

## **PAPER - B107**

### **MANAGEMENT OF LIBRARY AND INFORMATION CENTRES**

#### **UNIT II - HUMAN RESOURCE MANAGEMENT**

**Prof. Paramjeet Kaur Walia**

##### **Introduction**

Excellent library collection, good physical facilities, adequate infrastructure, and sufficient funding are all very significant for the efficient management of a library but the success of library operations and services depend upon the human resource.

Other terms used for human resource management (henceforth HRM) are personnel administration or personnel management, but in last few decades the term human resource management has become more popular.

The success of the organization depends upon the capacities and capabilities of its personnel. Unless an organization devotes enough resources on the development of its human resource, it would not get the required output from its personnel. An organization's commitment to the development of human resource has to be reflected in its policies, procedures, practices, customs and ideals.

HRM is concerned with developing the potentialities of employees so that they will get maximum satisfaction out of their work and put their best efforts for the accomplishment of objectives of the organization.

## **Definition:**

According to Michael Armstrong (2003) “Human Resource Management (HRM) is a strategic and coherent approach to the management of an organization’s most valued asset: the people working there who individually and collectively contribute to the achievements of its objectives”.

The aim of HRM is optimum output which is accomplished by securing optimum contribution from the staff employed in an institution/library. It also emphasizes on developing the skills and capacities of the employees as well as building up discipline oriented organizational team work culture.

The process of HRM consists of the following aspects:

1. Determining Staffing needs
2. Job Analysis
3. Job Description
4. Job Evaluation
5. Recruitment and Selection
6. Training and Development
7. Performance Appraisal

### **1. Determining staffing needs**

Determining staffing needs involves assessment of existing staff and future HR requirements quantitatively and qualitatively. The purpose of the process is to help identifying type, number and at what level staff will be

needed. Estimating staff requirement every three or four years provide managers with useful information before fresh recruitment. (Evans et. al., 2000)

Libraries hire different type of employees having various levels of educational qualifications and skills. Professional librarians constitute the smallest group of employees in libraries. They usually have a master's degree in library and information science (MLISc). Sometimes these professionals also hold a second master's degree in a subject field or a doctorate. Professional librarians perform intellectual tasks and most of them serve in leadership roles. The support staff, usually the largest group of employees with different skills, from paraprofessional to clerical, handles routine operations in libraries. In addition, many libraries employ part-time employees. Estimates of manpower requirements in a library, have to be based upon the objectives, activities, programmes, and services. (Stuaert & Moran, 2007)

The Library Committee of the University Grants Commission (1957) laid down the following staff formula for university and college libraries in India which is given below:

- Book Section: 1 person of every 6,000 vols. added in a year.
- Periodicals Section: 1 person for every 500 current periodicals taken.
- Documentation Section: 1 person for every 4000 entries prepared in a year.

- Maintenance Section: 1 person for every 6,000 volumes added in a year, 1 person for every 500 volumes to be replaced in a day, and 1 person for every 100,000 volumes in the library.
- Administrative Section: Minimum 1 library accountant, 1 steno-typist and 1 correspondence clerk.
- Reference Section: 1 person for every 50 readers using the library in a day of the year (other than those reading current issues of periodicals and newspapers or the text books).
- Circulation Section: 1 person for every 1,500 hours for which one wicket-gate has to be kept open in a year.
- Supervisory Section: 1 Librarian and 2 Deputy Librarians.
- Unskilled staff: 1 cleaner for every 30,000 volumes in the library, 1 attendant each for 60,000 volumes added in a year, for every 500 current periodicals taken, and for each of the shifts in the circulation section, besides unskilled and the semi-skilled workers normal to any institution.

## **2. Job Analysis**

Staff required in libraries specially of qualitative nature can be assessed through techniques such as job analysis, job description and job evaluation.

Job analysis involves the analysis of the contents of each job to be performed in an institution. This analysis allows the institution to gather information about what is actually being done by employees holding specific jobs. A variety of methods may be employed for job analysis. Some

of the most common include direct observation of the job, interviews, written questionnaires, or requesting employees to record what they do on a job by means of a daily log or diary. A job analysis can also indicate when a job needs to be redesigned. (Stuaert & Moran, 2007).

Job analysis provides a scientific basis for fixing wages and salaries of various types of jobs for different classes of employees taking into account the physical and mental skills of workers as well as risks and responsibilities involved in each type of job.

Following are the merits of Job Analysis:

- It defines staff needs in concrete terms.
- It specifies the duties and responsibilities implied in each job.
- It assists in organization planning and provides coordination.
- It helps in determining job opportunities available in each type of organization. It spells out the types of workers required for each job. It provides guidelines for providing facilities for education and training of right type of personnel for each type of organization.
- It helps experimenting modern devices like time and motion studies that are instrumental in increasing overall efficiency and productivity.

The results of the job analysis can be useful in writing new job descriptions, in specifying the skills and abilities needed by workers holding the job, and in determining the appropriate compensation for that job.

### **3. Job Description**

After a job has been established, the next step is to write a job description that specifies the duties associated with that job; the relationship of the job to other units of the institution; and the personal characteristics, such as education, skill, and experience, required for performing the job. Job Description involves the recording of the following data concerning each job analyzed:

- Principal duties to be performed and responsibilities involved are outlined.
- Operations involved in each job are listed in proper sequence.
- Requisite materials, equipment, machinery and tools etc. are listed.
- Conditions of work i.e. surroundings, the time of work etc. are stated.
- Relations of various related jobs are indicated.
- Mental and physical abilities for performing each operation are listed.
- The kind of training and the length of experience required are also indicated.
- Wages payable along with other fringe benefits are stated.

Job Descriptions fulfill several important administrative and HR needs. A job description may be used in recruiting new employees. After an individual has been hired, the job description becomes the basis for determining training needs and identifying tasks that require special effort

before the employee can perform them well. Later, the job description becomes the basis for formal performance appraisal.

#### **4. Job Evaluation**

Job evaluation means job-rating. It specifies the value of each job in relation to another job or group of jobs and is an objective method of measuring the value of a particular job. This process may imply the following essential steps:

- Determination of requisite elements or factors involved in all jobs carrying monetary remuneration.
- Using these elements and factors for comparing one job with another.
- Knowing the relative value of each job.
- Fixing the money value of each job.

Job can be evaluated in following ways:

- **Job classification:** This is a traditional method of job evaluation. The classification is based on the kind of work to be performed and the responsibility involved in the work. The job classification system defines classes of jobs on the basis of duties, skills, abilities, responsibilities, experience and other job-related qualities. The jobs are grouped into classes arranged in a hierarchy. Regardless of the system used, it is always the job that is classified, not the employee holding the job. This system is not based on scientific principles.

- Job ranking: According to this method, jobs in an organization are arranged in an order, as from the most complex to the simplest. Only broad qualities necessary for a group or all of the jobs are considered.
- Considering the prerequisites and conditions essential to each job: It includes mental and physical requirements, skill, responsibility and working conditions.

## **5. Recruitment and selection procedures**

The following steps need to be followed at the time of recruitment of the library staff:

- Ascertaining the vacant jobs, their number and types. These may fall vacant due to retirement, resignation, termination or dismissal. New posts may be created.
- Deciding or revising, their requisite qualifications, salary scales and other allowances etc.
- Inviting applications by advertising these posts in National, State or Local newspapers and journals. Information must be sent to various professional associations and societies also so that widest possible publicity is given and some suitable candidates are secured through the good offices of these professional bodies.
- Receiving the applications of the candidates and processing these methodically for deciding the names of candidates to be invited for interview.

- Appointment of experts/constituting selection committees for the purpose, getting their consent, deciding interview dates, preparing interview charts and verifying data and sending it to the experts.
- Sending interview letters to the candidate's selected/recommended by the experts.
- Laying down interview criteria and tests for the assessment of the candidates.
- Inviting opinion of referees given by the candidates.
- Interviewing the candidates to judge their personality and other traits.
- Checking references of the suitable candidates for checking up their personal details, especially their past history, political leanings and professional standing.
- Selecting candidates provisionally.
- Asking the provisionally selected candidates to undergo medical/physical tests.
- Settling pay scales, initial salary, fringe benefits and other service conditions.
- Issuing of a formal appointment order by the authority and/or executing an agreement bond, between the authority and the appointed candidate, stating clearly therein all the relevant conditions of service etc.

## **Post-recruitment strategies**

1. **Conducting tests** : A person is appointed to perform a particular job before his formal appointment. It is essential to know about him intimately as to whether he is capable of performing the job to be assigned to him. Some tests may be applied for observing the candidate's behavior. These can be personality test, intelligence test, aptitude test, trade test and interest test.
2. **Placement** : It implies the assignment of the right job to the right person. Proper placement is instrumental in increasing output. It avoids wastage of human energies, which may occur by absenteeism or accident. On the other hand, a misplaced employee is a liability to the institution. He may cause serious damage to the machinery and other equipment.
3. **Induction** : It means introducing a new worker to his job, his coworkers and basic objectives and policies of the organization. This kind of initiation is helpful for an employee in settling himself to his new job. This can be achieved by supplying the new employee all relevant information about his job and the organization through printed/written documents and verbal explanation by his immediate superior/supervisor.

## **6. Training and Staff development**

The main aim of personnel management of any organization is to get the best quality maximum output from the staff by their performance and the total efficiency of the library depends directly on how well its staff is trained.

Hence trained staff is very much essential to fulfill the objectives of personnel management. Among many requirements which promote best performance of staff, training facilities is also essential which contribute to high performance of the staff.

Training is concerned with imparting specific skills for purposes. The training of the staff in libraries includes orientation programmes for new entrants to the libraries; in service training when new tasks are assigned to members of the staff or when new techniques or technologies are introduced in the libraries for any of its operations; and continuing education programmes to keep the staff 'well informed of current developments'.

The term broadly refers to the nature and direction of change induced among employees through the process of training and education.

The following are the major benefits of training of the staff in the libraries:-

- A systematic training programme helps to reduce the learning time to reach acceptable level of performance.
- A well-trained person usually shows a greater increase and a higher quality of work output than an untrained person. The training increases the skill of the staff members in the performance of particular job of the library.
- Through the training the best available methods of performing the work can be standardized and made available to all the staff members of the

libraries. Standardization will make high level of performance rule rather the exception.

- Trained staff member is able to make better and economical use of materials and equipments of the library.
- If the staff members are given proper training the responsibility of the management is lessened.
- The proper training increases the morale of the staff members of the library and it helps in reducing the dissatisfactions, complaints and absenteeism in the staff members of the library.
- Under the umbrella of training, several useful functions of management can be performed; training reduces the need for constant and close supervision.

The concepts like ‘staff development’ and ‘continuing education’ have invariably been used in literature in an overlapping manner. Staff development refers to all activities and efforts by the individual to upgrade his knowledge, abilities, competencies and understanding in his field of work or specialization so that he can become more effective professional to handle responsibilities of greater scope and accountability’. Some authorities view ‘staff development’ as a process of skill acquisition and enhancement and others view it as a process of self-awareness.

In fact, Continuing Professional Development is a broad concept that includes staff development, training and personal development. For ‘staff development’, includes the following activities:

- Planned rotation of employees within the library system during the initial phase of 2-3 years
- Membership of professional associations
- Making visits to book exhibitions, book fairs and other libraries
- Encouragement of writing and publishing
- Grant of leave for research and study
- Sponsoring staff to attend refresher courses
- Grant of support to pursue professional courses

## **7. Performance Appraisal**

- From a new member of staff's first day, the management and support of their performance is crucial and a key responsibility of their line manager. Performance management is a concept that originated in the USA and has particularly influenced the widespread adoption of performance review or appraisal.

A principal feature of performance management is the connection of the organization's objectives and strategic goals to the work of the individual employee. A standard performance management system would incorporate:

- A shared vision of the organization's objectives communicated to all employees (via different channels, e.g. mission statement)
- Individual performance targets which are related to the team/service and also to the wider organizational objectives

- Regular meetings to review progress towards objectives
- A review process which identifies training and development needs
- Reflection and evaluation on the effectiveness of the whole process and its contribution to overall organizational performance by all parties involved.

Performance management has been developed to co-ordinate several features of HR management (goals/targets, performance review, training and development, reward systems) to deliver effective performance in a role. Other central elements include probationary review and feedback, which ascertains if a member of staff can be confirmed in post, codes of conduct, coaching and mentoring.

The lynchpin of the whole process is commonly agreed to be the performance review, although it should be stressed that performance management is more than this and interlinked with staff motivation and the creation of conducive working environment and relationship plus many other factors that contribute to staff motivation and achievement. The purpose of performance review is given suitably by a ten point checklist.

The ten point checklist gives:

- i. Evaluation – of performance against set goals which could then be related to reward if appropriate
- ii. Auditing - to discover the work potential of individuals and department

- iii. Succession planning
- iv. Identification of training and development needs
- v. Motivating staff
- vi. Developing individuals by providing advice, information guidance and feedback
- vii. Improving standards and performance
- viii. Checking the effectiveness of procedures and practices
- ix. Enabling the effective management of change
- x. Developing effective relationships between staff

Performance review originates from the desire to be systematic, formal and ultimately more equitable, in the setting, monitoring and evaluating of objectives, usually in a yearly cycle. In addition, it provides a framework for discussions between employee and employer on achievements, job satisfaction, motivation, barriers to success, team relationships, aspirations, training and development and future career plans and opportunities.

The performance review is now a commonly used tool across all library and information sectors and should ideally be available to all staff. It should be viewed as an integral part of performance management, linking to regular review/update meetings and continuing professional development, contributing to the evolving relationships between a manager and their staff.

The performance review itself remains central and need to be prepared for and managed effectively to ensure a positive experience for all involved. The manager should consider the following issues when preparing themselves and their staff for performance review:-

- Evident commitment of the organization, management and staff.
- Individualization – performance review is a very personal and individual experience and can be seen as stressful by many staff. As the literature highlights, the relationships between the manager and member of staff will fundamentally affect the whole experience and its productivity.
- Promotion to the benefits to staff – proactive promotion to allay staff fears and suspicion that performance review is simply a management tool or a way of controlling staff. The benefits could be identified as recognition, guidance, increased motivation and commitment and career development.
- Structure and framework – the process should be clearly articulated to all involved with a structure, procedures and accessible, user-friendly forms.
- Training for all involved – as with recruitment and selection, performance review requires a skill set for both manager and employee. In addition, all involved must ideally come to the process in a spirit of openness and honesty.

- Ownership and self-appraisal – the concept of ownership is crucial and self-appraisal is one way of developing this. Questions such as ‘how well I have achieved my objectives?’ and ‘how well have I contributed to my team?’ should be incorporated.
- Feedback – a key element of the process is providing feedback on an individual’s performance; this is a core management skill and requires sensitivity, openness and often a balance of praise and constructive criticism.

An effective performance management system that is owned and understood by managers and staff, and a commitment to developing open and honest working relationships, should provide a preventative approach to performance issues that if allowed to develop unchecked can lead to capability, disciplinary and grievance cases. Additional benefits of such an approach include contributing to the effective management of change and to the developing of the individual.

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