OF LIBRARY PERSONNEL

### Objectives

After studying this unit, you will be able to:

- Recognize the classification of the library
- Discuss about the staff manual
- Understand about outsourcing.

### Introduction

A system of classifying library items based on their subject matter and assigning a call number to each information resource is known as a classification system in libraries. Bibliographic categorization systems put related elements together, usually in the form of a hierarchical tree structure, much like biological classification systems do. An alternative type of classification system, known as a faceted classification system, is also commonly employed and permits an object to be assigned many classifications, allowing the classifications to be arranged in various ways.

Libraries play a crucial role in society by providing access to information, promoting literacy, and serving as community hubs. Here are some key aspects and functions of libraries:

- 1) Access to Information:
  - Libraries serve as repositories of knowledge, offering a wide range of books, periodicals, digital resources, and other materials.
  - They provide free access to information for people of all ages and backgrounds.
- 2) Promotion of Literacy:
  - Libraries play a vital role in promoting literacy by offering books, reading programs, and literacy initiatives.
  - Many libraries also provide educational resources and support for language learning.
- 3) Community Spaces:
  - Libraries often serve as community hubs, providing meeting spaces, event venues, and places for public gatherings.
  - Community engagement programs, book clubs, and workshops contribute to a sense of community.
- 4) Technology Access:
  - Libraries offer computer and internet access to bridge the digital divide.
  - They provide technology training and support, helping users develop digital literacy skills.
- 5) Cultural and Historical Preservation:
  - Libraries house and preserve cultural and historical materials, including rare books, manuscripts, and archival collections.
  - Special collections may focus on local history, rare documents, or specific themes.
- 6) Reference Services:
  - Librarians offer reference services, helping users find information, conduct research, and navigate library resources.

- Reference desks are common in libraries to provide assistance.

#### 7) Children and Youth Services:

- Libraries often have dedicated spaces and programs for children and young adults.
- Storytime sessions, educational programs, and summer reading initiatives contribute to childhood literacy.

#### 8) Digital Libraries and Online Resources:

- Many libraries provide digital collections, e-books, and online databases.
- Virtual library services enable users to access resources remotely.

#### 9) Educational Support:

- Academic libraries support research and learning at educational institutions.
- Librarians collaborate with educators to provide resources for curricula and research projects.

#### 10) Lifelong Learning:

- Libraries support lifelong learning by providing resources for personal and professional development.
- Adult education classes, workshops, and seminars may be offered.

Libraries continue to evolve in response to technological advancements and changing community needs, but their fundamental mission of providing access to information and promoting education remains constant. They are essential institutions that contribute to the intellectual and cultural enrichment of societies.

### Classification of Library

Library and information science includes the area of library classification. It is a type of classification based on bibliography. Under the heading of cataloguing and classification, it is closely related to library cataloguing and is occasionally combined with it as a technical service. A cataloguer, sometimes known as a catalogue librarian, is a library professional who works on cataloguing and classifying library items. Subject access is facilitated by two tools, one of which is library classification systems. The other is made up of Subject Headings systems and thesauri, which are alphabetical indexing languages.

A piece of work is classified in a library using two stages. First, the material's "aboutness" is determined. Next, using the system's notation, a call number will be allocated to the job depending on the classification scheme that is in use at that specific library. It is significant to remember that in library categorization systems, a work can only be assigned to one class; this is in contrast to subject headings or thesauri, where a work might have several terms attached to it. This is because a book can only be in one physical location for shelving purposes. On the other hand, one may find both primary and supplementary listings in classified catalogues. The majority of categorization schemes, such as the Library of Congress and Dewey Decimal Classification (DDC), further assign a cutter number, which codes the author of the work, to each piece of literature.

Libraries typically use classification systems for two purposes. Initially, they make subject access easier by enabling the user to research the books or materials the library owns on a particular topic. Second of all, they give the information source's known location. The library categorization only helped to organise the subject catalogue because, up until the 19th century, the majority of libraries had closed stacks. In order to make subject browsing easier, libraries began to shelve the material themselves in accordance with some sort of library classification in the 20th century and opened their stacks to the public. Certain classification schemes are not as useful for shelf placement as they are for facilitating subject access. For example, UDC which uses a complicated notation including plus, colons are more difficult to use for the purpose of shelf arrangement but are more expressive compared to DDC in terms of showing relationships between subjects. Similarly faceted classification schemes are more difficult to use for shelf arrangement, unless the user has knowledge of the citation order.

Classification systems may be used exclusively for one function or another in certain libraries, depending on the size of the collection. A public library with a tiny collection may, in extreme circumstances, not utilise a complex subject classification system, instead using a classification

method to locate resources. All resources may instead be concentrated into a small number of large classes. This is called a reader interest classification, or "mark and park" classification method in formal terms..

Library classification is the systematic arrangement of library materials according to a specific scheme to facilitate the easy retrieval of information. The primary purpose of classification is to organize books and other resources in a logical and efficient manner, making it easier for library users to find what they need. There are several classification systems used in libraries worldwide, and two of the most widely recognized are the Dewey Decimal Classification (DDC) and the Library of Congress Classification (LCC).

1) Dewey Decimal Classification (DDC):

- The Dewey Decimal Classification system was developed by Melvil Dewey and is widely used in public and school libraries.
- It organizes materials into ten main classes, each subdivided into ten divisions, and further into ten sections.
- The DDC is primarily numeric, with each class represented by a three-digit number followed by decimal fractions for more specific subcategories.

2) Library of Congress Classification (LCC):

- The Library of Congress Classification system is used by many academic and research libraries, especially in the United States.
- It organizes materials into 21 main classes, represented by letters of the alphabet, and further divided into subclasses using a combination of letters and numbers.
- LCC is alphanumeric, allowing for more detailed and specific classification compared to DDC.

3) Universal Decimal Classification (UDC):

- The Universal Decimal Classification is an international library classification system that combines the features of both the DDC and LCC.
- It uses a combination of Arabic numerals and symbols to represent different subjects, making it suitable for a wide range of materials.

4) Colon Classification:

- Developed by S. R. Ranganathan, the Colon Classification is another library classification system that uses a combination of letters and numerals.
- It emphasizes facets of subjects and allows for the simultaneous classification of materials under multiple aspects.

5) Bliss Bibliographic Classification (BC2):

- The Bliss Bibliographic Classification is a system that uses a notation based on a combination of symbols, numbers, and letters.
- It is designed to be user-friendly and is often used in specialized libraries.

6) Chinese Library Classification (CLC):

- The Chinese Library Classification is widely used in Chinese libraries and organizes materials based on subject matter using a combination of numbers and letters.

7) Book Industry Standards and Communications (BISAC):

- BISAC is a classification system used in the book industry to categorize books based on topical content, helping retailers and libraries in the selection and display of books.

Different libraries may choose a classification system based on their specific needs and the nature of their collections. In addition to the major classification systems mentioned above, some libraries may also use local or specialized classification schemes tailored to their unique collections and user communities.

### Staff Manual

An employee handbook is a book that a company provides to their workforce. It is sometimes referred to as an employee manual or staff handbook. The employee handbook often includes details on the regulations and

procedures of the firm. It might also be included in the terms and conditions of employment for an employee in the UK. The employee handbook is a great area to compile employment-related information that staff members need to know, like policies about holidays, business policies, and grievance and disciplinary procedures. In the course of the onboarding process, it can also be a helpful source of knowledge for new employees. An official employee handbook gives clear advice to employees and creates a culture where issues are dealt with fairly and consistently. A staff manual in a library serves as a comprehensive guide for library staff, providing information on policies, procedures, and expectations. It helps ensure consistency in operations, promotes efficiency, and assists in staff training and development. Below are key elements that might be included in a staff manual for a library:

- 1) Introduction and Welcome:
  - Overview of the library's mission, vision, and values.
  - Welcome message and brief history of the library.
- 2) Organizational Structure:
  - Description of the library's organizational chart and reporting relationships.
  - Roles and responsibilities of different departments and positions.
- 3) Library Policies:
  - Code of conduct for staff members.
  - Anti-discrimination and harassment policies.
  - Confidentiality and privacy policies. Social media and online communication policies.
- 4) Staff Expectations:
  - Expectations regarding punctuality, dress code, and professionalism.
  - Guidelines for teamwork, collaboration, and communication.
- 5) Job Descriptions:
  - Detailed descriptions of each staff position, including roles and responsibilities.
  - Qualifications and expectations for each position.
- 6) Training and Development:
  - Overview of training programs for new staff.
  - Opportunities for ongoing professional development.
  - Guidelines for attending conferences and workshops.
- 7) Library Services:
  - Description of library services offered to patrons.
  - Procedures for circulation, interlibrary loan, reference services, and other common library functions.
- 8) Collection Management:
  - Procedures for acquisitions, cataloging, and weeding.
  - Guidelines for maintaining the physical and digital collections.
- 9) Technology Policies:
  - Policies related to the use of library technology, including computers, databases, and online resources.
  - Guidelines for troubleshooting common issues.
- 10) Health and Safety:
  - Health and safety guidelines, including information on ergonomics and workstation setup.
  - Procedures for reporting accidents or unsafe conditions.
- 11) Leave and Attendance Policies:
  - Policies regarding vacation, sick leave, and other types of leave.
  - Procedures for requesting time off.
- 12) Performance Evaluation:
  - Overview of the performance evaluation process.
  - Criteria for evaluating staff performance.
- 13) Code of Ethics:
  - Statement of ethical principles for library staff.

- Guidelines for maintaining professional integrity.

It's important to keep the staff manual up-to-date, and staff members should be trained on its contents. Regular reviews and updates ensure that the manual reflects any changes in policies, procedures, or the organizational structure of the library.

**Outsourcing** : The one procedure that guarantees that workers' fervour and enthusiasm remain constant while their employment with the company is human resource management. Maintaining the highest level of performance and motivation while also ensuring that the cost per employee is kept to a minimum may appear really simple. According to current trends, many firms therefore outsource specific HR procedures in order to ensure that a certain level of work decentralisation is maintained.

Outsourcing in libraries involves contracting external service providers to perform specific tasks or functions that would traditionally be handled by library staff. This practice can be cost-effective, provide access to specialized expertise, and allow library staff to focus on core functions. However, it also raises considerations related to privacy, security, and maintaining the quality of library services. Here are some common areas where libraries may consider outsourcing:

1) IT Services:

- Outsourcing IT services can include managing library systems, databases, and network infrastructure.
- External providers may offer technical support, software development, and maintenance services.

2) Cataloging and Metadata Services:

- Some libraries outsource cataloging and metadata creation to external vendors or consortia.
- This can be particularly useful for handling large volumes of materials or managing specialized collections.

3) Digitalization and Preservation:

- Outsourcing digitization projects for rare or fragile materials can be cost-effective.
- Preservation services, such as the restoration of old documents or artworks, may also be outsourced.

4) Acquisition and Collection Development:

- Libraries may use external firms to handle acquisitions, ordering, and processing of materials.
- Collection development services, including selection and deselection, might be outsourced to experts.

5) Technical Support and Help Desk Services:

- Libraries may outsource their help desk services for technical support to handle user queries and troubleshooting.
- This can be particularly beneficial for libraries with limited in-house IT resources.

6) Security Services: Outsourcing security services, such as monitoring and access control, can be an option for libraries, especially for larger institution

7) Cleaning and Maintenance: Some libraries outsource cleaning and maintenance services to external companies. This can help ensure a well-maintained and clean library environment.

8) Training and Workshops: External trainers may be hired to conduct workshops or training sessions for library staff or patrons.

9) Interlibrary Loan (ILL) Services: Outsourcing interlibrary loan services can help libraries streamline the process and expand access to resources.

10) Specialized Research Services: Libraries may outsource research services or access specialized databases to meet the information needs of users.

When considering outsourcing, libraries should carefully evaluate potential vendors, ensuring they adhere to privacy and security standards, and that their services align with the library's mission and

values. Additionally, libraries should establish clear communication channels and performance metrics to monitor the quality of outsourced services. It's important to note that while outsourcing can offer benefits, it also comes with potential challenges, such as loss of control, dependency on external providers, and the need for effective contract management. Each library should assess its unique needs, resources, and goals before deciding to outsource specific functions.

### Compensation Packages

The firm arranges the remuneration packages in light of the fact that it handles the organization's recruitment. Whether an employee admits it or not, money is, without a doubt, the most obvious and fundamental motive. It follows that the package ought to be well-made. The general per employee budget is often given to the company by the organisation. Based on the budget, the companies determine base pay, bonuses, health benefits, transportation expenses, dearness allowances, and probationary periods. Given the several federal and state rules that must be followed while making decisions about each of them, this is not an easy undertaking.

### Motivation and Morale Strategies

Over the course of an employee's employment, it is frequently necessary to gently encourage them in order to improve their performance. Consequently, all organisations, regardless of size, adhere to methods that oversee overall motivation and morale-boosting initiatives. No organisation may allow outside parties to carry out these operations. Maintaining high levels of motivation and morale among library staff is essential for creating a positive and productive work environment. Here are strategies that libraries can employ to boost motivation and morale among their staff:

- 1) Recognition and Appreciation:
  - Acknowledge and appreciate individual and team achievements regularly.
  - Implement employee recognition programs to reward outstanding performance.
  - Celebrate work anniversaries and milestones.
- 2) Professional Development Opportunities:
  - Provide opportunities for staff to attend conferences, workshops, and training programs.
  - Support continuing education and encourage staff to pursue additional certifications or degrees.
  - Offer in-house training sessions to enhance skills and knowledge.
- 3) Clear Communication:
  - Foster open and transparent communication between management and staff.
  - Share information about organizational goals, changes, and initiatives.
  - Encourage feedback and suggestions from staff members.
- 4) Empowerment and Autonomy:
  - Delegate responsibilities and provide staff with a sense of ownership in their work.
  - Allow employees to have a say in decision-making processes when appropriate.
  - Recognize and reward innovative ideas and contributions.
- 5) Flexible Work Arrangements:
  - Offer flexible work schedules or remote work options when feasible.
  - Consider alternative work arrangements, such as compressed workweeks.
  - Demonstrate trust in employees' ability to manage their work effectively.
- 6) Team Building Activities:
  - Organize regular team-building activities to strengthen relationships among staff members.
  - Foster a sense of camaraderie through social events, retreats, or team-building exercises.
  - Encourage collaboration and cross-departmental communication.
- 7) Wellness Programs:
  - Implement wellness programs that promote physical and mental health.

- Provide access to wellness resources, such as fitness facilities, counseling services, or stress management workshops.
  - Recognize and support a healthy work-life balance.
- 8) Inclusive and Diverse Environment:
- Promote inclusivity and diversity within the library.
  - Create an environment that values and respects individual differences.
  - Offer diversity and inclusion training for staff.
- 9) Clear Career Pathways:
- Provide clear career advancement pathways for staff members.
  - Offer mentorship programs and opportunities for skill development.
  - Conduct regular performance reviews and goal-setting discussions.
- 10) Fair Compensation and Benefits:
- Ensure that staff members receive fair and competitive compensation.
  - Provide a comprehensive benefits package, including health insurance, retirement plans, and other perks.
  - Regularly review and adjust salary structures to remain competitive.
- 11) Employee Assistance Programs (EAP):
- Offer EAP services to provide support for personal or work-related challenges.
  - Provide resources for stress management, counseling, and work-life balance.
- 12) Fun and Enjoyable Work Environment:
- Create a positive and enjoyable workplace through a welcoming atmosphere.
  - Introduce fun elements, such as themed days, casual dress days, or recreational spaces.

By implementing these strategies, libraries can create a work environment that fosters motivation, job satisfaction, and high morale among their staff members. It's important to recognize that different individuals may be motivated by different factors, so a combination of these strategies may be most effective. Regularly assess the effectiveness of these strategies and adjust them based on staff feedback and evolving organizational needs.

## EXIT INTERVIEW :

A record of the worker's conduct and performance is kept for the duration of their employment. In most cases, the record is also retained by the company. These particulars are mentioned when an employee's employment comes to an end for any reason, such as retirement, resignation, or termination. The company conducts the required exit interview for all corporate employees. This completes the cycle of the relationship between the company and the organisation with respect to that worker.

An exit interview is a structured conversation between an employee who is leaving the organization and a representative from the human resources department or management. The purpose of an exit interview is to gather feedback from the departing employee about their experiences, reasons for leaving, and insights into the workplace. Here are key components and best practices for conducting an exit interview:

### Components of an Exit Interview:

- 1) Scheduling: Schedule the exit interview to take place shortly before the employee's departure to ensure that the experience and reasons for leaving are fresh in their mind.
- 2) Preparation: Review the employee's personnel file and any relevant information about their work history, performance, and contributions to the organization. Prepare a list of standard questions to guide the discussion.
- 3) Confidentiality: Assure the departing employee that their feedback will be kept confidential, encouraging them to be open and honest.
- 4) Location: Choose a private and comfortable location for the interview to ensure that the departing employee feels at ease and can speak freely.
- 5) Standardized Questions:
  - Ask a mix of open-ended and specific questions to gather comprehensive feedback.
  - Examples of questions:

- What factors influenced your decision to leave?
  - Were your expectations met during your time here?
  - What could the organization have done differently to retain you?
  - Did you experience any challenges or concerns during your tenure?
  - What feedback do you have about the work environment, culture, and management?
- 6) Two-Way Communication: Encourage the departing employee to share their thoughts and experiences openly. Actively listen to their feedback without judgment.
  - 7) Documentation: Document the feedback systematically for future analysis and improvement. Summarize key points and trends that emerge from multiple exit interviews.
  - 8) Follow-Up: If the departing employee raises specific issues, follow up with relevant stakeholders to address or investigate the concerns. Share any changes or improvements resulting from exit interviews with the remaining staff.
  - 9) Benefits and Positives: Explore the positive aspects of the employee's experience to identify practices or aspects that should be retained or enhanced.
  - 10) Exit Survey or Questionnaire: Consider providing an anonymous exit survey or questionnaire to gather additional feedback from employees who may prefer to provide input in a written format.

### Best Practices for Conducting Exit Interviews:

- 1) Timing: Conduct the exit interview close to the departure date to capture the employee's current perspectives.
- 2) Dedicated Interviewer: Assign a neutral and skilled interviewer to conduct the exit interview to ensure a professional and unbiased conversation.
- 3) Continuous Improvement: Use the feedback obtained from exit interviews to identify areas for improvement in organizational culture, policies, or practices.
- 4) Consistent Approach: Use a consistent set of questions across all exit interviews to facilitate data analysis and trend identification.
- 5) Employee Retention Insights: Use exit interviews as a tool for gaining insights into employee retention and satisfaction.
- 6) Positive Closure: Ensure the exit interview process is conducted with respect and empathy to provide the departing employee with a positive closure experience.
- 7) Feedback Integration: Integrate feedback from exit interviews into ongoing organizational development and employee engagement initiatives.

By conducting exit interviews thoughtfully and regularly, organizations can gain valuable insights that contribute to the improvement of their workplace culture, employee satisfaction, and retention strategies.

## COLLECTION DEVELOPMENT SECTION

### Objectives

After studying this unit, you will be able to:

- Know the collection development section
- Discuss the need and purpose of the section
- Understand the principles and factors of the section.

### Introduction :

Collection development in a library refers to the process of selecting and acquiring materials to build and maintain a well-balanced and relevant collection that meets the informational and recreational

needs of the library's users. This process involves strategic decision-making, budget considerations, and ongoing evaluation.

Acquiring print and other analogue library materials, as well as licencing and purchasing electronic information resources, are the main topics covered in the Section on Acquisition and Collection Development. De-acquisition and weeding of library materials, policies and practises for collection development, methods and techniques for collection assessment, usage statistics, ownership vs. access concerns with materials pricing, the "Open Access" movement, and librarians' interactions with publishers and vendors are examples of specialised interests.

The Section is collaborating more closely with the Sections on Serials and Other Continuing Resources, Document Delivery and Resource Sharing, and any IFLA advisory committees that promote communication between libraries and publishers and/or producers of electronic resources as access to materials becomes a more attractive option than ownership. The influence and implementation of technical advancements, which are the reason behind many of the changes in departmental work flow, as well as collaborative arrangements for material acquisition, are also of significance to the Section. The Section aims to be adaptable and sensitive to the shifting circumstances in the workplace when developing its goals.

### **Here are key steps and considerations in the collection development process:**

1. **Needs Assessment:** Conduct a thorough analysis of the library's community and user needs. Consider demographics, interests, and information requirements of the target audience.
2. **Collection Development Policy:** Develop a collection development policy that outlines the library's mission, goals, and criteria for material selection. Define the scope of the collection, including subject areas, formats, and user age groups.
3. **Budget Allocation:** Determine the budget for collection development, considering factors such as available funds, resource costs, and anticipated demand. Allocate funds to different sections of the collection based on priorities and user needs.
4. **Selection Criteria:** Establish clear criteria for selecting materials, considering factors like accuracy, authority, relevance, currency, and user appeal. Align selection criteria with the library's mission and collection development policy.
5. **Format Considerations:** Include a variety of formats in the collection, such as print, electronic, audiovisual, and digital resources. Adapt to evolving technologies and user preferences.
6. **Acquisitions Process:** Identify sources for acquiring materials, including publishers, distributors, vendors, and other libraries. Establish relationships with suppliers and negotiate terms for purchases.
7. **Diversity and Inclusivity:** Ensure diversity and inclusivity in the collection to represent various perspectives, cultures, and experiences. Reflect the needs and interests of a diverse user community.
8. **Weeding and Deselection:** Regularly assess the collection to identify outdated, damaged, or unused materials. Implement a systematic weeding process to remove items that no longer meet the collection criteria.
9. **Cataloging and Organization:** Implement effective cataloging and classification systems to facilitate user access and retrieval. Organize the collection in a user-friendly manner based on subject areas and formats.

Collection development is a dynamic and ongoing process that requires careful planning, adaptability, and responsiveness to the evolving needs of library users. Librarians play a crucial role in curating collections that contribute to the educational, informational, and recreational enrichment of the community.

The basic responsibilities of the library are to choose, maintain, and make accessible relevant and relevant information resources. Libraries are often switching from holdings (or "just in case") to access (or "just in time") policies as a result of technology advancements. This suggests that libraries must extensively distribute information about their collection practises as rules are changing dramatically.

## Need and Purpose

A policy statement serves as a type of guidelines and structure that employees and users must operate inside. It is more than just a tool for choosing materials; it has numerous uses. It compels the staff members involved to think about the organization's long- and short-term goals as well as the relative importance of various activities, in addition to summarising the present collections. It helps with budgeting, acts as a conduit for communication both inside and between a library and its external stakeholders, encourages the development of cooperative collections, thwarts censorship, and supports general collection management tasks like handling gifts, deselection of materials, and serial cancellations.

There are four basic categories under which one may group the justifications for having a written collection development policy.

**Selection:** A documented collection development policy's main purpose is to direct personnel in the process of choosing and removing materials for the local collection. For every phase of material handling, the document acts as a guide. With reference to predetermined levels of collection depth and breadth, it may include the selection, acquisition, processing, housing, weeding, retention, preservation, relegation, and discarding of all sorts of library material in the pertinent disciplines. By placing each individual selection decision inside the larger framework of collection building practise, this lessens personal bias and highlights areas where collection development duties are lacking.. It ensures continuity and consistency in selection and revision. Moreover, it clarifies the purpose and scope of local collections, and allows selection decisions to be evaluated by, for example, identifying what proportion of in-scope published material has been acquired. Such a reference guide reduces the need of selectors to raise recurrent questions, and assists in the training of new staff. It also provides useful information to other library staff whose work is collection based.

**Planning:** Priorities can be established with the help of a policy statement, which offers a solid framework for future planning—especially in situations where funds are scarce. By outlining the justification for acquisition bids, this provides a foundation for the equitable distribution of resources and aids in the safeguarding of library money. Continuity and avoidance of uncertainty are ensured by having an official publication to refer to. The process of compiling a formal statement is advantageous in and of itself since it forces staff to consider the library's objectives and requires them to learn about the strengths of the current collection. The stated goals support reader services and aid in the formation of a cohesive strategy for other collection-related tasks including cataloguing, preservation, and storage. for example by identifying areas that are ripe for deselection, or more suitable for inter-library loan, document delivery or Internet access than for acquisition.

**Public relations:** Priorities can be established with the help of a policy statement, which offers a solid framework for future planning—especially in situations where funds are scarce. By outlining the justification for acquisition bids, this provides a foundation for the equitable distribution of resources and aids in the safeguarding of library money. Continuity and avoidance of uncertainty are ensured by having an official publication to refer to. The process of compiling a formal statement is advantageous in and of itself since it forces staff to consider the library's objectives and requires them to learn about the strengths of the current collection. The stated goals support reader services and aid in the formation of a cohesive strategy for other collection-related tasks including cataloguing, preservation, and storage. It enables individual selection decisions to be justified on a standardized basis. By referring to the official statement, library staff can deflect criticism or censorship arising from special interest groups, and politely but firmly refuse unwanted gifts, sectarian materials or potentially offensive items.

**The wider context:** Libraries are joining up to form cooperatives, partnerships, and consortia as they become less able to operate alone and offer all of their services. Mutual understanding and agreement over which library is collecting what is necessary for these endeavours to succeed. As a result, a documented collection development policy frequently acts as a foundation for increased collaboration and resource sharing, whether locally, nationally, or even worldwide.

## Principles and Factors

In contrast to the general principles of production management and setup, the theoretical underpinnings of the process of corporate reputation management within the field of reputiology represent a singular set of unique recommendations that have not yet been defined. The fundamental presumptions of sound science that form the cornerstone of effective management should be the principles of corporate reputation management.

It is worthwhile to look at broad management ideas in order to identify the guiding principles of corporate reputation management. When defining the role of principles pertaining to any subject, there are two methods to consider. Certain scientists contend that every principle needs to be made of metal, if not more. Either the principles are not defined appropriately, or the system is not operational. Some people adopt the stance that adhering to every concept is not necessary. "This is the perfect distribution, in common with the other principles of perfection is impossible to put exactly into practise, but any empirical research *prima facie* should rely upon knowing the ideal," James Smith, who was closely associated with Adam Smith, noted in reference to the most recent tax principles.

In our opinion, it is necessary to back up the idea that all management principles must be followed. It is frequently disregarded in the literature. There are situations when the word "principle" is substituted with words like "opportunity," "condition," etc.

From a theoretical standpoint, it is acceptable to assume that management is completely missing if any of the management principles are not followed. Determining the fundamentals of corporate reputation management thus poses a significant theoretical challenge.

Principles are used to set goals, create strategies, and set up the parameters for efficiently managing organisations. The principles of dialectic, which generalise the experience of the world economy, must bolster them. substantial changes in a nation's economic environment, move to a more advanced level, and update theory and practise. Evolution refines scientific language, including terms and ideas that are interpreted differently by different scientists. Building a solid company reputation requires us to orient ourselves around broad and specific concepts.

A key component of library management is collection development, which entails choosing and acquiring resources to satisfy the educational and recreational requirements of a community or user group. The process of collection formation is influenced by a number of ideas and variables.

### Principles of Collection Development:

- Access: Ensuring equitable access to information for all members of the community.
- Intellectual Freedom: Supporting the freedom of individuals to choose from a variety of materials and viewpoints.
- Responsiveness: Adapting the collection to the changing needs and interests of the community or user group.
- Diversity: Representing a wide range of perspectives, cultures, and experiences to reflect the diversity of the community.
- Balance: Maintaining a balanced collection that includes materials on various subjects, formats, and difficulty levels.
- Quality: Emphasizing the importance of acquiring high-quality and accurate materials.
- Currency: Keeping the collection up-to-date by regularly reviewing and refreshing materials.
- Budgetary Considerations: Adhering to budget constraints while striving to build a comprehensive and relevant collection.

### Factors Influencing Collection Development:

- Community or User Needs: Understanding the demographics, interests, and informational needs of the community or user group.
- Library Mission and Goals: Aligning the collection with the overall mission and goals of the library.
- Budget: The availability financial of resources, which impacts the selection and acquisition of materials.
- Space Constraints: The physical limitations of the library space, affecting the size and format of the collection.
- Information Technology: The integration of digital resources and technology into the collection.
- Professional Reviews: Utilizing reviews from professional publications to aid in the selection process.

- Collection Use and Circulation Statistics: Analyzing data on the circulation and use of materials to inform collection development decisions.
- Legal and Ethical Considerations: Ensuring that the collection complies with copyright laws, intellectual freedom, and ethical standards.
- Availability of Materials: Considering the availability and accessibility of materials from publishers and distributors.
- Collaboration: Working with other libraries, institutions, or organizations to share resources and avoid duplication.
- Format Considerations: Considering the format of materials, such as print, electronic, audio, and visual, based on user preferences and technological trends.

By considering these principles and factors, libraries can develop collections that effectively meet the diverse needs of their communities.

## Method

The authors used the logical method and assumptions in the pursuance of the research. The fundamentals of economic and finance development, formulated and investigated by science and proven as a practical matter includes:

- the principle of capacity to pay means that it is required to ensure ability to pay debts at any time;
- the principle of maintenance the initiative. determines the course of developments, and represents a response to external circumstances;
- the principle of profitableness for the enterprise;
- the principle of concentration ensures that all efforts of the enterprise will be aimed at obtaining the desired result and concentrated in the desired point in the right place;
- the flexibility principle indicates an adequate structural strength of the strategy with a view to ensuring the headroom. With a flexible and intent policy this permits the use of one and the same resources in the strategy to win the desired positions without undue delay;
- the coordinated management responsibility. The managers should be selected and motivated in such a way as to make their own interests and values respond to the role they are to signify. To realize the strategy successfully there is more to carry out commitments than entering into them.
- the principle of suddenness allows modifying strategic positions;
- the principle of balanced risk provides financing the most risky investments at its own cost and expense.

E.V. Minaeva suggested the following guidelines of economic development of companies

- practicality (the determination of the primary objective of long-term development);
- renewal (renovation of production, technology, enterprise infrastructure);
- in-depth raw material processing;
- social significance;
- knowledge updating;
- continuity (constant ratio of capital turnover acceleration, business solvency in economic capacity development);
- neutrality (registration and use of market environment in productive activity);
- consistency;
- competitiveness;
- controlling.

Corporate reputation is managed by corporate employees. There are several generally recognized principles backing HCM. Prominent inter section is the democratization of management, on what cooperative attitude depends; awareness of individuals and their needs; justice, respect for social equity and coherence. There are two groups of HRMS building principles in an organization.

1. The principles, characterizing requirements as to HRMS establishing.
2. The principles that guide HRMS development.

All the principles of HRMS creating are implemented in the combination, depending on particular HRMS business environment.

Corporate reputation management is of clearly defined strategic character. LS Blyakhman identified the following broad principles of strategic management:

- the separation of assets and liabilities (ownership function) and production management (director's or manager's functions);
- income and expenditure planning ahead;
- sharing the tasks of strategic and operations management;
- the division of profit receiving tasks into long-range objectives and present-day problems;
- a variety of management strategies;

Corporate reputation creation can be considered as an investment. Et. LS Blyakhman identified the principles that provide the preparation and making of strategic investment decisions:

- consideration of an enterprise as an open economic and social self-coordinating system;
- record keeping on baseline business strategies;
- preferred alignment with an entrepreneurial style of strategic investment management;
- combining of long-term and day-to-day investment management;
- adaptable investment strategy subject to the change of the investment environment factors;
- alternative strategic investment choices;
- the usage of innovation activity results;
- investment risk level assessment;
- alignment with the professional model of investment managers;
- development of the business investment strategy with the appropriate organizational structures of Administration / Management.

The major responsibility of the library is to choose, preserve, and make available pertinent and representative information resources. Libraries are often switching from holdings (or "just in case") to access (or "just in time") policies as a result of technology advancements. This suggests that libraries must extensively distribute information about their collection practises as rules are changing dramatically. In contrast to the general principles of production management and setup, the theoretical underpinnings of the process of corporate reputation management within the field of reputiology represent a singular set of unique recommendations that have not yet been defined. The fundamental presumptions of business reputation management should be supported by science.

## COLLECTION DEVELOPMENT POLICY

After studying this unit, you will be able to:

- Know the collection development policy
- Understand the preparation of collection development policy
- Explain the procedure of ordering.

### Introduction

A collection development policy is a written statement of your library's intentions for building its collection. It describes the collection's strengths and weaknesses and provides guidelines for your staff. Producing one is a commitment; it takes time and careful consideration to develop a useful and relevant document. Once you have completed the document and your Library Board has approved it, it is a good idea to put your collection development policy on the World Wide Web as a resource for your own patrons and as an example for other librarians beyond your local community.

A collection development policy should be a living document, adaptable to change and growth. It provides guidelines that can be modified as your library's collection needs change. This section discusses the importance of collection development policies, outlines the basic elements of these policies, and identifies the steps involved in writing a policy for your library. It should be noted, that as libraries put important policy and other documents on their websites, it is possible to link from one document to another without the need to duplicate information that once had to be included in more than one document.

### Importance of Collection Development Policies

Every library, no matter how small, should have a collection development policy. Such a policy is really an expanded version of the mission or purpose of the library. The policy can be useful in several ways. First, a policy provides a point of reference for staff to consult when deciding on whether to acquire, discard, or reject an item. By following the guidelines established in your policy,

Collection development policies play a crucial role in the effective management and growth of library collections. These policies provide a structured framework and guidelines for the selection, acquisition, maintenance, and deselection of materials. Here are some key reasons highlighting the importance of collection development policies:

- **Guidance for Decision-Making:** Collection development policies offer clear guidance for librarians and staff involved in the selection process. These guidelines help ensure consistency and objectivity in decision-making, reducing the likelihood of arbitrary or biased choices.
- **Mission Alignment:** Collection development policies help align the library's collection with its overall mission, goals, and objectives. They provide a strategic framework for building a collection that supports the educational, informational, and recreational needs of the community or user group.
- **Transparency:** A well-defined collection development policy promotes transparency by making the selection criteria and procedures explicit. This transparency fosters trust among library users and stakeholders, as they can better understand how materials are chosen for the collection.
- **Budget Management:** Collection development policies assist in budget planning and management. By establishing priorities, criteria, and limits, libraries can allocate their resources more efficiently and ensure a balanced and cost-effective collection.
- **User Involvement:** Policies can incorporate mechanisms for user input in the selection process. Involving the community or user group in decision-making helps ensure that the collection meets their specific needs and interests.
- **Intellectual Freedom:** Collection development policies often address issues related to intellectual freedom, ensuring that the library provides a diverse range of materials representing various perspectives and opinions. This upholds the principles of intellectual freedom and free access to information.
- **Crisis Management:** Policies provide a foundation for dealing with challenges and controversies related to the collection. When faced with challenges such as requests for censorship or objections to specific materials, librarians can refer to the policy to make informed decisions and defend the library's commitment to intellectual freedom.
- **Resource Sharing and Collaboration:** Collection development policies can facilitate collaboration and resource sharing with other libraries and institutions. When policies are compatible, it becomes easier to exchange materials and avoid unnecessary duplication.
- **Professional Development:** Developing and maintaining a collection development policy requires librarians to stay informed about industry trends, emerging technologies, and evolving user needs. This ongoing process contributes to the professional development of library staff.
- **Collection Evaluation:** Policies often include provisions for regular collection evaluation and assessment. This ensures that the collection remains relevant, up-to-date, and aligned with the evolving needs of the community.

In summary, collection development policies serve as a vital tool for libraries, providing a systematic and principled approach to building and maintaining collections. They contribute to the effective management of resources, user satisfaction, and the fulfilment of the library's mission.

#### Five Major Types of Elements in a Collection Development Policy

The components of a collection development policy are as follows, albeit the precise order of these components may differ slightly between libraries. This section covers the fundamental elements of a policy and offers samples of real collection development policies from public libraries to show how each section could be worded. While we have included links to the Web versions of public library collection development policies, we have not included many because libraries frequently change their websites and policies, making the links unreliable for any meaningful amount of time. Instead, we have quoted certain policies when appropriate. With a few exceptions we have left it to your judgment and initiative to find policies of interest to you.

Libraries can now streamline a collection development policy if they have already engaged in strategic planning and have created a vision for the library for the next five years or so. Libraries can now post essential policies and other papers on their websites. Long sections of these planning documents will cover many of the topics that were previously limited to reporting under a collection policy.

The five main components of a collection development or information resources policy are:

1. description of the community and the library
2. practical elements of collection development
3. description of format and special collections
4. description and goals for nonfiction classified collections
5. official adoption and revision information

The details for the contents of components I and II will be included in the next training section with the remaining components addressed in the final policy training section.

### Preparing a Collection Development Policy

Preparing a collection development policy is a major project. As such, one needs to recognize that it will be time-consuming and require a lot of consultation and referrals with Board members, staff and perhaps other librarians and citizens. There are many resources that you can draw upon to assist you with the process. These include librarians and staff members in other libraries both those libraries that are similar and those very much unlike your library policy examples posted on the Web by other libraries, and a wealth of professional writing and materials on the Web and in traditional print. Here are some guidelines found useful to help you get started writing a policy for your library if your library does not already have one or to revise a policy that has become outdated or inadequate.

**Establish the procedure:** Before you begin to revise or initially prepare a policy, your governing board or other entity should be informed. A discussion with them should help determine what the process will be, who will be involved initially, what is to be included, and what the timeline for the project is to be. Collection development policies may be written by a committee that includes perhaps the library director, an informed staff member, and a Board member, or by an individual. In most instances, the task of actually putting the pieces together, editing the final version, informing the Library Board about the implications of various policy options, and even educating them about collection development policies will fall to the library director. No matter how the pieces of the policy are written or who drafts them, the Library Board and the staff will need to review and provide input on each segment. A library policy of any type by definition is an official document and as such must be officially adopted by the Board at a regularly scheduled public meeting. At this point it is useful for you to provide your board and / or committee with an outline of the policy elements.

**Gather data:** Pull together all of the pieces of the puzzle you will need before you begin. Create a file folder or box to contain all of the following types of information:

- Basic data about your community (population, size, age distribution, educational levels, and other library and educational opportunities available to the citizens) are likely already in place if you have recently engaged in developing a strategic plan. If a planning process is not likely soon but you need a collection development policy now, then you will need to gather this information. In particular you want to recognize and focus upon changes or issues that are now or might soon affect the informational and recreational needs of particular community segments.
- The library's current long-range or strategic plan provides large segments of what is initially needed for the policy.
- Data gleaned from doing a collection assessment as well as data about how much the collection is used, and what its strengths and weaknesses appear to be.
- Existing policy statements. Sometimes you will find these buried away in files and not being used at all to make daily decisions.
- Written procedures about the work within the library, especially those related to gifts, acquisitions, processing, and circulation. All of these might impact what the policy will ultimately reflect and you are likely to want to refer to these as the details of the policy are sorted out.

**Write the policy:** Advice regarding which sections of the collection development policy should be written first by a single person, like the librarian, and which sections require Board discussion before any broad

conclusions are codified into a draught statement are discussed in relation to the collection development policy elements. As a beginning point for the policy process, it might occasionally be beneficial to develop a few of the simpler elements first and present these draughts to the Board for discussion and overall approval. This helps to motivate everyone and gets the project off to a strong start. You've previously given them the policy framework, which offers a simple method of marking items as completed. Then you can move on to another piece to resolve. Like list-making, this gives individuals a sense of making progress on a big task.

The creation of some of the generally simple sections to draught and discuss, like the policy's purpose and the gift policy, comes after identifying pieces like a synopsis of the community the library serves and any other sections that might already exist in another official document to which you could create a link from the CD policy. Giving the Board a sense of the variety of possibilities that could be chosen is crucial to helping them comprehend the concerns. When it comes to gifts, there are numerous choices. The policy may stipulate that only unencumbered funds are accepted or that everything is acceptable. A worksheet with several possibilities listed might be brought to the Board and staff at a later time. Next, talk about the benefits and drawbacks of each choice. After the Board decides on the final policy, you or the person drafting the policy statements can include the decision in a draught gift statement that will be presented to the Board for approval at their subsequent meeting. Before even drafting any of the options or terms, one would want to bring some of the "touchy" concerns to the Board for debate.

Get the policy approved: It is now time to have the policy formally approved as the library's policy once it has been thoroughly updated and edited (appoint someone other than the main writer to handle the editing), and all of its components have received general acceptance. This ought to take place during a meeting of the Board or another group of policy-making representatives. At this point, you should ideally want to accept the complete policy with a single vote. The approval of the policy and the vote record should be included in the meeting's official minutes, with the relevant person signing and dating the official copy. This final and formal approval as well as your work with the board during the process of writing the policy helps to ensure that they understand the importance of the policy and that you can be more certain of their backing in times of controversy.

Use your policy: The purpose of the policy is to use it. Therefore, be certain that it is posted on the library's website, that every staff member is given a copy, and that a nice copy is always available at the circulation desk for an interested citizen to read and for staff to consult if need be. In order to be prepared to revise the policy when the time comes, it is a good idea to keep a copy of the policy easily available at all times and to use it to make notes. The notes might reflect situations that arise for which there appears to be little guidance or for instances when lack of clarity becomes apparent in deciding about the inclusion or exclusion, the specific location, or the level of access for a particular title, type of material, or format. If you find the policy does not help you make consistent decisions then you might wish to make a note in the margins regarding the type of revision or the question that needs to be addressed next time the policy is revised.

Revise your policy: It is critical to review your policy according to the schedule you will have included in the final section of the policy. This should be at least every three years. The good news is that revising a policy, if done in a timely fashion, requires only minor changes. Once you have worked through the details regarding the components of the complete policy that you will find in the next sections of this site, you will want to return to this information to review the advice about actually putting the policy together.

### Procedure of Ordering

Authorized staff should obtain quotations and place orders online for computer hardware and services where the supplier provides an online purchasing portal. Staff must purchase approved makes and models from a Designated PC Supplier assigned by hardware category. Staff should normally only purchase a "Standard System Bundle" which ensures the University receives maximum product discount and promotes standardization of hardware across the University.

Staff requiring access to a Designated PC Supplier's purchasing portal should contact the IT Help Desk stating the type of access required:

- Quotation; or
- Purchaser

## Purchase Procedures

Online Procedures: Staff purchasing equipment online should ensure they have the relevant approval from the Cost Centre Manager for the expenditure. No FS2 or purchase orders are necessary.

Manual Procedures : Where a written quotation has been provided by a Designated PC Supplier you should submit the quotation and completed FS2 Requisition to your Cost Centre Manager for approval. Raise a Purchase Order and send it to the appropriate supplier.

FS2 Requisition and Purchase Order must include the following information: •

- quantity
  - equipment description
  - end user name
  - end user location
  - delivery address
  - Org2 code (necessary to generate the default workstation name)
- Unit 6: Collection Development Policy Notes Staff wishing to purchase IT equipment should consult their local IT support staff before placing an order.

Desktop PC Systems : Authorized staffs are able to purchase “Standard Desktop Systems Bundles” from UniSA Designated PC Suppliers. Purchase of “Standard Desktop System Bundles” ensures the University receives maximum product discount. Quotations and purchasing for desktop systems can only be made online by authorised UniSA staff via the relevant supplier purchasing portal. Other approved models are available for purchase from UniSA Designated PC Suppliers where there is a particular requirement. Quotations and purchases of other approved models can only be obtained from local IT support staff that is contactable via the IT Help Desk.

Notebook, Net book and Tablet Systems : Authorised staffs are able to purchase “Standard Notebook, Netbook & Tablet Systems Bundles” from UniSA Designated PC Suppliers. Purchase of “Standard Notebook, Netbook and Tablet System Bundles” ensures the University receives maximum product discount. Quotations and purchasing for notebook, netbook and tablet systems can only be made by authorised UniSA staff. Quotations and purchasing should be performed online where a supplier has a purchasing portal available, alternatively suppliers will provide a monthly published quotation that authorised staff can place purchase orders against. Other approved models are available for purchase from UniSA Designated PC Suppliers where there is a particular requirement. Quotations and purchases of other approved models can only be obtained from local IT support staff that is contactable via the IT Help Desk.

Server Systems: Authorised staffs are able to purchase “Standard Server Systems Bundles” from UniSA Designated PC Suppliers. Purchase of “Standard Server System Bundles” ensures the University receives maximum product discount. Quotations and purchasing for server systems can be made by authorised UniSA staff via the relevant supplier purchasing portal. Quotations and purchasing should be performed online where a supplier has available an appropriate “Standard Server Systems Bundle”. Where this is not practical alternative server system quotations can be obtained from each supplier and purchase orders can be placed. Other approved models are available for purchase from UniSA Designated PC Suppliers where there is a particular requirement.

## DEVELOPMENT OF LIBRARIES IN INDIA

### Objectives

After studying this unit, you will be able to:

- Understand the development of libraries in India
- Know about accessioning
- Explain good offices committee.

### Introduction

Only a few years had passed since the country gained its freedom, and it was still undergoing the difficult process of rebuilding itself. All around, the groundwork was being done to enable the confident construction of the prosperity edifice. The books had not reached the lowest strata of society, and the structured publishing industry as we know it now was still in its infancy. At this point, India's first prime minister, Pandit Jawaharlal Nehru, realised that, in addition to advancements in science, technology, and industry, equal attention should be given to the nation's social and cultural development. To this end, he believed that book reading should be widely encouraged in order to foster in people a lifelong interest in understanding and appreciating the diverse cultural and traditional heritage of the nation. Nehru, a prolific writer and book enthusiast, came up with the concept of creating organisations that could forward this goal without being subject to governmental direction or regulations. Thus, organisations with government funding but functional autonomy, like as Sahitya Akademi, Lalit Kala Akademi, and NBT, were founded.

The development of libraries in India has a rich history that spans centuries, reflecting the country's intellectual and cultural heritage. Here's a brief overview of the development of libraries in India:

- **Ancient Period:** India has a long tradition of preserving and transmitting knowledge through oral traditions. However, the earliest recorded evidence of written knowledge dates back to ancient Indian scriptures like the Vedas and Upanishads. Ancient universities such as Nalanda and Takshashila had extensive libraries that attracted scholars from different parts of the world. These libraries played a crucial role in disseminating knowledge in fields like philosophy, astronomy, medicine, and more.
- **Medieval Period:** During the medieval period, especially under the Islamic rule, libraries continued to thrive. The Delhi Sultanate and the Mughal Empire were patrons of literature and learning, contributing to the development of libraries.
- **Colonial Period:** The arrival of the British colonial rulers significantly impacted the library system in India. British administrators and scholars established libraries to serve their administrative and educational needs. The National Library of India, formerly the Imperial Library, was established in 1903 in Kolkata. It became the focal point for collecting and preserving valuable manuscripts and printed material.
- **Post-Independence Era:** After gaining independence in 1947, the Indian government recognized the importance of libraries in promoting education and research. Efforts were made to modernize existing libraries and establish new ones. The establishment of the Indian National Scientific Documentation Centre (INSDOC) in 1952 and the Documentation Research and Training Centre (DRTC) in 1962 marked significant developments in library and information science.
- **Digital Age:** With the advent of technology, libraries in India, like elsewhere, underwent a transformation. The National Informatics Centre (NIC) played a vital role in digitizing resources

and connecting libraries across the country through networks. The National Mission on Libraries, launched in 2012, aimed to rejuvenate and modernize public libraries. It emphasized the importance of using technology for better library management and services.

- Challenges and Opportunities: Despite progress, there are challenges, including inadequate funding, outdated infrastructure, and the need for skilled library professionals. Efforts are being made to address these issues and promote a culture of reading and research.
- Public and Private Initiatives: Numerous public and private initiatives, including initiatives by non-governmental organizations, are contributing to the development of libraries. Corporate social responsibility (CSR) initiatives have also played a role in supporting library development projects.

In conclusion, the development of libraries in India has a diverse and historical trajectory, with ongoing efforts to modernize and adapt to the changing information landscape. The importance of libraries in fostering education, research, and cultural preservation remains a priority for the government and various stakeholders.

Consequently, the National Book Trust of India was founded. The renowned teacher and philosopher Dr. S. Radhakrishnan, the president of India, established the National Book Trust in August 1957. Speaking on the occasion, Pandit Jawaharlal Nehru discussed with the small group of people his ideas on the value of books, the habit of reading, his vision of a society where everyone read books, and the part the National Book Trust of India should play in bringing this vision to life. Dr. Maulana Abul Kalam Azad and Shri John Mathai, the Trust's inaugural chairman, also graced the occasion. The Trust was formally established as an independent entity under the jurisdiction of the Indian government's Ministry of Education, with its headquarters located in New Delhi. Fully financed by the Govt. of India the NBT has a Board of Trustees and Executive Committee.

### The Working of the Trust

The EC designs, implements, oversees, and manages the Trust's programmes and activities. Its goals, initiatives, and accomplishments are periodically assessed and revised to address fresh difficulties in the area of encouraging reading habits. The main goals and objectives of the concept of book mindedness, or reading habit, as envisioned by Nehru, were shaped by the emphasis on general reading rather than reading books for professional or career development purposes or textbooks.

In the formative years these objectives were:

- to produce and to encourage the production of good literature and to make such literature available at moderate prices to the public.
- in furtherance of the above objective, to publish, more particularly books of the following types in English, Hindi and other languages recognised in the Constitution of India.
- the classical literature of India.
- outstanding works of Indian authors in Indian languages and their translation from one Indian language to another.
- translation of outstanding books from foreign languages.
- outstanding books of modern knowledge for popular diffusion.
- to bring out book lists, arrange exhibitions and seminars and take all necessary steps to make the people book minded
- to establish or promote the formation of regional book trusts in different parts of the country with objectives similar to those of the Trust.

As of today the main objectives of the Trust are:

- Publishing good reading material for all segments of society and for all age groups.
- Promoting books and the habit of reading by organizing book fairs and exhibitions throughout the country and putting up language-wise and genrewise exhibitions of select, moderately priced books brought out by publishers from the private and public sectors.

- Promoting Indian publications abroad, through participation in international book fairs and putting up exhibition to display select titles brought out by various Indian Publishers.
- Promoting the publication of reasonably priced books for higher education. NBT gives financial assistance to authors and publishers of university level text-books and reference books.
- Promoting of children's literature. the Trust also works as nodal agency to monitor, coordinate, plan and aid the publication of children's literature in various Indian languages.

In an effort to encourage youngsters to read, the National Center for Children's Literature was founded in 1993. Book fairs and exhibitions are widely acknowledged as the most efficient means of promoting books, and the NBT has been at the forefront of organising these events on a global, national, regional, and rural scale. The NBT's book fairs and exhibitions are highly valued by both the book trade and book enthusiasts. Not only do they give book enthusiasts access to a wide selection of books in one location, but they also give them a chance to network and engage with different parts of the book trade. The NBT also plans symposia, workshops, seminars, and other events during these book fairs. simultaneously it provides the much needed infrastructural facilities to the book trade, federations and allied organizations to hold their programmes of similar nature. In order to promote the interest of the publishers of Indian languages books the NBT offers space and stands on lower rents. During World Book Fairs, it also offers local hospitality to representatives of developing countries as also free stands / stalls to enable them to participate in this international event.

22 National Book Fairs and 14 World Book Fairs have been arranged by the NBT thus far. Furthermore, the NBT hosts a number of regional and semi-urban book exhibitions. Additionally, it plans unique mobile book exhibitions in several states. Assam, Bihar, Delhi, Goa, Haryana, Himachal Pradesh, Kerala, Madhya Pradesh, Maharashtra, Orissa, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh, and West Bengal are the states that are included in the coverage. Up to now, the NBT has planned 14 World Book Fairs and 22 National Book Fairs. In addition, the NBT hosts a large number of regional and semi-urban book exhibitions. Additionally, it arranges unique mobile book exhibitions across multiple states. Andhra Pradesh, Assam, Bihar, Delhi, Goa, Haryana, Himachal Pradesh, Kerala, Madhya Pradesh, Maharashtra, Orissa, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh, and West Bengal are the states that are included in the coverage.. In late 60's the Trust started its own editorial and printing activities. In the year 1969-70, the number of books published was 106. Ten years later, In 79-80 it was 188 and in 1989-90 the number was 851. From then on an average of about 600 to 700 titles are brought out every year which include originals, translations and reprints and cover 18 languages.

The Trust began publishing helpful books for neo-literates' benefit a few years ago. Giving books to the many people in the society who were just starting to read was a difficult effort. By reaching out to them, the Trust has been able to maintain their interest in reading through extensive research and professional cooperation. Before being published, many of these books were written in workshops and field tested with the target audience. While this was a unique effort to bring a marginalized segment of readership to main stream reading the Trust continued to look at other similar such segments. Books for visually handicapped and mentally challenged were its other priority areas.

A number of the Trust's best-selling publications have been translated into Braille, to great success and acclaim from the blind and visually impaired. The Trust has translated many additional titles into Braille as a result of the first attempt's success in this regard. The Trust is currently investigating another important area, which is activity-based books for kids with disabilities. In addition to developing new titles specifically for children, several of the current NBT titles are being adopted. The Trust will be completely prepared to meet their unique needs in a few years. Constantly endeavoring in identifying newer areas of publishing the Trust could not ignore the rapid strides that technology has made in all spheres of our life, particularly the World of books. The Trust is exploring the possibilities of electronic publishing, has already brought out a few titles on CD-Rom in English and Hindi.

Accessioning : The process of formally accepting objects into museum collections run by the National Park Service (NPS) is known as accessioning. Accessioning gives details on how the NPS obtained the artefacts as well as establishing legal custody and ownership. This chapter describes the fundamental steps involved in documenting accessions and explores the different approaches to acquiring collections. This chapter must be followed by the staff member in charge of the museum collection in

order to accession museum items and archive collections. All objects that are a part of the park's permanent museum collection and any incoming loans must be accessed.

An accession is the acquisition of a single item or a group of items:

- from one source
- under one type of transaction (for example, gift)
- on one date.

For instance, a person might provide twenty Civil War manuscripts to the park in addition to selling a firearm to it. This would be noted as a buy and a gift, two accession transactions. This would be the third transaction if the same person donated more material a month later. One object or thousands of artefacts can be included in an accession. The legal transaction establishing ownership (title) and custody of museum objects is documented in accession documents. General information concerning the entry is also recorded in the accession records. They are made up of the Automated National Catalog System (ANCS) accession database, the accession file, and the accession book. The accession file contains all pertinent documentation about the accession. It's important to keep records of all the steps you take in the acquisition process.

Good Offices Committee (GOC) :

The Good Office Committee is a voluntary group that was established to provide libraries with uniform terms for book supplies, as well as to guarantee booksellers a reasonable profit margin and effective library service. The Committee determines the conversion rates that control the sale of books and periodicals at regular meetings, taking into account changes in currency exchange rates. These rates are frequently disseminated, either directly or via booksellers, among the libraries throughout India. This made it unnecessary to invite tenders for a commodity as different as books, which was a laborious process. It has not only made it easier for libraries to acquire books, but it has also made it easier for bookworms and other people to get the books they need. Over the course of the Good Office Committee's more than 30-year existence, a system for periodically setting currency exchange rates has been in place. However, since a new group of Indian Library Association (ILA) office bearers took over in April 2000, there has been a crisis in the Good Office Committees. Ever since, the Federation has been exerting every conceivable effort to resolve the issue at hand.

The Federation persisted in pursuing the issue with the Indian government since it has always been believed that the government should appoint someone to the GOC to provide the committee the much-needed legitimacy and sanctity. Due to our efforts, the Indian government's Department of Culture called a meeting on April 30, 2003, to discuss concerns pertaining to GOC. Several notable librarians, including three past ILA presidents, attended. They all agreed that GOC should go on since it is important and relevant. The meeting's chair, Shri Jayakumar, Joint Secretary of the Department of Culture, consented to designate a candidate for the committee. As per the minutes of the previously mentioned meeting, the Federation was given explicit instructions to proceed with the reconstruction of the GOC and request the government nomination for the committee. As a result, on June 13, 2003, in New Delhi, the Federation called a meeting that was attended by numerous librarians as well as a few representatives from the book industry. To make further progress in the matter, it was postponed to have another meeting as soon as possible at which the then President, ILA should also be present. However, as he regretted his inability to attend the meeting because of personal problems and advised that we should involve, for our support, one or two office bearers of the ILA at Delhi who were stated to be well aware of GOC. However, there was no response from the other side to the efforts made by us accordingly.

Acquisition of Non Print

Acquisition is a Gnutella-based peer-to-peer client optimised for Mac OS X that can also support Bit Torrent. It is shareware with a \$25 starting price and is based on Lime Wire. While it makes full use of Apple's Cocoa APIs and has iTunes connection, Acquisition is more renowned for its emphasis on user interface and interoperability with Mac OS X than for its unique capabilities. Acquisition makes use of several of the GNU General Public License-licensed Lime Wire core libraries (GPL). Parts of the programme can be relicensed because the open source, updated Lime Wire core and the graphical user interface operate as independent processes that communicate with one another via Unix pipes. This is similar to how Apple's proprietary X code suite, which depends on open source tools like gcc and gdb,

set the standard.

Despite using some Lime Wire code, Acquisition was unaffected by Lime Wire's decision to discontinue its client. Current iterations of Lime Wire featured blocking code that its parent business may use to turn off the programme in the event of legal issues; Acquisition, along with sibling programmes Cabos and Frost Wire, doesn't have this code and is still operational.

### Multimedia Materials

To help transform teaching and learning, many countries are investing more in education and education technology. However, not enough focus is placed on the creation and accessibility of educational content that justifies hardware purchases both financially and educationally. A plausible explanation could be that setting up classrooms with computers, televisions, and radios and linking them to the Internet is easier than creating the necessary teaching resources. . The choice of medium is crucial for a visual artist who is going to start a new piece. Every media has a certain relationship to the gesture, a need for moderation, and restrictions on texture, colour, value, and flexibility. The term "multimedia" has taken on much more specific meaning for educationists. It denotes minimal return on investment, high expense, and a basic combination of audiovisual content. These days, learning through multimedia is synonymous with well planned content created by a developer or commercial vendor. It is not a possibility; it is a product. There's none of the thrill of decision, experimentation, and procedure.

However, among the most efficient and accessible computer-based resources is multimedia in its widest sense. Multimedia "content ware" is successful in a variety of situations because it creates the possibility of an artistic engagement between learners and content, fusing knowledge, abilities, and even the synthesising vision that is crucial to comprehension. One way to develop multimedia is to:

- enhance learning in different locations and in schools of diverse quality;
- present opportunities for students working at different rates and levels;
- provide (tirelessly, without holding up other students) repetition when repetition is warranted to reinforce skills and learning; and
- compensate, in the short term, for high student populations and limited numbers of trained and experienced teachers in combination with robust teacher development initiatives and improvements in teachers' working conditions.

Content ware upgrades can guarantee that teachers and students work with current and even cutting-edge knowledge in dynamic subjects like astrophysics, genetics, or political geography. Experiences like these connect education to the most significant historical moments and emphasise the notion that knowledge is not static and definitive, but rather that there is a vast body of knowledge and a library of analysis available to students. Ultimately, software development tools combine the ability to generate with ease of use in certain circumstances to create dynamic multimedia content ware that is computer- and Web-based. With content ware, as opposed to textbooks or library-based materials, all parties involved in the education system—from software developers to ministry staff to education researchers to teachers and students—can collaborate on the creation of multimedia learning tools.

In this chapter we present multimedia as a tapestry of possibilities for creation, experimentation, and communication that is woven by students, teachers, researchers, and professionals, working with different tools across the range of media. We address:

- the context for multimedia development;
- the nature and modalities of multimedia;
- the authors of multimedia resources;
- environments and tools for multimedia development; and
- ensuring quality in multimedia.

## ACQUISITION OF PERIODICALS AND SERIALS

### Objectives

After studying this unit, you will be able to:

- Understand the acquisition of periodicals and serials

The acquisition of periodicals and serials is a critical aspect of library management. Periodicals, which include magazines, journals, and newspapers, provide ongoing and updated information in various fields. Serials are publications issued in successive parts, often with a regular frequency.

Here's an overview of the acquisition process for periodicals and serials in libraries:

- **Collection Development Policy:** Libraries typically develop a collection development policy that outlines the scope and focus of the library's collection. This policy guides the acquisition of periodicals and serials based on the needs of the library's users.
- **User Needs Assessment:** Librarians assess the information needs of their users to determine the types of periodicals and serials that would be most beneficial to the community. This may involve surveys, feedback sessions, and analysis of academic or research requirements.
- **Selection Criteria:** Librarians establish criteria for selecting periodicals and serials. These criteria may include relevance to the library's collection development policy, academic or research significance, and the reputation of the publication.
- **Subscription Management:** Once periodicals and serials are selected, libraries subscribe to them. This involves negotiating with publishers, managing subscription renewals, and ensuring that the library receives the issues in a timely manner.
- **Electronic Resources:** In the digital age, many libraries acquire electronic subscriptions to periodicals and serials. Access to online databases, e-journals, and digital archives has become increasingly common, providing users with instant access to a wealth of information.
- **Budget Management:** Libraries must manage their budgets effectively to acquire and maintain subscriptions. This involves allocating funds for periodicals, negotiating subscription costs, and optimizing the collection within budgetary constraints.
- **Cataloging and Organization:** Librarians catalog each periodical or serial issue, ensuring that they are organized and accessible to users. This involves assigning unique identifiers, classifying materials, and creating catalog records.
- **User Access and Services:** Librarians ensure that users can access periodicals and serials easily. This may involve providing physical copies, setting up electronic access points, or facilitating interlibrary loan services for materials not available in-house.
- **Evaluation and Review:** Periodicals and serials are periodically evaluated to ensure they continue to meet the needs of library users. Librarians may adjust subscriptions based on changing user requirements, budget considerations, and the availability of new publications.

By following these steps, libraries can build and maintain a dynamic collection of periodicals and serials that supports the information needs of their users.

### Importance of acquisition of periodicals and serials

The acquisition of periodicals and serials holds significant importance for libraries and their users. Here are some key reasons why acquiring and maintaining a collection of periodicals and serials is crucial:

- **Current Information:** Periodicals and serials provide the latest information and updates in various fields. Unlike books, which may take longer to publish, periodicals offer a more immediate source of current knowledge. This is particularly important in rapidly evolving fields such as science, technology, and medicine.
- **Research Support:** Researchers and scholars rely on periodicals for access to scholarly articles, research findings, and discussions within their disciplines. Journals often publish peer-reviewed articles that contribute to the academic discourse and advance knowledge in specific areas.

- **Comprehensive Coverage:** Periodicals cover a wide range of topics and specializations. Subscribing to a variety of periodicals ensures that a library's collection is comprehensive, catering to the diverse information needs of its user community.
- **Depth and Specialization:** Serial publications often delve deeply into specific topics or niche areas. They allow for in-depth exploration of subjects and contribute to the development of expertise among users, whether they are students, researchers, or professionals.
- **Professional Development:** Periodicals are valuable for professionals who need to stay updated on industry trends, best practices, and the latest research in their respective fields. Access to relevant journals supports continuous learning and professional development.
- **Support for Academic Programs:** Academic institutions rely on periodicals to support their curriculum. Subscribing to journals relevant to various academic programs enhances the learning experience for students and provides faculty with up-to-date teaching materials.
- **Diverse Perspectives:** Periodicals often feature articles and viewpoints from different authors and institutions, providing a diversity of perspectives on a given topic. This diversity enriches the information available to users and encourages critical thinking and analysis.
- **Diverse Perspectives:** Periodicals often feature articles and viewpoints from different authors and institutions, providing a diversity of perspectives on a given topic. This diversity enriches the information available to users and encourages critical thinking and analysis.
- **Interdisciplinary Research:** Many research projects require interdisciplinary perspectives. Periodicals spanning multiple disciplines allow researchers to access information beyond the confines of a single field, fostering interdisciplinary collaboration and innovation.
- **Cultural and Literary Content:** Serials include literary magazines, cultural reviews, and other publications that contribute to the cultural enrichment of a community. They showcase creative works, commentaries, and discussions on societal issues.
- **Information Literacy:** Exposure to periodicals helps users develop information literacy skills, including the ability to evaluate sources, navigate databases, and stay informed about the latest developments in their fields of interest.
- **Reference and Citation:** Periodicals are frequently cited in academic and professional research. Libraries that provide access to a robust collection of serials enhance the reference and citation potential of their users' work.

In summary, the acquisition of periodicals and serials is vital for keeping libraries dynamic, relevant, and supportive of learning and research. By maintaining a diverse and up-to-date collection, libraries contribute to the academic and intellectual growth of their users and communities.

### **Advantages of Acquisition of Periodicals and Serials:**

- **Current Information:** Periodicals provide the most up-to-date information, making them valuable for researchers, students, and professionals who need access to the latest developments in their fields.
- **Research Support:** Journals often contain peer-reviewed articles that contribute to the body of scholarly knowledge. Researchers rely on periodicals to stay informed about new findings, methodologies, and discussions within their disciplines.
- **Diversity of Perspectives:** Periodicals offer a variety of viewpoints and perspectives, contributing to a more comprehensive understanding of a given topic. This diversity is beneficial for academic research and critical thinking.
- **Specialization and Depth:** Serials often focus on specific topics or niche areas, allowing for in-depth exploration and specialization. This is particularly important for researchers and professionals seeking detailed information in their respective fields.
- **Support for Academic Programs:** Academic institutions benefit from periodicals that align with their curriculum. Access to relevant journals enhances the educational experience for students and supports faculty in teaching and research.
- **Cultural and Literary Content:** Periodicals include literary magazines, cultural reviews, and other publications that contribute to the cultural enrichment of a community. They showcase creative works, commentaries, and discussions on societal issues.
- **Professional Development:** Professionals use periodicals to stay updated on industry trends, best practices, and advancements in their fields. Access to relevant journals supports continuous learning

and professional development.

- **Interdisciplinary Research:** Periodicals spanning multiple disciplines facilitate interdisciplinary research by providing a broader range of information. This fosters collaboration and innovation across different fields.

### Disadvantages of Acquisition of Periodicals and Serials:

- **Cost:** Subscribing to a variety of periodicals can be expensive. Libraries must allocate a significant portion of their budget to maintain subscriptions, and the rising costs of journal subscriptions can pose financial challenges.
  - **Limited Access:** Access to some periodicals may be restricted due to licensing agreements or high subscription costs. This limitation can hinder users' ability to access certain publications, especially if the library has budget constraints.
  - **Print vs. Digital Challenges:** Managing both print and digital subscriptions can be logistically challenging. Libraries need to ensure that users can access electronic resources seamlessly while maintaining and organizing physical copies.
  - **Subscription Renewals:** Keeping track of subscription renewals and negotiating terms with publishers require administrative efforts. Failure to renew subscriptions in a timely manner can lead to interruptions in access.
  - **Storage Space:** Physical copies of periodicals require storage space. Libraries with limited physical space may face challenges in managing and organizing large collections of print periodicals.
  - **Information Overload:** The sheer volume of periodicals available can lead to information overload. Users may find it challenging to sift through a vast array of publications to identify the most relevant and reliable sources.
  - **Obsolete Information:** In rapidly evolving fields, information can become outdated quickly. Libraries must carefully manage their collections to ensure that users are not relying on obsolete or irrelevant content.
  - **Access Inequities:** The digital divide can result in access inequities. Users without reliable internet access may face challenges in utilizing electronic resources, creating disparities in information access.
- In conclusion, while the acquisition of periodicals and serials offers numerous benefits in terms of current information, research support, and diverse perspectives, libraries must navigate challenges such as cost, access limitations, and the management of both print and digital resources. Strategic collection development and effective budget management are crucial for optimizing the advantages and mitigating the disadvantages of acquiring periodicals and serials.

### Uses of Acquisition of Periodicals and Serials

The acquisition of periodicals and serials serves a variety of essential purposes for libraries, academic institutions, researchers, and the broader community. Here are some key uses and benefits:

- **Current Awareness:** Periodicals and serials provide the latest information, keeping users abreast of recent developments, discoveries, and trends in various fields. This is crucial for staying current in rapidly evolving disciplines.
- **Research and Scholarship:** Researchers rely on journals and serial publications to access scholarly articles, research findings, and academic discussions. These materials contribute significantly to the body of knowledge within specific disciplines.
- **Academic Support:** Periodicals support academic programs by offering supplemental reading materials. They provide students and faculty with access to in-depth analyses, case studies, and research papers that enhance the learning experience.
- **Professional Development:** Professionals use periodicals to stay informed about industry trends, best practices, and the latest advancements. Access to relevant journals supports continuous learning and career development.
- **Interdisciplinary Exploration:** Periodicals spanning multiple disciplines facilitate interdisciplinary research and exploration. Researchers and students can access a variety of perspectives, encouraging cross-disciplinary collaboration.
- **Cultural and Literary Enrichment:** Literary magazines, cultural reviews, and other serial publications

contribute to the cultural enrichment of a community. They showcase creative works, commentaries, and discussions on societal issues.

- **Diversity of Perspectives:** Periodicals offer a variety of viewpoints and perspectives on a given topic, enriching the discourse and encouraging critical thinking. This diversity is crucial for a well-rounded understanding of complex subjects.
- **Information Literacy Development:** Exposure to periodicals helps users develop information literacy skills, including the ability to evaluate sources, navigate databases, and differentiate between various types of publications.
- **Reference and Citation Sources:** Periodicals are frequently cited in academic and professional research. They serve as reputable sources for building arguments, supporting claims, and referencing authoritative information in scholarly works.
- **Support for Decision-Making:** Professionals and decision-makers use periodicals to gather relevant information for strategic decision-making. This is particularly important in fields where up-to-date and accurate information is critical.
- **Networking and Community Building:** Journals often feature articles and contributions from experts in the field. This facilitates networking opportunities and helps build a sense of community among professionals, researchers, and scholars.
- **Continuous Learning:** Periodicals encourage a culture of continuous learning by providing a steady stream of new and relevant information. This is important in fields where ongoing education and adaptation to change are essential.
- **Global Perspective:** Access to international journals and periodicals offers a global perspective, allowing users to stay informed about developments and research from around the world.

In summary, the acquisition of periodicals and serials serves as a cornerstone for knowledge dissemination, research support, and continuous learning across diverse disciplines. These resources play a crucial role in advancing scholarship, fostering intellectual growth, and contributing to the cultural and educational enrichment of communities.

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## TECHNICAL SECTION

### Objectives

After studying this unit, you will be able to:

- Discuss the cataloguing
- Understand the filling routines.

### Introduction

Technical analysis is a financial term used to denote a security analysis discipline for forecasting the direction of prices through the study of past market data, primarily price and volume. Behavioral economics and quantitative analysis incorporate technical analysis, which being an aspect of active management stands in contradiction to much of modern portfolio theory.

In a library, the technical section typically refers to the department or area responsible for the technical processes involved in managing library collections and resources. This section plays a critical role in ensuring the organization, accessibility, and maintenance of the library's materials. The technical section encompasses various functions, and key components include:

- 1) **Acquisitions:** The acquisitions function involves selecting, ordering, and receiving library materials. This includes books, journals, electronic resources, and other materials deemed necessary to support the library's collection development policy.

- 2) **Cataloging and Classification:** Catalogers create bibliographic records for each item in the library's collection. They assign subject headings, classify materials using standardized systems (e.g., Dewey Decimal Classification or Library of Congress Classification), and ensure consistency in cataloging practices.
- 3) **Processing:** The processing unit prepares newly acquired materials for circulation. This includes labeling, stamping, covering, and otherwise physically preparing items for shelving and use by library patrons.
- 4) **Serials Management:** In libraries with a significant number of serials (periodicals, journals, magazines), the technical section manages the subscriptions, receipt, and organization of these ongoing publications. This involves tasks such as check-in, claiming missing issues, and maintaining accurate records.
- 5) **Electronic Resources Management:** With the growth of digital resources, the technical section oversees the management of electronic databases, e-books, and other digital materials. This includes licensing, authentication, and ensuring access for library users.
- 6) **Database Maintenance:** Database maintenance involves ongoing updates and corrections to the library's catalog and other databases. This ensures the accuracy and currency of information available to library users.
- 7) **Authority Control:** Authority control involves managing and maintaining authority records for names, subjects, and other entities. This helps ensure consistency and accuracy in cataloging, preventing variations in the representation of authors and subjects.
- 8) **Interlibrary Loan Processing:** For materials not available within the library's own collection, the technical section may be involved in interlibrary loan processes. This includes requesting materials from other libraries and managing the lending and borrowing of items.
- 9) **Collection Maintenance:** The technical section is responsible for ongoing collection maintenance tasks, such as withdrawing outdated or damaged materials, updating records, and ensuring the overall integrity of the collection.
- 10) **RFID Technology Integration:** Some libraries use Radio-Frequency Identification (RFID) technology for inventory management and circulation. The technical section may be involved in implementing and maintaining RFID systems.
- 11) **Training and Professional Development:** Staff in the technical section need to stay updated on evolving cataloging standards, technologies, and best practices. Training and professional development activities are essential for maintaining a skilled and knowledgeable workforce.

Efficient coordination among these functions within the technical section is crucial for the overall effectiveness and accessibility of a library's collection. These technical processes contribute to the seamless operation of a library, ensuring that patrons can easily find and use the resources they need.

### Classification

Organize your workload with this thorough guide to the duties and roles of library technicians. This famous work is a how-to manual that covers every facet of a library technician's profession, going beyond simple directions on how to classify a library. While discussing original cataloguing, Cataloguing and Classification for Library Technicians, Second Edition, emphasises copy cataloguing while providing step-by-step guidance for all areas of cataloguing and classifying library resources. Each chapter has been updated and edited, and a whole new chapter discussing computer cataloguing in the MARC format and cataloguing of Internet items has been added. This useful resource was initially published in 1995, and a lot has changed in the library industry since then. The Second Edition of Cataloguing and Classification for Library Technicians provides an interpretation and explanation of cataloguing standards and their proper application.

Kao describes library organization and personnel patterns to illustrate the relationship between library technicians and other library staff. Library technicians will find many helpful features in Cataloguing and Classification for Library Technicians, Second Edition, including: definitions of relevant terminology review questions to focus learning a list of suggested readings routines and responsibilities of library technicians issues and trends in library cataloging and classification detailed

tables and figures to enable easier learning many convenient Web addresses for up-to-date information Cataloguing and Classification for Library Technicians, Second Edition, is an ideal text to use in programs for library technical assistants and a handy reference for practicing library technicians.

The technical section of a library can be classified into various subunits or functions based on the specific tasks and responsibilities involved in managing the library's technical processes. The classification may vary slightly depending on the size and nature of the library. Here is a common classification of the technical section in a library:

- **Acquisitions Unit:** Responsible for selecting, ordering, and receiving library materials, including books, journals, electronic resources, and other relevant materials.
- **Cataloging Unit:** Handles the creation of bibliographic records for each library item, assigns subject headings and classification numbers, and ensures the consistency and accuracy of cataloging practices.
- **Processing Unit:** Prepares newly acquired materials for circulation by labeling, stamping, covering, and performing other physical processing tasks.
- **Serials Management Unit:** Manages subscriptions, receipt, and organization of serial publications (periodicals, journals, magazines) in the library's collection.
- **Electronic Resources Management Unit:** Oversees the management of electronic databases, e-books, and other digital resources, including licensing, authentication, and access.
- **Database Maintenance Unit:** Conducts ongoing updates and corrections to the library's catalog and other databases to ensure the accuracy and currency of information.
- **Authority Control Unit:** Manages and maintains authority records for names, subjects, and other entities to ensure consistency and accuracy in cataloging.
- **Interlibrary Loan Unit:** Facilitates interlibrary loan processes, including requesting materials from other libraries, managing lending and borrowing, and ensuring compliance with interlibrary loan agreements.
- **Collection Maintenance Unit:** Engages in ongoing collection maintenance tasks, such as withdrawing outdated or damaged materials, updating records, and ensuring the overall integrity of the collection.
- **RFID Technology Unit:** Implements and maintains Radio-Frequency Identification (RFID) systems for inventory management and circulation.
- **Training and Professional Development Unit:** Provides training and professional development opportunities for staff to stay updated on cataloging standards, technologies, and best practices.
- **Digital Initiatives Unit:** Focuses on the digitization of library materials, management of digital repositories, and the development of digital preservation strategies.
- **Metadata Services Unit:** Specializes in creating and managing metadata for various types of resources, including digital collections, to enhance discoverability and access.
- **Automation and Systems Unit:** Manages the library's integrated library system (ILS), computer networks, and other automation systems to ensure the smooth functioning of technical processes.
- **Standards and Quality Control Unit:** Ensures compliance with cataloging and metadata standards, conducts quality control checks, and establishes best practices for technical processes.

This classification provides an overview of the diverse tasks and responsibilities within the technical section of a library. Depending on the library's size and structure, some units may be combined or further subdivided to meet the specific needs of the institution.

### Cataloguing and Filling Routines

A library catalogue is a register of all bibliographic items found in a library or group of libraries, such as a network of libraries at several locations. A bibliographic item can be any information entity that is considered library material, or a group of library materials, or linked from the catalogue as far as it is relevant to the catalogue and to the users (patrons) of the library. The card catalogue was a familiar sight

to library users for generations, but it has been effectively replaced by the Online Public Access Catalog (OPAC). Some still refer to the online catalogue as a “card catalogue”. Some libraries with OPAC access still have card catalogs on site, but these are now strictly a secondary resource and are seldom updated. Many of the libraries that have retained their physical card catalogue post a sign advising the last year that the card catalogue was updated.

### Goal :

Charles Ammi Cutter made the first explicit statement regarding the objectives of a bibliographic system in his Rules for a Printed Dictionary Catalogue in 1876. According to Cutter, those objectives were:

1. to enable a person to find a book of which either (Identifying objective)

- the author
- the title
- the subject
- the category

2. to show what the library has (Collocating objective)

- by a given author
- on a given subject
- in a given kind of literature

3. to assist in the choice of a book (Evaluating objective)

- as to its edition (bibliographically)
- as to its character (literary or topical)

These objectives can still be recognized in more modern definitions formulated throughout the 20th century. 1960 / 61 Cutter's objectives were revised by Lubetzky and the Conference on Cataloguing Principles (CCP) in Paris. The latest attempt to describe a library catalogue's goals and functions was made in 1998 with Functional Requirements for Bibliographic Records (FRBR) which defines four user tasks: find, identify, select, and obtain.

### Types of catalog

In library science, a catalog serves as a finding aid that provides organized access to the library's collection, allowing users to locate and retrieve materials efficiently. There are several types of catalogs used in libraries, each with its own characteristics and purposes. Here are the main types :

- **Card Catalog:** The traditional card catalog consists of physical cards arranged in drawers, each representing a separate bibliographic record. Information includes the title, author, subject, and call number of each item. While largely obsolete due to digitization, some libraries may still maintain historical card catalogs.
- **Online Public Access Catalog (OPAC):** OPACs are electronic databases that users can access through computers to search for and locate materials in a library. OPACs provide search functionality and often include additional features like item availability, location information, and borrowing status. Many libraries have replaced card catalogs with OPACs.
- **Subject Catalog:** Focuses on organizing materials based on their subject matter. In a subject catalog, users can browse or search for resources by subject, making it particularly useful for researchers interested in a specific topic.
- **Author Catalog:** Organizes materials alphabetically by author or creator. Users can find resources by searching for the names of authors, editors, or contributors. Author catalogs are helpful for those interested in the works of a specific individual.
- **Title Catalog:** Arranges materials alphabetically by title. Users can locate resources by searching for the titles of books, journals, or other items. Title catalogs are beneficial when users are looking for a specific work.
- **Dictionary Catalog:** Combines entries for authors, titles, and subjects into a single alphabetical sequence. Entries are arranged in dictionary style, with each term in its respective alphabetical order.
- **Classified Catalog:** Organizes materials based on a systematic classification scheme, such as the

Dewey Decimal Classification or Library of Congress Classification. This type of catalog groups items on the shelf according to their subject matter, making it useful for browsing related materials.

- **Bibliographic Catalog:** Provides detailed bibliographic information about each item in the collection, including title, author, publisher, publication date, and other relevant details. It is a comprehensive catalog used for research and scholarly purposes.
- **Union Catalog:** Combines the holdings of multiple libraries into a single, centralized catalog. Users can search for materials across different libraries within a network or consortium. WorldCat is an example of a global union catalog.
- **Specialized Catalog:** Focuses on a specific type of material or format, such as a catalog for maps, manuscripts, rare books, or audiovisual materials. Specialized catalogs cater to the unique needs of specific collections.
- **Electronic Catalog:** Refers to any catalog that is accessible electronically. This term can include OPACs, online databases, and digital catalogs that provide users with electronic access to bibliographic information.

The choice of catalog type depends on the needs and preferences of the library and its users. Many modern libraries use integrated library systems that offer online catalogs with features combining aspects of different catalog types to enhance user accessibility and search capabilities.

### History of Library catalogue

The history of library catalogs is a fascinating journey that has evolved over centuries as a response to the growing need for organized access to information. Here's a brief overview of the history of library catalogs:

- **Ancient Libraries:** In ancient civilizations, such as Mesopotamia and Egypt, clay tablets and other early writing forms served as cataloging systems. Lists of available materials were kept, often organized by subject or location.
- **Classical Libraries:** Ancient Greek and Roman libraries, including the famous Library of Alexandria, used inventories or catalogs to keep track of scrolls and manuscripts. These catalogs were typically handwritten and categorized by subject or author.
- **Medieval Manuscript Catalogs:** During the medieval period, libraries in monasteries and universities maintained catalogs of handwritten manuscripts. These catalogs were often elaborate, with detailed descriptions of each manuscript's content.
- **Printed Catalogs in the Renaissance:** With the invention of the printing press, libraries began producing printed catalogs. Notable examples include the "Bibliotheca Corviniana," a catalog of the library of King Matthias Corvinus of Hungary, printed in the 15th century.
- **The Rise of Alphabetical Order:** As libraries grew, the need for more efficient organization became apparent. In the 16th and 17th centuries, catalogs began to adopt alphabetical order for author names and titles. This shift simplified the retrieval process for users.
- **Universal Bibliographies:** In the 17th and 18th centuries, efforts were made to create comprehensive catalogs known as universal bibliographies. These aimed to encompass all known published works and served as early attempts at creating comprehensive reference tools.
- **Nineteenth Century: Card Catalogs and Standardization:** The 19th century saw the widespread adoption of card catalogs. Libraries transitioned from bound volumes to individual cards for each entry, allowing for greater flexibility and updates. Standardized cataloging rules, such as the Paris Principles, were developed to promote consistency.
- **Library of Congress Classification:** The Library of Congress Classification system, developed in the late 19th and early 20th centuries, provided a systematic way to organize library collections based on subjects. This classification system is still widely used today.
- **Dewey Decimal Classification:** Melvil Dewey introduced the Dewey Decimal Classification (DDC) in the

late 19th century. This system categorizes knowledge into ten main classes and uses decimal notation for further subdivisions. It became especially popular in public and school libraries.

- **20th Century:** Technological Advances: The 20th century saw the introduction of technology into cataloging. The advent of computers and automation led to the development of online catalogs and integrated library systems (ILS). OPACs (Online Public Access Catalogs) revolutionized how users interacted with library catalogs.
- **21st Century:** Digital and Global Access: The digital age brought about global access to library catalogs through the internet. Libraries worldwide contribute to global union catalogs, such as WorldCat. Open-source cataloging systems and initiatives like Resource Description and Access (RDA) have influenced cataloging standards.
- **Semantic Web and Linked Data:** Recent developments in library cataloging involve leveraging semantic web technologies and linked data principles to enhance the interoperability and discoverability of library resources on the web.

Library catalogue originated as manuscript lists, arranged by format or in a rough alphabetical arrangement by author. Printed catalogs, sometimes called dictionary catalogue enabled scholars outside a library to gain an idea of its contents. These would sometimes be interleaved with blank leaves on which additions could be recorded, or bound as guard books in which slips of paper were bound in for new entries. Slips could also be kept loose in cardboard or tin boxes, stored on shelves. The first card catalogue appeared in the nineteenth century, enabling much more flexibility, and towards the end of the twentieth century the OPAC was developed.

- Callimachus is considered the first bibliographer and is the one that organized the library by authors and subjects.
- Library catalogues are introduced in the House of Wisdom and other medieval Islamic libraries where books are organized into specific genres and categories.
- Nomenclature of Leiden University Library appears the first printed catalogue of an institutional library
- Thomas Hyde's catalogue for the Bodleian Library.

Throughout history, the evolution of library catalogs reflects a continuous effort to improve access to information and adapt to changing technologies and user needs. The journey from handwritten manuscripts to digital catalogs illustrates the ongoing commitment of libraries to make knowledge more accessible to diverse communities.

### Cataloguing Rules

Cataloguing rules have been defined to allow for consistent cataloguing of various library materials across several persons of a cataloguing team and across time. Users can use them to clarify how to find an entry and how to interpret the data in an entry. Cataloguing rules prescribe which information from a bibliographic item is included in the entry; how this information is presented on a catalogue card or in a cataloguing record; how the entries should be sorted in the catalogue. The larger a collection, the more elaborate cataloging rules are needed. Users cannot and do not want to examine hundreds of catalog entries or even dozens of library items to find the one item they need.

Currently, most cataloguing rules are similar to, or even based on, the International Standard Bibliographic Description (ISBD), a set of rules produced by the International Federation of Library Associations and Institutions (IFLA) to describe a wide range of library materials. These rules organize the bibliographic description of an item in the following areas: title and statement of responsibility (author or editor), edition, material specific details, publication and distribution, physical description (for example, number of pages), series, notes, and standard number (ISBN).

Cataloging rules are a set of guidelines and standards that librarians use to create bibliographic records for library materials. These rules ensure consistency in the way information is recorded and organized, making it easier for users to find and retrieve items. Over time, several cataloging rules have been developed, each influencing the way libraries organize and describe their collections. Here are some key cataloging rules:

- **Anglo-American Cataloging Rules (AACR):** AACR is one of the most widely used cataloging standards. The rules were first developed in the mid-20th century and have undergone several revisions. AACR provides guidelines for creating bibliographic records for various types of materials, including books, serials, and audiovisual resources.
- **Resource Description and Access (RDA):** RDA is a more recent set of cataloging rules developed to replace AACR. RDA focuses on providing instructions for creating bibliographic records that are compatible with the digital environment. It emphasizes user needs and is designed to be more flexible than previous standards.
- **Dewey Decimal Classification (DDC):** While not a cataloging rule per se, the Dewey Decimal Classification system is closely related to cataloging. It is a classification scheme that assigns numerical codes to subjects, helping libraries organize their collections by subject matter. The DDC often works in conjunction with cataloging rules.
- **Library of Congress Classification (LCC):** Similar to DDC, the Library of Congress Classification is a classification system used to organize library collections. LCC is employed by the Library of Congress and many other academic and research libraries in the United States.
- **International Standard Bibliographic Description (ISBD):** ISBD provides a set of rules for the bibliographic description of different types of materials, ensuring consistency in the presentation of information. It helps standardize the way bibliographic records are created for diverse resources.
- **Cataloging in Publication (CIP):** CIP is a program offered by several national libraries to publishers, where cataloging data is prepared before a book is published. This pre-publication cataloging information is included in the book, facilitating quick and accurate cataloging by libraries.
- **Machine-Readable Cataloging (MARC):** MARC is a set of standards for the representation and exchange of bibliographic and related information in machine-readable form. MARC formats define how cataloging information is coded and structured in electronic records.
- **Cooperative Cataloging:** Initiatives like the Program for Cooperative Cataloging (PCC) and the CONSER Program promote cooperative cataloging efforts among libraries. Libraries collaborate to contribute and enhance bibliographic records, ensuring shared standards and improved access to resources.
- **Descriptive Cataloging of Rare Materials (DCRM):** DCRM provides guidelines for cataloging rare materials, such as manuscripts, early printed books, and special collections. These rules address the unique characteristics and challenges associated with describing rare and unique materials.
- **Archival Description:** Archival description standards, such as the Encoded Archival Description (EAD), are used in archives and special collections to create finding aids that provide information about the content and arrangement of archival materials.

These cataloging rules and standards play a crucial role in the organization and accessibility of library collections, ensuring that users can effectively locate and use the materials they need. Catalogers use a combination of these rules based on the nature of the materials and the context of the library's collection.

### Technical processing of documentation in a library

Technical processing of documentation in a library involves a series of systematic and organized activities to acquire, organize, and manage library materials. This process ensures that materials are cataloged, classified, and made accessible to library users. Here are the key steps involved in the technical processing of documentation:

- **Acquisitions:** The technical processing begins with acquisitions, where librarians and acquisition specialists select and order materials to be added to the library's collection. This includes books, journals, electronic resources, and other materials.
- **Ordering:** Once materials are selected, librarians place orders with publishers, distributors, or vendors. This involves negotiating terms, confirming availability, and ensuring that the library will receive the requested materials.

- **Receiving:** Upon receiving the ordered materials, the library checks the shipments against the purchase orders to ensure that the correct items have been delivered in good condition. Any discrepancies are addressed through communication with the supplier.
- **Cataloging:** Catalogers create bibliographic records for each item in the library's collection. This involves recording essential information such as title, author, publication date, subject headings, and a unique call number. Cataloging follows established standards such as AACR2 (Anglo-American Cataloging Rules) or RDA (Resource Description and Access).
- **Classification:** The materials are classified based on a systematic classification scheme, such as the Dewey Decimal Classification (DDC) or Library of Congress Classification (LCC). Classification assigns a unique call number to each item, organizing materials on the shelves by subject.
- **Processing:** Once cataloged and classified, materials undergo processing to make them ready for circulation. This may include affixing labels, stamping ownership marks, attaching security devices, and adding any additional physical processing required.
- **Database Maintenance:** The library's catalog database is continuously maintained and updated. This involves adding new records, editing existing records for accuracy, and removing records for items that are no longer part of the collection.
- **Serials Management:** If the library subscribes to serials (journals, magazines, newspapers), serials management involves check-in procedures, claiming missing issues, and updating records to reflect the current status of subscriptions.
- **Electronic Resources Management:** For electronic resources such as databases, e-journals, and e-books, librarians manage access, licensing, and authentication. They ensure that users can access these resources seamlessly.
- **Interlibrary Loan Processing:** If a library doesn't have a particular item, interlibrary loan services may be used to borrow materials from other libraries. Technical processing involves managing the requests, loan transactions, and returns.
- **Quality Control:** Quality control measures are implemented to ensure the accuracy and consistency of cataloging data. Regular audits and reviews are conducted to identify and rectify errors or inconsistencies in the catalog.
- **User Access Points:** Librarians ensure that users can access materials easily. This involves setting up user-friendly access points, such as online catalogs, and facilitating user education on how to navigate and search the catalog.
- **Training and Professional Development:** Staff involved in technical processing receive ongoing training to stay updated on new cataloging standards, classification systems, and emerging technologies. This continuous professional development ensures that the technical processing staff remains skilled and knowledgeable.

Technical processing is an essential aspect of library operations, providing the foundation for efficient collection management and user access to information resources. The accuracy and completeness of the technical processing workflow directly impact the usability and effectiveness of the library's collection.

## SERVICE AND MAINTENANCE OF THE LIBRARY

### Objectives

After studying this unit, you will be able to:

- Understand the service and maintenance of the library.
- Understand the circulation work
- Understand the Maintenance Shelving and Stock Verification

- Understand the reference and information service.

## Introduction

In every library, maintenance of library materials involves continuous monitoring of the library's stack room, displaying of new books on the display rack and arrangement of the books on the shelves after use. Besides these, the books have to be dusted and cleaned at periodic intervals, the damaged and torn books have to be bound, the old and obsolete documents which are no longer in use have to be removed or withdrawn from the stacks. This also includes physical care of the books, that is, their protection from sunlight, dust, insects, moisture and heat. The maintenance work is related to many sections of the library. For example, processing section makes available the technical new books all the time and there is need to shelve these books within the already existing collection. This creates problems of shelving when books on the same subject are received in large numbers. These books have to be accommodated on the shelves without disturbing the order of arrangement of other collection. The circulation section too is involved. The users, all the time pick up books from the stacks, get them issued and eventually return them. These books upon their return from users are required to be put back on their proper place in the stacks. Therefore, all the time work related to proper shelving, re-shelving and maintaining the collection is going on. The maintenance section involves a number of tasks that the concerned staff has to be responsible for, on a daily basis.

The service and maintenance of a library are crucial aspects of ensuring that the library functions smoothly, remains accessible to users, and continues to provide valuable resources and services. Here are key components related to the service and maintenance of a library:

**Service:** Library services encompass a wide range of activities and resources designed to meet the information needs of library users. These services are aimed at facilitating access to information, promoting literacy, supporting research, and engaging with the community.

### 1) User Services:

- **Reference Services:** Providing assistance to users in locating information, using resources, and conducting research.
- **Circulation Services:** Facilitating the borrowing and return of library materials.
- **Interlibrary Loan Services:** Assisting users in obtaining materials not available in the library by borrowing from other libraries.
- **Reserve Services:** Managing materials that are in high demand or required reading for specific courses.
- **Information Literacy Programs:** Offering workshops and training sessions to enhance users' information literacy skills.

### 2) Technology Services:

- **Computer Access:** Ensuring that users have access to computers for research, document preparation, and internet browsing.
- **Database and Electronic Resource Access:** Managing and troubleshooting access to electronic databases and online resources.
- **Wi-Fi Connectivity:** Providing reliable and secure Wi-Fi access for users with personal devices.

### 3) Community Engagement:

- **Programs and Events:** Organizing events, lectures, book clubs, and other programs to engage the community.
- **Collaborations:** Collaborating with schools, local organizations, and community groups to enhance library services.

### 4) Specialized Services:

- **Children and Youth Services:** Offering programs and materials specifically tailored for children and young adults.
- **Adult and Senior Services:** Providing resources and programs relevant to adult and senior populations.
- **Language and Literacy Services:** Supporting users with resources for language learning and literacy programs.

### 5) Accessibility Services:

- **Assistive Technologies:** Ensuring that the library is equipped with assistive technologies for

users with disabilities.

- Accessible Facilities: Designing library spaces that are accessible to all users.

#### 6) Collection Development:

- Acquisitions: Continuously updating and expanding the library's collection to meet the needs of users.
- Weeding and Deaccessioning: Periodically evaluating and removing outdated or damaged materials from the collection.

**Maintenance:** Maintaining a library involves a combination of physical and digital upkeep to ensure that the library's resources and services are accessible, organized, and in good condition.

#### 1) Physical Maintenance:

- Building Maintenance: Regular inspection and maintenance of the library's physical infrastructure, including lighting, heating, ventilation, and air conditioning (HVAC) systems.
- Shelving and Furniture Maintenance: Ensuring that shelves, furniture, and other equipment are in good condition and well-maintained.

#### 1) Technology Maintenance:

- Computer Systems: Regularly updating software, ensuring cybersecurity measures, and addressing technical issues promptly.
- Network Infrastructure: Maintaining a robust and reliable network infrastructure to support library operations.

#### 2) Collection Maintenance:

- Shelf Organization: Periodically reorganizing shelves to maintain order and ease of access.
- Preservation: Implementing measures to preserve and protect materials from deterioration.

#### 3) Security Measures:

- Security Systems: Implementing security systems, including surveillance cameras and alarm systems, to safeguard library materials and ensure the safety of users.
- User Privacy: Implementing policies and practices to protect user privacy and confidentiality.

#### 4) Staff Training:

- Professional Development: Providing ongoing training for library staff to keep them updated on new technologies, services, and best practices.

#### 5) Budget Management:

- Financial Planning: Ensuring effective budget management for acquisitions, maintenance, and services.
- Grant Applications: Seeking external funding through grants and sponsorships to support special projects and improvements.

#### 6) Feedback and Assessment:

- User Feedback: Collecting and analyzing feedback from users to identify areas for improvement.
- Usage Statistics: Monitoring the usage of library resources and services to assess their effectiveness.

By focusing on service provision and ongoing maintenance, libraries can create a dynamic and user-friendly environment that meets the diverse needs of their communities while ensuring the long-term sustainability of their resources and infrastructure.

**Library services:**

Library services encompass a wide range of activities and resources designed to meet the information needs of library users. These services are aimed at facilitating access to information, promoting literacy, supporting research, and engaging with the community. Here are some key library services:

- 1) Reference Services:
  - Information Assistance: Librarians and library staff provide assistance to users in finding information, answering questions, and navigating resources.
- 2) Circulation Services:
  - Borrowing and Returning: Users can check out and return library materials, including books, DVDs, and other items. Circulation services also involve managing due dates, renewals, and fines.
- 3) Interlibrary Loan (ILL) Services:
  - Access to Materials from Other Libraries: Libraries facilitate the borrowing of materials from other libraries for users when items are not available in the local collection.
- 4) Digital and Electronic Resource Services:
  - Access to Online Databases: Libraries provide access to a variety of electronic databases, journals, e-books, and other digital resources.
- 5) Information Literacy Programs:
  - Training and Workshops: Libraries offer programs to enhance users' information literacy skills, including research skills, critical evaluation of information, and effective use of technology.
- 6) Children and Youth Services:
  - Storytime and Reading Programs: Libraries offer services specifically tailored to children and young adults, including storytime sessions, reading programs, and educational activities.
- 7) Adult and Senior Services:
  - Book Clubs and Discussion Groups: Libraries provide services for adults and seniors, such as book clubs, discussion groups, and educational workshops.
- 8) Specialized Collections:
  - Local History and Archives: Libraries may maintain special collections focusing on local history, archives, rare books, and other unique materials.
- 9) Technology Access:
  - Computer and Internet Access: Libraries offer access to computers and the internet, enabling users to conduct research, access online resources, and use productivity tools.
- 10) Community Engagement Programs:
  - Events and Exhibitions: Libraries organize community events, lectures, exhibitions, and cultural programs to engage with the local community.
- 11) Job and Career Services:
  - Resume Workshops and Job Search Resources: Libraries provide resources and services to support job seekers, including resume workshops, job search resources, and career development materials.
- 12) Assistive Services:
  - Assistive Technologies: Libraries offer assistive technologies to support users with disabilities, ensuring that library resources are accessible to all.
- 13) Language and Literacy Programs:
  - Language Learning Resources: Libraries may provide resources for language learning, literacy programs, and materials for speakers of languages other than the local language.
- 14) Library Instruction for Schools and Groups:
  - Educational Visits: Libraries offer educational programs and visits for schools and community groups to promote literacy and a love of reading.
- 15) Digital Preservation Services:
  - Archiving and Preservation: Libraries may engage in digital preservation efforts to ensure the long-term accessibility of digital materials.

These services collectively contribute to the library's role as a community hub, information center, and educational resource. Libraries continually evolve their services to meet the changing needs of their users and to provide inclusive, equitable access to information for all members of the community.

## Library Maintenance

Maintaining a library involves a combination of physical and digital upkeep to ensure that the library's resources and services are accessible, organized, and in good condition. Here are key aspects of maintenance in a library:

### Physical Maintenance:

- 1) **Building Infrastructure:** Regular inspection and maintenance of the library's physical structure, including roofs, walls, floors, and windows, to ensure a safe and comfortable environment for users.
- 2) **HVAC Systems:** Maintenance of heating, ventilation, and air conditioning (HVAC) systems to regulate temperature and humidity, which is crucial for preserving the condition of library materials.
- 3) **Lighting:** Ensuring that adequate lighting is maintained throughout the library to create a comfortable reading environment and to protect materials from damage.
- 4) **Shelving and Furniture:** Regular inspection and repair of shelves and furniture to ensure they are sturdy, in good condition, and able to accommodate the library's collection.
- 5) **Safety and Security:** Implementation and maintenance of security measures, including surveillance cameras, alarm systems, and emergency exits, to safeguard library materials and ensure the safety of users.
- 6) **Restrooms and Common Areas:** Regular cleaning and maintenance of restrooms and common areas to provide a clean and welcoming environment for library users.

### Collection Maintenance:

- 1) **Weeding and Deaccessioning:** Periodic evaluation and removal of outdated, damaged, or less relevant materials to keep the collection current and relevant.
- 2) **Preservation Measures:** Implementation of preservation measures to protect materials from deterioration, including proper handling, storage, and, if necessary, conservation efforts.
- 3) **Reorganization of Shelves:** Periodic reorganization of shelves to maintain order and ease of access for users.

### Technology Maintenance:

- 1) **Computers and Devices:** Regular updates and maintenance of computers, laptops, and other electronic devices to ensure their functionality and security.
- 2) **Network Infrastructure:** Maintenance of the library's network infrastructure, including routers, switches, and cabling, to ensure reliable internet access and connectivity.
- 3) **Digital Resources:** Regular updates and maintenance of digital resources, databases, and online catalog systems to ensure seamless access for users.

### Staff Training:

- 1) **Professional Development:** Ongoing training and professional development for library staff to keep them updated on new technologies, services, and best practices.

### Budget Management:

- 1) **Financial Planning:** Effective budget management for maintenance activities, including building repairs, collection care, and technology upgrades.

### User Feedback and Assessment:

- 1) **User Surveys:** Collecting and analyzing feedback from library users to identify areas for improvement and addressing concerns or suggestions.
- 2) **Usage Statistics:** Monitoring the usage of library resources and services to assess their effectiveness and make informed decisions for future maintenance and improvements.

### Green Initiatives:

- 1) Energy Efficiency: Implementing energy-efficient practices and technologies to reduce the library's environmental impact.
- 2) Waste Management: Promoting recycling and waste reduction measures within the library.

#### Community Collaboration:

- 1) Collaborations and Partnerships: Engaging with local businesses, organizations, and community groups for collaborative efforts in maintaining and enhancing library services.

Community Collaboration: Collaborations and Partnerships: Engaging with local businesses, organizations, and community groups for collaborative efforts in maintaining and enhancing library services.

### Circulation Section

The processes involved in lending books and other materials to patrons of a lending library are collectively referred to as circulation or lending in libraries. One of the most important divisions in a library is the lending or circulation department. The main point of contact for the public is the circulation or loans desk, which is typically located close to the library's main door. It offers lending services as well as places for lent goods to be returned. At the circulation counter, you may also pay fines and renew materials. Although more in-depth inquiries are typically directed to reference librarians at the library reference desk, circulation personnel may offer basic search and reference services.

The circulation section in a library is a critical component that manages the lending and borrowing of library materials. It plays a central role in providing access to the library's collection and ensuring that materials are available to users for a specified period. The circulation section is responsible for various tasks related to the circulation of library materials. Here are key aspects of the circulation section:

- 1) Loan Transactions: Facilitating the borrowing of library materials by library patrons. This involves checking out books, DVDs, periodicals, and other items to users for a specified loan period.
- 2) Return of Materials: Receiving and processing returned materials. This includes checking items for damage, updating the status of returned items in the library system, and making them available for the next user.
- 3) Renewals: Allowing users to renew borrowed materials for an extended loan period, if permitted by library policies. Renewals can typically be done in person, over the phone, or through the library's online system.
- 4) Overdue Notices: Generating and sending notices to users whose borrowed materials are overdue. Overdue notices may include information about fines, due dates, and renewal options.
- 5) Fines and Fees: Managing and collecting fines for overdue materials. The circulation section is responsible for enforcing library policies related to fines and fees for late returns.
- 6) Hold Requests: Facilitating hold or reserve requests for materials that are currently checked out. Users can place holds on items, and the circulation section notifies them when the materials become available.
- 7) User Registration: Assisting new users in registering for library services. This involves creating library accounts, providing library cards, and explaining circulation policies.
- 8) User Accounts: Managing user accounts in the library system, including updating contact information, tracking borrowing history, and ensuring the accuracy of user records.
- 9) Lost or Damaged Materials: Handling cases of lost or damaged materials. The circulation section may coordinate the replacement or repair of items and assess fines or replacement fees as necessary.
- 10) Security Measures: Implementing security measures to prevent theft and unauthorized removal of materials. This may involve the use of security gates, RFID technology, or other anti-theft measures.
- 11) Integrated Library System (ILS): Utilizing and maintaining the Integrated Library System, which is

the automated system that manages circulation transactions, user records, and the overall catalog of the library.

- 12) User Education: Providing information and education to library users about circulation policies, loan periods, renewal options, and other aspects of borrowing materials.
- 13) Interlibrary Loan (ILL): Coordinating interlibrary loan services, allowing users to request materials from other libraries and managing the borrowing and lending of items between libraries.
- 14) Data Analysis: Analyzing circulation data to gain insights into borrowing patterns, popular materials, and user preferences. This information can inform collection development decisions.

The circulation section serves as the bridge between library users and the library's collection, ensuring that materials are accessible, organized, and available for use by the community. Efficient circulation services contribute to a positive user experience and the overall success of the library in meeting the information needs of its patrons.

**Membership/Registration :** The core of the library is the Circulation Section. Every year, thousands of University of the Punjab instructors and students come here in search of knowledge. One may argue that this part has a special role in giving readers the most recent information. Additionally, the Circulation Section has implemented an automated method to ensure appropriate documentation. With the availability of computers, it is now simple to provide defaulter lists and other correspondence on time, which will fortunately improve over time.

The Circulation Section performs the following functions:

- Registers new members, issues borrower's cards and renews membership cards etc
- Issue and receipt of reading material, to and from the members only.
- Collects delay fines for over due books.
- Sends reminders for over due books.
- Informs the members about the reading material reservation.
- Settles cases regarding the books lost or damaged by the members.
- Prepares defaulter lists and sends them to the Heads of the concerned teaching departments to detain their roll numbers till they clear their accounts with the library.
- Issues the Library Clearance Certificate.
- Checks incoming and outgoing materials thoroughly.
- Helps the library users in finding the required material and guides them in the use of library catalogue.
- Shelves the reading material on the racks that had been returned by the borrowers and taken from the shelves for reading.
- Keeps statistics of daily transactions.
- Carries out annual stock taking and finalizes missing lists.

A Deputy Chief Librarian is In charge of the section. The readers may contact him regarding the matters relating to library membership, services, books, fine and clearance. A senior librarian is also available in the circulation hall near the library issue / return counter to solve the readers' problems relating to the circulation section. The new arrivals have been placed in front of the entrance. To provide on line public access catalogue (OPACs) facilities to users four terminals have been installed parallel with the card catalogue which is placed with the wall at a little distance to computers.

Membership and registration in the circulation section of a library involve the process of enrolling individuals as library members, providing them with library cards or identifiers, and maintaining accurate records of their borrowing privileges. This process is essential for managing the circulation of library materials and ensuring that library resources are used appropriately. Here are key steps and considerations in the membership and registration process:

## Membership and Registration Process:

- 1) **User Registration:** Individuals interested in becoming library members typically need to fill out a registration form. The form may include basic information such as name, address, contact details, and, in some cases, demographic information.
- 2) **Proof of Identity and Address:** Users may be required to provide proof of identity and address, such as a driver's license, utility bill, or other official documents. This helps in verifying the user's information and residence.
- 3) **Acceptable Age Requirements:** Libraries may have specific policies regarding the minimum age for library membership. In many cases, minors may need parental or guardian consent to register.
- 4) **Library Card Issuance:** Upon successful registration, users are issued a library card or a unique identifier. This card is used to borrow materials and access other library services.
- 5) **Library Policies and Guidelines:** Users are often provided with information about library policies, circulation rules, loan periods, renewal procedures, overdue fines, and any other guidelines that govern library use.
- 6) **Membership Categories:** Libraries may have different membership categories, such as student memberships, adult memberships, senior memberships, etc., each with its own set of privileges and borrowing limits.
- 7) **Renewal of Memberships:** Memberships are often valid for a specific period, and users may need to renew their memberships to continue borrowing materials. Renewals may require updating contact information.
- 8) **Lost Card Replacement:** In case of a lost library card, users may be required to report it promptly, and a replacement card may be issued after verifying the user's identity.
- 9) **User Accounts in Library System:** Library staff creates and maintains user accounts in the library's integrated library system (ILS). This includes entering user details, assigning a unique identifier, and recording the user's borrowing history.
- 10) **Privacy and Confidentiality:** Libraries adhere to privacy and confidentiality standards, ensuring that users' personal information and borrowing history are kept confidential and are only accessible to authorized library staff.
- 11) **Education and Orientation:** New members may receive an orientation or informational session about library services, including how to use the online catalog, borrow materials, and access other resources.
- 12) **Interlibrary Loan Registration:** If the library offers interlibrary loan services, users may need to register separately for this service, and additional information may be required.

## Technology Integration

- 1) **Barcode or RFID Technology:** Libraries often use barcode or Radio-Frequency Identification (RFID) technology to streamline the checkout and check-in processes, making it more efficient and accurate.
- 2) **Online Account Access:** Many libraries provide users with online account access, allowing them to check their borrowing history, renew materials, and manage account details remotely.
- 3) **Self-Service Kiosks:** Some libraries have self-service kiosks where users can check out materials independently using their library cards and the library's automated system.

The membership and registration process in the circulation section is a fundamental step in creating a positive and user-friendly experience for library patrons. Clear communication of library policies, efficient technology integration, and a focus on user education contribute to the success of this process.

## Library Rules

The Library is primarily meant for bonafide students, faculty and members of the staff of Indian Institute of Science Education and Research Bhopal. The outsiders from other university / institution may be allowed only with the written prior permission of the Librarian for a limited period. They shall, however, have to consult the documents within the premises of the library.

Library rules are guidelines and regulations established by libraries to ensure a conducive and respectful environment for all patrons. These rules are designed to promote the responsible use of library resources, maintain order, and provide a positive experience for everyone.

**While specific rules may vary between libraries, the following are common examples:**

- 1) **Quiet and Respectful Behavior:** Patrons are expected to maintain a quiet and respectful atmosphere within the library to ensure a conducive environment for reading, studying, and research.
- 2) **Cell Phone Usage:** Libraries often have rules regarding cell phone usage. Patrons may be required to set phones to silent mode or take calls in designated areas to minimize disruptions.
- 3) **Food and Drink Policies:** Libraries may have policies regarding food and drink consumption. Many libraries restrict or prohibit eating to prevent damage to materials and maintain cleanliness.
- 4) **Children's Supervision:** Rules may specify that children should be accompanied by a responsible adult or caregiver, especially in designated areas like children's sections.
- 5) **Computer and Internet Use:** Guidelines for using library computers and internet resources, including time limits, responsible usage, and adherence to applicable laws, are commonly established.
- 6) **Borrowing and Returning Materials:** Rules related to borrowing materials, loan periods, renewal options, and returning items on time to avoid fines and ensure fair access to resources.
- 7) **Quiet and Group Study Areas:** Libraries often designate specific areas for quiet study and group study. Patrons are expected to use these areas appropriately based on their needs.
- 8) **Respecting Library Staff:** Patrons are expected to treat library staff with respect, follow their instructions, and cooperate during any interactions.
- 9) **Noise Levels in Common Areas:** Rules may specify acceptable noise levels in common areas to strike a balance between accommodating group discussions and maintaining a quiet study environment.
- 10) **Prohibited Activities:** Activities such as defacing or damaging library materials, using library facilities for non-library-related purposes, and engaging in disruptive behavior are typically prohibited.
- 11) **Library Card Use:** Guidelines for the use of library cards, including responsibilities for keeping contact information updated, reporting lost cards, and ensuring cards are used only by the registered patron.
- 12) **Reserving and Holding Materials:** Policies related to reserving or placing holds on materials, as well as guidelines for the timely pickup of reserved items.
- 13) **Interlibrary Loan Rules:** If interlibrary loan services are offered, rules regarding how patrons can request and borrow materials from other libraries, as well as any associated fees or conditions.
- 14) **Photocopying and Printing:** Guidelines for using library photocopying and printing services, including any associated fees, copyright compliance, and responsible use.
- 15) **Dress Code:** Some libraries may have guidelines related to appropriate dress, especially if there are public events, meetings, or programs taking place.

It's important for patrons to familiarize themselves with the specific rules of the library they are visiting, as variations may exist based on the library's policies and community needs. Clear communication of rules helps create a harmonious environment and ensures that library resources are used responsibly by all patrons.

#### **Standard Library timings :**

Monday - Friday 8.00 am to 11.00 pm Saturdays, and

Sundays 9.30 am to 6.00 pm & Holidays

Library will remain CLOSED on:

26th January (Republic Day), 15th August (Independence Day),

02nd October (Mahatma Gandhi's Birthday), Holi, Dussehra, Diwali

(Deepawali) and 25th December (Christmas Day)

Circulation Timings (Issue / Return) 9.30 am to 5.30 pm (Monday - Friday)

The timings and days of operation shall undergo changes

## Membership

- **Permanent Member:** All permanent staff members of IISER Bhopal.
- **Temporary Member:** All temporary / contractual staff member of IISER Bhopal, Research scholars and Students, external faculty like visiting faculty, Adjunct Faculty etc.

Two current passport-size photos and an application in the appropriate form, properly forwarded by the head of the relevant unit, must be sent to the library. Membership is offered with the specific knowledge that upon termination of membership, the member is legally obligated to return all documentation issued to them on their own and get a "No-dues Certificate." Members' borrower's cards are to be kept on file at the library.

Library membership is the process through which individuals or organizations become registered users of a library, granting them access to the library's resources and services. Membership typically involves the creation of a library account, issuance of a library card, and adherence to certain rules and policies. Here are key aspects related to library membership:

### Library Membership Process

- 1) **Registration:** Individuals interested in becoming library members usually need to fill out a registration form. This form collects basic information such as name, address, contact details, and, in some cases, demographic information.
- 2) **Proof of Identity and Address:** Users may be required to provide proof of identity and address, such as a driver's license, utility bill, or other official documents. This helps in verifying the user's information and residence.
- 3) **Acceptable Age Requirements:** Libraries may have specific policies regarding the minimum age for library membership. In many cases, minors may need parental or guardian consent to register.
- 4) **Library Card Issuance:** Upon successful registration, users are issued a library card or a unique identifier. This card is used to borrow materials, access online resources, and utilize various library services.
- 5) **Library Policies and Guidelines:** Users are provided with information about library policies, membership privileges, borrowing rules, loan periods, renewal procedures, overdue fines, and any other guidelines that govern library use.
- 6) **Membership Categories:** Libraries often have different membership categories, such as student memberships, adult memberships, senior memberships, etc., each with its own set of privileges and borrowing limits.
- 7) **Renewal of Memberships:** Memberships are typically valid for a specific period, and users may need to renew their memberships to continue borrowing materials. Renewals may require updating contact information.
- 8) **Lost Card Replacement:** In case of a lost library card, users may be required to report it promptly, and a replacement card may be issued after verifying the user's identity.
- 9) **Privacy and Confidentiality:** Libraries adhere to privacy and confidentiality standards, ensuring that users' personal information and borrowing history are kept confidential and are only accessible to authorized library staff.

### Technology Integration:

- 1) **Barcode or RFID Technology:** Libraries often use barcode or Radio-Frequency Identification (RFID) technology to streamline the checkout and check-in processes, making it more efficient and accurate.
- 2) **Online Account Access:** Many libraries provide users with online account access, allowing them to check their borrowing history, renew materials, and manage account details remotely.
- 3) **Self-Service Kiosks:** Some libraries have self-service kiosks where users can register for membership and check out materials independently using their library cards and the library's automated system.

## Benefits of Library Membership:

- 1) **Borrowing Privileges:** Members can borrow books, DVDs, periodicals, and other materials from the library's collection for a specified loan period.
- 2) **Access to Online Resources:** Many libraries offer online databases, e-books, and other digital resources that are accessible to registered members.
- 3) **Interlibrary Loan Services:** Members may have the option to request materials from other libraries through interlibrary loan services.
- 4) **Programs and Events:** Libraries often host programs, workshops, and events, and members may receive priority access or discounts on these activities.
- 5) **Computer and Internet Access:** Members typically have access to library computers and internet services for research, learning, and communication.
- 6) **Notification Services:** Members may receive notifications about due dates, overdue fines, and library events through email, phone, or text messages.

Library membership is a valuable gateway to a wealth of resources, services, and community engagement opportunities. It provides individuals with the means to explore and benefit from the diverse offerings of the library.

## Document issue

1. An over-due charge of Rs.2 per day shall be charged against each book / document not returned within the due date.
2. A document issued may be renewed up to 2 times provided there is no reservation against it.
3. A document may be recalled before the due date if required urgently in the Library. Failure to respond promptly may lead to suspension of library privileges.
4. Members proceeding on long leave or on deputation etc. exceeding three months should return the documents that are borrowed.
5. Certain documents are intended to be used only in the library premises. These include reference books, textbooks, rare books, current and bound periodicals etc.
6. Borrowers are requested to check if the documents being borrowed are complete and no pages are missing in it. In case of defect or damage in the book, should be brought to the notice of the library staff.
7. Borrowers are responsible for the documents they borrow. Documents lost, torn or damaged shall attract serious action including suspension of membership and / or replacement of documents concern. The lost / damaged document shall be replaced by the borrower with latest edition else equivalent amount plus an additional charge of 20% of the price for the documents published abroad and 10% for the documents published in India. If the damaged document belongs to a set, then the user is responsible for the entire set.
8. In special cases the librarian may authorize the issue of any document, mentioned under the rule 6 above, to a library member.
9. If a document is not returned within 30 days of its due date, it shall be treated as lost and action shall be initiated to recover the cost of the document as per the prevailing rules. No lost document shall be accepted once the recovery is made.
10. Newly arrived documents shall be displayed. Documents on display shall be issued only after a specified period. However, advance booking for such documents are entertained.
11. No document shall be returned on the day of issue.
12. While leaving the library, user should ensure that they carry only those books that are duly issued on their names, otherwise disciplinary action will be taken against them.
13. During power / system failure the circulation counter services will be suspended.

## General rules

Library rules are established to create a conducive and respectful environment for all library users, maintain the integrity of library resources, and ensure fair and equal access to information. While specific rules may vary between libraries, the following are general guidelines commonly found in libraries:

- 1) **Quiet and Respectful Behaviour:** Maintain a quiet and respectful atmosphere within the library to accommodate users who are studying or reading.
- 2) **Cell Phone Usage:** Set phones to silent mode or take calls in designated areas to minimize disruptions.
- 3) **Food and Drink Policies:** Follow library policies regarding the consumption of food and drinks. Many libraries restrict or prohibit eating to prevent damage to materials and maintain cleanliness.
- 4) **Children's Supervision:** Children should be accompanied by a responsible adult or caregiver, especially in designated areas like children's sections.
- 5) **Computer and Internet Use:** Follow guidelines for using library computers and internet resources, including time limits, responsible usage, and adherence to applicable laws.
- 6) **Borrowing and Returning Materials:** Adhere to rules related to borrowing materials, loan periods, renewal options, and returning items on time to avoid fines and ensure fair access to resources.
- 7) **Noise Levels in Common Areas:** Observe acceptable noise levels in common areas to maintain a balance between accommodating group discussions and providing a quiet study environment.
- 8) **Respecting Library Staff:** Treat library staff with respect, follow their instructions, and cooperate during any interactions.
- 9) **Prohibited Activities:** Do not engage in activities such as defacing or damaging library materials, using library facilities for non-library-related purposes, or engaging in disruptive behavior.
- 10) **Library Card Use:** Use library cards responsibly, keep contact information updated, report lost cards promptly, and ensure that cards are used only by the registered patron.
- 11) **Reserving and Holding Materials:** Follow guidelines for reserving or placing holds on materials and pick up reserved items in a timely manner.
- 12) **Interlibrary Loan Rules:** If interlibrary loan services are offered, follow rules regarding how patrons can request and borrow materials from other libraries, as well as any associated fees or conditions.
- 13) **Photocopying and Printing:** Follow guidelines for using library photocopying and printing services, including any associated fees, copyright compliance, and responsible use.
- 14) **Dress Code:** Observe any dress code guidelines, especially if there are public events, meetings, or programs taking place.
- 15) **Privacy and Confidentiality:** Respect the privacy and confidentiality of other library users. Avoid looking at others' screens or materials without permission.

It's important for library patrons to familiarize themselves with the specific rules of the library they are visiting, as variations may exist based on the library's policies and community needs. Clear communication of rules helps create a harmonious environment and ensures that library resources are used responsibly by all patrons.

## STACKING AND SHELVING

Following processing, the documents must be exhibited and neatly shelved. Rather than strictly following the classification scheme, the bookshelves should be arranged so that the most frequently utilised titles are in high visibility areas. Place larger books at a different location. There should be as little wasted space as possible when the documents are stacked. Book and non-book materials of all kinds should be arranged appropriately. It is important that documents are stored in well-lit areas with enough space to accommodate the library's future expansion. The personnel under the stack management department are accountable for ensuring that materials are arranged neatly in their shelves, that call numbers are in order, and that all projects and new services are planned and executed on schedule. Many of the duties of the Stack Management employee require an understanding of work flow, adherence to standards, and attention to details.

Stacking and shelving in a library refer to the systematic arrangement of books and other library materials on shelves or in stacks. Proper stacking and shelving are crucial for efficient organization, easy access, and effective use of the library's collection. Here are key considerations and practices related to stacking and shelving in a library :

- 1) **Classification and Cataloging:** Library materials are typically classified and cataloged using standardized systems such as the Dewey Decimal Classification (DDC) or Library of Congress Classification (LCC). This involves assigning each item a unique call number based on its subject.
- 2) **Shelf Arrangement:** Books and materials are arranged on shelves in a logical and systematic order, often following the numerical or alphabetical order of their call numbers. This arrangement facilitates easy location and retrieval.
- 3) **Shelf Labeling:** Shelves are labeled with signs or markers indicating the range of call numbers present on each shelf. Clear and visible labels help users navigate the collection.
- 4) **Bookends and Shelf Supports:** Bookends and shelf supports are used to keep books upright and prevent them from leaning or falling. These can be simple dividers or more elaborate structures depending on the shelving system.
- 5) **Spacing Between Books:** Maintain uniform spacing between books on the shelf to prevent overcrowding and make it easier for users to browse and retrieve items.
- 6) **Shelf Maintenance:** Regularly inspect and maintain shelves to ensure they are sturdy and in good condition. Address any issues such as loose shelves, broken bookends, or misaligned labels promptly.
- 7) **Height Considerations:** Consider the height of shelves and the accessibility of materials, especially for users with different physical abilities. Lower shelves or step stools may be provided for easier access.
- 8) **Genre or Format Grouping:** Depending on the library's policies and collection size, materials may be grouped by genre, format, or type (e.g., fiction, non-fiction, reference, periodicals) for user convenience.
- 9) **New Arrivals or Featured Sections:** Designate specific areas for new arrivals or featured materials to highlight recent acquisitions or items of special interest.
- 10) **Rotation and Shifts :** Periodically rotate or shift materials on shelves to ensure even wear and tear. This can also help showcase different parts of the collection
- 11) **Special Collections or Rare Books:** Special collections or rare books may be stored in secure areas with controlled access. Consider additional security measures for valuable or unique items.
- 12) **Digital Signage or Catalog Terminals:** Some libraries use digital signage or catalog terminals to provide additional information about book locations, library programs, or related materials.
- 13) **User-Friendly Signage:** Place clear signage indicating different sections, genres, or collections to guide users through the library and help them find what they're looking for.
- 14) **Regular Inventory Checks :** Conduct regular inventory checks to ensure that the items listed in the catalog are physically present on the shelves. Address any discrepancies promptly.
- 15) **Library Automation Systems:** Utilize library automation systems to manage and track the location of library materials efficiently. These systems can aid in cataloging, circulation, and inventory management.

Proper stacking and shelving practices contribute to an organized and user-friendly library environment. They help library users locate materials easily, promote the preservation of the collection, and enhance the overall functionality of the library space.

### Stacking Methods

Libraries differ from one another in the kinds of stacks and stacking techniques they offer. Any library's primary goal should be to make the most use of available space while also providing patrons with an easy and convenient way to navigate the stacks. Shelves can be composed of steel or wood. The library's authorities may choose to use single-faced or double-faced units, depending on the amount of space available. Some of the popular kind of stacks are discussed below:

- (a) **Fixed shelves with double rows** They are normal fixed shelves where material can be arranged in double rows.

(b) Hinged stacks Here two shelves are joined together with hinges on one side and one shelf fixed while the other is mounted on front of the hinges.

(c) Rolling stacks These are metal stacks units mounted on ball bearing wheel placed side by side.

(d) Compact storage This system consists of units of three stacks, the centre row of fixed double sided stacks at each side. This helps in increasing the capacity of the storage space.

(e) Multitier stacks This kind of stacking consists of stacks from floor to the roof and has become quite popular in very large libraries. It is to be noted here that, there should be adequate provision for expansion both horizontally as well as vertically. Besides this, the shelf should look beautiful, attractive, functional and be durable. Proper guides should be provided on the shelves.

## Shelving Methods

Effective shelf management is regarded as a technique for evaluating any library's performance, level of satisfaction, and accomplishment of its objectives. The function of shelving has become the most important aspect of libraries since free access was implemented. For both library employees and patrons, efficient library operations would be unattainable without precise resource reshelfing. It is a necessary task that takes a lot of time and requires dedicated employees to complete successfully. Documents should be arranged on the shelves so that users may easily locate what they need. The most popular method of shelving is the arrangement in the classified manner as per the classification scheme used by the library. Some of the methods of shelf arrangement are discussed below:

**a) Classified order :** This is the most popular and the best method of shelving. Here all the book arranged systematically as per the classification schedule. The user too finds it convenient and it is found to be the most useful method in open access system. It is to be remembered here that other categories of materials like maps, atlases, pamphlets, standards, patents and non-book material of all type are to be stored separately in the library. The arrangement of periodicals has already been discussed in the earlier lesson.

**b) Arrangement by broken order:** It is the arrangement of books not strictly in classified sequence. Here, reference books, fiction, special collections, etc. are shelved separately.

**c) Arrangement by special sequence :** Here books on the same subject are broken into three main categories oversized, undersized and normal. They are placed in separate sequences in separate places. This is an economical method but books on the same subject do get separated.

**d) Arrangement by accession numbers :** Books may be arranged by their accession number in libraries with small collection. But this system is very rarely followed. In open access and libraries having plenty of users this system is not at all used.

**e) Alphabetical by author/title :** This is the basic arrangement for books in small libraries since it is simpler to keep a small collection organised alphabetically by title or author. Fiction can, however, be classified alphabetically by author—or, if a writer has authored a significant body of work, by title inside the author's name—even in bigger libraries.

## How to Shelf a Book To properly shelf books, few rules need to be followed:

1. Check call numbers around the items being shelved to verify correct order of shelf.
2. Items should be upright and shelves should be adjusted to the proper height for the items they house. If one or two items are too tall to stand upright, shelf them on their spines with the call number label facing out.
3. Items with call number labels that cannot be read should be given to the Technical Processing Section for re-labeling.
4. Items should be brought out to the edges of the shelves to make even, neat rows (called blocking.)

5. Each shelf should have a bookend at the end of the row.

6. Watch for crowded shelves. If an item does not slide back into its place with a gentle push, the shelf is too full. The proper method to remove an item is to push in the volumes on either side of it, then carefully grasp the center of the spine and remove it (not by pulling from the top of the spine.)

7. Items with damage (mold, mildew, insect, or tears on/to covers, pages, etc.) should be given to official responsible for binding work or placed on the damaged items shelf behind circulation desk. Check for sufficient air space behind the items on the shelves to allow for proper circulation of air.

8. Any loose papers or library items left at the end of each row or on the floor should be picked up. If the area is kept tidy, the users will tend to leave it that way.

### Shelf reading, blocking, and shelf rectification

Shelf reading, blocking, and shelf rectification are important activities in library management that contribute to maintaining an organized and accurate collection. These processes help ensure that library materials are properly shelved, accessible to users, and aligned with the library's cataloging system. Here's an overview of each process:

**Shelf Reading:** Shelf reading is a systematic process of checking the order and arrangement of materials on library shelves.

Objectives:

- **Maintain Order:** Ensure that books and materials are arranged in the correct order based on their call numbers or classification.
- **Identify Misshelved Items:** Detect and correct any items that are misplaced or incorrectly shelved.
- **Assess Shelf Condition:** Check for any damage to books, bookends, or shelves.

Procedure:

- **Start at One End:** Begin shelf reading at one end of the collection and systematically move along the shelves.
- **Check Order:** Examine each book to verify that it is in the correct order based on its call number.
- **Correct Misshelved Items:** If you find misshelved items, move them to their proper locations.
- **Note Missing Items:** Identify any missing items and report them to library staff.
- **Assess Shelf Condition:** Note any issues with shelf stability, bookends, or other shelf-related problems.

**Frequency:** Shelf reading is ideally conducted regularly to maintain the order of the collection. The frequency depends on the size of the library and the level of usage.

**Blocking:** Blocking involves creating physical barriers (blocks) on library shelves to prevent gaps or shifting of materials.

Objectives:

- **Prevent Gaps:** Minimize gaps between books on shelves, which can occur as items are checked out and returned.
- **Stabilize Shelves:** Create a stable environment that reduces the risk of books tipping or falling.

Procedure:

- **Assess Shelf Gaps:** Identify areas on the shelves where gaps are forming.
- **Use Blocks:** Place blocking materials (bookends, dividers, or other stabilizers) to fill gaps and stabilize the arrangement.

Frequency: Blocking is an ongoing process and should be performed regularly, especially in frequently used sections of the library.

**Shelf Rectification:** Shelf rectification involves correcting errors and inconsistencies in the arrangement of library materials on the shelves.

Objectives:

- **Correct Errors:** Address any misshelved items, incorrect order, or other errors on the shelves.
- **Update Information:** Ensure that the physical arrangement aligns with the library's cataloging system and reflects any recent changes.

Procedure:

- **Identify Errors:** Through shelf reading or other assessments, identify areas with shelving errors.
- **Correct Order:** Rearrange items to correct any misshelving or misalignment.
- **Update Catalog Information:** If necessary, update the library catalog to reflect the corrected arrangement.

Frequency: Shelf rectification may be conducted periodically or in response to specific issues identified during shelf reading or routine maintenance.

By regularly performing shelf reading, blocking, and shelf rectification, libraries can maintain an organized and user-friendly environment, enhance the accuracy of their cataloging system, and improve the overall user experience for patrons.

**Maintenance shelving :** Maintaining shelving in a library or any storage facility is essential for ensuring the longevity of the shelving units and the preservation of the materials stored on them. Here are some key aspects of maintaining shelving:

- 1) **Regular Inspection:** Conduct regular visual inspections of shelving units to identify any signs of wear, damage, or structural issues. Look for loose bolts or screws, bent shelves, or any other visible problems.
- 2) **Cleaning:** Regularly clean the shelves to remove dust, dirt, and other debris. Cleaning helps improve the overall appearance of the shelves and prevents buildup that could potentially damage materials.
- 3) **Reinforcement:** Reinforce the shelving units as needed. This may involve tightening loose screws or bolts, adding additional support brackets, or reinforcing connections to ensure stability.
- 4) **Weight Distribution:** Be mindful of weight distribution on the shelves. Avoid overloading shelves with heavy items, as this can lead to warping or sagging. Distribute weight evenly across the shelves.
- 5) **Adjustable Shelves:** If your shelving units have adjustable shelves, periodically review and adjust their positions based on the size and weight of materials. This helps maximize storage efficiency and prevents damage.
- 6) **Labeling and Signage:** Ensure that labeling and signage on shelves are clear and accurate. Proper labeling helps users locate materials easily and contributes to an organized collection.
- 7) **Accessibility:** Make sure that all materials on the shelves are easily accessible to users. Avoid placing items too high or too low, especially in sections that may be challenging for users to reach.
- 8) **Emergency Preparedness:** Develop and communicate emergency procedures for shelving. Ensure that exit routes are clear, and materials are shelved in a way that minimizes the risk of injury during emergencies.
- 9) **Training Staff:** Train library staff or personnel responsible for shelving maintenance on best practices. Provide guidance on proper shelving techniques, safety measures, and how to handle materials carefully.
- 10) **Collaboration with Facilities Management:** Collaborate with the facilities management team to address any structural issues in the building that may impact the integrity of the shelving units. Ensure that the shelves are properly anchored and secure.

- 11) **Environmental Considerations:** Be mindful of environmental conditions, such as temperature and humidity, as they can affect the condition of materials on shelves. Use appropriate environmental controls if necessary to preserve the integrity of the collection.
- 12) **Regular Inventory Checks:** Conduct regular inventory checks to ensure that the items listed in the catalog are physically present on the shelves. Address any discrepancies promptly.
- 13) **Documentation:** Keep detailed records of maintenance activities performed on shelves. This includes records of inspections, repairs, and any changes made to the shelving systems.

By implementing a comprehensive shelving maintenance program, libraries and other organizations can ensure the safety, organization, and longevity of their shelving units, contributing to an efficient and user-friendly environment.

### Stock Verification

Stock verification, also known as inventory verification or stocktaking, is the process of physically counting and verifying the quantity and condition of items in a library or any other organization. Stock verification is the systematic checking of the library's holdings for finding out 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. 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. This process is crucial for maintaining accurate records, identifying discrepancies, and ensuring the integrity of the collection. Here's a guide to stock verification in a library:

#### Objectives of Stock Verification:

- **Accuracy:** Verify that the physical stock matches the recorded inventory to ensure accurate information.
- **Identify Discrepancies:** Identify any discrepancies between the physical count and the recorded inventory.
- **Loss Prevention:** Detect and address any loss, theft, or misplacement of materials.
- **Preservation of Collection:** Ensure the physical condition of materials is suitable and take measures for preservation.
- **Update Records:** Update the library catalog or inventory management system to reflect the current status of the collection.

#### Steps in Stock Verification:

- **Planning:** Plan the stock verification process, including the scope, schedule, and responsibilities of staff involved.
- **Notification:** Inform library staff and users about the upcoming stock verification to minimize disruptions.
- **Preparation:** Ensure that the library is well-organized before stock verification. Shelves should be tidy, materials properly arranged, and any loose items secured.
- **Assign Responsibilities:** Assign specific responsibilities to staff members involved in the verification process. This may include counting, recording, and supervising.
- **Verification Process:** Physically count each item on the shelves. This may involve using handheld devices, spreadsheets, or manual tally sheets.
- **Recording:** Record the results of the physical count, noting any discrepancies between the physical count and the recorded inventory.
- **Identification of Discrepancies:** Investigate and identify the reasons for any discrepancies. This may involve checking circulation records, misplaced items, or addressing issues of theft or loss.
- **Documentation:** Document any damaged items, missing materials, or other noteworthy conditions. Take photographs if needed.

- **Preservation Measures:** Identify materials that require special preservation measures. This may include items in poor condition, rare books, or materials requiring conservation.
- **Reporting:** Prepare a comprehensive report summarizing the stock verification results, including discrepancies, damaged items, and recommendations for corrective action.
- **Correction of Records:** Update the library catalog or inventory management system based on the results of the stock verification.
- **Communication:** Communicate the results of the stock verification to library staff and management. If necessary, inform users about any changes or issues identified during the process.

**Frequency of Stock Verification:** The frequency of stock verification varies based on the size of the library, the volume of circulation, and the policies of the institution. Some libraries conduct full-scale stock verification annually, while others may opt for partial verifications more frequently.

**Tips for Successful Stock Verification:**

- Use technology, such as barcode scanners or RFID systems, to streamline the counting process.
- Train staff on proper counting techniques and the importance of accurate record-keeping.
- Coordinate with different library departments to ensure a smooth verification process.
- Schedule stock verification during periods of lower library activity to minimize disruptions.

Stock verification is a critical process that contributes to the efficient management of a library's collection. By regularly verifying stock, libraries can maintain accurate records, prevent losses, and ensure the overall integrity and accessibility of their materials.

## Preservation

Preservation in the context of a library refers to the planned and sustained efforts to protect and prolong the life of library materials, ensuring they remain accessible for present and future generations. The goal of preservation is to minimize deterioration, prevent damage, and address existing issues to maintain the physical and intellectual integrity of the collection. Here are key aspects of preservation in libraries:

### 1) Environmental Control:

- **Temperature and Humidity:** Maintain controlled temperature and humidity levels to prevent the deterioration of materials. Extremes in temperature and humidity can lead to mold, decay, or brittleness.
- **Lighting:** Control exposure to light, especially natural sunlight, as it can fade and damage materials. Use UV-filtering materials on windows and minimize direct sunlight exposure.

### 2) Storage and Handling:

- **Shelving:** Use appropriate shelving materials that are stable and do not emit harmful substances. Ensure proper spacing between shelves to allow for air circulation.
- **Handling Procedures:** Train staff and users on proper handling techniques to avoid damage from excessive handling, bending, or soiling. Encourage the use of book supports and book cradles when necessary.

### 3) Cleaning and Maintenance:

- **Regular Cleaning:** Implement routine cleaning of library spaces and shelves to prevent dust accumulation.
- **Conservation:** Engage in conservation efforts to repair and restore damaged materials. Professional conservators may be involved in more intricate preservation work.

4) **Pest Control:** Implement pest control measures to protect materials from insect infestations. Regular inspections and proper storage conditions can help prevent pest-related damage.

5) **Security Measures:** Implement security measures to prevent theft and vandalism. Security systems, surveillance cameras, and controlled access to certain collections can contribute to the safety of materials.

- 6) **Disaster Preparedness:** Develop and regularly update a disaster preparedness plan to address potential threats such as floods, fires, or earthquakes. This includes having emergency contacts, evacuation plans, and salvaging procedures.
- 7) **Digitization:** Consider digitizing materials, especially rare or fragile items, to create digital surrogates. Digital preservation ensures access even if the physical item deteriorates.
- 8) **Encapsulation and Lamination:** Use encapsulation or lamination for items that require additional protection. This method involves enclosing documents or prints in a clear, durable plastic film.
- 9) **Preservation Awareness Programs:** Conduct programs and workshops to raise awareness among staff and users about the importance of preservation. Educate users on proper care and handling of materials.
- 10) **Selection and Weeding:** Implement careful selection and weeding policies to ensure the collection remains relevant and manageable. Removing damaged or outdated materials can free up resources for preservation efforts.
- 11) **Collaboration with Preservation Experts:** Collaborate with preservation experts, conservators, and archivists to assess the condition of the collection and seek advice on best practices for preserving specific materials.
- 12) **Documentation:** Maintain thorough documentation of the condition of materials, preservation efforts, and any conservation work performed. This documentation aids in assessing the effectiveness of preservation strategies over time.

Preservation is an ongoing and multifaceted effort that requires a combination of preventive measures, reactive interventions, and a commitment to ensuring that library materials endure for as long as possible. Regular assessment and adaptation of preservation strategies are essential to meet the evolving needs of the collection.

### Reference and information services

Reference and information services in libraries involve providing assistance and guidance to users in accessing and utilizing information resources. These services aim to meet the information needs of patrons by offering help with research, answering queries, and facilitating access to various types of information.

The Reference and Information Services Section will address all aspects of reference work, in all types of libraries, in all regions of the world. Current interests encompass the new electronic environment and the resulting changes in reference work, the future role of reference work, and the quality of reference services.

Future investigation, discussion, and programming will focus on:

- User-centered reference services
- Organization and staffing of reference services
- Ethics and the provision of high quality service
- The impact of the digital environment on reference services
- Reference collections in a digital world
- Continuing education of reference librarians
- Marketing / Visibility of library reference services
- Providing a forum for information on the nature of reference work in different parts of the world

Here are key components of reference and information services in libraries:

- 1) Reference Desk:
  - Location: A designated area, often near the entrance, where users can approach library staff for assistance.
  - Personnel: Staffing the reference desk with trained librarians or information specialists capable of addressing a wide range of inquiries.
- 2) Types of Reference Services:

- Ready Reference: Quick answers to straightforward questions using readily available sources.
  - In-Depth Reference: Assistance with more complex research questions, requiring the use of various resources and databases.
  - Online Reference: Providing reference services through email, chat, or other online platforms.
- 3) Reference Interviews: Conducting reference interviews to understand users' information needs, helping librarians tailor their assistance to specific requirements.
  - 4) Information Retrieval: Assisting users in locating information by using the library catalog, databases, and other resources.
  - 5) Citation Assistance: Providing guidance on citing sources and using citation styles such as APA, MLA, or Chicago .
  - 6) Reader's Advisory: Recommending books, articles, or other materials based on users' preferences and interests.
  - 7) Interlibrary Loan Services: Facilitating access to materials not available in the local library by coordinating with other libraries through interlibrary loan services.
  - 8) Information Literacy Instruction: Offering training sessions on information literacy, including effective search strategies, source evaluation, and citation skills.
  - 9) Database Searching: Assisting users in navigating and searching electronic databases for scholarly articles, journals, and other online resources.
  - 10) Technology Assistance: Providing help with using library computers, printers, and other technology resources.
  - 11) Community Outreach: Engaging in community outreach to promote library services, raise awareness, and foster partnerships with local organizations.
  - 12) Online Resources and Guides: Creating and maintaining online guides, FAQs, and tutorials to assist users in accessing information independently.
  - 13) Collaboration with Subject Specialists: Collaborating with subject specialists or liaison librarians who have expertise in specific academic disciplines.
  - 14) Reference Tools: Utilizing reference tools such as dictionaries, encyclopedias, almanacs, and other reference materials to provide accurate and reliable information.
  - 15) Evaluation of Resources: Assessing the credibility and reliability of information sources and guiding users in critically evaluating the materials they encounter.
  - 16) Continuing Education for Librarians: Providing ongoing training and professional development for reference librarians to stay updated on information resources and service trends.
  - 17) Feedback Mechanisms: Establishing mechanisms for user feedback to continuously improve reference services based on user experiences and needs.

Reference and information services play a crucial role in connecting users with the information they seek. These services contribute to the overall mission of libraries in supporting research, education, and lifelong learning in the communities they serve.

### User Education

Libraries and their educational programmes are being greatly impacted by the significant changes occurring in both technology and society. It is now imperative to teach consumers how to search for information more effectively, efficiently, and independently as a result of these changes. In response, the objectives of instruction in libraries have been broadened to include information literacy and lifelong learning, as well as teaching concepts rather than just tools. The Ohio State University (OSU) Library created the Gateway to Information as one solution to the concerns and problems facing libraries and information today and in the future. The Gateway to Information was created to assist graduate and undergraduate students in locating, assessing, and choosing the best information for their needs without the need for help screens or handouts.

The Gateway to Information, which has been under development since 1987, has undergone constant user evaluations; changes have been implemented in response to the findings of over 7,000 evaluations. The majority of the OSU library system's public terminals offer access to the Gateway. It will include Internet materials into its storey and be available through the Internet in the near future. The necessity for expert systems like this one has increased due to the proliferation of information. The previously unimaginable has come to pass. Libraries are under attack for not being important or necessary for the information of the future. There is a plethora of information and inquiries regarding the future of libraries in both current news and library literature.

Which way do libraries go if they do have a future? Does the education of library users fit into that future? Libraries are undergoing what is being called a "revolution" due in large part to the influence of technology, economic concerns, and changes in the educational system. One forecast for the future of libraries is that "new" activities like library user education will have to be discontinued due to financial constraints. The true trajectory of information and libraries suggests that library user education should receive greater attention. Furthermore, when historical context is considered, library user education is not a relatively new service—rather, it is an extremely old one that even predates reference services.

How did libraries and librarians react to the prediction that libraries would disappear? Their response has been outstanding in a lot of ways. Libraries have evolved and grown their programming in a continuous flow to accommodate the evolving demands of their patrons. The programme for library user education is one of the most prominent ones. This study looks at that consistent advancement and the steps librarians are taking to get users ready for the ongoing flow of information. One example of how libraries and librarians are addressing the needs of the future is the Gateway to Information, which was created by The Ohio State University Libraries.

A review of library user education's history and current state is necessary to put it into perspective. Is educating library users a crucial activity? Which initiatives and issues have a clear historical trajectory? What are the faults with present programmes, their content, their teaching strategies, and their evaluation studies? What effect have these programmes had? What does the future of instruction for library users hold? What effects are the factors of change having on libraries and the instruction of library users? How should librarians react to these developments?

### Definition of Library User Education

Broadly defined, library user education teaches users how to make the most effective use of the library system. At OSU, user education encompasses all activity undertaken to help students become efficient users of information i.e., how to identify the information need and then how to find, evaluate, and select the best information to meet that need. Activities to achieve that goal include orientation sessions, workshops, handouts, and course-related and course-integrated instruction.

Library user education, also known as information literacy instruction, is a critical component of library services. It involves teaching library patrons how to locate, evaluate, and effectively use information resources. The goal is to empower users with the skills and knowledge needed to navigate the complex information landscape. Here are key aspects of library user education:

- **Information Literacy Programs:** Develop and implement information literacy programs that cater to various user groups, including students, faculty, researchers, and the general public.
- **Curriculum Integration:** Collaborate with educational institutions to integrate information literacy instruction into the curriculum. Work closely with teachers and professors to align library instruction with academic goals.
- **Workshops and Training Sessions:** Conduct workshops and training sessions on various aspects of information literacy, including effective search strategies, source evaluation, and citation skills.
- **Online Tutorials and Guides:** Create and provide access to online tutorials, guides, and instructional materials that users can refer to independently. These resources can cover topics such as database searching, citation styles, and research methodologies.

- **Subject-Specific Instruction:** Offer subject-specific instruction sessions tailored to the needs of different academic disciplines. Collaborate with subject specialists or liaison librarians to provide targeted guidance.
- **Critical Thinking Skills:** Emphasize the development of critical thinking skills, helping users critically evaluate information sources for accuracy, reliability, and relevance.
- **Technology Literacy:** Address technology literacy by providing instruction on using library computers, accessing electronic databases, and utilizing other digital tools for research.
- **Research Process Guidance:** Guide users through the research process, from formulating research questions to locating and citing sources. Emphasize the importance of ethical research practices.
- **Citation and Plagiarism Education:** Provide instruction on proper citation practices and educate users about the consequences of plagiarism. Offer resources on citation styles such as APA, MLA, or Chicago.
- **Database Searching Skills:** Train users in effective database searching techniques to retrieve scholarly articles, books, and other academic resources.
- **Library Orientation Programs:** Conduct library orientation programs for new users to familiarize them with library resources, services, and facilities.
- **Hands-On Exercises:** Incorporate hands-on exercises and activities in instructional sessions to reinforce concepts and allow users to practice newly acquired skills.
- **Collaboration with Faculty:** Collaborate with faculty members to design assignments that promote information literacy skills. Provide support for faculty in integrating library resources into coursework.
- **Assessment and Feedback:** Implement assessment tools to measure the effectiveness of information literacy programs. Gather feedback from users to identify areas for improvement.
- **Lifelong Learning Emphasis:** Promote the idea of lifelong learning, encouraging users to view information literacy as an ongoing skill set that evolves with the changing information landscape.
- **Community Outreach:** Extend information literacy instruction beyond academic settings by engaging in community outreach programs. Offer workshops or resources to the broader community.
- **Adaptability to Emerging Trends :** Stay abreast of emerging trends in information and technology and adapt instruction accordingly. Address topics such as fake news, digital privacy, and information ethics.

Library user education plays a vital role in empowering individuals to become independent and critical users of information. It enhances the overall value of library services by fostering a culture of information literacy and lifelong learning.

**Library user education objectives** focus on equipping library patrons with the skills and knowledge needed to effectively locate, evaluate, and use information resources. These objectives contribute to the development of information literacy, empowering users to navigate the complex information landscape with confidence. Here are common objectives for library user education:

1. **Understanding Information Needs:** Develop the ability to recognize and articulate information needs, whether for academic research, personal enrichment, or practical decision-making.
2. **Effective Search Strategies:** Acquire skills in formulating effective search queries, using library catalogs, databases, and search engines to locate relevant information efficiently.
3. **Source Evaluation:** Cultivate the ability to critically evaluate information sources for accuracy, authority, objectivity, currency, and relevance.
4. **Citation Skills:** Develop proficiency in citing sources appropriately using recognized citation styles (e.g., APA, MLA, Chicago) to avoid plagiarism.

5. Database Navigation: Gain competence in navigating electronic databases, understanding database structures, and using advanced search features to retrieve scholarly articles and other resources.
6. Research Process Understanding: Understand and apply the various stages of the research process, including defining research questions, conducting literature reviews, and synthesizing information.
7. Ethical Use of Information: Foster an understanding of the ethical use of information, including respect for intellectual property rights and responsible information sharing.
8. Technology Literacy: Develop technology literacy skills, including proficiency in using computers, software applications, and digital tools commonly employed in research and information retrieval.
9. Critical Thinking: Cultivate critical thinking skills to assess information critically, recognize bias, and make informed judgments about the reliability of sources.
10. Library Facility Familiarity: Familiarize users with the layout and services of the library facility, including understanding the organization of collections, locating materials, and accessing specialized resources.
11. Effective Use of Library Services: Learn how to effectively use library services, including interlibrary loan, reference assistance, and other specialized services offered by the library.
12. Adaptability to Emerging Technologies : Stay current with emerging technologies and digital tools, adapting information literacy skills to navigate new platforms and information formats.
13. Lifelong Learning Orientation: Cultivate a mindset of lifelong learning, encouraging users to see information literacy as an ongoing skill set that evolves with changes in technology and information sources.
14. Collaboration and Communication Skills: Develop effective communication skills to articulate information needs and collaborate with library staff, faculty, and peers in the research process.
15. Community Engagement: Extend information literacy skills to community engagement, fostering a sense of social responsibility and information sharing beyond academic or personal contexts.
16. Adaptive Problem-Solving: Develop adaptive problem-solving skills to address challenges encountered in the research and information retrieval process.
17. Confidence in Information Use: Build confidence in using information resources effectively, empowering users to become self-sufficient in their information-seeking endeavors.

These objectives collectively aim to empower library users with the skills and knowledge necessary to become critical thinkers, independent learners, and informed participants in an information-rich society. Library user education contributes to the overall mission of libraries in promoting lifelong learning and access to information.

### **Importance of Library user education**

It plays a vital role in empowering individuals to navigate the complex information landscape, critically evaluate sources, and become lifelong learners. Here are key reasons highlighting the importance of library user education:

1. Empowering Users:
  - Objective: To empower users with the skills and knowledge needed to independently and confidently locate, evaluate, and use information resources.
  - Significance: Empowered users are better equipped to succeed academically, make informed decisions, and engage in continuous learning throughout their lives.
2. Critical Thinking Skills:

- Objective: To cultivate critical thinking skills that enable users to evaluate information critically, recognize biases, and make informed judgments about the reliability of sources.
  - Significance: Critical thinking skills are essential for responsible citizenship, effective problem-solving, and making well-informed decisions.
3. Effective Research Skills:
- Objective: To develop effective research skills, including formulating research questions, conducting literature reviews, and synthesizing information.
  - Significance: Users equipped with strong research skills can contribute meaningfully to academic and professional endeavors and stay informed in a rapidly changing world.
4. Ethical Use of Information:
- Objective: To foster an understanding of the ethical use of information, including proper citation practices and respect for intellectual property rights.
  - Significance: Promoting ethical use of information contributes to academic integrity, avoiding plagiarism, and maintaining a culture of responsible information sharing.
5. Adaptability to Emerging Technologies:
- Objective: To stay current with emerging technologies and digital tools, adapting information literacy skills to navigate new platforms and information formats.
  - Significance: Technological literacy is crucial in today's information age, and users who can adapt to new technologies are better positioned for success in various domains.
6. Lifelong Learning Orientation:
- Objective: To cultivate a mindset of lifelong learning, encouraging users to see information literacy as an ongoing skill set that evolves with changes in technology and information sources.
  - Significance: Lifelong learners are more adaptable, open to new ideas, and better equipped to thrive in a dynamic and evolving information environment.
7. Community Engagement:
- Objective: To extend information literacy skills to community engagement, fostering a sense of social responsibility and information sharing beyond academic or personal contexts.
  - Significance: Users engaged in their communities can contribute to informed public discourse, civic engagement, and the sharing of valuable knowledge with diverse audiences.
8. Enhanced Library Services Utilization:
- Objective: To help users understand and effectively utilize various library services, including reference assistance, interlibrary loan, and other specialized offerings.
  - Significance: Maximizing the use of library services enhances the overall value of the library as a resource hub for information and learning.
9. Confidence in Information Use:
- Objective: To build confidence in using information resources effectively, empowering users to become self-sufficient in their information-seeking endeavors.
  - Significance: Confident users are more likely to explore and utilize a wide range of information resources, leading to enhanced learning outcomes and academic success.

In summary, library user education is crucial for fostering a society of informed, critical thinkers who can effectively navigate, evaluate, and contribute to the vast and dynamic world of information. It enhances the value of libraries as educational institutions and empowers individuals to thrive in various academic, professional, and community contexts.

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## LIBRARY RECORD AND STATISTIC

## Objectives

After studying this unit, you will be able to:

- identify various types of library records
- understand the importance of records for carrying out library routines on periodic basis
- understand various records required for each division of the library
- categorize records of the library
- specify the advantages of computerized library records
- explain role of records in library developmental plans.

## Introduction

According to its definition, a library record is "all recorded information generated or required in the course of any library activity and which must be retained to suit the organization's administrative, legal, historical, and financial obligations."

The goal of library records is to support the planning of library operations, to identify the needs of readers, to allocate funds, and to track the development of a library. Another useful resource for gaining access to the library's workload is its records.

The instances that follow could be classified as library records:

- Fiscal data
- Correspondence files for library operations
- User-related files and cards
- Descriptive and statistical compilations pertaining to assets, services, and products
- Personnel-related documents

Records may exist as data in a computer, on a disc, or on paper as files and registers. The documents serve as proof of the work that is done in libraries. For instance, records are the sole way to determine whether a library's membership has increased or decreased. A library can also be a storehouse for books, non-book materials, furnishings, and equipment. All of these items have records kept at the library. These documents are crucial for planning and upkeep because they provide the library's financial support.

"Library records" generally refer to various types of documentation and information maintained by a library to manage its collections, track user interactions, and support administrative processes. Here are some common types of library records:

### 1) Catalog Records:

- Definition: Records that describe each item in the library collection, providing details such as title, author, publication date, call number, and subject classification.
- Purpose: Facilitate the organization and retrieval of library materials.

### 2) Circulation Records:

- Definition: Records that track the borrowing and return of library materials by individual users.
- Purpose: Manage the circulation of materials, determine due dates, and track usage patterns.

### 3) User Records:

- Definition: Records containing information about library users, including their names, contact details, borrowing history, and any fines or fees owed.
- Purpose: Facilitate communication with users, manage user accounts, and support the provision of personalized services.

### 4) Acquisition Records:

- Definition: Records documenting the process of acquiring new materials for the library, including purchase orders, invoices, and receipts.

- Purpose: Track acquisitions, manage budgets, and ensure the legality and accuracy of transactions.

#### 5) **Serials Records:**

- Definition: Records related to the library's subscriptions to serial publications (journals, magazines, newspapers), including subscription details and renewal information.
- Purpose: Manage the receipt and availability of serials within the library.

#### 6) **Interlibrary Loan Records:**

- Definition: Records documenting requests for materials from other libraries and the lending and borrowing transactions associated with interlibrary loans.
- Purpose: Facilitate resource sharing and track materials borrowed from and lent to other institutions.

#### 7) **Reserve Records:**

- Definition: Records related to materials placed on reserve for specific courses or assignments, including details about the reserved items and lending policies.
- Purpose: Ensure equitable access to high-demand materials for course-related purposes.

#### 8) **Reference Records:**

- Definition: Records related to reference interactions, including inquiries, reference desk statistics, and reference transaction logs.
- Purpose: Evaluate and improve reference services, track user needs, and assess the effectiveness of reference assistance.

#### 9) **Fine and Fee Records:**

- Definition: Records documenting fines and fees incurred by library users for overdue materials, lost items, or other infractions.
- Purpose: Manage financial transactions, enforce library policies, and ensure the return of borrowed materials.

#### 10) **Statistical Records:**

- Definition: Records containing statistical data related to library usage, including circulation statistics, visitor counts, and other performance metrics.
- Purpose: Assess the library's overall performance, identify trends, and make data-driven decisions.

#### 11) **Archival and Special Collections Records:**

- Definition: Records related to the management and use of archival materials and special collections, including finding aids, access restrictions, and preservation plans.
- Purpose: Preserve and provide access to unique and historical materials.

It's important to note that the management of library records is subject to privacy and confidentiality considerations. Libraries typically adhere to privacy policies and legal regulations to protect user information and maintain the confidentiality of certain records.

### **Library Records Section**

The areas of operation of a library are broadly grouped as the following sections:

- a) Acquisition Section
- b) Processing/Technical Section
- c) Circulation Section
- d) Periodicals Section
- e) Administration Section

Let us learn about the control type and statistical type records in various sections of a library

### **Control Type Records**

Let us first know about the control type records that are maintained in various sections or sections of a library

**Acquisition Section :** Building a library's collection of reading materials is the acquisition section's main duty. Books are acquired by this department via purchases, trades, and gifts. Some books are always in the process of being ordered by vendors, while others have already been acquired and are just waiting to be checked and indexed. Others are prepared to be moved to the processing department. The Section is supposed to buy books in the language(s) and/or subject discipline(s) designated in the library budget. Precautions are made in acquisition work to prevent unintentional duplication. Payment-cleared bills are carefully examined to verify the publisher's price, the foreign exchange rate conversion at the permitted rate, and other details. To meet these requirements, the Acquisition Section must keep a variety of control-type records.

**Some conventional control records for acquisition work are:**

- a) **Budget allocation register:** To record and keep track of expenditure incurred under various heads for acquisition of reading materials such as books, periodicals, electric (both in printed form as well as, on line), binding, furniture and equipment, etc.
- b) **Bill register:** To record bills received in the library for materials supplied.
- c) **Directory of institutions:** To record name and address of institutions and organizations having exchange relations with the library.
- d) **Accession Register:** To accession all the books and periodicals acquired by the library.
- e) **Cards for books on order:** These are kept in alphabetical order by author name to avoid duplication while ordering new books.
- f) **Cards of books awaiting accessioning**
- g) **Cards of books suggested for acquisition**
- h) **File containing suggestions lists for acquisition received from the authorities/ users community.**
- i) **Acquisition policy File**

**Processing/Technical Section :**

The two responsibilities of the Processing Section of the library, also known as the Technical Section, are to: a) assign a call number to a book and b) create the corresponding catalogue cards in order to fulfil all requests from users. The universe of knowledge is dynamic by nature.

The classification scheme selected by a library often dictates particular local preferences regarding the representation of a subject or its subordinate categories. To maintain uniformity, these local variations must be recorded in a file for the benefit of newly appointed Section members. Similarly, to maintain consistency, changes to the amount of bibliographical information to be included in the catalogue card and the number of readers who choose to be satisfied by a catalogue must be noted.

The Technical Section, therefore, maintains:

- a) **Authority file for classification:** To record modifications in classification schedule of the approved scheme of classification.
- b) **Authority file for cataloguing:** To record decision regarding bibliographical details to be provided and number of added entries to be constructed.
- c) **Authority file for filing cards :** Authorization file for organising cards in the catalogue's alphabetical section To avoid staff members from having to frequently consult the public catalogue, some libraries also save duplicate shelf lists and shelf cards. Some libraries additionally have an authority file that documents the policy for filing cards in the dictionary or alphabetical catalogue.

**Circulation Section :** Reading materials for at-home reading are charged and discharged by the circulation section. Some libraries might offer books that are checked out from other libraries as an additional service to this activity. The Circulation Section accepts reservations for titles that are already on loan in order to manage the circulation operations and give all readers an equitable opportunity to read library books. Additionally, it reminds users to return books to members who have more than one

copy of a title. This department also implements punitive actions, such as fines and the suspension of borrowing privileges in accordance with library rules. This part also maintains records pertaining to everything mentioned above. Little libraries' circulation departments are also in charge of new member enrollment, access control, old book replacement, and shelf correction. Huge libraries could have distinct areas for membership and stack upkeep.

#### **Control-type records associated with Circulation Section include:**

- Library membership record: In the form of cards in a tray or forms in a z file containing personal data and address of the member.
- Books on loan record: Book cards along with borrowers' card.
- Record of over-due charges collected and deposited with accounts office.
- Inter-library loan record
- Record of temporarily removed books from the collection for binding/repair or other administrative reasons. Some of these records are in files, some in register, some in electronic form and still others in card form

**Periodicals Section :** Periodicals, sometimes referred to as "journals" or "serials" in certain other countries, are a vital part of the collection of books in college, university, and research institution libraries. More issues arise with their acquisition and preservation than with books. As a result, their operations are divided into a distinct section. Periodical payments are made yearly and in advance. Certain magazines are purchased straight from publishing houses. However, the majority of them are purchased via a vendor that the library has chosen and designated. Titles that are initially chosen for purchase are typically obtained year after year. Research journals frequently divide into two or more publications, and occasionally two titles combine to form a single publication. New titles frequently take the place of discarded ones. The Periodicals Section needs to be mindful of all of them. A volume must be bound and sent for accessioning and processing as soon as it is finished. It is necessary to maintain several kinds of control records for each of these actions. The actual number and format of these records may vary from library to library. These records are maintained in the form of register, files and cards, or electronic form depending on their nature and use.

#### **In major libraries, the following records are associated with Periodicals Section:**

- Registration record
- Lists of periodicals received and each one arranged by title; vendor; subject and by mode of procurement, i.e., subscription, exchange or gift.
- Bill register: To record bills received, processed and passed for payment z List of periodicals sent for binding.
- Budget allocation register (Department/Subject-wise): To keep the expenditure on subscription, within allocated amount.

**Maintenance Section :** Maintaining the library's collection entails organising it properly to facilitate effective material retrieval. The annual stock verification is done by the maintenance section. Since the majority of the work done by the Maintenance Section is focused on keeping collections in order, there is little need for control-type records in their routine. Nonetheless, it keeps track of a shelf-list or shelf-register in order to guarantee yearly stock verification. Books that are sent for binding and/or taken out of circulation are the subject of another record that is kept in file, register, or electronic form and is kept by the circulation section.

In certain libraries, the Maintenance Section is also responsible for building, furniture, and equipment maintenance and repairs. If so, it needs to keep track of movable things in an inventory register.

#### **Section of Administration**

As is widely known, the Administration Section is in charge of setting up the library's personnel and material resources.

The Section contains a sizable number of control type data pertaining to reading material, furnishings and equipment, financial resources, and human resources. The Section creates strategies on how to allocate its resources and activities in order to achieve its primary goals of assisting the parent organization's operations. To ensure the best possible use of the resources allotted, it must create data pertaining to:

The quantity, quality, and duration of the manpower available

- 1) Monetary resources: for books, furnishings, machinery, chemicals for preservation, etc.
- 2) A furniture and equipment inventory.
- 3) Documentation of policy rulings (Proceedings of Library Committee Meetings)
- 4) Documents detailing library operations (year-wise annual reports)
- 5) A graphic showing staff placement
- 6) A log of the personnel present on a specific day

#### **Statistics Type Records**

In general, statistics about library operations are gathered to help with planning new programmes or enhancing those that have already been scheduled. They support the completion of cost-benefit analyses, more effective workforce deployment, and appropriate use of a library's financial resources. The availability of information regarding workload and labour resources in different library sections is necessary for the efficient deployment of labour.

Libraries differ in the format used for keeping data in their many divisions and sections. Let's examine the kinds of data that are typically kept up to date in the different departments and sections of a library.

**Acquisition Section :** The Section's responsibility is to obtain books that are proposed or advised, accession them, and move them to the Technical Section. The Section's statistics are related to:

- 1) The quantity of books accessed
- 2) The quantity of completed, verified, and stored book selection slips
- 3) Amount of invoices that are processed and approved for payment
- 4) The quantity of orders placed with the suppliers and the quantity of reminders sent

**Processing/Technical Section :** Assigning call numbers and creating catalogue cards to accommodate different user techniques to finding the books they need are the responsibilities of the Processing Section. A book should be compared to the catalogue prior to being categorised and catalogued to determine whether:

- It is altogether new book
- It is an additional copy of a book already in the library
- A new volume in a multi-volume title

**Statistical records in Processing Section include statistics for:**

- Number of titles checked with the catalogue
- Number of titles classified
- Number of books catalogued
- Number of catalogue cards filed
- Number of books prepared for processing (pasting due date slip, tag library label, etc.)
- Number of books prepared for release (writing call number at various places in a book and on catalogue cards)

**Circulation Section :** The statistical records in Circulation Section are kept in tabular form to show daily routines relating to number of:

- Books issued, total number as well as subject-wise
- Books returned

- Reminders written for overdue books
- Intimation letters for reserved books
- Titles obtained on inter-library
- Visitors to the library

## Impact Of Information Technology On Library Records

The impact of information technology on library records has been substantial, transforming the way libraries manage, organize, and provide access to information. Here are several key aspects of this impact:

- 1) **Digitization of Records:** Information technology has facilitated the digitization of library records, including catalog records, circulation records, and archival materials. Digital formats enhance accessibility and preservation.
- 2) **Online Catalogs:** Traditional card catalogs have been replaced by sophisticated online catalog systems. Users can search and access catalog records remotely, improving convenience and efficiency.
- 3) **Integrated Library Management Systems (ILMS):** ILMS platforms streamline various library functions, from cataloging and acquisitions to circulation and user management. These systems integrate information technology to enhance overall library operations.
- 4) **Electronic Resource Management (ERM):** Libraries use information technology to manage electronic resources effectively. This includes databases, e-journals, e-books, and other digital content. ERM systems help libraries track licenses, access rights, and usage statistics.
- 5) **RFID Technology:** Radio-frequency identification (RFID) technology has been employed for efficient circulation management. RFID tags on books and other materials enable automated check-in, check-out, and inventory management.
- 6) **Online Access to Resources:** Information technology enables libraries to provide online access to a wide range of resources, including e-books, academic journals, databases, and multimedia content. This extends the reach of the library beyond physical boundaries.
- 7) **Open URL Link Resolvers:** Open URL link resolver technology allows libraries to connect users to the full text of resources, even if they are not available in the library's collection. It helps bridge the gap between citation information and available content.
- 8) **Electronic Theses and Dissertations (ETD):** Libraries use information technology to manage and provide access to electronic theses and dissertations. ETD systems facilitate the submission, storage, and dissemination of academic research.
- 9) **Preservation and Digital Archives:** Information technology aids in preserving and archiving valuable materials through digital repositories. Digital archives ensure the long-term accessibility and conservation of important records.
- 10) **Remote Access and Mobile Apps:** Users can access library records and resources remotely through online platforms and mobile applications. This flexibility enhances user experience and accommodates the changing preferences of modern library patrons.
- 11) **Data Analytics and Usage Statistics:** Libraries leverage information technology to collect and analyze usage statistics. This data helps in making informed decisions about resource acquisition, collection development, and user services.
- 12) **Cloud Computing:** Cloud-based solutions support the storage, management, and sharing of library records. This technology offers scalability, cost-effectiveness, and increased collaboration among libraries.
- 13) **Social Media Integration:** Libraries use social media platforms to engage with users and share information about resources, events, and services. Social media integration has become a valuable communication tool for libraries.
- 14) **Automation of Workflows:** Information technology automates many library workflows, from cataloging to interlibrary loan requests. Automation increases efficiency and allows library staff to focus on more complex tasks.

- 15) **Security and Privacy Measures:** Information technology plays a crucial role in implementing security measures to protect library records and user data. Encryption, authentication, and other technologies help safeguard sensitive information.

In summary, the integration of information technology has revolutionized the way libraries manage records, expanding access to resources, improving efficiency, and enhancing user services. These advancements contribute to the continued relevance and evolution of libraries in the digital age.

### **LIBRARY STATISTICS**

Library statistics encompass various quantitative measures and data collected to assess and communicate the performance, usage, and impact of library services. These statistics help libraries understand their operations, demonstrate value to stakeholders, and make informed decisions. Here are some key categories of library statistics:

- 1) **Circulation Statistics:**
  - **Definition:** The number of items (books, DVDs, etc.) checked out by library users within a specific period.
  - **Purpose:** Indicates the popularity of materials and user engagement with the library's collection.
- 2) **Attendance Statistics:**
  - **Definition:** The number of people who visit the library, attend events, or use library facilities.
  - **Purpose:** Measures the library's physical usage and the effectiveness of outreach and programming.
- 3) **Reference and Information Service Statistics:**
  - **Definition:** Data on reference transactions, including inquiries answered, research assistance provided, and interactions at the reference desk.
  - **Purpose:** Reflects the demand for information services and helps evaluate the effectiveness of reference staff.
- 4) **Digital Resource Usage Statistics:**
  - **Definition:** Metrics related to the use of electronic resources, such as e-books, e-journals, databases, and other digital materials.
  - **Purpose:** Assesses the popularity and impact of online resources, guiding collection development decisions.
- 5) **Interlibrary Loan (ILL) Statistics:**
  - **Definition:** Data on materials borrowed from and lent to other libraries through interlibrary loan services.
  - **Purpose:** Reflects resource-sharing activities and helps assess the demand for materials not available locally.
- 6) **Acquisition and Collection Development Statistics:**
  - **Definition:** Information on the number and types of materials acquired, withdrawn, or deselected from the library's collection.
  - **Purpose:** Informs decisions on collection development, budget allocation, and weeding.
- 7) **User Registration and Demographics:**
  - **Definition:** Data on the number of registered library users and demographic information, such as age groups, residence, and user categories.
  - **Purpose:** Profiles the library's user community and guides targeted services and outreach.
- 8) **Library Program and Event Attendance:**
  - **Definition:** Statistics on attendance at library-sponsored programs, workshops, and events.
  - **Purpose:** Assesses the success and community engagement of library programming.
- 9) **Technology and Computer Usage Statistics:**

- Definition: Measures related to computer usage, Wi-Fi access, and technology services within the library.
- Purpose: Evaluates the demand for technology services and infrastructure.

#### 10) Fines and Fee Collection Statistics:

- Definition: Data on fines and fees collected from library users for overdue materials, lost items, or other infractions.
- Purpose: Tracks financial transactions and may indicate trends in material return patterns.

#### 11) Survey and Feedback Data:

- Definition: Information collected through user surveys, feedback forms, and focus groups.
- Purpose: Provides qualitative insights into user satisfaction, preferences, and areas for improvement.

#### 12) Staffing and Resource Utilization:

- Definition: Data on the number of staff, volunteers, and resource utilization within the library.
- Purpose: Assesses staffing levels, workload, and resource allocation.

#### 13) Facility Usage Statistics:

- Definition: Data on the use of library spaces, including study rooms, meeting rooms, and common areas.
- Purpose: Evaluates the demand for various library spaces and informs facility planning.

#### 14) Budget and Expenditure Statistics:

- Definition: Information on the library's budget, expenditures, and allocations for various purposes.
- Purpose: Tracks financial resources, guides budget planning, and demonstrates fiscal responsibility.

#### 15) Outcome and Impact Measures:

- Definition: Metrics related to the impact of library services on users, communities, and educational outcomes.
- Purpose: Measures the broader influence of the library in supporting learning, literacy, and community development.

Libraries use these statistics collectively to gauge their effectiveness, make data-driven decisions, secure funding, and communicate their value to stakeholders. Regular collection and analysis of library statistics contribute to ongoing improvement and strategic planning.

### Library statistics methods

Library statistics are collected using various methods and tools to measure and assess different aspects of library operations and services. The methods employed often depend on the specific type of data being gathered. Here are common methods used for collecting library statistics:

#### 1) Manual Counting and Observation:

- Method: Library staff manually count and observe specific activities, such as the number of people entering the library, attendance at events, or the use of particular spaces.
- Use: Provides accurate data on physical presence and engagement.

#### 2) Circulation Systems:

- Method: Integrated Library Management Systems (ILMS) automatically capture circulation data when users check out or return materials.
- Use: Tracks the borrowing and return of library materials, including item popularity.

#### 3) Reference Transaction Logs:

- Method: Librarians maintain logs of reference transactions, recording details of inquiries answered, research assistance provided, and interactions at the reference desk.
- Use: Quantifies the demand for reference services and identifies user information needs.

#### 4) Surveys and Questionnaires:

- Method: Users are asked to complete surveys or questionnaires to gather feedback on library services, user satisfaction, and preferences.
  - Use: Provides qualitative and quantitative insights into user experiences and opinions.
- 5) Interviews and Focus Groups:
- Method: Librarians conduct one-on-one interviews or group discussions (focus groups) with users to gather in-depth information on specific topics.
  - Use: Offers qualitative data, allowing for deeper understanding of user perspectives.
- 6) Online Analytics Tools:
- Method: Libraries use web analytics tools to track online activities, such as website visits, resource downloads, and user interactions.
  - Use: Measures online engagement and helps optimize digital services.
- 7) Database and E-resource Usage Statistics:
- Method: Electronic Resource Management (ERM) systems and database providers generate usage statistics for digital resources.
  - Use: Assesses the popularity and impact of electronic resources, guiding collection decisions.
- 8) Integrated Library System Reports:
- Method: Libraries generate reports from their Integrated Library Management Systems to gather data on acquisitions, cataloging, and circulation.
  - Use: Provides comprehensive insights into various aspects of library operations.
- 9) Automated Gate Counts:
- Method: Libraries use automated gate-count systems to track the number of people entering and exiting the library.
  - Use: Offers real-time data on foot traffic and peak usage times.
- 10) RFID Technology:
- Method: Radio-frequency identification (RFID) technology is employed for tracking the movement of library materials, enhancing inventory management.
  - Use: Streamlines circulation processes and inventory control.
- 11) Interlibrary Loan Systems:
- Method: Interlibrary loan systems generate data on materials borrowed from and lent to other libraries.
  - Use: Assesses resource-sharing activities and helps manage collection gaps.
- 12) Library Management Software:
- Method: Libraries use specialized software to manage various aspects of library operations, including user registration, acquisitions, and cataloging.
  - Use: Facilitates efficient data management and reporting.
- 13) Financial Software:
- Method: Financial software tracks budget allocations, expenditures, and financial transactions within the library.
  - Use: Supports budget planning and financial accountability.
- 14) Electronic Door Counters:
- Method: Electronic devices at entrances count the number of people entering and exiting the library.
  - Use: Provides real-time data on visitor traffic and helps with space planning.
- 15) Social Media Analytics:
- Method: Libraries use analytics tools to track engagement on social media platforms, such as likes, shares, and comments.
  - Use: Measures the impact of social media outreach and communication.

Libraries often use a combination of these methods to capture a comprehensive view of their operations and user interactions. Regular and systematic data collection is crucial for informed decision-making and improving library services.

## **Importance of Library Statistics**

Library statistics play a crucial role in assessing the performance, impact, and effectiveness of library services. They provide quantitative data that helps libraries make informed decisions, demonstrate their value to stakeholders, and enhance overall operations. Here are several reasons highlighting the importance of library statistics:

- 1) **Performance Evaluation:** Library statistics allow for the evaluation of key performance indicators, such as circulation rates, reference transactions, and user engagement. This assessment helps libraries understand how well they are meeting the needs of their users.
- 2) **Resource Allocation:** Statistics inform decisions about resource allocation, including budget planning, staff distribution, and collection development. By analyzing data, libraries can allocate resources efficiently to areas with the greatest need.
- 3) **Evidence-Based Decision Making:** Libraries can make evidence-based decisions by relying on statistical data rather than subjective observations. This ensures that decisions are grounded in measurable outcomes and data-driven insights.
- 4) **Collection Development:** Circulation statistics, usage patterns, and interlibrary loan data aid in making informed decisions about collection development. Libraries can prioritize resources that align with user interests and needs.
- 5) **User Services Improvement:** Analyzing statistics related to user feedback, reference transactions, and program attendance helps identify areas for improvement in user services. Libraries can enhance their offerings based on user preferences and expectations.
- 6) **Demonstration of Value:** Library statistics provide evidence of the library's value to the community and its impact on users' lives. This information is crucial for advocating for continued support from funding agencies, administrators, and the community.
- 7) **Strategic Planning:** Libraries use statistics to inform strategic planning initiatives. Data on user demographics, program attendance, and resource usage help libraries align their services with community needs and trends.
- 8) **Benchmarking:** Comparative analysis with peer institutions or industry standards allows libraries to benchmark their performance. This helps identify areas of strength and areas that may need improvement.
- 9) **Space Planning:** Statistics on facility usage, gate counts, and room bookings inform decisions about space planning within the library. This includes optimizing layouts, identifying high-traffic areas, and ensuring adequate seating.
- 10) **Community Outreach and Engagement:** Statistics related to outreach efforts, social media engagement, and program attendance help libraries gauge their success in reaching and engaging with the community. This information informs future outreach strategies.
- 11) **Usage of Digital Resources:** As libraries increasingly offer digital resources, statistics on e-book downloads, database usage, and online catalog searches provide insights into the popularity and effectiveness of digital collections.
- 12) **Advocacy and Reporting:** Libraries use statistics to communicate their impact to various stakeholders, including funding agencies, local government officials, and the public. Robust statistical reporting strengthens the library's case for continued support.
- 13) **User Experience Enhancement:** By analyzing statistics related to user behavior, preferences, and satisfaction, libraries can enhance the overall user experience. This includes tailoring services to meet user expectations and addressing areas of dissatisfaction.
- 14) **Strategic Partnerships:** Libraries can use statistics to demonstrate their value when forming strategic partnerships with educational institutions, community organizations, and other stakeholders. This helps in collaborative initiatives and resource-sharing agreements.
- 15) **Quality Assurance:** Regular monitoring of library statistics ensures that the library is meeting established standards of service. It serves as a tool for quality assurance and continuous improvement.

In summary, library statistics are integral to the ongoing success and sustainability of libraries. By collecting, analyzing, and acting upon statistical data, libraries can adapt to changing user needs, demonstrate their impact, and contribute meaningfully to the communities they serve.

### Annual Reports of Library

Creating an annual report for a library is a valuable practice to communicate achievements, activities, and key statistics to stakeholders, including library users, administrators, funders, and the community. Here's a general outline that you can use as a template for an annual report:

#### [Library Name] Annual Report [Year]

##### Table of Contents

- 1) **Executive Summary:** Briefly summarize the library's major accomplishments, challenges, and key statistics for the year.
- 2) **Introduction:** Provide an overview of the library's mission, vision, and goals. Highlight the importance of the annual report in communicating the library's impact.
- 3) **Library Profile:** Include basic information about the library, such as location, size, and key services.
- 4) **Message from the Library Director/Head Librarian:** A personalized message from the library director, reflecting on the year's successes and expressing gratitude to staff and stakeholders.
- 5) **Library Highlights:** Showcase significant achievements, events, and milestones. New services introduced. Expansion or renovation projects. Special events, programs, or exhibits. Notable collaborations or partnerships.
- 6) **User Engagement:** Provide statistics on user engagement to illustrate the library's impact. Circulation statistics (books, DVDs, etc.). Number of library cardholders. Attendance at library events and programs. Usage of digital resources.
- 7) **Technology and Innovation:** Highlight technological advancements and innovations implemented. Introduction of new technologies. Digital initiatives or projects. Improvements to the library's online presence.
- 8) **Collection Development:** Report on the library's collection development efforts. Statistics on new acquisitions. Weeding and deselection activities. Notable additions to special collections.
- 9) **Reference and Information Services:** Showcase the library's reference and information services. Reference transactions. Information literacy sessions conducted. Success stories or testimonials from users.
- 10) **Community Outreach and Partnerships:** Detail the library's engagement with the community. Outreach events and activities. Collaborations with local schools, organizations, or businesses. Community partnerships and joint initiatives.
- 11) **Staff Achievements and Professional Development:** Recognize staff achievements and development activities. Training sessions attended. Professional certifications obtained. Staff promotions or notable accomplishments.
- 12) **Financial Overview:** Provide a summary of the library's financial performance. Budget allocation and expenditures. Grants or donations received. Financial challenges and strategies.
- 13) **Future Plans and Initiatives:** Outline the library's goals and plans for the upcoming year. New services or programs planned. Facility improvements or expansions. Strategic initiatives.
- 14) **Acknowledgments:** Express gratitude to staff, volunteers, donors, partners, and the community for their support.
- 15) **Contact Information:** Provide contact information for the library, including website, email, and social media handles.
- 16) **Appendix:** Include any additional supporting documents, charts, or graphs.

The annual report should be well-designed, visually appealing, and accessible to a diverse audience. Including photographs, infographics, and user testimonials can enhance its effectiveness. The goal is

to showcase the library's achievements and impact while fostering transparency and engagement with the community.

### Benefits of Annual Report

The annual report of a library serves as a comprehensive document that communicates the library's achievements, activities, and key statistics to various stakeholders. Creating and disseminating an annual report brings several benefits to the library and its community:

- 1) **Transparency and Accountability:** Annual reports provide transparency about the library's operations, activities, and financial performance. This transparency fosters trust among stakeholders and demonstrates accountability in the use of resources.
- 2) **Stakeholder Engagement:** Engages a wide range of stakeholders, including library users, community members, administrators, funders, and local authorities. These stakeholders gain insights into the library's impact on the community.
- 3) **Communication of Achievements:** Highlights the library's major accomplishments, milestones, and successful initiatives over the past year. This helps celebrate achievements and recognizes the efforts of library staff and volunteers.
- 4) **Showcasing Services and Programs:** Provides a platform to showcase the diverse range of services, programs, and resources offered by the library. This information can attract new users and encourage existing ones to explore more of what the library has to offer.
- 5) **Demonstration of Value:** Demonstrates the value of the library to the community by presenting statistics on user engagement, circulation, program attendance, and other relevant metrics. This information helps justify continued support from funders and decision-makers.
- 6) **Strategic Planning Tool:** Serves as a tool for strategic planning by outlining the library's goals and future initiatives. The report can be a reference point for setting priorities, allocating resources, and aligning activities with the library's mission.
- 7) **Promotion of Digital Initiatives:** If the library has embraced digital initiatives or improvements, the annual report can showcase these efforts. This includes advancements in technology, online services, and the library's digital presence.
- 8) **Recognition of Staff and Volunteers:** Acknowledges the hard work and dedication of library staff, volunteers, and partners. Recognizing individual and team achievements boosts morale and encourages continued commitment to the library's mission.
- 9) **Educational Tool:** Educates the community about the library's role as a resource hub, a space for learning, and a community center. This education can help dispel misconceptions and raise awareness about the library's multifaceted contributions.
- 10) **Grant Applications and Fundraising:** A well-documented annual report can be a valuable resource when applying for grants or engaging in fundraising efforts. It provides evidence of the library's impact and the responsible use of resources.
- 11) **Benchmarking and Comparison:** Offers a basis for benchmarking the library's performance against previous years and, if available, against peer institutions. Comparative data can identify areas of strength and areas that may need improvement.
- 12) **Community Feedback:** The annual report can be a tool for eliciting feedback from the community. By sharing accomplishments and future plans, the library can invite input and suggestions from users and stakeholders.
- 13) **Promotion of Library Advocacy:** The annual report can be used as a tool for library advocacy, helping to communicate the library's value to local decision-makers, policymakers, and the broader community.
- 14) **Documentation for Historical Reference:** Serves as a historical record of the library's activities, changes, and progress over time. This documentation can be valuable for future planning and analysis.

15) Marketing and Public Relations: A well-crafted annual report can serve as a marketing and public relations tool, enhancing the library's image and attracting positive attention from the media and the community.

Overall, an annual report is a dynamic tool that contributes to the library's ongoing success, community engagement, and strategic development. It provides a platform to tell the library's story, celebrate successes, and plan for the future.

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## ABBREVIATION

AACOBS	Australian Advisory Council on Bibliographical Services
AACR	Anglo American Cataloguing Rules
A&I	Abstracting and Indexing
AAL	Association of Assistant Librarians
AALS	Association of American Library School
AASL	American Association of School Librarians
ACPA	Association of Computer Programmers and Analysts
ABLISS	Association of British Library and Information Science Schools
ALA	American Library Association
ALP	Advancement of Librarianship in the Third World Programme
API	Application Programming Interface
ARL	Association of Research Libraries.
ARPA	Advanced Research Project Agency
ALGOL	Algorithmic Language
ALPHS	Automated Literature Processing , Handling and Analysis
ASCII	American Standard Code for Information Interchange
AIM	Association of Information Management
ASLIB	Association of Special Libraries and Information Bureaux
ATIS	Appropriate Technology Information Service
BA	Biological Abstracts
BALLOTS	Bibliographic Automation Of Large Libraries Using An Online Time Sharing System
BASIC	Beginner's All purpose Symbolic Instruction Code ( Computer Language ) Biological Abstracts Subjects In Context ( Index)
BC	Bibliographic Classification
BCM	British Catalogue of Music Classification
BBIP	British Book In Print
BLR & DD	British Library Research and Development Department
BSO	Board System Of Ordering
BUCOP	British Union Catalogue Of Periodicals

CAIN	Cataloguing and Indexing
CALL	Current Awareness Library Literature
CAPTAIN	Computer Aided Processing and Terminal Access Information Network
CBI	Cumulative Book Index
CBIS	Computer Based Information Service
CCC	Classified Catalogue Code
	Copyright Clearance Center
CDS	Cataloguing Distribution Service
CIP	Cataloguing in Publication
CIS	Cataloguing In Source
	Computer and Information Systems
CLIR	Council on Library and Information Resources
CMS	Content Management System
COBRA	Collaboration for Bibliographic Records In Art.
COMLA	Commonwealth Library Association
COMRC	Co-operative Machine Readable Cataloguing
CPI	Canadian Periodical Index
DBMS	Database Management Systems
DCMI	Dublin Core Metadata Initiative
DC	Dictionary Catalogue
DELNET	Developing Library Network
DDC	Dewey Decimal Classification
DDS	Document Delivery Service
DESIDOC	Defence Science Information and Documentation Centre
DEVSIS	Development Sciences Information System
DLA	Division of Library automation
DLF	Digital Library Federation
DIAL	Division of Information and Library Services
DNB	Dictionary Of National Biography (UK and India)
ECRL	European Council of Research Libraries
EM	Excerpta Medica Bio- Medical Storage and Retrieval System
EMCLASS	Excerpta Medica Classification System
EURIM	European Conference on Research into the Management of information Service and Libraries
EULA	End user Licence agreement
EURONET	European Online Information Network
FALA	Federation of Asian Library Associations
FILA	Federation of Indian Library Association
FIRE	Foundation For Information Research and Experimentation
FLA	Fellow of Library Association
FORTTRAN	Formula Translation
FTP	File Transfer Protocol
GSDL	Green Stone Digital Library Software
HBS	Health and Biosciences Libraries Section
HELINET	Health Science Library and Information Network
HTML	Hypertext Markup Language
IACS	International Association of Classification Societies
IASLIC	Indian Association of Special Libraries and Information Centres
IATLIS	Indian Association of Teachers of Library and Information Science.
IFLA	International Federation of Library Associations and Institutions
ILA	Indian Library Association
ILL	Inter Library Loan
INDEST	Indian National Digital Library in Engineering Science and Technology
INFLIBNET	Information and Library Network
IPA	International Publishers Association
IRM	Information Resource Management

ISBD	International Standard Bibliography Description
ISBN	International Standard Book Number
ISDN	Integrated Service Digital Network
ISDC	International Serial Data System
ISP	Internet Service Provider
ISRN	International Standard Recording Number
ISSN	International Standard Serial Number
JAIST	Journal of the Association for Information Science and Technology
JOCLAI	Joint Council of Library Association of India
JILA	Journal Of Indian Library Association
LC	Library of Congress
LCMARC	Library of Congress Machine – Readable Cataloguing
LIS	Library and Information Science
LRC	Library Research Circle
LISTA	Library, Information Science and Technology Abstracts
MRF	Master Reference File
MIS	Management Information System
NAPLIS	National Policy on Library and Information Systems
NCTE	National Council for Teacher Education
NDL	National Digital Library
N-LIST	National Library and Information Infrastructure for Scholarly Content
NLM	National Library Mission
NREN	National Research and Education Network
NUC	National Union Catalogue
NUCSSI	National Union Catalogues of Scientific Serials In India
OCLC	Online Computer Library Centre
ODLIS	Online Dictionary of Library and Information Science
OJS	Open Journal Systems
OPAC	Online Public Access Catalogue
PI	Publisher Identifier
PLANNER	Promotion of Library Automation and Networking In North Eastern Region
RDA	Resource Description and Access
RFID	Radio Frequency Identification
RLIN	Research Libraries Information Network
RRRLF	Raja Rammohun Roy Library Foundation
SOUL	Software for university Libraries
TQM	Total Quality Management
UAP	Universal Availability of Publication Programme
WPI	World Patent Index
WWW	World Wide Web
YAHOO	Yet Another Hierarchical Officious Oracle

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