

16 MANAGING A LIBRARY

S M DHAWAN

Structure



- 16.1 Introduction
- 16.2 Library Objectives
- 16.3 How to Manage a Library
 - 16.3.1 Step 1: Library Policies and Programs for Collection Development
 - 16.3.2 Step 2: Library Authority and Library Advisory Committee
 - 16.3.3 Step 3: Procedures for Library Organization and Administration
 - 16.3.4 Step 4: Library Space, Equipment and Tools for Library Operations and Services
 - 16.3.5 Step 5: Procedures for Maintenance of Library Collections
- 16.4 Apply What You Have Learnt

Learning Objectives



After going through Unit 16, it is expected that you would be able to

- ❖ Understand why library support in adult education set-ups is important for meeting the institutional objectives
- ❖ Describe what is the relative importance of different management functions in managing a library in adult education set-ups
- ❖ Discuss what are the important procedures for managing library collections and services
- ❖ Implement the procedures for managing a small library

16.1 Introduction

Unit 16 throws light on one of the most important aspects of adult learning. It explains that libraries in adult education set-ups have an important role to play in facilitating access to information for learning, education and training. They also play important role in supporting research programs of adult education set-ups as well as their outreach programs designed to educate and inform adult user groups on social, economic and educational issues, and problems. Another role of libraries is to raise awareness about economic

opportunities available in the marketplace. Like any other library in academic set-up or research institutions, adult education libraries have also to be planned, organized and managed using standard management principles and standard library procedures and techniques for access and retrieval. Unit 16 deals with all these issues and provides PALDIN learners with very useful skills to perform their tasks better.

Besides enabling physical access to collections, libraries have to be organized for rendering information services such

as instructions in the use of library catalogue and reading materials, reference service, information

dissemination, etc. You will read about this dimension of library management in Unit 17.

16.2 Library Objectives

Strategic planning and development of a library is guided mainly by the goals and objectives of the parent institution of which the library is a part. In any given adult education set-up, you could frame library objectives along the following lines.

- i) Facilitate access to information for knowledge, education, and learning.
- ii) Support research activities and programs of the set-up by offering proactive information services
- iii) Support outreach programs of the adult education set-up, designed to

educate and inform adult user groups on social, economic and educational issues, problems, and opportunities of interest them.

- iv) Offer proactive services for effective use of all types of library materials.
- v) Store and preserve information of archival nature such as local traditions, customs, and locally generated process documentation reports, etc.
- vi) Use library as the platform for social, economic, and cultural development of the target communities.

Activity 16.1

Explain on the basis of your past experience why libraries are relevant in achieving the objectives of adult education setups.

16.3 How to Manage a Library

Library management involves functions such as planning, organizing, leading, and controlling. Planning is about systematically making decisions about the library goals. Organizing is about assembling and coordinating human, financial, physical, informational, and other resources needed to achieve library goals. Leading is about functions that involve efforts on the part of the librarian to stimulate high performance by employees, and controlling about monitoring various library operations and services. These four management functions are highly integrated, but libraries that excel in organizing material

resources and in leading their human capital are known to give better performance.

Keeping in view the fact that libraries in adult education set ups are, by design, small budget libraries, confined to one room space, and adult education staff manages them manually on part time basis, these four management functions would occur in varying degree. In such a typical set up, the functions of organizing and controlling would receive greater attention compared to other two functions. For managing a library you may take the following step-by-step approach.

Step 1: Defining library policies for collection development

Step 2: Defining library authority and library advisory committee

Step 3: Define procedures for library organization and administration

Step 4: Defining library space, equipment and tools for library operations and services

Step 5: Defining procedures for maintenance of library collections

Let us discuss each step in a little more detail.

16.3.1 Step 1: Library Policies for Collection Development

Step 1 includes the following task:

i) Define the objectives of your library: State clearly the purpose of its existence.

ii) Define your user community and their information needs: This requires complete knowledge and understanding about library stakeholders. This may include adult education teams, extension workers and adult education professionals, local community members and those who provide funds for the library. Their information needs can be assessed through library surveys, personal interviews, and informal discussions with all stakeholders.

iii) Define library policy for building collections: The policy states the guiding principles and procedures under which collection development activities, including the selection, maintenance, and weeding of print, electronic, and media library materials will occur. This would also mean specifying subject areas of interest to library stakeholders, their languages preferences, and formats of published and unpublished material (*i.e.*

print, non-print, or electronic format). Non-print material could include films, slides, transparencies, photographs, maps posters, charts, etc. The policy must also define the limits in terms of collection size, keeping in view the users strength in a given subject, space available within the library premises, and annual budget earmarked for the purpose. The policy may also specify the subject areas in which the library is going build its archival collection, if any. Such a policy statement on the part of the library ensures continuity and consistency in selection and revision of materials for the library collections.

iv) Define what different collections are required to be developed and sustained keeping in view users' information needs: The possible options include books collection, reports collection, pamphlet collection, multi-media collection, and reference collection (comprising dictionaries, yearbooks, directories, who's who almanacs, general and subject encyclopedias), etc. The library may decide on developing some of these collections keeping in view the users' information needs.

v) Define your book selection policy: State the distribution of library budget by subject and by collection. The policy may also state guidelines for acquiring multiple copies of books, guidelines for accepting books from donors, and guidelines for weeding out material.

16.3.2 Step 2: Library Authority and Library Advisory Committee

Libraries in adult education setups are, by design, small budget libraries, confined to one room space, and managed manually on part time basis by adult education staff. The person in-

charge of the library should be the library authority, responsible for organization and management of the library. He/she should play a dominant role in decision making, should enjoy the authority to communicate freely with groups across the organization, and enjoy financial and administrative powers for managing library operations and services smoothly. The financial and administrative limits of the library authority should correspond to staff of equivalent status in the organizational hierarchy. The library authority should be reporting to the top management in the organization. There is a need to set up a Library Advisory Committee, which would perform the role of advising the library on its growth and development. It will also act as interface between the library management and the top management in the organization and between the users groups, for ensuring smooth functioning of the

library operations and services without compromising on policies set out for library development. The Committee should comprise members mainly drawn from the organization, and representing various user groups on the Committee. Its terms of reference could be worked out on the following lines:

- i) To formulate policy for developing library resources for reading, reference and projects.
- ii) To develop a general program of library services to suit the interests and requirements of different categories of users
- iii) To frame, review and approve library rules
- iv) To recommend suitable budgetary provisions for the library and resource centre
- v) To make recommendations for proper functioning of library as knowledge centre

Activity 16.2

Do you have a Library Advisory Committee in your adult learning setup? Do you think that we need Library Advisory Committee in managing a library? Make a case for setting up such a committee in each adult learning setup library.

16.3.3 Step 3: Procedures for Library Organization and Administration

In any larger set up, library organization tasks involve assembling, forming logical units of works, defining hierarchical structures, identifying staffing requirements, assigning tasks and responsibilities, coordinating human, financial, physical, informational, and other resources needed to achieve library goals. Administration is another activity required to be undertaken for performance and achieving library goals. It is defined as the process of getting things done through men and materials within the organizational framework.

Library organization and library administration are closely related to each other. The distinction between the two is very subtle. Organization comes before administration. The latter starts when the organization ends. One lays down theoretical principles, whilst the other puts those principles into practice.

In the adult education set up, wherein libraries by design are small and are going to be managed on part time basis by adult education staff, not much needs to be done in so far as library organization is concerned. In such flat hierarchical structures, the staff has no option but to perform multitasking

operations such as administration, technical functions, service support, and library maintenance. For effective performance, it is advisable for the library to opt for outsourcing of library maintenance operations such as stack maintenance, catalogue card maintenance, photocopy services, library up keep, stock verification, gate security, etc. It may also consider outsourcing classification and cataloguing operations if circumstances so warrant.

The libraries in adult education set ups need to undertake planning activities such as strategic planning (*i.e.* identifying library goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks), budget planning (for document collections, library equipments, library furniture, library stationery, media library equipments, if planning for a multi-media library), and

library promotion planning. These are not perennial activities and are required to be undertaken once in year. The extent of budget planning activities would depend upon the size of adult education programs, network linkages, and staff deployed within the organization, etc. For building a library from the scratch, it must begin with a small annual budget of Rs.100, 000/- during the first three years. In the subsequent years, budget requirements may be reviewed and decided based on collection already built and actual requirements. It is a good practice to undertake budget planning exercise in consultation with the Library Advisory Committee for developing collections, library equipments, library furniture, media equipments, etc. It is also a good practice to formulate library plans for promoting and popularizing library services.

Activity 16.3

Explain the four functions of library management. Assess the extent your adult learning setup library is able to carry out each of these functions.

16.3.4 Step 4: Library Space, Equipment and Tools for Library Operations and Services

Bureau of Indian Standards provides that a library should have a stack room, a Librarian's room and a Reading Room having seating capacity of 40 to 120 chairs. The stack room should be big enough to accommodate between 6,000 and 10,000 books. A Sample Layout of Library is given as a suggestion in the Appendix A. The library-in-charge would need to plan actual library size and seating capacity of 'reading room' keeping in view the optimum number of members in an adult education set-

up, the variety of library services it is planning to offer, and the members of the adult community who would be coming to visit the library for social interactions.

The library equipments and tools like furniture, fittings and accessories should of standard pattern and design, so that users feel comfortable in using them. 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

Besides, the library may acquire radio and television set, tape recorder/player, VCR and VCP, slide and film projector, overhead projectors, computers with internet connection, Xerox machine, etc.

Activity 16.4

What methods do you use for understanding the information needs of library users in your adult education set up?

16.3.5 Step 5: Procedures for Maintenance of Library Collections

You will find that the following procedures help in maintenance of library collections.

Preservation of library material: Proper care of library collections is necessary with a view to prolong its life. This requires preserving and protecting books against decay and deterioration. As preventive measures, dusting and cleaning of books and shelves must be carried out on regular basis. Books must be exposed to adequate air and sunlight for a short time in case the library room does not get sufficient sunlight. Avoid keeping books in damp places. Pest control treatment may be got done on periodic basis. Books and other reading material may be got bound from time to time. Besides, book supporters may be used to keep books upright on the shelves. Reference books such as dictionaries, encyclopedias, directories and picture books are costly and heavy in weight. They must be handled with care.

Organizing reading materials on shelves and their rectification: Normally, books and other reading

materials in a library are organized into different collections such as book collection, rare book collection, periodical collection, and reference collection, etc. Books are arranged according to classified order. Besides, when some books are more in demand than others in such cases the library may consider creating a separate sequence of books in great demand. Reference books are also arranged in classified order. Periodicals are arranged by journal title. Shelving and shelf rectification of reading material in different collections must be done preferably every day to ensure that shelf arrangement of books and other reading material is as per prescribed order. Shelf rectification is undertaken to ensure that books and other reading are kept on the shelves as per prescribed order. In case they are not, necessary rectification is done to restore their order on the shelves. This is important so that one could trace books on shelves from their prescribed locations on the shelves when required. 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.

Activity 16.5

Have you ever faced the problem of not being able to trace a resource in your library? What do you think is the main reason for such a state of affairs in a library? Do you consider shelf rectification to be important for improving library performance?

16.5 Apply What You Have Learnt

Have you ever taken an interest in managing library of your adult learning setup? Do you think that there is a difference between library organization and library administration? Will you like to handle both at your adult learning

setup? If yes, explain how you would carry them out. If no, give reasons for not doing so. See Figure 16.1 in Appendix A for suggested layout of library.

Appendix A: Suggested layout of Library

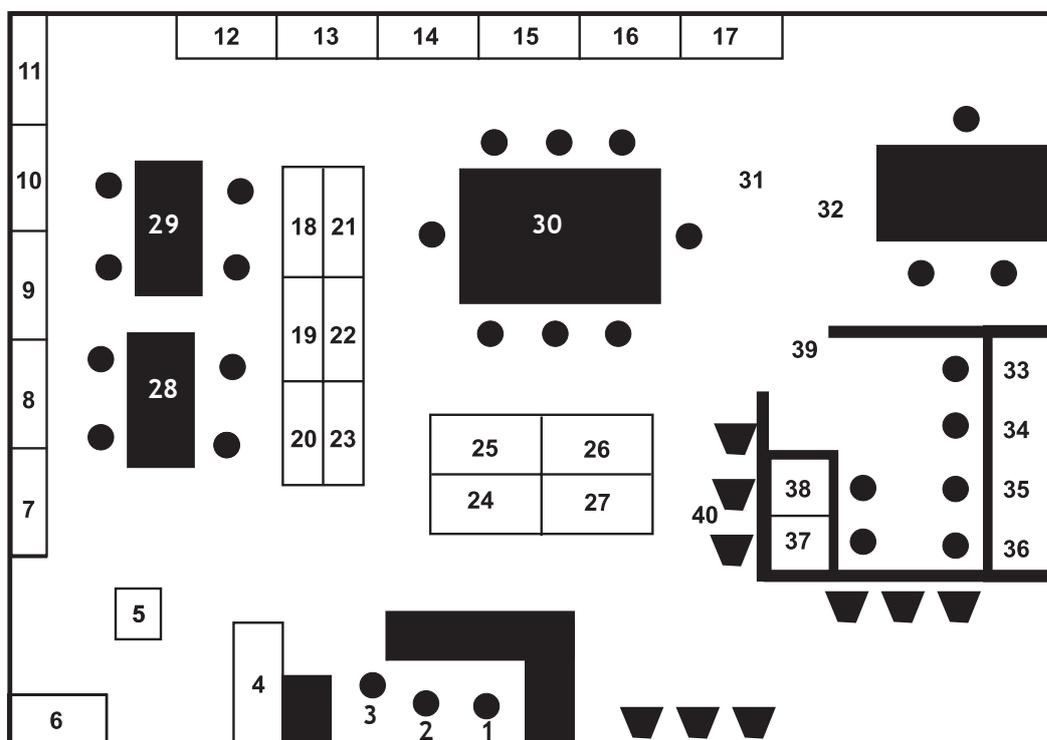


Figure 16.1 Suggested Layout of Library

Proposed layout of a library room has been improvised out of a classroom size 20'' x 30'' with entrance 4' wide and suitable windows for light and ventilation. See Index on page 188 for numbers mentioned in Figure 16.1.

Index

1	Display Board
2	Issue and Return Counter
3	Computer Desk
4	Catalogue Cards
5	Revolving Stand for magazines
6	Reference Books
7-27	Racks for Library Books
28 -29	Table 2' x 4' top
30	Large Table top size 5' x 6'
31	Magazines & Periodicals with Partition
32	Librarians Cabin with seating capacity for 3
33-38	Study Tables
39	Special Information Boards 4'x4' Softboard
40	Information on New Arrivals

