

MANPOWER MANAGEMENT AND DEVELOPMENT IN LIBRARIES

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INTRODUCTION TO MANPOWER DEVELOPMENT:

- # Manpower is one of the most important and vital inputs in the economic development of a country.
 - # It is the sum total of knowledge, abilities and skills that the workforce possesses and the quality of work they are capable of carrying out.
 - # The enrichment of the human resource potential is a primary goal of the libraries.
 - # The vital importance of the library resources and services is to collect, select, process and provide the right sources of information to those who need them at the right time, which can be done only by efficient library personnel.
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INTRODUCTION TO MANPOWER DEVELOPMENT:

- # According to Ginzberg, Chairman of the National manpower Advisory Committee, “Manpower refers usually to human beings who work for wages or who earn income from the work they do. Also included are those out of work and seeking employment.”
 - # In the words of Megginson, “Manpower as the total knowledge, skills, creative abilities, talents and aptitudes of an organization work force as well as the value, attitudes and beliefs of the individuals involved.”
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- # The technological impact on library and information centers is causing radical change in library collections, organizations, structure, services, products, technique, methods and particularly communications.
 - # Manpower development is to transform the organization into a human system, to develop commitment among the employees and to integrate individual employees with the organization.
 - # Manpower development is mainly concerned with the knowledge, skills, competencies, attitudes, commitment, values, and the like, of the people of an organization.
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Library automation and networks have totally transformed the nature and functioning of Library and Information Centres.

- # It is concerned with the development and acquisition of capabilities that are needed to do the present job or prospective job.
 - # It aims at overall development of human resources in order to contribute to the wellbeing of the employees' organization, and the society at large.
 - # Thus, human resource development is the process of increasing the knowledge, the skill, and the capacities of all people in a society.
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AIMS OF MANPOWER/HUMAN RESOURCE DEVELOPMENT:

- # The manpower or human resource development should aim:
 1. To develop professionals for assuming broader role of providing effective information to users.
 2. To develop scientific outlook in their jobs.
 3. To impart knowledge, skills and attitudes to library and information science personnel which would contribute to productive and development programs through effective information handling techniques.
 4. To develop adequate staff.
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5. To enhance the aspirations and capabilities of the staff.
6. To place staff where he/she is best required.
7. To provide in-service training.
8. To facilitate healthy working conditions and
9. To create cordial staff relations.

■ **IMPORTANCE OF MANPOWER DEVELOPMENT:**

- The importance of manpower development gained importance with the realization that effectiveness of an organization depends on the efficiency of the employees.
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Manpower which is one of the primary subjects of library functional system following the fifth law of library science “Library is a growing organism.”

It means the small library of today will soon grow in size and staff.

First, it envisages growth in respect of staff in its numerical strength.

Second, it concurrently implies the advancement of professional change and development.

This two dimensional change is effected through the factorial of functional manpower planning for the present and future needs of the organization and also in relation to the progressive development in the educational and training facilities and programs

The Council of American Library Association (ALA) on 30th June, 1969 decided to recommend categories of library manpower, and levels of training and education appropriate to the preparation of personnel for these categories which will support the highest standards of library service for all kinds of libraries and the most effective use of the variety of manpower skills and qualifications needed to provide it. Thus manpower is therefore, “the total qualitative and quantitative human asset.”

UNIVERSITY GRANTS COMMISSION (UGC) AND MANPOWER DEVELOPMENT:

- # Dr. Ranganathan as early as 1948 worked out a “staff formula” based on his professional experience in Madras University Library.
 - # He evolved this formula very objectively based on practical assessment of manpower needs for various professional and semiprofessional jobs in libraries.
 - # Two factors have created a persistent impact on development over the years which imperatively suggest a methodological planning of manpower needs.
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- # They are: diffusion of library services to a wide range of organizational spheres and activities and the prolific growth of professional knowledge which is diverse and tending to be multidisciplinary.
 - # The appointment of University Education Commission in 1948 under the chairmanship of Dr. Radhakrishnan, the commission made recommendations that related to annual grants, open access system, working hours, organization of the library, staff, steps to make student's book conscious and the need to give book grants to teachers to buy books.
 - # Various aspects regarding the manpower/ staffs were also mentioned.
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- # However, meaningful steps for staff development of libraries were taken up only after the establishment of UGC on December 28, 1953.
 - # The establishment of UGC is the landmark achievement in the history of higher education in India and the development of College and University Libraries.
 - # UGC had appointed various committees for review and improvement of the library system in India. Dr. C.D. Deshmukh, the first chairman of UGC (1956) while drawing an analogy between university and the human body remarked that the students form the body of the university, the administration is the head, the teachers are the soul and the library is the heart.
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- # In the year 1957, a library committee was established by UGC under the chairmanship of Dr. S.R.Ranganathan the report of this Committee was published by the UGC in the year 1959 under the title “Development of University and College Libraries.” Library manpower was one very important aspect of the report.
 - # The report gave due importance to the pay scale and training of the staff so that they could meet the challenges.
 - # The library committee also recommended appointment of another committee to look into the standards of teaching, examination and research in library schools.
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- # The committee also observed that the status and the salary of the library staff should be same as that of the teaching and research staff.
 - # UGC accepted almost all the recommendations of Library Committee (1957). As a result, a staff formula for the university and college libraries was formulated and the status and salary of library staff were made at par with the academic staffs.
 - # A review committee was constituted under the Chairmanship of Dr. S.R.Ranganathan in the early 1960s. The committee submitted its report along with its recommendation relating to objectives, curricula, admission qualifications and minimum qualifications for teaching posts and other areas for B.L.I.Sc. M.L.I.Sc. and Ph.D. courses.
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- # The report also emphasized that teachers of the library science should be treated at par with the administrative matters of the university. UGC accepted almost all the recommendations and the report titled “Library Science in Indian Universities” was published by the UGC in the year 1965.
 - # Again in 1964, the Government of India appointed Education Commission under the Chairmanship of Prof. D.S.Kothari to evaluate the education system as well as the libraries.
 - # The Commission (1964–66) stated in the final report – “Nothing can be more damaging than ignore its library and to give a low priority.....”
The Commission also pointed that the demands for the library services have been growing constantly with the increasing number of users.
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Therefore the library staffs have to cater to the diverse needs of the under – graduate and post – graduate students, research scholars and faculty members. Thus, the committee gave due importance to the library staff. The implication was that the staff should be well trained and properly developed to cater the needs.

The Advisory Committee for libraries appointed by government of India in its reports (1958, 1960) made several important recommendations. However, the report of UGC Review Committee (1965) can rightly be considered as the first comprehensive document on the subject.

- # UGC panel on Library and Information Science: In addition, the UGC has appointed a Panel of Library and Information Science to review periodically different aspects of the existing Library and Information education Programs in the country and make recommendations for future developments.
 - # The UGC appointed a committee on December 24, 1983 under the chairmanship of Prof. R.C.Mehrotra to consider the revision of pay scales, career / professional development and service conditions of teachers in the universities and colleges.
 - # In October 1985, the UGC in consultation with the Government of India, requested the Mehrotra Committee to consider the revision of pay scales of librarian to the UGC on September 3, 1986
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- # The committee recognized the importance of libraries and their manpower for imparting and disseminating knowledge and recommended the revision of pay scale for the Librarian and other staff.
 - # Other recommendations being mentioned were that the librarians should have promotional opportunities, adequate facilities to improve their qualifications or attend refresher courses to update their knowledge and new courses to impart instruction on modern technological developments.
 - # The committee also suggested for 'National eligibility Test (NET)' as the necessary requirement for lecturers, assistant librarians, documentation officers and college librarians so that the standards of new entrants could be improved.
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- # The committee also suggested that librarians should be given duty leave to avail opportunities to attend summer schools, workshops, seminars etc., to keep them abreast with modern developments.
 - # Henceforth, the government modified the requirement, qualifications and revised grade and pay scales of the library personnel.
 - # The UGC in 1988 constituted a committee on National Network System under the Chairmanship of Prof. Yash Pal, to suggest measures for networking of libraries and information centres in universities, deemed universities, institutions of national importance, UGC information centres, Research and Development institutions and colleges.
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- # The committee prepared project report for creation of Information and Library Network (INFLIBNET) and in subsequent year, INFLIBNET came into existence.
 - # In September 1990, the Curriculum Development Committee (CDC) on Library and Information Science (LIS) was constituted under the chairmanship of Prof. P.K.Kaula.
 - # The report of the committee was published by the UGC in the year 1992 as the “Report of the Curriculum Development Committee on Library and Information Science.”
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- # Among the various recommendations of CDC, revision of curriculum in Library and Information Science courses has been the main focus so that it can produce the required manpower suitable for the changing scenario in the country.
 - # UGC also constituted a subject panel on library and information science in the year 1997 with Prof. C.R.Karasiddappa as convenor.
 - # Discussions on issues were held followed by regional meetings. The panel felt the need of the immediate restructuring of the earlier CDC reports in the wake of rising impact of IT on libraries.
 - # Thereafter, UGC constituted 3 groups of expert to review the outcomes of various meetings and further sharpening of the modules and course contents etc.
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- # Thus the main focus of all these committee was training the manpower of libraries with the new technologies in order to enable them to face the new challenges
 - # UGC from time to time has been constituting library reviewing various aspects of libraries so that necessary changes can be made.
 - # The Commission also imparts various types of training and developmental program for the library personnel in order to enable them to cope with the fast changing environment.
 - # One of the major programs that UGC launched was the establishment of the Academic Staff Colleges at various universities.
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- # The working university personnel thus get an opportunity to improve their knowledge, skills and learn new techniques.

 - # UGC foresaw the need for professionalization of education and development of skills among library personnel to enable them to efficiently work in an ICT environment.
 - # INFLIBNET has taken up various steps for development and training of library manpower or staffs and library professionals.
 - # Till 2003, INFLIBNET has organized nine Annual National Conventions called CALIBER (Convention on Automation of Libraries in Education and Research Institution) in collaboration with the
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Universities or Educational institutions with relevant objectives and focus on emerging information technology.

The Convention has been providing a regular forum for interaction and exchange of ideas, information and newer experiences among the libraries and computer professionals from academic institutions and others thereby enabling them to enrich their managerial skills and professional competencies.

In pursuit of making INFLIBNET a world class organization with the innovative changes, from the year 2003, an annual convention as an international event has been started.

Thus First International Convention, CALIBER 2003 was held at Ahmedabad in February 2003. Since then International Convention, CALIBER 2004, CALIBER 2005, CALIBER 2006 are being organized and held regularly with different themes for each Convention.

From the year 2003, a convention called PLANNER (Promotion of Library Automation and Networking in North – Eastern Region) is being organized by INFLIBNET (UGC) regularly.

The first convention, PLANNER 2003 was held at North Eastern Hill University (NEHU), Shillong, the second convention, PLANNER 2004 at Manipur University, Manipur and third convention, PLANNER 2005 at Assam University, Silchar, Assam.

The fourth convention, PLANNER 2006 is held in December 2006 at Mizoram University, Mizoram.

Finally, it may be noted that recently UGC has constituted B.L.Mungekar Committee on Higher Education in India.

- # The committee has submitted its interim report to UGC with certain recommendations regarding qualifications for appointment of teachers and library personnel in universities, colleges etc.
 - # UGC also provides various orientation courses for the working staff in libraries through professional institutions, agencies and LIS departments of the universities.
 - # Besides these, efforts are being made by UGC to provide financial grants to the libraries of institutions of higher education, provision of flexible study leave, provision for vacation, health services and academic status, liberal retirement benefits, good opportunities for promotions, etc.
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MANPOWER DEVELOPMENT IN LIBRARY AND INFORMATION SCIENCE:

- # The manpower development in library and information science is analyzed particularly for the changing environment in the field of library and information science into the following sub – factors:

1. Manpower Development Needs:

- # Existing Conditions
 - # Potential for Training Manpower
 - # Professional Knowledge and Skills
 - # Professional Analysis
 - # Input Analysis to Professional Development.
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2. Manpower Development Policies

- # Redefining the boundaries of the profession.
 - # Development of manpower.
 - # Maintaining their skills and
 - # Utilization of manpower.
 - # Some of the objectives of manpower policy of academic libraries are:
 1. To assess the nature of the services required to readers.
 2. To consider financial resources of a library.
 3. Organizational set up.
 4. Physical facilities.
 5. Systems of work.
 6. Duration of days and working hours in shift systems in the library.
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7. Network of library system.
8. Latest technological innovations and growth in the field of library and information sciences' effect.
9. The quantitative increase and qualitative improvements in the educational system, rise in prices of research materials, growing requirements of the expanding academic community, frequent changes in teaching methods, curriculum, methods of evaluation, induction of semester system etc. Assessment of existing training facilities, identifying new areas and designing specialized courses, continuing education programs and workshops, consultancy and extension services, etc.

10. Academic libraries have to formulate staff recruitment policy suited to their requirements uniformly. Staffing pattern should attempt to offer reasonable guidelines.

11. Line and staff system to be introduced in the management. To have promotional avenues, ratio is to be fixed between different posts in the hierarchy.

3. Manpower Development Programs.

□ The various methods of manpower development such as sabbatical leave programs, professional development leaves, attending conferences, workshops, visiting consultant, lectureship programs and internships, staff exchange, job orientation course and mentoring etc are some other methods of manpower development.

TRAINING AND DEVELOPMENT:

■ There are a variety of training approaches that a manager can use. The important ones are:

■ *On– the – Job Methods:*

- Coaching
- Job Rotation
- Training Positions
- Planned Worked Activities

■ *Off – the – Job Methods:*

- in–house–class instruction
- Management development programs sponsored by universities or other organizations
- Class room instruction
- Sponsored Programs

LIBRARY STAFFING CONSIDERATIONS IN THE AGE OF TECHNOLOGY:

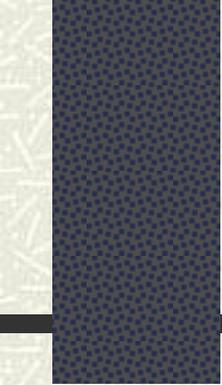
- # Technology has impacted nearly every facet of library work. Librarians are moving into dramatically different roles as new services are implemented.
 - # Acquisitions librarians still select and purchase books and traditional journals, but they also must deal with many "access without ownership" issues involving leased electronic databases, full-text journal article access services and other services that are acquired only virtually
 - # Records must successfully interact with not only the library OPAC, but also with a growing variety of indexes, full-text services and browsers. Cataloging the Internet itself is a task.
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CONCLUSION:

- # In view of the rapidly expanding library and information services and the fast changing character of library, training courses offered must be ensured on the uniformity and quality.
 - # In view of the challenging and dynamic situation in the profession, the information professionals must be given every facility to refresh his expertise so as to keep abreast of the advancing knowledge by planned development of continuing education programs in the field. The status and pay scales as well as the academic facilities should be given to library and information science professionals.
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Flexibility is the key to success, and professional (information access and management) and personal (skills, attitudes, beliefs) competencies will be critical in maintaining the flexibility needed for continuing success into the future ([Spiegleman, 1997](#)).

By acknowledging technology, combining appropriate change management elements and posturing for continuing change, libraries will be well positioned to meet the technology-driven user service challenges of the future. To exist and grow, library and information science education must adopt itself to the changing environment.



THANK YOU

